Manual to become a mentor of entrepreneurship

young entrepreneur mentoring people

Erasmus+
Content

1. GENERAL INTRODUCTION ................................................. 3
   ERASMUS + PROGRAM ......................................................... 4
   YEP! PROJECT ............................................................................ 4
   PARTNERS ................................................................................ 5
   SITUATION OF BUSINESS MENTORING AT THE MOMENT .......... 7
   DEFINITION OF THE KEY WORDS ........................................ 11

2. TARGET GROUP ............................................................. 13
   DEFINITION OF THE TARGET GROUP .................................... 14

3. SKILLS ............................................................................. 16
   INTRODUCTION ........................................................................... 17
   SKILLS .................................................................................... 17
   COMMUNICATION AND STORYTELLING .................................. 17
   PARTICIPATION .......................................................................... 18
   MANAGEMENT ............................................................................ 21
   FINANCIAL ISSUES .................................................................... 22
   INNOVATION (including ICT) .................................................... 23
   DESIGN A BUSINESS MODEL (including sales) ......................... 24
   EXTERNAL LINKS ....................................................................... 25

4. PROCESS TO MENTOR .................................................... 27
   INTRODUCTION ........................................................................... 28
   THE MENTORING PROCESS .................................................... 29
   WHAT IS A MENTOR? ............................................................... 29
   WHY SHOULD YOU MENTOR? ............................................... 30
   WHO ARE THE ACTORS OF THE MENTORING PROCESS THAT YOU WILL CARRY OUT? .......... 31
   WHAT ARE THE CHALLENGES OF MENTORING ADULT UNEMPLOYED PEOPLE? .................. 31
   WHAT ARE THE STEPS OF THE MENTORING PROCESS THAT YOU WILL CARRY OUT? .............. 32
   STEP 1 : YOURSKILLS ............................................................ 34
   STEP 2 : YOUR BUSINESS IDEA & TARGET ............................... 41
   THE SIX STEPS OF THE IDEA DESIGN PROCESS ....................... 42
   STEP 3 : YOUR IDEA PROTOTYPE & START OFF ......................... 52
   STEP 4 : YOUR BUSINESS MODEL ........................................... 53
   CLOSING THE SESSIONS ......................................................... 58

5. TOOLS TO USE .............................................................. 59
   ANNEX I: CLOSING THE SESSIONS MIND MAPPING ..................... 60
   ANNEX II: ENTREPRENEURIAL RESILIENCE QUESTIONNAIRE........... 61
   ANNEX III: GOAL SETTING ..................................................... 63

BYBLIOGRAPHY ................................................................. 66
1 General Introduction
ERASMUS + PROGRAM

Erasmus+ is the EU’s programme to support education, training, youth and sport in Europe. Its budget of €14.7 billion will provide opportunities for over 4 million Europeans to study, train, gain experience, and volunteer abroad.

Erasmus+ has opportunities for people of all ages, helping them develop and share knowledge and experience at institutions and organisations in different countries.

More than 4 million young people, students and adults will gain experience and skills by studying, training or volunteering abroad through Erasmus+. The programme will also support over 125,000 institutions and organisations to work with peers in other countries to innovate and modernise teaching practice and youth work. Together they will help ensure that young people and adults get the skills they need to succeed in today’s world. Erasmus+ replaces seven programmes with one, so it’s easier to access.

YEP! project belongs to the programme Erasmus + KA2, focus on the Cooperation for innovation and the exchange of good practices. The specific Action Type is the KA202 - Strategic Partnerships for vocational education and training.

YEP! PROJECT

Background

Since 2010, Europe has experienced a “start-up phenomenon” and an increase in the discussion and initiatives around the topic of entrepreneurship as a mean to reduce youth unemployment. To face lack of jobs and increase in youth unemployment rates, European countries have started to promote programs, contests, financing opportunities for young people to start their own business, becoming entrepreneurs, trying to self-employ themselves.

A new community of young people has been created with a development of new business skills, competences and visions. The idea behind the concept of “startup” has been strictly connected with a strong element of entrepreneurship education. Young people have been invited to take risks by becoming entrepreneurs, thinking out the box, improving their creative mindset, linking and networking with other people, presenting their ideas to venture capitalists, developing business plans, failing and starting all over again. A “start-up generation” is
currently made of young people aged 18-30 all over Europe, from Italy to Spain, from Portugal to France. They have the same attitudes, they follow the same models, they have the same objectives.

The project wants to exploit the current trend in order to “reverse” this idea bringing startppers and young entrepreneurs to support adults (particularly those that have lost their jobs and have difficulties in finding a new one) and elderly people (retired but still very active and interested).

The project
The project “YEP! young entrepreneur people to mentor long term unemployed adults” aims to develop a training course for young entrepreneurs (age 18-30) and startppers to let them able to mentor adults and elderly people on how to start a business, improving their “spirit of initiative”, develop a more entrepreneurial approach towards life, job, society.

“YEP! young entrepreneur people to mentor long term unemployed adults” project has clear objectives and approaches, such as:

- To promote an active use of entrepreneurship education results obtained by young entrepreneurs towards another category of the society, in needs of developing entrepreneurial skills.
- To promote and enhance young entrepreneurs and start-ppers with mentoring intention, in order to motivate entrepreneurship between long term unemployed adult people through this mentoring process and an online social learning platform.
- To develop a European education and training area by the strategic use of Information and Communication Technologies (ICT), as well as open educational resources (OER) within training modules compendium available for wide groups of receptors.
- To enhance employability and business creation among the European labour market.
- To endorse distance with online learning and to create the proper ground for equal opportunities in education and training.

“YEP! young entrepreneur people to mentor long term unemployed adults” will be publicly available (through registration), free-of-charge and in 3 different European languages and can be used by young entrepreneurs, long term unemployed adult people, SME representatives, HR responsibles, employees, training centres, young associations and other key stakeholders and representatives.

PARTNERS

The YEP! project’s partners selected to take part of this consortium provide the quality and experience acquired in everyday activities on Start-Ups and entrepreneurs thanks to their relation with these companies and the support they provide to them, and because of their involvement in similar projects and initiatives. The project’s international network is composed by 6 organizations, which are showing a great interest and enthusiasm for the YEP! project, knowing the importance of entrepreneurialism’s revitalization. The partners are:

AJEV (Spain)
AJEV is non profit (business) association created in 1985 whose main mission is to support young entrepreneurs to develop their start-up / business projects. AJEV’s main activities deal with the collective defense and promotion of trade relations among its partners to drive its growth and consolidation. This is achieved through the organisation of events, workshops and forums, as well as the participation and coordination of projects in the field of R&D, innovation, training, social, employment, etc.

MATERAHUB (Italy)
Materahub is an aggregator of people and business, a “space” where they meet, encourage the creation of new job opportunities and the promotion of sustainable development through a process of coaching, training and business development.

Through Materahub different subjects provide their expertise and ideas to valorise the local and regional community, which becomes the starting point and meeting place of national and international realities related to the HUB. For this reason, Materahub provides spaces and resources, links and knowledge, training and talents,
opportunities and investments to help people to turn ideas into reality.

**FYG CONSULTORES (Spain)**
Instalofi Levante S.L. (FYG Consultores) is a private, for-profit consultancy specialized in the field of internationalization and training of companies. FYG is specialized in business development and innovative solutions related with strategy and internationalization of the SME’s and Start-Ups. As a supplier of innovative solutions, adding business value through international methodology implementation at a professional level, innovative formulas, methods of cooperation in export consortia and partnerships, selection of HR and training on Internationalization, the company is able to accelerate international business and grow for SME’s and entrepreneurs.

**DANMAR COMPUTERS LLC (Poland)**
Danmar Computers is an organization providing vocational training in the field of IT and developing and providing e-learning and ICT services. The company deals with: trainings, developing programs and training materials, counselling, designing web pages and e-learning systems. Specifically, technical staff has capability to develop any modern web and mobile application, utilizing database technologies, web servers, application servers. Danmar’s resources include hosting-grade Internet uplink and well equipped server room, together with software and hardware assets needed for development of software, e-learning content production, etc.

**UNIVERSITY OF THESSALY – UTH (Greece)**
University of Thessaly, with 18 Departments and various Research Centres, is a University with its own identity and with a prominent position in our national educational system. It provides undergraduate and postgraduate programmes and extra-curricular modules in specific research and business fields, for over 12000 students. Its main mission is the promotion of scientific knowledge through research and the contribution to the cultural and economic development of the local community and wider society. It is known for its excellent research performance and outstanding scientific achievements, in accordance with the international standards.

**E-SENIORS (France)**
E-Seniors is a non-profit organization, founded in 2005 that aims at fighting e-exclusion by providing access to and training in ICT to seniors and/or disabled people. Its main objectives are:

• Shrinking, and where possible, bridging the digital gap between generations,
• Caring for elders by fighting seniors’ isolation,
• Opening new horizons for efficient use of free time.

The principal activity of E-Seniors is to provide IT-training for seniors that desire to be an active part of the today’s digital society. Their trainings are adapted to the needs and rhythm of the target group.

>For further information, please visit [www.yep-project.eu](http://www.yep-project.eu)
SITUATION OF BUSINESS MENTORING AT THE MOMENT

About business mentoring, it is most often defined as a professional relationship in which an experienced person (the mentor) supports and encourages people to develop specific skills and knowledge that will maximise their business potential and improve their performance. In short, it is the transfer of knowledge, skills and experience. The mentor acts as a guide to find the right direction and develop solutions.

Business Mentoring as a concept has undergone significant changes for the last years and this makes it necessary to analyse the different situations of business mentoring in each country.

SPAIN
Some organizations/institutions/academies have developed mentorship programs to complement their own traditional training. Furthermore, for the last 10 years a few organizations in Spain have emerged with the only purpose of boosting mentorship as training methodology in different fields. Within the last 5 years, the concept of mentorship has developed into different variants and these organizations have innovated in their methods, approaching people to new ideas of entrepreneurship and business training. In Spain there are some public and private organizations offering mentorship programs, and also different initiatives by region.

Aula Mentor  http://www.aulamentor.es/
Public initiative of free, flexible and online training addressed to adults interested in expanding their personal and professional knowledge.

Mentoring Network Spain  http://www.mentoringspain.es/
Making platform aimed at professional organizations and new corporate initiatives offering management services, support, training and mentor accreditation and mentoring programs. This platform also offers training and tools for mentors.

Spanish Mentoring Association  http://www.amces.org/
The widest mentoring network in Entrepreneurship, Start-ups and Social economy accredited in Spain. AMCES is a private association that has no commercial purpose. The Association promotes a community of registered Mentors in Spain and their activities, and provides them valuable information and contacts with entrepreneurs, business-oriented or social-oriented, to facilitate their own work and relationships at national and international level.

National Network of Mentors  http://sumentor.es/
Professional Mentorship network in Spain composed of senior/expert managers in personal and business management. They also develop 2 kind of mentorship: JUNIOR MANAGER (development mentoring) or SENIOR MANAGER (adaptation mentoring).

They are working for 6 years and have created a database of more than 500 mentors. This initiative offers a mentorship program to technology base companies in Madrid.

Mentoring School  http://www.escueladementoring.com/la-escuela/
First certificated Mentoring School in Spain, addressed to all those people, companies and institutions that are interested in knowing more about mentoring and implement it in their scope of action. It is the meeting point of methodologies, tools and resources. http://www.aulamentor.es/?jjj=1487940991146

Metcommunity  http://metcommunity.org/espana/mision/
Non profit community that contributed to the sustainable female entrepreneurship through their own and innovative mentoring method and the use of technology, promoting social innovation and diversity.

Youth Business Spain  http://www.youthbusiness.es
There is also Young Business International

University of Valencia organizes courses to teach Young people how to be a mentor.

ITALY

Little evidence has been found of mentoring in Italy and there is no tradition of mentoring in the country. However, the existing Mentoring initiatives are mainly applied within:

- **Schools and universities**: to prevent school dropouts and provide career guidance.
- **Work – apprenticeship**: to provide vocational and/or training guidance with socialising and/or re-socialising goals at work, professional roles guidance - career paths, diversity management to integrate women and ethnic minorities.
- **Entrepreneurship**: to support the creation of new businesses and enterprises nationally and abroad, management, out-placement projects, social marketing for enterprises.
- **Social areas and sport**: to support social and/or professional inclusion of disadvantaged people, linguistic/cultural diversity, individuals at risk of early school leaving, support and special projects for prisoners, drug addiction, individuals at risk, sports and social.

Among organisations, non-for-profit associations and various significant initiatives promoting professional mentoring and coaching in Italy there are:

**AIM** (the Italian Association for Mentoring), founded in 2013, offers mentoring training courses in schools and solidarity mentoring programmes; EMCC Italia, founded in 2014, develops and promotes the expectation of best practice in mentoring and caching in Italy;

**AssoMentori** (the Association of Professional Mentors), founded in 2015, holds the Register of Professional Mentors and provide continuous development programmes on professional mentoring with the support of public institutions.

**The Turin Chamber of Commerce** runs a Mentoring program to encourage the exchange of managerial experiences across international markets with business leaders, with personal or professional ties to Piedmont. The program, at its 3rd edition in 2016, intends to support the international growth of entrepreneurs and business owners in the greater Piedmont region.

**Mentors4u** is a non-profit venture that exists and functions thanks to the enthusiasm and passion of its team of Mentors and Senior Mentors to contribute to the development of Italy by helping the resource with the highest potential: the Young.

**SIM (Scuola italiana di mentoring)** specialised in providing mentoring services to SMEs and large companies, public administrations, local authorities, private and public organizations, cultural associations, trade associations, educational institutions, schools, universities, sports facilities and associations, social services, job centres, parents and families.

Specifically to “Reverse mentoring” in Italy, among some exemplary models (although not targeted at unemployed adults) there are:

**CISCO Italia**, which has ranked first in the “Small Medium Enterprise” among the Italian Best Companies 2014 developed by the Great Place to Work Institute for its approach to training. Within its new reverse mentoring project, managers are involved in mentoring activities with under 30 employees to enhance the generational differences and mutually enhance the way you deal with the business.

**IBM Reverse Mentoring programme** to strengthen the dialogue and cooperation between different generations”. IBM employees have the opportunity to take advantage of a mentorship program aimed at facilitating the transfer of skills, experience and know-how from one generation to another generating wealth for the entire organization. IBM Reverse Mentoring provides that the mentor is younger than his mentee and in order to ensure the effective programme management, the European leader of the Cross Generational Diversity IBM has
created a specific “toolkit”.

POLAND
Companies in Poland talk very often about mentoring programmes in different contexts. The most popular example is politics (or strategies) apply by Polish branches of global corporations that have a culture of mentoring. Those companies prepared their mentoring procedures under control from parent corporations (European or American). These organizations have formalized mentoring process - everything is precisely defined - from the stage of preparing for the role of mentor, through mentor-mentee selection criteria, setting goals and to clarify the expected results. Those professionally developed mentoring projects are still not too many, but certainly they are no longer a rarity.

The popularity of mentoring in our country is growing rapidly. The key role in this process plays the Polish Association of Mentoring (Polskie Stowarzyszenie Mentoringu), which initiates debate, research and finally building a portfolio of best practices. In small companies, mentoring is a natural method of introducing new employees and preparing successors to perform of managerial roles and ownership, as well as to prepare professionals to enter on expert’s level and improvement their skills.

Within the last 10 years, the concept of mentoring has developed into different variants. In Poland there are some public and private organizations offering mentorship programs.

Mentoring for business customers [http://mentoring.edu.pl/mentoring_biznes,page,44]
The program provides comprehensive implementation of mentoring in the organization and prepares mentors to work. Mentoring is the most effective method of employee development in the best possible way using their own knowledge and expertise of human resources.

Mentoring Programme [http://www.ttx.pl]
The specificity of each organization determines the range of possible applications of our proposed mentoring programs.
These are:
• mentoring managerial - also proposed, as an enrichment programs for talents in the organization,
• mentoring specialist (professional)
• mentoring implementation (so-called On-Board Mentoring).

Mentoring programme of the Foundation of Business Leaders [http://www.fundacjaliderekbiznesu.pl/pm/mentoring/]
Mentoring Programme Business Leaders Foundation (Fundacja Liderek Biznesu) was created to support the ambitious people - both women and men - in the conscious shaping careers, develop self-awareness, and to support them in the acquisition and continuous improvement of leadership competencies.

GREECE
Business mentoring in Greece has represented an outstanding activation during the years and just before the economic crisis that affected negatively the entire economic environment. During that period professionals, experts and various projects offering consultation or/and mentoring into business strategy & operations and the proper how-to to assist either to launch or to boost business have been expanding remarkably.

Within the negative framework represented in the economic environment (basically due to the recent economic crisis) the support provided in the (new) entrepreneurs in terms of “parallel” support-mentoring is relatively absent. However in the recent past and before the crisis some special actions supporting entrepreneurs (merely women) for establishing small businesses were applied in Greece (e.g. Equal Community Initiative, Program of aid for Female business establishments, EPAN of the Ministry of Development, etc.).

A very successful Mentoring initiative that provided integrated support is that represented by the StartUp Greece called “Business Mentors”. Actually has to do with an integrated mentoring network supporting female entrepreneurship in Greece. Business mentors focus on developing a concrete mentoring network of mentors and mentorees able to support female entrepreneurship. Start-upers will be given the opportunity to be supported in the first difficult years of their businesses lives.

Synergy links are one of the main objectives of the network providing necessary piece of information and practical assistance. Role models is also a method used by the network inspiring and leading people accordingly.
Characteristically Ergani center, situated in Northern Greece, has been for years the only structure at a national level that supports female entrepreneurs in a systematic mode apart from providing financing, by offering a parallel range of services in order to help them overcome the barriers they face. The mentoring programs designed and implemented by the Center are one of the means to support effectively women entrepreneurs at the startup phase, in addition to training, counseling, consulting and networking.

In this unpleasant framework mentoring continued to be provided in female entrepreneurship in Greece. Since Female entrepreneurship has been considered as a relatively "virgin" area has not been explored yet to its full potential. Women trying to start their businesses face greater obstacles, particularly regarding the creation of a new company, the access to finance and suitable training. To this end, the European Commission co-finances and supports the establishment of a European network of mentors in order to provide female entrepreneurs with the opportunity to learn from already established and successful business men and women.

In the Greek national context, the local network is called "Business Mentors" and consisted of a wide network of mentors and mentorees willing to support female start-ups to cope with the first difficult years of running a business. It included 30 mentors and 60 mentorees. Basic objective was to pursue and create synergy links between successful mentors and female entrepreneurs that have started recently their own businesses (mentorees) and are called to overcome the first difficult years of entrepreneurship.

Its broader concept included regular “meetings” of mentoring couples all over Greece for a period of at least 12 months that will provide mutual benefits from the exchange of ideas and experiences. Those people that would decide to become mentors would be trained in mentoring and will receive on-going support by mentoring experts. The ultimate objective was to provide (female) entrepreneurs with all the relevant support, knowledge and skills that will facilitate them to successfully manage their own business.

Encouraging female entrepreneurship is highly supported in Greece. “I for U” was also a Greek mentoring network inspired by 8 women that intended to empower and support female entrepreneurs through mentoring and networking. Mentoring programs, seminars, conferences, workshops and relevant offline activities are their tools to achieve their goals.

Additionally some other mentoring intensive initiatives that were and still are active in the Greek context:

**The Business Coaching Centre** is an initiative launched by PRAKSID aiming to support the unemployed from socially vulnerable sectors. As a support center the initiative offers training, coaching and consulting in order to help materialize people’s entrepreneurial goals. Interested parties can benefit by becoming active and productive members of the Greek society while creating financial injections and other multiplier effects into local economies.

**The Reload Greece**, is the result of 5 friends’ effort to restore the publicity of Greece, through an organization that provides guidance and supports entrepreneurs, in their effort to create ventures with a social or economic impact.

**FRANCE**

Business mentoring in France has been increasingly developed since almost 10 years. The Institute of entrepreneurial mentoring has been created and inaugurated in April 2008 in France. Its objective is to secure the growth of SMEs and to increase the number of enterprises of intermediary size. The creation of this institute was inspired by the Canadian (Québec) example and there was a politic will to adapt this initiative to the French market. It offers both a collective and personalized support to entrepreneurs. On one hand, mentees are owner-managers or controlling shareholders of an enterprise existing since at least 2 years, hiring at least 10 employees and which has an increasing sales turnover; the company needs also to have a high development potential. On the other hand, mentors should be owner-managers or important shareholders of a company. The relationship is based on the concept of confidentiality.

In 2013, the institute has elaborated a mentoring national Charta, enunciating the principles of business mentoring, which has been signed by interested ministries and by the president of the institute. This action institutionalized business mentoring in France.
Since these developments, more and more initiatives have been created since the implementation of the mentoring concept in France. A specific convention, for instance, can be signed between the incumbent owner and the successor of a company. It allows a passing of information and the creation of a trustee relationship between the two stakeholders.

Another example of the success of business mentoring in France can be found in several initiatives such as Women Business Mentoring Initiative. This organization aims to develop start-ups created by women; in France a start-up among three has been created by a woman.

**DEFINITION OF THE KEY WORDS**

**Mentee:** “Someone who is given support and advice about their job by a mentor (= a more experienced person who helps them)”.

**Long-term unemployed:** “Long-term unemployment refers to the number of people who are out of work and have been actively seeking employment for at least a year.

An unemployed person is defined as being aged 15 to 74 (or aged 16 to 74 in Spain, the United Kingdom, Iceland and Norway) who was without work during the reference week, was currently available for work and was either actively seeking work in the last four weeks or had already found a job to start within the next three months. The unemployment period is defined as the duration of a job search, or as the length of time since the last job was held (if shorter than the time spent on a job search).”

**Career transition:** Period during which an individual is changing roles or changing their orientation to a role already held (M. Louis)

**Idea generation:** “The process of creating, developing, and communicating ideas which are abstract, concrete, or visual. The process includes the process of constructing through the idea, innovating the concept, developing the process, and bringing the concept to reality”.

**Mind mapping:** “Graphical technique for visualizing connections between several ideas or pieces of information. Each idea or fact is written down and then linked by lines or curves to its major or minor (or following or previous) idea or fact, thus creating a web of relationships. Developed by the UK researcher Tony Buzan in his 1972 book ‘Use Your Head,’ mind mapping is used in note taking, brainstorming, problem solving, and project planning. Like other mapping techniques its purpose is to focus attention, and to capture and frame knowledge to facilitate sharing of ideas and concepts”.

**Skill:** a particular ability that you develop through training and experience and that is useful in a job.

**Communication:** the process of sharing information, especially when this increases understanding between people or groups

**Participation:** the fact that you take part or become involved in something; the act of taking part in an event or activity

**Management:** the activity or job of being in charge of a company, organization, department, or team of employees.

**Innovation:** the development of new products, designs, or ideas.

**Entrepreneurial resilience:** personal capacity to cope with adverse events and return to normal life.

**Evaluation (Assessment):** the view of the evaluator (assessor), expresses in oral or written form, which concerns

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certain aspects: personal, behavioural or realized effects.

**Goal:** future condition, desired and formulated by a person.

**Mission:** the highest level of goals, explains why an organization exists and what sets it apart from others; the vision is the object of aspiration, i.e. permanent endeavours that define the scope of activity eg. a company.

**SMART principle:** a universal principle specifying, that the goal should be: specific (S), measurable (M), agreed (A), realistic (R), time related (T).

**Vision:** idea or dream (etymologically derived from Latin word visio), a future image of the place and role of our venture in the world around us.
2 Target group.
DEFINITION OF THE TARGET GROUP

MENTEES
The YEP project is focusing on long term unemployed adult people, aged 50+.

The adults targeted by the YEP! project are:
• Adults who have lost their job and have difficulties to find a new one
• Adults and retired people wishing to develop a new entrepreneurial idea
• Retired elderly people who are still active and wish to live a new experience in the job world
• Retired people who are experiencing social exclusion and/or economic issues

The adults of this target group are both individuals who have already some knowledge of the entrepreneurial world, acquired by working in companies, and people who have worked in other sectors (public or private) and want to start a new working experience after retirement. The common point is the interest in improving or developing their entrepreneurial skills, as a way to make a radical change in their professional or after-retirement life.

This target group is aged 50-65 and belongs to the generation of people who are keen using ICT and have at least basic knowledge of social networks and the most common Apps. Thus, they need some help and information about last available ICT solutions, platforms and online services for new entrepreneurs. Generally, people of this target group have families and kids, but they may feel that they cannot always get support from their relatives or friends in the development of their entrepreneurial skills and ideas.

YOUNG ENTREPRENEURS
The young entrepreneurs targeted by the YEP! project are:
• People aged 35+ having already created their own start-up
• Young entrepreneurs having some entrepreneurial skills and education (acquired by taking classes in a business school or university, or developed through personal experience)

This target group is composed both by young people with entrepreneurial vocation who have studied in business and economy schools or young people from the Generation Y, who started up their own business to face economical crisis and unemployment in their countries.

Different entrepreneurs profiles correspond to different motivations: entrepreneurial skills development, career
improvement, passion, economic needs, challenge seeking and more. People of this target group use last ICT solutions in their everyday life and also boost the development of new services such as Apps, online platforms, social media. Beside ICT skills, these young people can rely on their creativity, their network of other young entrepreneurs and the knowledge acquired during their studies to give a form to their ideas and start their own business.
3 Skills.
INTRODUCTION

After the completion of a survey created by YEPI, the partnership gathered a set of results allowing them to identify and present the following skills as the ones considered more needed to learn in order to train an entrepreneur. In the following points, it will be explained each of the identified skills, together with a set of external sources searched with the aim of making more understandable and relatable the information contained in the manual.

SKILLS

1. Communication and storytelling
2. Participation
3. Management
4. Financial Issues
5. Innovation (Including ICT)
6. Design a Business Model (including sales)

COMMUNICATION AND STORYTELLING

Communication is probably one of the most important skills that any type of business needs when searching to succeed among consumers. If you are not able to deliver their existence to the potential consumer you are not going to make any profits from it.

A possibility to ensure a proper communication is to make use of storytelling. This way of communicating consists on telling as if it was a story the purpose and mission of your entrepreneurship, driving engagement and helping entrepreneurs make an impact on their target. It plays with emotional engagement rather than with rational engagement, and there is no need to be a big company to make a proper use of storytelling; for this reason many micro enterprises are benefiting from it.

But how do you properly make use of storytelling? You can start by following these points:

• Tell a story that explains what you do but also who you are: consumers nowadays do not only care about what they are buying, but also who are they buying it from.
• Show what you do in relevant matters: tell the potential consumers what your actions are in relevant matters,
critical for the society.

- Make use of empathy and emotion: consumers nowadays look to believe in the brand, not only to buy from it. If you share a story that makes consumers feel connected to the idea of your entrepreneurship, they will be more willing to buy your offer later.\(^i\)

As you can see, storytelling is about making sure you are telling something that you would spend time hearing if you were on the other side. In the following videos you have some examples of companies that master storytelling:

https://www.youtube.com/watch?v=ZUG9qYTJMsI
https://www.youtube.com/watch?v=V6-0kYhqoRo&index=5&list=PL7tol-2iOCR Ep2GQB0K1LxjlStnbFPi1f
https://www.youtube.com/watch?v=Ep2_0WHogRQ

And if you want to learn more about storytelling, you only have to follow these links for some extra reading:

http://www.wordstream.com/blog/ws/2014/12/05/business-storytelling

**PARTICIPATION**

Having skills related to participation encloses many other topics. For this reason, in order to narrow the terms, inside participation we refer to the following topics:

**Positive thinking**

Being positive when thinking about your future is a key point if you want your future to be positive. By having positive thinking it becomes easier to find a gap to fulfil in the market, to create a product that will be attractive to the consumer and to find spots to take advantage from that situation. While many people associate this definition to a delusional, out of reality state of mind in which the person thinks everything is perfect and there are no problems anywhere, that is not the definition of positive thinking. A positive thinker does not reject reality with all its conditions; he or she takes those conditions and instead of looking at them simply as problems, turns them into possible solutions and opportunities of improvement.\(^i\)

Some of the benefits that positive thinking can provide you as an entrepreneur are:\(^iv\):

- **More resilience:** having a positive view makes the entrepreneur tougher and able to better resist negative situations, as well as to recover faster from them.
- **Increase decision making:** a positive thinker is going to be able to look at all possibilities with a clearer, not so negative vision, and to take more risks when choosing.
- **Increase sales:** according to several research papers, being positive increases the ability to persuade a client into buying a new product. And in the case the entrepreneur has an employee in charge of interacting with clients, the relationship between the entrepreneur and the employee will allow the “contagion” of that positivity.

Some extra info? Here you can hear a Ted Talk about positive thinking:

https://www.youtube.com/watch?v=w4nbt6afV3o

**Understanding diversity**

Rejecting diversity in a company leads to negative outcomes such as not being able to hire and retain talented people or losing clients and productivity.

The most important point when understanding diversity is to acknowledge people’s differences and value them as unique capabilities. But how can you ensure that your entrepreneur idea is going to have an inclusive environment? Here are three tips:

- **Have Initiative:** the first step to make sure you understand and properly manage diversity as entrepreneur is to include in your vision of the company the equal possibility at all levels to work no matter the diverse background of the person.
- **Create a Conflict Resolution Process:** it is possible that, at some point, an issue concerning diversity appears in your organization. For this reason, previously creating this process will allow you at that time to look at the problem from an impartial perspective and solve it more successfully.
- **Openness:** have an open mind and respect the differences between people. If you ensure that your future employees or clients know your door is open in case any type of discrimination happens, you will be showing you care.\(^v\)
Are you interested about diversity? Here you can find some activities related to handling diversity at the workplace: [http://smallbusiness.chron.com/diversity-training-activities-workplace-22919.html](http://smallbusiness.chron.com/diversity-training-activities-workplace-22919.html)

**Empathy**
Empathy is a skill that will allow you to better communicate to other people (such as customers, employees, partners...). It is considered as the ability to understand other people's feelings and even to put yourself in their shoes. By using empathy at work, you can:

- Achieve better solutions: when you are empathic you become able to see other people's point of view; it allows to obtain a better outcome to your organization's activities.
- Acknowledge other people's perspective: by accepting that people may have different points of view than your own, and in some cases that their ideas are better, you will encourage an environment of trust and acceptance that will allow people around you to give more at work and come up with better ideas.vi
- Have more loyal consumers: by showing you can put yourself at the consumers' shoes you will create a bond with them, developing more loyal consumers.

Being empathic does not mean that you have to interiorize other's opinion as your own; it means understanding that the other person has another point of view, but without having to acquire as your own.

Are you interested in learning more about empathy at work? You can watch this video: [https://www.youtube.com/watch?v=Pl47-dK4lhA](https://www.youtube.com/watch?v=Pl47-dK4lhA)

**Willingness to share knowledge and experiences**
As an entrepreneur, if you decide to create an organization in which your employees can freely interact among them, they will be willing to show the rest what they learn in order to improve the company's outcomes and actions. However, in an organization sustaining unhealthy competition this sharing will not happen as employees will see it as a source of weakness.

Anyway, an obvious question may appear; is it really necessary to make efforts into promoting that willingness to share knowledge and experiences? Well, look out the benefits:vii

- When knowledge is shared among employees, organizations grow faster, because all that information shared does not have to be rediscovered by each employee, allowing to save time and resources.
- Employees build stronger relationships, allowing wider collaborations, shutting the extreme need for recognition and making employees see the organization as a whole in which everyone wins, not only the one who presents the great idea.
- You will become more attractive to potential employees.

Would you like to know how to promote knowledge sharing? Here you can read some ideas on how to do so: [https://bloomfire.com/blog/522359-5-ways-to-encourage-knowledge-sharing-within-your-organization/](https://bloomfire.com/blog/522359-5-ways-to-encourage-knowledge-sharing-within-your-organization/)

**Networking**
Networking can be considered as any idea of communication, sharing, creating and developing ideas and meeting with potential investors. It is a door for an entrepreneur when looking for connection, inspiration, advice, opportunities and mentors.

Do not forget to be yourself and present your company with honest fundamentals for one potential business relationship. Create a plan with specific goals that you need to follow; it is very important that your goals and what you want to achieve with a particular meeting match in order to benefit from networking.

In order to impersonate your business and yourself you need to be active, memorable, to provide value to the others with your presence and to make them want to stay in touch with you. Do not underestimate the power of local networking and attend networking events and meet-ups around you. Attending international meetings and reaching out to people from around the world will expand your vision and improve your business approach and will inspire you to reach for your personal improvement.

Curious about networking? You can check the following videos: [https://www.youtube.com/watch?v=6M7ahzk0dGU](https://www.youtube.com/watch?v=6M7ahzk0dGU)
Building a company from scratch requires capacity of commitment and determination. In fact, one of the main differences between a company moving forward and another getting stuck on the way is the ability of the entrepreneur to commit to the ideas he has turned into an organisation. Commitment is key for long-term success. Someone with an entrepreneurial willingness must know how much he is going to be able to commit, to work hard, to accept critics as well as failure and most important to turn them into future opportunities. When being committed to an idea, you will find yourself many times in a position in which other people do not think your vision is good enough, or with possibilities to succeed.

Once you become an entrepreneur, your commitment to the idea is going to be examined on different levels, such as your acceptance to work really hard, usually with unpredictable working hours, even having in mind that social life will no longer be a priority. Embracing failure is also necessary because not everyone throughout the path is going to believe in the vision your project represents. It is truly important to have absolute faith in oneself and in the project. Being confident in your abilities becomes a strength. Thus, attracting potential investors may be less challenging because they will be more attracted to a person completely involved and dedicated.

The combination of persistence, readiness, faith in oneself, dynamism and engagement are some of the characteristics that someone who is ready to set off a tough journey needs. As more committed the entrepreneur is, the greater the chance to succeed.

Eager to learn more about the importance of commitment? You can watch the following video: https://www.youtube.com/watch?v=ydVP6cqlkYY

Emotion regulation
For any person, but especially for an entrepreneur, it is quite important to be able to regulate your emotions. The first thing to learn is that there are no good or bad emotions; however, there are situations that can be positively influenced by some emotions and be negatively influenced by others, and vice versa. Emotions are a very strong force that can highly influence the behaviour; for this reason, it becomes essential to be able to control them so that we control our own actions.

Regulating emotions goes in both ways: on the one hand, it can mean learning to keep them down when you are feeling, for example, too ecstatic or angry about something, because it can lead to decisions that are too impulsive or not appropriate for the situation experienced; but on the other hand, it also means pushing your emotions to increase when you are not feeling especially eager about a situation or you do not care enough to make a decision in time.

There are many techniques you can use if you want to improve in controlling your emotions or training your empathy. A thing we can regularly do to look for our stability is to keep in mind this acronym, PLEASE Master:

- **P**L: treat Physical illness
- **E**: eat healthy
- **A**: avoid mood-altering substances (alcohol, drugs, etc.)
- **S**: sleep well
- **E**: exercise

**Master plan**: do something every day that gives you a sense of achievement

Are you eager to keep on practicing about emotion control? Here you have different tools that may help you get deeper in the matter:

- How to recognize different emotions: https://www.getselfhelp.co.uk/emotions.htm
- How to test your emotional intelligence: http://www.ihhp.com/free-eq-quiz/
Persistence
Persistence comes from believing in yourself, what you can achieve and how you can pursue your goals until the end without renouncing. Failures are unavoidable when starting a new business, but the ability to be persistent and constant at work will make the project succeed.

Persistence has other benefits; not giving up enhances confidence, and greater confidence turns into strongest persistence, ending with professional success. Another result of being persistent is that it helps you build the ability to move forward with positive progress while shifting away obstacles.

Developing persistence is a crucial skill when doing business, so here are some ways to help you develop it:
1. Identify your wants and desires
2. Determine your motivation
3. Outline an action plan
4. Keep a positive outlook
5. Build successful relationships that will help you to pursue your goals
6. Develop discipline and habit (for example building a working schedule)

However, none of this can be achieved if the person does not have self-discipline, which helps to drive persistence with less effort. This skill can be built and be taken advantage of in many life aspects. In this video you will find some small useful tips for starting to work on self-discipline:
https://www.youtube.com/watch?v=ecP7uPYmWs4

MANAGEMENT
Management is a wide, open concept that can relate to many things. It can be defined as “the organization and coordination of the activities of a business in order to achieve defined objectives.”

People in charge of management in an organisation are the ones with power of decision making in all the relevant areas of the business. Although there is a general manager in each organisation, when it is big enough it is usually necessary to have more concrete managers for determined sections.

In the case of your entrepreneurship, the entrepreneur is usually the one in charge of management. For this reason, we are going to take a look at two management sections that can be especially important when running an organisation.

• Human Resources Management
Human Resources are one of the most important parts of an entrepreneurship. One of the main features that set an entrepreneur apart from a self-employed is the fact that they have more people in their team, while self-employed are usually by themselves. In many cases entrepreneurs have no knowledge regarding the administration of HHRR, yet they encounter different situations in which they need to act as HR Managers.
One of the most usual is when having to recruit or hire someone; any organisation wants to have the best talent possible working for them. When deciding to hire someone, there are different options. On the one hand, you can choose to do the process yourself; on the other hand, you can hire an external agent to do the job. In both cases, however, there are different points that you need to have clear. First of all, the position you are looking to fulfil; you need to have a clear conception of the job that you need this person to do, in order to find a worker that can properly do so. Secondly, you need to bear in mind which skills you wish the person would have: many times, you will encounter a person that has not all the experience you are asking for, but shows skills that will make him/her perfect for the position. In third place come the values you have as organisation; no matter how good a worker is, if certain values are not shared among the employer and employee it is probable the relation does not work properly; for example, if one of your mantras is to have a close relation with the clients, a person that works well but does not have a good relation with customers is going to shadow the company’s image in front of them. HR Management also includes the relationship you have with your employee while he/she is working for you. Being able to conduct it correctly, ensuring they receive the proper compensations, providing the necessary training when needed to perform an activity... but also knowing what to do in case a person wants to quit working for your organisation, or if you need to fire someone.
Are you curious to learn more about the importance of the role of HR Management in any type of organisation?
These videos show a little bit more:
https://www.youtube.com/watch?v=8UHasSibCeg
https://www.youtube.com/watch?v=hLrBKLxAJVE

**Processes management**

In order to become and remain successful and competitive a business must be continuously improving its processes. Not doing so can result in higher costs, lower profits, slower growth, and in other words an inefficient distribution of factors. Business Processes Management (BPM) consists in the study, identification of the needed improvements, and monitoring of the business processes for a better performance. 

BPM should be under continuous evaluation with the purpose of always identifying improvement opportunities; the company will also be more capable of adapting to an always changing business environment when following this strategy. The phases that involve a proper processes management are:

BPM is a powerful tool businesses can use to keep all aspects of operations running optimally. Some of the benefits from BPM are:

- **Efficiency**: Many processes are often limited because of poor interdepartmental communication, lack of monitoring progress, etc. By eliminating these constrains processes will work efficiently.
- **Effectiveness**: Through the BPM the ability to handle problems becomes faster and better, consequently taking and implementing informed decisions makes the company processes running more effective.
- **Agility**: BPM is a tool for recognizing procedures that are not working as they should and improving them faster, for this reason the continuous monitoring of processes makes the company more agile and adaptable to the market needs.

In this article from the Huffington Post there are some tips about how to get started with BPM as a small business:

**FINANCIAL ISSUES**

The first barrier entrepreneurs find when setting up a new business are financial issues. Before the crisis asking for a loan was quick and easy, entrepreneurs’ financial problems were more related to not having a certain monthly payslip and how to efficiently manage the monetary resources they had. However, nowadays, due to the problems financial institutions had in getting the borrowed money back, they are more reluctant to give a credit line if they do not believe in the project’s success.

Having access to capital is the first issue for an entrepreneur and banks usually are the least likely option to borrow money from. Thus, one must think about other “creative” financial alternatives. For example, online lending, Angel investors, Venture capitalists, Invoice advances and Crowd funding. Moreover since entrepreneurship is a matter of great concern for public institutions several grants are available in order to reinforce it.

It does not matter if the entrepreneur chooses traditional or alternative financial ways; in any case, a credit business plan is highly recommended. This should particularly emphasize the financial performance of the new organisation, and prove how the business will generate sufficient cash flow to repay the loan, to cover operating expenses and for possible re-investments.
If you are interested in these diverse ways of getting funding, in the following links you can know more about:

- Angel investors
  https://www.forbes.com/sites/allbusiness/2015/02/05/20-things-all-entrepreneurs-should-know-about-angel-investors/#19b5fe44c1aa
- Venture capitalists
  http://www.businessnewsdaily.com/4252-venture-capital.html
- Invoice advance
  http://www.businessnewsdaily.com/9336-choosing-factoring-service.html
- Crowd funding

**INNOVATION (INCLUDING ICT)**

In a growing economy where markets are more complex, turbulent and fast changing, consumers are also becoming more sophisticated and demanding. In order to become a competitive entrepreneur, people must learn about innovation and creativity. Constant innovation in the business model is the key to succeed as entrepreneur and redundant and stagnant ideas should be avoided.

In the modern business environment, a good product is not the only element that is needed to succeed in the market. A good innovative product should be combined with strong brand image and good customer relationship where innovation is required at all levels.

This is why innovation is a highly-demanded skill for entrepreneurs. Through innovation, entrepreneurs can differentiate their product or service, meet the standards or satisfy what customers are looking for; better-quality products or services are delivered. Innovation is key to successfully launch new business and to continue to survive in the competitive global market. Without innovation, a company or start-up cannot continuously develop and grow their business. For a constant growth of a firm’s business, entrepreneurs need to develop innovation-friendly environment internally and externally. Both internal factors (organisation culture, internal communication, etc.) and external factors (environmental factors especially on opportunity and threat analysis) should be carefully considered by entrepreneurs in order to develop an innovation-friendly environment.

Innovative ideas can bring several advantages for entrepreneurs. First, it brings competitive advantage. In the current competitive business environment, having a competitive advantage is a crucial factor to succeed and go further than your competitors. Second, it makes entrepreneurs think outside the box. When entrepreneurs are able to think beyond traditional ideas, they will come up with something new and eye-catching for customers that has great success potential. Third, creativity makes you improve existing product or optimising business structure. Innovation does not always mean creating something new that never existed before. Certain innovative improvement of product or business strategy can significantly improve profit of the business. Fourth, innovation helps entrepreneurs to specialise in certain sector. Often innovation involves creating new product for the needs that did not exist before or specialise in specific needs. Creating a niche can be a great opportunity for entrepreneurs if combined with good and creative solution for that niche market.

Innovation can happen in different levels. First, in the product or service where it is related to customers’ needs and wants. And second, internally inside the firm where entrepreneurs can innovate business processes, manufacturing processes, or business strategy.

Also, innovation can be differentiated in different grade depending on its impact and involvement of technology:

- Incremental innovation: modest change in existing products or services (e.g. new product features or improvements in the features)
- Breakthrough innovation: large technological advancements to an existing products or services with being ahead of competitors through a significant R&D investment (e.g. smartphone, Dyson, etc.)
- Disruptive innovation: brings to market a very different value proposition than what had been available previously in the market (e.g. internet)
• Game-changing innovation: innovation that can transform market and society radically

Want some additional reading on why innovation is important? You can follow these links:
https://hashedin.com/blog/8-reasons-why-innovation-is-critical-to-businesses-today/
http://www.businesstoday.com/5167-innovation.html

ICT Tools to mentor
As we have been seeing, when it comes to entrepreneurship education, several skills and abilities should be developed to better prepare entrepreneurs for the competitive international market. However, these skills can be somewhat difficult to teach, not easy to learn through textbooks or by reading some articles. Several studies show that there are gaps in entrepreneurship education, such as inefficiency in the delivery of the knowledge from teacher to students (therefore, ineffective), low participation of students, and lack of real business people involved in the education.

Mentoring can be the solution for these gaps in entrepreneurship education and especially when it is combined with ICT. Mentoring programmes bring a real involvement of business people into entrepreneurship education. And innovating in teaching by using ICT tools can improve the efficiency of the education and involvement of students. Especially, mentorship can affect students further in their inspiration due to interaction with real business people and, therefore, higher engagement of students. ICT can also positively improve the relationship between mentor and mentee. Technology can be used to bring mentors and mentees closer, and therefore, the better probability for a mentorship success.

Want to know more about e-mentoring? Here you have some reading:

DESIGN A BUSINESS MODEL (INCLUDING SALES)

A business model is among the top ten most important things an entrepreneur should prepare because here is where the ideas for his business are embodied. The entrepreneur should keep in mind that the idea is going to be presented and sold through the business model and the possibility to have access to investment relies on it. A business model describes the rationale of how an organization creates, delivers and captures value. Creating a business model takes time as it needs to be strategically developed.

The Canvas Business Model is the most critical thinking tool used when creating a business model. It consists of creating a Business Model by previously sketching a canvas analysis, with the purpose of thinking about all the strategic points, its strengths and weaknesses. The Canvas Business Model describes nine essential components:

• Customer segments
• Value proposition
• Channels (communication, distribution and sales channels)
• Customer relationships
• Revenue streams
• Key resources
• Key partnerships
• Cost structure

This tool is helpful because it gives clarity and simplicity to the business model analysis, a process that can be tough if the entrepreneur does not have a complete idea about how to elaborate. Certainly the model is not a business plan itself, it is a tool that will help to elaborate the plan because brings a general idea about the strategic points the Startup has and how to generate added value through these.

This video explains in more detail what a business model is for and why the canvas model is a great tool for innovative start-ups that want to create added value:
https://www.youtube.com/watch?v=IP0cUBWTqpy
## EXTERNAL LINKS

In case you want to review all the external links we have been offering you along the previous points of the manual, but you prefer to have them all in one place, don’t worry, we have you covered!
Here you can find the external material ordered by topic:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Videos</th>
<th>Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNICATION AND STORYTELLING</strong></td>
<td>Videos: <a href="https://www.youtube.com/watch?v=ZUG9qYTJMsI">https://www.youtube.com/watch?v=ZUG9qYTJMsI</a></td>
<td><a href="http://www.wordstream.com/blog/ws/2014/12/05/business-storytelling">http://www.wordstream.com/blog/ws/2014/12/05/business-storytelling</a></td>
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<td><a href="https://hbr.org/2014/03/the-irresistible-power-of-storytelling-as-a-strategic-business-tool">https://hbr.org/2014/03/the-irresistible-power-of-storytelling-as-a-strategic-business-tool</a></td>
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<td><a href="https://www.youtube.com/watch?v=Ep2_0WHqRoRQ">https://www.youtube.com/watch?v=Ep2_0WHqRoRQ</a></td>
<td></td>
</tr>
<tr>
<td><strong>POSITIVE THINKING</strong></td>
<td>Video: <a href="https://www.youtube.com/watch?v=w4ntb6afV3o">https://www.youtube.com/watch?v=w4ntb6afV3o</a></td>
<td></td>
</tr>
<tr>
<td><strong>UNDERSTANDING DIVERSITY</strong></td>
<td>Activities: <a href="http://smallbusiness.chron.com/diversity-training-activities-workplace-22919.html">http://smallbusiness.chron.com/diversity-training-activities-workplace-22919.html</a></td>
<td></td>
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<tr>
<td><strong>EMPATHY</strong></td>
<td>Video: <a href="https://www.youtube.com/watch?v=P147-djK4lA">https://www.youtube.com/watch?v=P147-djK4lA</a></td>
<td></td>
</tr>
<tr>
<td><strong>SHARE KNOWLEDGE AND EXPERIENCES</strong></td>
<td>Reading: <a href="https://bloomfire.com/blog/522359-5-ways-to-encourage-knowledge-sharing-within-your-organization/">https://bloomfire.com/blog/522359-5-ways-to-encourage-knowledge-sharing-within-your-organization/</a></td>
<td></td>
</tr>
<tr>
<td><strong>NETWORKING</strong></td>
<td>Videos: <a href="https://www.youtube.com/watch?v=6M7ahzk0dGU">https://www.youtube.com/watch?v=6M7ahzk0dGU</a></td>
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<tr>
<td><strong>COMMITMENT</strong></td>
<td>Video: <a href="https://www.youtube.com/watch?v=ydVP6c-gjkYY">https://www.youtube.com/watch?v=ydVP6c-gjkYY</a></td>
<td></td>
</tr>
<tr>
<td><strong>EMOTION REGULATION</strong></td>
<td>Recognition: <a href="https://www.getselfhelp.co.uk/emotions.htm">https://www.getselfhelp.co.uk/emotions.htm</a></td>
<td></td>
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<td></td>
<td>Test: <a href="http://www.ihhp.com/free-eq-quiz/">http://www.ihhp.com/free-eq-quiz/</a></td>
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<td><strong>PERSISTENCE</strong></td>
<td><a href="https://www.youtube.com/watch?v=ecP7uPYmWs4">https://www.youtube.com/watch?v=ecP7uPYmWs4</a></td>
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25

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<table>
<thead>
<tr>
<th>Section</th>
<th>Resources</th>
</tr>
</thead>
</table>
| **FINANCIAL ISSUES**         | Angel investors: [https://www.forbes.com/sites/allbusiness/2015/02/05/20-things-all-entrepreneurs-should-know-about-angel-investors/#19b5fe44c1aa](https://www.forbes.com/sites/allbusiness/2015/02/05/20-things-all-entrepreneurs-should-know-about-angel-investors/#19b5fe44c1aa)  
| **DESIGN A BUSINESS MODEL**  | Video: [https://www.youtube.com/watch?v=IP0cUBWTg-pY](https://www.youtube.com/watch?v=IP0cUBWTg-pY) |
INTRODUCTION

“YEP: Young entrepreneur people to mentor long term unemployed adults” is an innovatively transnational project co-funded by the European Commission aiming at developing a methodology, manual and tools that will reverse the traditional concept of business mentoring, usually done by adults to young people. The project innovates in the mentoring sector as well as in entrepreneurship education by allowing young entrepreneurs (aged 18-35) to use their skills to support, guide and mentor adult people at risk of exclusion from the job market or willing to redirect their professional life towards self-employment.

Why these guidelines?
The methodology outlined in the guidelines will consist in instructions, suggestions, mentoring activities and pathway for startppers and young entrepreneurs (18-35 years old) with minimum 3 years of experience to mentor long term unemployed adults with no entrepreneurial experience, adult unemployed people and elderly people, who might be not really experienced with technologies, online environment and new business models. The methodology will be the “how to do” part of the manual, relevant for the following pilot action and for the sustainability of the project after its end and will be based on the “peer mentoring process”: participants are learning from the mentor but also from each other. The mentoring programme will be based on groups of maximum 5 adult mentees meeting for 4 sessions with a young entrepreneur mentor/facilitator. Participants will all have the same goal in mind: either to explore starting up, or to start up/grow their own business; and the innovative methodology will bring together Action Learning (encouraging learning through questioning), coaching and mentoring principles to support and build confidence and self-efficacy of learners. In addition, self-reflection exercises and tools to facilitate the development of valuable soft skills will be used.

When to use these guidelines?
This key tool will be essential for the mentors (young entrepreneurs) in the following 2 phases:

- the “learning” phase where expert mentors (process facilitators) will guide them through and let them familiarise with key aspects and activities to mentor effectively one month prior the actual mentoring phase with adult unemployed people. Among several benefits, this will allow them to become aware of their abilities and potentials as mentors.
- the following core phase of mentoring adult unemployed people, where they will feel competent enough to open up a new inspiring, driven and strategic world of entrepreneurial opportunities to their mentees.
THE MENTORING PROCESS

Mentoring is a relationship between two individuals based on a mutual desire for development towards career goals and objectives.

Mentoring is essentially about helping people to develop more effectively. It is a relationship designed to build confidence and support the mentee so they are able to take control of their own development and work. In a mentoring relationship, the two individuals are referred to as the “mentor” and the “mentee” (the individual being mentored).

Mentoring is not the same as training, teaching or coaching, and mentors do not need to be qualified trainers or an experts in the role the mentee carries out. They need to be able to listen and ask questions that will challenge the mentee to identify the course of action they need to take in regards to their own development.

What are the benefits of a mentoring relationship?

A mentoring relationship can provide a mentee with:
• greater clarity on life and career choices and their own career goals
• new insight on the company’s culture and organization
• different perspectives and cultural values
• the opportunity to develop new networks of contacts
• access to new resources greater career satisfaction and increased likelihood of career success
• development in areas not typically address through training or on the job

Through the mentoring process, mentors have the opportunity to enhance their leadership skills and expand their perspectives by:
• seeing the business world through different eyes
• being challenged on perceived wisdom
• increasing their awareness of issues at other levels of the organization
• meeting new members of the organization

WHAT IS A MENTOR?

In our specific case, a mentor is a young entrepreneur who uses the knowledge, skills and competences that he/she has developed within the process of running his/her own business to teach and guide a less experienced person by building trust and modelling positive behaviours. Mentors like you will support and encourage adult unemployed people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance and become entrepreneurs.

An effective mentor understands that his or her role is to be dependable, engaged, authentic, and tuned into the needs of the mentee.

What constitutes a good mentoring relationship?
• A harmonious set of values between mentor and mentee.
• The mentoring relationship needs to be confidential.
• Honesty with diplomacy.
• Objectivity and fairness.
• Compassion and genuineness.

The strength of a mentoring relationship depends on the understanding and practice of the roles of each party.

A mentor works hard and persistently & provides guidelines
A mentee establishes trust & willingly communicates this/her thoughts
why should you mentor?

YEP! is a unique and innovative project in Europe since for the first time it promotes and develops an intergenerational mentoring between young entrepreneurs and adult people.

In fact, the traditional concept of business mentoring is reversed and instead of adults mentoring young people, young entrepreneurs like you are in charge of acting as mentors of adult unemployed people, who might have lost track of what is the latest and greatest. The rapid advance of technology and being in a situation of risk of exclusion hamper the access to the new business reality for some adult people.

The knowledge gap can leave especially long-term unemployed adults feeling left behind and increasingly isolated from technologies from example that could foster greater connection to the world around them. Unless a group with enormous potential come into play.

That is when a reverse mentorship takes off and the traditional concept of business mentoring becomes altered. Among the several reasons that turns this methodology into the newest solution, there are technologies, start-up mentality, innovative perspective, social media,… fresh air.

You, as young entrepreneur, will learn more about and enrich your entrepreneurial skills, competences and knowledge by challenging yourself in an inspiring entrepreneurial mentor role, allowing you to find out strategies and tools to improve your knowledge and abilities by “teaching” them!

In other words, you should mentor unemployed adults because...

Your older mentees will feel younger, energised and motivated by you transferring your knowledge, skills and competences to them, improving their “spirit of initiative” and developing a more entrepreneurial approach towards life, job, and society!
WHO ARE THE ACTORS OF THE MENTORING PROCESS THAT YOU WILL CARRY OUT?

The process will involve 3 main actors.

WHAT ARE THE CHALLENGES OF MENTORING ADULT UNEMPLOYED PEOPLE?

Well, the first critical issue is obviously related to your mentee's personal and professional background, which can surely affect the success of the mentorship relationship and consequently of the entire mentoring process. As you will mentor adult unemployed people, it is essential for you as mentor to analyse your mentees’ main:

PASSIONS (related to personal human as well as professional attitudes)
FEARS (such as the willing to enter the labour market, therefore to get back in the game again as quickly as possible against the fearful awareness that to do that might be highly complicated or the fear not to be able to work again)
PROBLEMS (for example their restricted capacities to use technologies and social media, personal impediments related to their family or other, etc.)

By carrying out such analysis, you will:
• help your mentees to identify personal and social barriers that prevent them from gaining employment
• share and develop social and interactive skills
• help your mentees meet or overcome these barriers and look at ways to move forward, building on their positive qualities
• endeavour emotional support and increase self-guided behavior.
• improve self-esteem.
• regain the sense of self-efficiency.
• make mentees aware of their level of professional and labor competence.

In other words, you need to explore mentee’s needs, interests, concerns and expectations. The Needs, Interests, Concerns, Expectations (NICE) Analysis may assist with this.

**Tool 0– Needs, Interests, Concerns, Expectations (NICE) Analysis**

1. **Needs:** What are your needs at this present time as a mentee?

2. **Interests:** What are your main interests/skills with regard to work?

3. **Concerns:** What are you concerned about in your work life?

4. **Expectations:** What do you expect from the mentoring? What do you expect a mentor to be able to do?

**WHAT ARE THE STEPS OF THE MENTORING PROCESS THAT YOU WILL CARRY OUT?**

Before detailing your mentoring process, let us reflect upon the topics, the strategies and the stages you will analyse and use to guide your mentees throughout a mutual learning and exchanging process.

So, let us start from the actual entrepreneurial process itself.
Similarly, the quality and “success” of successful entrepreneurs depend on:

**FIRSTLY, get the right ingredients in place!**
Successful business comes from great ideas and ideas come from people. A successful business undoubtedly originates from an effective and fruitful match of different factors, but mainly from entrepreneurs’ personal, professional and social skills, the ingredients of a delicious and successful recipe. The most important ingredient is the individual flavor you add! Hence, start considering your passions, abilities, beliefs, dreams!

**SECONDLY, think of an appealing dish and the right vessel!**
As a delicious dish is generated from a tasty and original mix of ingredients, the major success of an entrepreneurial endeavour lies in critically examining the viability of an idea, its feasibility, efficacy and positive, fruitful impact on the customers. It also implies the analysis of the resources (i.e. ingredients) already available or potentially reachable needed to develop your idea and business project that can be reached all by themselves. Resources are not just economic means, but are also abilities, skills and equipment.
The vessel is mainly your target clients to be identified and analysed along with your business location as well as the way you want to present and promote it.

**THIRDLY, cook a dish and get people to taste it!**
This is when the dish is actually cooked and consumers test the recipe, providing feedback on how much they like it, if they would be willing to pay for it, etc. Well, this is the “idea design process” stage, when the entrepreneur develops a prototype of his business idea and collects comments and feedbacks from people involved in the pro-
totyping phase (it could be a textual comment, an image, a video, an interview etc.).

FINALLY, serve it!
At this stage, the dish is ready to be added to the menu and it is essential to plan all details (price, description, etc.). Similarly, if you feel you have a product/service, however basic, which can be promoted and sold, you will have to plan how to do it, a crucial step to start defining your business, grow and improve. That is when an entrepreneur develops the business model of his/her project, which, broadly speaking, includes all the activities associated with making something (designing it, purchasing raw materials, manufacturing, and so on) and with selling something (finding and reaching customers, transacting a sale, distributing the product or delivering the service).

STEP 1: YOURSKILLS

SKILLS DEVELOPMENT
What are skills and why are they crucial for entrepreneurs?

Until very recently the focus in education and employment has been on ‘hard skills’, sometimes referred to as ‘technical skills’. These are skills, which are generally job specific and can easily be taught as well as assessed with regard to success, for instance, the use of a certain computer programme. In contrast ‘soft skills’, sometimes called ‘transferable skills’, are often used to describe how you approach life and work as well as your interaction with other people, an example would be communication skills.

There are many different aspects of soft skills, one of which is personal attitudes and which will be focused on during your mentoring experience. These fall under the umbrella term of ‘soft skills’ but have more of a focus on how you view the world and situations in a combination of negative and positive feelings.

Today, the business atmosphere is more competitive than ever. This statement does not imply that entrepreneurship should be called into question but that it should be effective. Things should be completely efficiently and well! For a business to succeed, entrepreneurs surely need to develop key soft skills and competences.

As you know, entrepreneurs will not just need to learn hard skills such as completing a business plan or financial record-keeping but will also need to manage their time and teams, customers and operations, budget and investors. Entrepreneurs will need strong management, leadership and communication skills.

In the early stages of a business, it is likely entrepreneurs will feel rather alone. While their friends might be climbing the corporate ladder, entrepreneurs are likely to be seeking funding or networking.

In an ever-increasingly competitive market, a vulnerable start-up may have a higher probability of defeat, however if entrepreneurs are resilient they need not fear failure. By thinking creatively and taking risks, entrepreneurs are more likely to be able to differentiate themselves in the market and perhaps create their own business category!

Below we look at the competences and attitudes that are crucial for entrepreneurs.

**Soft Skills: Creative Thinking/Imagination**
"Real entrepreneurs move from imagination to execution" writes Racquel Porter, writer for Hearpreneur.com. An entrepreneur needs imagination before action. As businesses are born with ideas, ideas are results of one’s imagination.

Imagination is a constant in the life of entrepreneurs and is what makes them successful for it is the prerequisite of problem-solving. Most people are able to see, understand and solve the “obvious” while creative-thinkers are able to go beyond.

Beyond the evidence, creative-thinkers learn to become time and money efficient. They see growth opportunities for their businesses.

As Albert Einstein said: “Imagination is more important than knowledge. For knowledge is limited to all we know and understand, while imagination embraces the entire world, and all there ever will be to know and understand.”

**Soft skills: Resilience**
What happens when enthusiastic individuals known for their excellent leadership skills fail in the first weeks, months or years of their businesses? The answer lies in these individuals’ resilience. Entrepreneurship goes hand in hand with hard work, loneliness, high pressure and ordinary every-day tasks. An entrepreneur has more reasons to lose hope than to remain courageous.
Resilient entrepreneurs are humble individuals who learn from their mistakes. They do not give up when they are facing difficulties and are grateful for what they have no matter what happens. When a business is created, every small achievement is a great success in itself, often we lose track of our achievements and only focus on the failures. Determined individuals are strong in their minds. Whatever the situation, they have a positive-attitude and react accordingly. They are not afraid about taking decisions and acting on them.

**Soft Skills: Leadership**
A potential entrepreneur is a person with a great idea and willingness to transform it into reality. Yet, as no business can consist simply of a chairperson, as a first step, wanna-be entrepreneurs need people who have faith in their compelling vision. Even when the company is a family-owned business, looking in the same direction for all the people in a business is not straightforward. Above all, an aspiring entrepreneur needs to be a leader of people. Succeeding in becoming a strategic leader is probably the missing step of failing start-ups. Promising entrepreneur remain vigilant from the beginning of their business and avoid moving headlong towards their vision. When necessary, they are able to question their own assumptions. However, once they come to a decision, they really go for it!

A good leader is an individual ready to take responsibilities in exchange for some freedom. An inspiring leader is an entrepreneur who has ceased being a “problem-finder” and has become a “problem-solver” to maintain success and stability within the organisation. Only a problem-solver can overcome internal crisis amongst people. Working in such an optimistic and efficient environment comes with competent and skilled teams. A good leader is therefore able and eager to build winning teams committed to working efficiently. Good leaders then evaluate their teams accordingly and give them constructive feedback.

There are no winning teams in the absence of clear target goals; successful leaders are those who manage to move their teams out of their comfort zone so that they learn together how to reach the targets and improve the existing business.

However, how can a leader possibly make sure employees are and remain committed? The answer to such a question is “respect”. A leader is an entrepreneur who has the required integrity to create and establish the necessary respect through being through inspiring confidence, trust and honesty.

**Personal Attitudes: Being self-critical/Self-reflection**
The American politician Frank A. Clark wrote “Criticism, like rain, should be gentle enough to nourish a man’s growth without destroying his roots”. An entrepreneur with clear self-perception is not a pessimist but simply self-critical.

The capacity for self-reflection provides you as an aspiring entrepreneur with strength and success. There is no doubt that confidence is an essential ingredient an entrepreneur should possess. Yet, being overconfident only results in unexpected problems.

Here comes the importance of a virtuous balance. Each individual is endowed with certain abilities of which they need to know the limits. Especially as an entrepreneur you must avoid being confident about a skill you might not necessarily have! In order to achieve a certain level of self-criticism, your first step consists of honestly assessing your skills. The boss of US giant General Electric, Jeff Immelt says “I think you can’t do a job like this for a long time unless you’re horribly self-critical, you have to be massively self-aware, because if you’re not, it is so easy to be blind [to problems].”

**Personal Attitudes: Risk-taking and Risk-seeking**
Self-employment in today’s society is a risk in itself. Consequently, as an entrepreneur you are always somehow a risk-taker. Yet, an aspiring entrepreneur is a strategic risk-taker. There is a difference! Successful entrepreneurs first estimate their own risk-tolerance and identify the different types of risks they are willing to bear. They then welcome challenge and uncertainty! Entrepreneurs are ready to intentionally take risks so that their business grows or gains a competitive advantage. This may mean contracting important loans in the early stages of a business or managing the day-to-day life of a business with uncertain cash flow. In the end, such an attitude pays off.

**Personal Attitudes: Enthusiasm**
Maybe, one of the most “visible” attribute of entrepreneurs is their common “enthusiasm”. Enthusiasm is precious but at the same time a “double-edged sword” as mentions the serial entrepreneur Jonah Lupton in his publication “The Most Valuable (and Dangerous) Quality an Entrepreneur Can Have”.

**Co-funded by the Erasmus+ Programme of the European Union**
Enthusiasm has tremendous power in business, which can be dangerous for the business itself; enthusiasm does not always understand the barriers between a great idea and a real business. Wanna-succeed entrepreneurs should avoid being overenthusiastic about their potential project. Enthusiasm should rather support a rational action as the engine of success.

Also, enthusiasm is only beneficial when shared; leading entrepreneurs should be able to share their enthusiasm with their employees. First, such a transmission involves entrepreneur’s full dedication to the project since enthusiasm should be “observable” for the employees. Second, enthusiastic entrepreneurs are honest vis-à-vis their team members and are ready to share the ups and downs of their business. Finally, and most importantly, an enthusiastic entrepreneur invests in the business.

The main danger that enthusiastic individuals encounter when starting a business are therefore attitudes of naïve over-optimism or inexperience. An intelligent entrepreneur bears risks but reasonably taking into account the possible entrepreneurial optimism bias. When forecasting revenues and costs, a rational entrepreneur makes realistic assumptions, consults experts and avoids leaving the business’ future to chance!

Now you have read a bit about which soft skills and personal attitudes can help entrepreneurs on their way to being a successful entrepreneur, you will ask your mentees to complete the **Skills self-evaluation form (Tool 1)** on a scale of 1 (poor) – 5 (excellent) during both the first and final meeting to complete. They should not spend too long reflecting on the skills and competences and you shall retain the completed form for the future. However, after completion during the final session, you should return the first profile evaluation to them and as a group reflect on the changes, reducing a score is not always a bad thing; it shows that participants are more aware of their weaknesses and you should support them in setting goals to strengthen them.

In your first meeting you will also allow mentees to reflect on their own competences and attitudes using the **Entrepreneurial Competences Self-assessment test (Tool 2)** on a scale of 1 (Poor) – 5 (Excellent), which is not a test.

**Tool 1 – Skills self-evaluation form**

**YEP Profile Evaluation (At the start of the Journey)**

| Name: ………………………………………………. | Date:…………………………. |
| Please Evaluate yourself at this present time | |

1 = Poor 5 = Excellent

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<tr>
<th>Skills and Attributes</th>
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<td>9 Problem Solving Skills</td>
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<td>10 Knowledge of how to motivate others</td>
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<td>15 Self-Motivation</td>
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<td>16 Knowledge about mentoring</td>
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17. Knowing how and where to get support when needed
18. Knowing what I want next
19. Sense of achievement at work
20. Entrepreneurial spirit
21. Leadership Skills
22. Enthusiasm
23. Delegation skills
24. Presentation Skills
25. Sense of humour
26. Building new relationships
27. Time Management
28. Goal Setting
29. Getting things done
30. Understanding what’s important to me
31. Knowing clearly what I want to achieve
32. Knowing clearly what my limitations are
33. Work life balance

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### YEP Profile Evaluation (At the end of the Journey)

**Name:** …………………………………………….  **Date:**………………………….

Please Evaluate yourself at this present time  

1 = Poor  5 = Excellent

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<td>18 Knowing what I want next</td>
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<td>Enthusiasm</td>
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<td>Delegation skills</td>
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<td>Sense of humour</td>
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<td>Building new relationships</td>
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<td>Goal Setting</td>
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<td>Getting things done</td>
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<td>Understanding what’s important to me</td>
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<td>Work life balance</td>
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**Tool 2 – Entrepreneurial Competences Self-assessment test**

**Please read the statements below, and using the scale**
(5 is strongly agree; 3 is neutral; 1 is strongly disagree) indicate how the statement applies to your perception of yourself.)

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<tr>
<td>1.</td>
<td>When an unwelcome change involves me I can usually find a way to make the change benefit myself.</td>
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<td>2.</td>
<td>During stressful and challenging times I can maintain effective relationships with those involved</td>
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<td>3.</td>
<td>I am confident dealing with different situations involving confrontations</td>
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<td>4.</td>
<td>When faced with new challenges, I am able to take control of the situation.</td>
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<td>5.</td>
<td>I know what I need to do to achieve my ideas for personal and professional achievement.</td>
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<td>6.</td>
<td>I believe my own decisions and actions during periods of change will determine how I am affected by the change</td>
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<td>7.</td>
<td>When I am uncertain about what to do I write down the choices and my thoughts about them.</td>
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<td>8.</td>
<td>I start each day by working out what needs to be achieved during the day, and I end the day by reviewing what has been achieved, and what needs to be achieved on the next day.</td>
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<td>9.</td>
<td>I value the diverse experiences, skills and knowledge that others have in their interactions with me.</td>
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<td>10.</td>
<td>I easily come up with creative ways of motivating my own and other people</td>
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<td>11.</td>
<td>When I have a problem, I take time to define and analyse the problem before deciding what to do.</td>
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<td>12.</td>
<td>I can easily find ways of satisfying my own and other peoples’ needs during times of change and conflict.</td>
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**Total**

**Results**

Enter the number you put for each question in the relevant box, working down each column in order.

To your question scores add the number stated in the third column.

Add up your subtotal scores to create an overall score total. Using your score you can see which of the following levels you fall into with regards to your entrepreneurial competences.

**SCORE:**

**60 and below**

You score well in the self-confidence and assertiveness clusters which are a good basis for an aspiring entrepreneur. This means you have a strong belief in yourself and your own abilities as well as having the assertiveness to confront problems or issues directly. To strengthen your current standing we would recommend working on the tools related to imagination and self-critical thinking. Areas you could focus on to progress to the next level afterwards are your personal resilience and attitude towards risk taking.

**61 – 120**

In addition to the strengths of the level above, you have high commitment and a sense of responsibility that drives you to complete tasks. Additionally you have a strong level of resilience which helps you to bounce back after setbacks and are not afraid to seek the information you need for your venture. To reach the next level you can have a look at the tools focusing on leadership in the form of goal setting as well as reflect on your motivators.

**121 and above**

You are a high achieving entrepreneur who sees and acts on opportunities, taking the initiative to be ahead of others. However, as you will already be aware, there is always room for more improvement and development!
WHAT DOES A TYPICAL ENTREPRENEUR LOOK LIKE?

What do you see in this picture? An old lady or a young lady? Most people look at the picture and can see one thing first: the old or young lady. If you cannot see both, ask someone else to take a look and see what they can see. How do you feel when someone else sees something different to you and you cannot see it? Maybe you felt frustrated, annoyed, stupid, curious, amused? Can you see both now? We often get ’stuck’ seeing ourselves or our lives in certain ways and once these ways are set, it can be very difficult to alter it. Try and look at your hobbies and interests and see if any of them could be turned into a business. For example, you’ve always been a keen cook at home but you haven’t thought about turning your love of making home-made chutneys into a business or you make beautiful wall art for your house but have never considered yourself doing it for money (see tool below).

Self-reflection, looking at and assessing our skills, is not something we do out of habit and can be a hard skill to learn, as we are not used to it. As a mentor, you should encourage the group to describe the stereotype of the people that work for themselves – Are they male or female, old or young, well qualified, already from money, lots of experience? How does this stereotype relate to people that you know that are self-employed? Does it confirm the stereotype? If not, why do we have stereotypes in mind and why do we let them constrict us?

Now you should ask your mentees to try looking at themselves differently, from the perspective of someone who doesn’t know them very well. What skills/passions would they see?

<table>
<thead>
<tr>
<th>Skills</th>
<th>Passions</th>
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STEP 2 : YOUR BUSINESS IDEA & TARGET

An entrepreneur can evaluate how effective an opportunity might be by continuously asking himself some important questions, such as: Is the opportunity worth investing in? Is it sufficiently attractive? Are the proposed solutions feasible? Is there any competitive advantage? What are the risks associated with it?

In other words, an entrepreneurial process begins with the idea generation, wherein the entrepreneur identifies and evaluates the business opportunities. The identification and the evaluation of opportunities is a difficult task. An entrepreneur seeks inputs from people around him/her including friends, colleagues, family, professionals, etc. to reach to an optimum business opportunity. Once the opportunity has been decided upon, the next step is to evaluate it.

So, let us start from the **Idea Design Process**!

A business idea needs time to be developed, tested and evaluated.

The “Idea design process” is a key tool to analyse strengths and weaknesses and feasibility of your idea according to who you are and the context where you would like to realise it. This tool will help you defining and detailing your idea before making it real!

**HOW TO USE IT:**

1. Start from an idea or an insight.

2. Define an idea you want to realize, a dream you want to make real, your next entrepreneurial project to be developed, your project to modify, restore and enlarge.

3. Follow the stairs step by step, accomplish all the tasks and provide documentations and evidences.

4. Manage your documentations as your Business Idea Book, in which you’ll add sketches, photos, images, videos, links, feedbacks, etc..

5. The Business Idea Book will be the key resource to write your project at the best.
THE SIX STEPS OF THE IDEA DESIGN PROCESS

**Step 1: Researching idea - Exploring idea**
You are in the floor, looking all around you for an idea, an insight.
Start considering your passions, abilities, beliefs, dreams and search online other alike projects.

**Step 2: Seeking an obtained resources - Assessing likely resources**
Make a list of the resources needed to develop your project that you can reach all by yourself.
Remember: resources are not just economical ones but are also abilities, skills and equipment.

**Step 3: Making artefacts and experiences - experimenting and testing**
You are in the middle of the process, the central activity of the Idea Design Process.
At this stage, you are ready to develop a prototype of the idea.

**Step 4: Showing to Others - Evaluating meaning and sharing**
Now read the list with what works and what not you made in Step 3, reflect on what you can improve your business idea and modify.
Review your business idea and reply to this question:
People you involve in the prototyping phase have understood easily your project?

**Step 5: Feedback and reviews - direction and opportunities**
You are very close to the top, good work!
Collect comments and feedbacks from people involved in the prototyping phase (it could be a textual comment, an image, a video, an interview etc.).
Review and write again your business idea.
Do not be afraid if your business idea could become completely different from the beginning! You are working hard in order to reach the top, to develop your business idea at the best.
Remember that successful ideas can come from mistakes!

**Step 6: Extend or focus and confirm or challenge - Failure and success**
Reflect on the new form of your business idea, list the objectives for the future of the project, and make it visual (a sketch, a mind map, a list of key-words and connections, etc.).

Well, let us analyse the following excellent tools to process your idea design!
Mind Map and Ideas Generation

Tool 3: Mind Maps and Ideas Generation

- **Mind maps** (originally created by Tony Buzan) can help you to quickly write down your thoughts on one piece of paper and are very useful for seeing thoughts and ideas in relation to each other in a simple visual representation. Draw a mind map with you or your business name in the middle. You can use different colours to show different issues.

- **For start-ups**: You can use this map as a way of showing a landscape of all the issues in your business, current & future.

- **For pre-startups**: Or if you are looking for business ideas then you can use it to brainstorm your interests, hobbies and skills to see where you might be able to generate a new idea as below!
Transferable skills or strengths are those you have gained in life that you can move around and use in a different situation. Start by thinking about the skills you have built up with your current or past jobs and how these could be useful to you in running a business. Think also about your strengths (could be in terms of attitude & personality) that can be useful for running a business. You can then start to think about other transferable skills you could use in your business that come from different areas of your life such as parenting, hobbies, sport or doing voluntary work. There may even be some that you were not aware you had or that could be applied to a business setting.

Drawing their business idea/s as a mind map is a good way to express the complexity and uniqueness of the business. Here are some tips to give to participants. An example mind map is in the mentee pack.

- Use key words, or wherever possible images.
- Start from the centre of the page and work out.
- Make the centre a clear and strong visual image that depicts the general theme of the map.
- Create sub-centres for sub-themes.
- Put key words on lines. This reinforces structure of notes.
- Print rather than write in script. It makes them more readable and memorable. Lower case is more visually distinctive (and better remembered) than upper case.
- Use colour to depict themes, associations and to make things stand out.
- Anything that stands out on the page will stand out in your mind.
- Use pictures or images.
- Use arrows, icons or other visual aids to show links between different elements.
- Do not get stuck in one area. If you dry up in one area, go to another branch.
- Put ideas down as they occur, wherever they fit. Do not judge or hold back.
- Break boundaries. If you run out of space, do not start a new sheet; paste more paper onto the map.
- Opportunities for developing your existing business or generating new business ideas can be created by: T.I.M.E.D.
| **Trends** | • Web 2.0  
• Internet downloads; internet selling; technology  
• Market trends: property,  
• Languages  
• What’s new |
| **Issues** | • Things that annoy us  
• A solution to a problem  
• Environmental  
• What’s new |
| **Markets** | • Copying a successful business model  
• Finding new ways of doing stuff  
• Looking for a niche market which needs improvement  
• Gaps in the market  
• Communicating with people |
| **Experience** | • An interest or hobby that can become a business  
• A business related to your experience  
• Something you could do better  
• Bringing ideas from your job/family/holidays etc |
| **Dreams** | • What is my passion  
• What are my core values  
• What motivates me |

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<tr>
<th><strong>T.I.M.E.D</strong></th>
<th><strong>Subject</strong></th>
<th><strong>Problems</strong></th>
<th><strong>Needs</strong></th>
<th><strong>Solutions</strong></th>
<th><strong>Opportunities</strong></th>
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<tr>
<td>Trend</td>
<td>Languages &amp; babies &amp; childcare</td>
<td>Difficulty in finding courses for babies/toddlers</td>
<td>Children learning languages early on can provide language proficiency.</td>
<td>Providing childcare to young children by bilingual staff</td>
<td>Bilingual nursery</td>
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SWOT analysis

Tool 4: SWOT Analysis

S = strenght;
W= weakness;
O = opportunities;
T = threats

Explore your Strengths: Something many people can relate to when it comes to work is that we often tend to be overly critical of ourselves. Instead, it would be beneficial for you to learn and make the most of your strengths. Most importantly, do not under-estimate them! As well as thinking from your point of view, try and put yourself inside a potential customer’s head when thinking about your strong points and attractive skills they might see in you. Avoid false modesty, but also try and be honest and realistic with yourself. Ask friends and family to remind you of any others that they have noticed, or you might not be aware of. Check that you are not forgetting any strength that could be transferred to working for yourself.

Explore your Weaknesses: Conversely, look at your weaknesses in an honest manner but remember not to over-estimate them. Many of these could be overcome or reduced in their importance, especially with support from others. Knowing your weaknesses is not necessarily a downfall, it can allow you to avoid and sort issues, which might have arisen if you had not known them.

Exploring Opportunities: Opportunities for your business idea are out there and you need to be ready to recognise and act on them. They might be something you may have not even considered before. Do not hold back on your hopes or ambitions.

| INTERNAL | Strengths: What I’m good at now/My business’ strengths | Weaknesses: What I’m bad at now/Areas for improving my business |
| EXTERNAL | Opportunities: What is out there for my business and me? | Threats: What could get in the way of my business success? |

Think about all possible opportunities for you and your business - the sky is the limit!

Exploring Threats: Threats are things in the environment or your situation that could be a barrier to working for yourself. These could come in a range of forms, whether it is financial worries, market changes or simply not having the confidence to pursue your idea or take it your business further. Although you do not always have control over these, you do have control over how you deal with them to try and reduce their impact on your plans.

Entrepreneurial Resilience

Tool 5: Entrepreneurial Resilience Questionnaire

Ask participants to complete the questionnaire and to score themselves. Explain the following aspects of resilience as below.

Aspects of Personal Resilience

What is resilience?
Resilience is the personal capacity to cope with adverse events and return to normal life. Resilience is also the determination to see something through to its conclusion, even in the face of significant pressures to do something else or give up.

Resilience is a psychological feature that contributes towards the prevention of the damaging effects of psychological distress; resilient people are able to cope better with adverse events than people with little resilience. Resilience is an example of the type of quality or capacity that we would be trying to help you work on during our programme. There are 8 areas of resilience useful at work.
1. **Self-efficacy.** This involves a high level of self-confidence and a self-belief that one can meet any challenge. Self-efficacy includes the understanding that, while the world is challenging, one has the ability to succeed despite these challenges.

“Life is difficult. This is the great truth, one of the greatest truths—it is a great truth because once we see this truth, we transcend it.” M Scott Peck Quote.

2. **Personal Vision.** Resilient people know what they believe in and have a clear idea of what they want to accomplish or create in their life. With a personal vision, however blurred this may be, people use this as a guide through life challenges, and provides them with hope for the future.

Hope is seen as something that reflects people’s motivation and capacity to strive toward personally relevant goals. Research shows that hopeful individuals enjoy many benefits not experienced by their low-hope counterparts including superior academic achievement, psychological adjustment, and physical health.

3. **Flexible and Adaptable.** Being adaptable and flexible enables people to respond flexibly to unknown challenges by seeking out ways of overcoming events, and being able to adapt to the new reality. This reduces the impact of rigidity in the face of a constantly changing environment.

Being flexible and adaptable consistently tops the charts of the type of qualities that employers are most looking for in staff.

4. **Organised.** Creating a structured approach to tasks that need completing add to individual ability to maintain personal control in the face of a seemingly chaotic existence, or uncontrollable external events.

5. **Problem Solving.** The ability to resolve problems enables people to find causes and solutions to adverse events that impinge on daily life. Those who train themselves to enjoy problem solving will enjoy the challenge that adverse events present.

If you can enjoy solving problems the way a child learns how to solve problems like working out which shapes go into what shape holes in the shape box as we have seen toddlers get to grips with, then you can develop an enjoyment of the process of solving problems rather than just moving instantly into frustration that there is a problem. You’re more likely this way to develop strengths and strategies for future challenges.

6. **Interpersonal Interaction.** A key dimension of resilience is an individual’s ability to understand and empathise with others. Resilient people demonstrate the competencies of emotional intelligence: a high level of self and social awareness and the ability to use this awareness to effectively management themselves and their relationships with others.

“Success is strongly influenced by personal qualities such as perseverance, self-control, and skill in getting along with others” – components of Emotional Intelligence.

7. **Social Connections.** This dimension involves the quality of personal and professional relationships. Resilient people have a strong relationship with selected friends with whom they share ideas, problems, solutions, frustrations, hopes, and so forth.

You need to build your network with the right people.

8. **Active.** Resilient people actively engage in change. Faced with adverse events, resilient people will be assertive in stating their contribution to the changing situation and will maintain personal control through their assertiveness and maintenance of self-efficacy.

You need to take an active role in change – even if you feel it is an unwelcome change – you have more chance to control and influence outcomes if you take an active role in being part of any change that happens to you.
Please read the statements below, and using the scale (5 is strongly agree; 3 is neutral; 1 is strongly disagree) indicate how the statement applies to your perception of yourself.

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<tr>
<td>1.</td>
<td>I have the knowledge and skills and experience to deal with almost anything that happens to me</td>
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<td>2.</td>
<td>I know what’s important to me</td>
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<td>3.</td>
<td>I approach new situations with an open mind</td>
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<td>4.</td>
<td>When faced with new challenges, I am able to take control of the situation.</td>
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<td>5.</td>
<td>When I have a problem, I take time to define the problem before deciding what to do</td>
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<td>6.</td>
<td>I have the capacity to laugh at myself</td>
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<td>7.</td>
<td>I have a diverse network of good friends</td>
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<td>8.</td>
<td>I view change as an opportunity</td>
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<td>9.</td>
<td>I am able to think positively about myself when faced with challenges</td>
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<td>10.</td>
<td>When I look back I can see some clear patterns in my life about the types of choices I have made</td>
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<td>11.</td>
<td>I am able to adjust to changes</td>
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<td>12.</td>
<td>I start each day by working out what needs to be achieved during the day, and I end the day by reviewing what has been achieved, and what needs to be achieved on the next day</td>
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<td>13.</td>
<td>I perceive the problems and challenges of everyday life as challenges I can solve</td>
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<td>14.</td>
<td>I can empathise easily with others’ frustrations, joys, misfortunes and successes</td>
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<td>15.</td>
<td>I find it easy to form lasting relationships and friendships</td>
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<td>16.</td>
<td>When an unwelcome change involves me I can usually find a way to make the change benefit myself</td>
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<td>17.</td>
<td>When I face difficult challenges I can maintain confidence in my own ability to overcome the challenges</td>
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<td>18.</td>
<td>I know what I want to achieve at work and in life</td>
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<td>19.</td>
<td>I can easily find ways of satisfying my own and other peoples’ needs during times of change and conflict</td>
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<td>20.</td>
<td>I keep a ‘to do’ list, and use it every day</td>
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<td>21.</td>
<td>I try to find the cause of a problem before trying to solve it</td>
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<td>22.</td>
<td>During stressful and challenging times I can maintain effective relationships with those involved</td>
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<td>23.</td>
<td>I share the frustrations in life, as well as the successes, with my friends</td>
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<td>24.</td>
<td>I am able to focus my energy on how to make the best of any situation</td>
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<td>25.</td>
<td>When I face challenges I look to myself to find ways of rising to the challenge</td>
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<td>26.</td>
<td>I know what I need to do to achieve my ideas for personal and professional achievement</td>
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<td>27.</td>
<td>I am able to accommodate other people’s needs whilst focusing on achieving my own ambitions</td>
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<td>28.</td>
<td>When I am uncertain about what to do I write down the choices and my thoughts about them</td>
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29. When I solve problems I identify the links between the problems and other issues that may be around

30. I value the diverse experiences, skills and knowledge that others have in their interactions with me

31. I regularly participate with friends in social activities where I can relax

32. I believe my own decisions and actions during periods of change will determine how I am affected by the change

Motivators to start up

Tool 6: What are your motivators to start up and work for yourself?

Ask participants to make a list of all the things that they need to do today/over the next few days. Then ask them to write down in a list next to it, realistically how many are going to get done, and how many are going to be pushed back with the classic “I’ll do it tomorrow”. Motivation could possibly be one of the hardest parts of starting a business especially when the list of tasks seems so great and many are new or possibly difficult. You may be feeling disheartened or down due to not finding a job, lacking confidence in your skills or what you can offer in a company or just feeling out of touch with the routine of work. All of these can make it hard to pick the pieces up and get back into the swing of the working environment. When starting up a business it is important to remember your goals, your intrinsic motivations (things of a personal nature or needs) and extrinsic ones (such as pay or move up in the business world). Seeing and visualising where you want to end up, and seeing yourself there successfully are key, small tasks to help keep you on track, determined and encouraged to get there.

Ask participants to complete the chart of their extrinsic and intrinsic motivators for being self-employed. Do they have a balance of both types to allow them to start up or keep growing their business?

Intrinsic & Extrinsic Motivations

If time allows encourage discussion – Was it easy/hard to think of what motivates you? Did the chart turn out how you expected it to? If no, why not? Do you think knowing what drives you will help you to work in a better, more efficient way?

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<thead>
<tr>
<th>Extrinsic/Outside</th>
<th>Intrinsic/Inside</th>
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<tr>
<td>Money or other rewards</td>
<td>Happiness and enjoyment</td>
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<tr>
<td>Doing something to please someone else or because they’ve asked you to do it</td>
<td>Personal goals, values, and morals</td>
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<tr>
<td>Winning a business award</td>
<td>Eagerness to learn</td>
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Goal setting

Tool 7: Goal Setting

As mentor, you should ask if the group knows the difference between urgent and important – allow for 2 or 3 min discussion in pairs and then ask for feedback.

Urgent and important are not always the same – there may be things in your day that are urgent e.g. buy food as there will be nothing for tea. Important may be getting the children ready for school on time and it should also be noted that these, especially importance are terms which are rather subjective; what one may consider of great importance may only slightly appear on the radar of another and vice versa.

It is important for participants to look at their list and work out which items are urgent and which are important so they can then begin to make some items more of a priority. Ask participants to put the items in their list under which heading they think they fall under and then compare with those nearby.

Prioritising is key when running a business as you may have many different tasks to do, and many things, which require your attention all at the same time. This really is something where practise makes perfect. Knowing what to attend to first and which is the most important can be vital for the success and organisation of your business.

This skill can be practised with very simple tasks. For example, you might want to prioritise the things which you are going to include in your action plan, which will benefit you most to improve, and indeed which require more work. Remember that things to do can be practical things such as developing your marketing skills, but other soft skills are as important such as increasing self-confidence, developing clarity of purpose, identifying further internal & external resources; identifying new working patterns (e.g. flexible hours or part time). Once you have prioritised your “to do’s” you can then move to your action plan.

Do not forget that your actions/objectives need to be SMART.

Specific – Objectives should specify what they want to achieve, as oppose to something vague and non-descript.
Measurable – You should be able to measure whether you are meeting the objectives or not.
Achievable - Are the objectives you set, achievable and attainable?
Realistic – Can you realistically achieve the objectives with the resources you have?
Time – When do you want to achieve the set objectives?

Aiming high is crucial for goal setting. Setting specific, difficult goals results in better performance than setting specific easy goals, unclear goals such as “do your best,” or no goals at all; this is strongly supported by research (eg. Locke & Latham, 1990).

Goals which are set too low become issues in a variety of manners. First, you are limiting yourself and your potential from the start, and adding more barriers to your business than the ones you may already face. Even if the end goal seems unobtainable, striving for that may take you a little bit further than you would have gone otherwise. However, it is also important to allow yourself some forgiveness when setting ambitious goals. Continually failing to meet the exact high goal can lead to stress and feelings of demoralisation so allow room for error.

Participants can be led through the information on setting goals before choosing 3 goals to work on. Remind participants of the SMART methodology when setting goals and make sure they are clear of the breakdown of tasks in order to achieve each goal.

Tool 8: Just for Fun: Quick Quiz – Are you Ready to Work for Yourself?

Remind participants that this is just a quick fun quiz about starting up in business but they can complete it in order...
to start thinking about their answers to the questions and how ready they feel to start up. Encourage all participants that regardless of their final score, they can still think about starting up in business but may need more support to plan and gain business advice in order to feel more ready.

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<td>14</td>
</tr>
<tr>
<td>15</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

**Tool 9: Mapping your Goals**

To support participants with the important skills of both understanding and planning out their business goals it is useful to use a visual exercise such as this. Collect a range of newspapers and images, colourful pens and post-its. Ask participants to draw a date, which is one year from now in the middle of a large piece of paper, and then divide the paper into 5 different areas: relationships, health, finances, career/business, personal/professional development. Next, ask participants to write down one goal per area, which they want to achieve by the date in the middle. Once they have decided their key goals for the next year (1 per area) they can then find pictures or draw images that represent the goal and how it will feel when they achieve it. Participants can describe their goal map to the others in the Circle and take it home to put it somewhere where it can inspire them on their journey to success!

**FURTHER READING_1: How to research a business idea**

This article is an excellent review of the overall topic of this step.

[https://www.entrepreneur.com/article/70518](https://www.entrepreneur.com/article/70518)
STEP 3 : YOUR IDEA PROTOTYPE & START OFF

At this stage, you are ready to develop a prototype of your business idea.

» If your business idea is a product, realise it in a small size and/or with cheap materials.
» If your business idea is a service, realise it with friends and/or in family. Make some pictures or a video as an evidence of the experience.
» Make a list about what works and what not about the product/service and the experience from the customers’ point of view.
» Make a second list with competencies and skills you felt in confidence or not (based on the experience).

Some little tips to prototype your idea...
--If your project provides or sells products: it could be useful to see it and touch it. So try to create a sample by using any kind of material (paper, plastic and so on).
--If your project is something related to events, festivals.....try to create a storyboard, a video, a drawing by any kind of business tools to visualize it.

Sharing your idea is important!
Getting feedback from others and talking about your project with others makes the difference. Don’t be worried to share your idea with others as more suggestions will light up your mind!”

FURTHER READING_2: Prototype your business ideas This is an interesting collection of tips and case studies. This is an interesting collection of tips and case studies presented in the following articles. 3 steps to transform your business ideas in a prototype https://www.entrepreneur.com/article/229433

Prototype design
https://www.entrepreneur.com/businessideas/prototype-design

5 cheap and easy way to prototype your startup idea

How to prototype a service
https://businesstown.com/shows/mastering-business-cycle/how-to-prototype-a-service/
STEP 4: YOUR BUSINESS MODEL

It is time to let your project turn into a real and feasible project! The best tool that really works for entrepreneurs is the Business Model canvas, which is “a strategic management and entrepreneurial tool. It allows you to describe, design, challenge, invent, and pivot your business model”.

The Business model Canvas is a strategic management and lean startup template for developing new or documenting existing business models. It is having a great success in the world to help enterprises for their growth.

The following video will help you to understand the basics of the Business Model Canvas: Business Model Canvas Explained https://www.youtube.com/watch?v=QoAOzMTLP5s


A business model is not something you build from the ground up. To define yours, first ask yourself the following questions:

• Who is your target customer?
• What customer problem or challenge do you solve?
• What value do you deliver?
• How will you reach, acquire, and keep customers?
• How will you define and differentiate your offering?
• How will you generate revenue?
• What is your cost structure?
• What is your profit margin?

HOW TO USE IT - Three different ways to work with the Canvas

You can start from any of the 9 themes in the blocks of the Canvas by answering all questions and going back to them if you need more time. Remember that you always have to check and review all sections.
Now, reflect on your own project and then use the Canvas following one of these examples!

A. TRUST YOUR INTUITION

Do you have a clear and detailed idea of your project? It is easier to start from the section where you have more information and then fill up the block where you feel more confident.

B. PROCEED IN A SPIRAL ORDER

Start from one box and proceed in a spiral order as a mind-altering creative process. You can get your whole project into the spiralling creative process. Walk through a spiralling labyrinth as a conscious ritual for growth.
C. USE THE FOUR BLOCKS

Here you can see the Canvas split in four parts:

1. **The core of your project**
2. **The practical part of your project**
3. **The external-perception of your project**
4. The future plans of your project

FURTHER READING_3: Workplay Book. • http://www.creativeprojectcanvas.com/

This tool has been created to guide and support artists and creatives to develop their entrepreneurial sustainable idea within their territorial context.

**Tool 11: Wheel of Life**

Give participants the handout with the Wheel of Life which has 8 categories representing key areas of their life e.g. Finances, work/career, personal development, health, relationships, free time, wealth, relaxation, physical condition (fitness), spirituality. Participants have to rate each area of their life on a scale of 1 to 10 (1 is no satisfaction in this area and 10 is full satisfaction). Ask participants to join the dots from the 8 categories or colour in the ratings and they will end up with a spider diagram which clearly shows any areas of their life which are out of balance in terms of satisfaction levels.
Ask participants to now imagine riding a bike. The wheels of their bike are just these uneven wheels which have come out of their ratings. The shape of the wheels goes exactly with the areas which are coloured. How is it possible for them to ride a bike whose wheels are so uneven?
If they were to choose one of the areas, which would substantially improve their life comfort, which area would it be? What is the single action, which could substantially improve their wheel of life?

**Tool 12: Business Pitch**
Describe the concept of an Elevator Pitch to participants where they meet someone they don’t know in a lift and in the time it takes for the lift to get down to the ground floor they need to describe (and sell!) their business idea to the other person. Ask participants to prepare a 3 minute presentation on their business idea to present to the group. Let them know that other participants will also have 2 minutes to ask any questions. Be strict with the time - the idea is to force participants to really think about the essence of their business idea – the main focus.
After everyone has presented ask participants to feed back to the group about how they felt while presenting - what would they change about their presentation if they could do it again? What did they like about their presentation?

**Tool 13: Clover of Skills and Passions**
Ask participants to write short words or sentences about their skills and passions/key interests in each of the four leaves of the clover, which represent family, professional life, personal life and social life. Remind them that our passions can be useful in business – they can build their business around their passions and interests and skills in order to make sure it will bring them happiness and satisfaction!
Tool 14: 3 Years from Now?...
Following on from the Clover exercise ask participants to complete the table, which looks at the areas on the
clover and adds an extra area of ‘my business’ for them to think about where they want to be in each of the areas
in 3 years’ time. Once participants have the ability to project into the future and imagine what they want to have
achieved or be feeling like in the future then they can have the opportunity to connect today with the changes
they need to make in order for these future dreams to come true!

<table>
<thead>
<tr>
<th>Where I want to be 3 years from now?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal</td>
</tr>
<tr>
<td>Family</td>
</tr>
<tr>
<td>Social</td>
</tr>
<tr>
<td>My business</td>
</tr>
</tbody>
</table>

CLOSING THE SESSIONS

- Ask people to summarise their actions and comment on any learning for the session.
- Ask participants to score themselves on the soft skills form and analyse their changes since the first session
  using the “The skills profile” (Tool 1) form.
- Explain any arrangements for encouraging group members to hold one another to account. You may decide to
  ask people to allocate a ‘chasing buddy’ to their left around the table. This person chases them up, asks about
  progress and generally checks informally on their success in between meetings. This can also help to build rela-
tionships more strongly within the group.
- Ensure everyone has the date of the next meeting diarised and has venue information.
- Confirm any action you will take e.g. e-mailing the agreed ground rules.
- Close the session by asking people to complete the relevant evaluation form.

Closing the final meeting

- Ask people to summarise their actions and comment on any learning for the session.
- Close the session by asking people to complete the relevant evaluation form and a final outcomes form.
- Confirm any arrangements for continuance or informal networking outside of the group.
- Discuss sustainability plans for the group
5 Tools to use
ANNEX I: CLOSING THE SESSIONS MIND MAPPING

Mind mapping – Idea generation process
Mind mapping is a great tool to start discussions when you feel stuck in a idea generation process. Writing on the paper the main goal to achieve and then thinking deeper about the means you need to achieve your goals may help you to build a relevant conversation between mentors and mentees.

What is mind mapping?
A mind map is a visual way to organize information about various topics. It establishes a hierarchy between different components of an central idea by linking them. Most of the time, the mind maps starts with an image drawn in the middle of a blank page. Major ideas linked with the central concept are then directly connected. The final product is a tree structure of ideas and concepts in relation with the starting point of the brainstorming. The mind mapping may be useful when you need to develop an idea but you cannot overcome a problem, or you cannot proceed because you are not inspired. When you use this technique you usually start from basic questions (who? When? Where? Why? Which?) and then proceed by following each thread until adding more and more elements to the map. Recent researches showed how mind mapping can improve learning up to 10% in one week training compared to traditional techniquesxxvi.
Example of a mind map. Source: FlickR

**Practical use**
To make a mind map, you should have blank paper (the size depends on how far you want to go in the brainstorm), color pencils and a sharp brain! Or you can also use one of the common software available to create a mind map (see paragraph below).
For both the paper and the online version, the procedure to follow to create a mind map is to start from the centre of a blank page. You can place in the centre a word, a concept, a sentence or an image/picture. Colors are very useful to mark different sets of concepts and give an attractive look to your mind map, that makes it easy to read and inspiring.
Then, you should connect the main branches to the image in the centre of the page and then the second branches to the third branches and so on, in order to create logical and conceptual links between the elements. Other important tricks are to use images, to make curved branches and to use one key word per line, all this makes the mind map more interesting and easier to read and remember.

**Mind mapping tools**
There are several online tools to create and organize mind maps. Here below are two of the most popular ones.

**Mindjet**
Mindjet offers a wide range of applications and tools designed to help you and the people you work with brainstorm, collaborate on tasks, and coordinate the organization of work.

**MindNode**
This tool is available on Mac and iOS and is ideal to use on tablet and Smartphone. It is useful to create and drag branches, add new nodes and connect them and to share documents with others.

**ANNEX II: ENTREPRENEURAL RESILIENCE QUESTIONNAIRE**

Entrepreneurial resilience is defined as “personal capacity to cope with adverse events and return to normal life”[1]. The concept of resilience has been understood in literature as a response to a difficult or even extreme context or otherwise as a personality trait, quality or ability of the entrepreneur[2].
In this sense, resilience is the subject of evaluation/assessment, i.e. the view of the evaluator/assessor (in oral or written form), which will concern certain aspects (personal, behavioural or realized effects) \(^\text{[3]}\). There are a number of concepts for determining determinants. One of them refers to three dimensions: filtering information from the world, handling the challenges, and communication with other people (Figure 1).

**Fig. 1.** The Nine Elements of Resiliency

![Diagram showing nine elements of resiliency](source: own elaboration based on “Six Steps to Building Entrepreneurial Resilience” by Casey Mulqueen (http://www.business2community.com)\(^\text{[4]}\))

Similarly, entrepreneurial resilience can be made of eight factors, also divisible into three groups (Figure 2).

**Fig. 2.** The eight elements of entrepreneurial resilience

![Diagram showing eight elements of entrepreneurial resilience](source: opracowanie własne na podstawie “Mentoring Circle™ Programme and Facilitators’ Manual”, (http://www.mentee-project.eu))

**Self-Efficacy** results from the belief, that a person can cope with emerging problems because he/she «knows, how much he/she is worth,» and that he/she «can do it». This feature is based on a high level of self-confidence.

**Personal Vision** is linked to a clearly defined goal, “what do I want to achieve”, “what do I aim for” and “what gives me hope for the future”.

**Flexible and Adaptable** results from the ability to adapt to the operating conditions. «I do not have to act schematically to achieve my goals, but I adapt to the situation, knowing, where I want to go.»

**Organised** is related to the understanding of the structure of things, problems or activities. «I know what to do in a given situation and I do not lose my head.»
**Problem Solving** is based primarily on the rejection of fear of dealing with them and the possibility of finding the causes and undertaking the right actions. «I do not have to hide my head in the sand, I can try to solve the problem.» This feature is associated with our own efficiency.

**Interpersonal Interaction** is one of the dimensions of emotional intelligence that allows us to understand and feel compassion for others. If we are aware of our feelings, we can control them, motivate ourselves to be empathetic, and have social skills (we can influence the emotions of others), then our emotional intelligence is high.[5]

**Social Connections** means being able to create bonds with people and nurture them. If you are determined in your actions, then you want to share with others what is important to you and enjoy it.

**Activity** means «entry» into change, the desire to engage in what is important and essential, despite obstacles. This trait involves the commitment of the person to his/her work and to the place he/she creates, gives him the energy he/she needs, absorbs, matches and identifies with what he/she is doing, and therefore: effort, fulfilment of tasks above requirements and support for what is done. The end result for a person is satisfaction and career development[6].

**ANNEX III: GOAL SETTING**

The goal is called future condition, desired and formulated by a person. While the target itself is a point on the road, following it requires action and is a process (Figure 1).

![Fig. 1. Purpose and its implementation](source: own elaboration)

The goals are set for four different reasons[1]:
- they are a guide and give people a unified direction,
- effective goal setting is conducive to good planning and, in turn, facilitates setting goals in the future, goals can be a source of motivation,
- objectives provide an effective control and protection mechanism.

The goals are not homogeneous. They may be long-term or short-term. They may relate to the whole of our activity or its part. It is good to use their general structure, which is used in business management (Figure 2).
**Vision** - etymologically derived from Latin word visio and means idea or dream\(^2\). We can therefore understand it as a *future* image of the *place* and *role* of our venture in the world around us\(^3\). The vision contains some contradiction in itself\(^4\), because it is *relatively constant* and *dynamic*, which means that it should be constantly corrected and adjusted to conditions to ensure that it stays current. To create a vision, it is necessary to reflect what the subconscious of the vision’s creator is hiding. With intuition, a future entrepreneur can create “a picture of his company” to contain a certain amount of realism and combine his/her dream.

The vision is the basis for creating a clear and precise mission, that is the highest level of goals and explains why an organization exists and what sets it apart from others. The vision is the object of aspiration, i.e. permanent endeavours that define the scope of activity eg. a company\(^5\). The mission in most cases is a slogan. **Exemplary missions of the largest companies sound**\(^6\):

- **Coca-Cola** – Within arm’s reach of desire
- **Walt Disney** – To make people happy
- **Microsoft** – Empower every person and organization on the planet to achieve more.

The vision that allows you to formulate **goals**. The goals are set to\(^7\):
- specify precise actions,
- ensure their execution,
- set deadline,
- measure the performance of goals (eg. time, effort, progress),
- accept the details,
- assign responsibility.

Referring to SMART principle, the goals should be:
- specific,
- measurable,
- agreed,
- realistic,
- time related.

Lack of any of these characteristics for the purposes set, causes considerable difficulty in achieving them.

**What can be the goal?** It depends on the aspiration and vision of the person who sets the goals. For people, they can be self-development, raising their level of knowledge or improving their material status. For a newly established company this can be profit, independence or profitability. However, there is no consistency as to the priority that a company should follow when choosing a prime goal. The choice of such a major goal (called strategic) is often dependent on the tradition and culture of the country in which the company operates. For Japanese companies, the primary goal is to increase market share, for US companies...
companies it is only third in the rank of importance. The first goal for companies in the United States is to achieve profitability (for Japanese companies this target is mentioned by managers as the second most important) [9].

As was mentioned, the goals are not homogeneous, and mostly they are distinguished on the basis of the time they concern (Figure 3).

**Fig. 3.** Breakdown of goals by time

*Source: own elaboration*

- **Strategical** – mostly affect the long-term perspective, and they take into account a minimum of 5 years of duration.
- **Tactical** - they are more specific, they may be a refinement of a fragment of a strategic goal and concern a multi-year perspective.
- **Operational** - they are a detail of tactical objectives and concern a strictly defined part of the action and their perspective covers a maximum of 1 year.
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5. TOOLS TO USE


5. TOOLS TO USE - ANNEX II

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