

## Appendix R6-1: Profile: entrepreneurial teacher and manager

### 1. What does the Entrepreneurship scan deliver?

With the scan you will gain an insight into the extent to which you can stimulate entrepreneurship in yourself and others.

You will gain an impression of the extent to which:

- you are able to encourage others to exhibit entrepreneurial behaviour
- you are an entrepreneurial employee who:
  - is prepared to reflect on his own activities.
  - is constantly searching for the best way to perform his work and realises these plans.

Context:

For this scan, the work is restricted to all the activities needed to stimulate others to exhibit entrepreneurial behaviour.

### 2. What is the importance/necessity of entrepreneurship (among teachers and managers)

*What is it?*

We take entrepreneurship to mean the development and realisation of new ideas within the structure of an existing organisation. The ideas are based on what clients want, or what is happening in the market. It might involve new ideas, or improving the current state of affairs.

*Why is entrepreneurship so important for (school) organisations?*

Entrepreneurship yields the following:

- Customer satisfaction
- Employee satisfaction
- Financial satisfaction

If you know what the client or market wants, you can capitalise on this, and can be a healthy organisation which grows. If you give employees the ability to develop, your organisation continues to improve, and you have the possibility of binding your employees to you for a considerable time. If the people in the organisation are not entrepreneurial, that organisation becomes closed, it loses momentum, becomes increasingly distanced from the market and ultimately disappears from the market. (From: "Organisation seeks entrepreneurs m/f, on the necessity of cultural intervention." Alexandra de Bruijne)

So there is a demand for entrepreneurial staff. To this end it is important that:

- Teachers in schools develop participants in this, so that those with qualifications can meet the demands of the labour market.
- Managers in the corporate world stimulate their people to adopt and display an entrepreneurial attitude, so that their organisations can remain in existence.
- Teachers themselves are entrepreneurial staff, by being prepared to reflect on their own activities and being constantly in search of the best way to perform their work, and realising these plans. In this way they are able to encourage their participants to the fullest to develop and display entrepreneurial behaviour.
- Managers themselves are entrepreneurial staff, by being prepared to reflect on their own activities and being constantly in search of the best way to perform their work, and realising these plans. In this way they are able to encourage their employees to the fullest to develop and display entrepreneurial behaviour.

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### Profile: entrepreneurial teacher and manager

*When is someone able to stimulate entrepreneurial behaviour in themselves and others?*

- The following competences are needed:
  1. Decisive and with managerial abilities
  2. Guiding
  3. Building up relationships and networking
  4. Persuading and influencing
  5. Creating and innovating
  6. Dealing with and implementing change
  7. Displaying drive and ambition
  8. Acting entrepreneurially and commercially
  9. Focusing on the client's needs and expectations
  10. Organising plans
- To be able to encourage entrepreneurship in others, you do not necessarily have to be entrepreneurial yourself in all facets of your work. It is however important that you are prepared to put all activities and processes which are needed under the microscope, to encourage entrepreneurship in others. You also need to have 'drive' to be able to realise the improvements you perceive (spotting opportunities, utilising opportunities and creating value).
- It is also important that you have an affinity with entrepreneurship and that you are convinced of the importance of an entrepreneurial attitude.
- It is particularly important that you have the qualities to encourage others in their personal development.
- A selection of the characteristics of an entrepreneurial employee:
  - Can cope with uncertainty
  - Dares to take risks
  - Has persistence
  - Has the urge to achieve something
  - Dares to change
  - Is not bound by reassuring certainties
  - .....

Below is a description of what an entrepreneurial teacher and an entrepreneurial manager do.

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	<i>To what does an entrepreneurial teacher aspire?</i>	<i>To what does an entrepreneurial manager aspire?</i>
To encourage entrepreneurship in yourself and others	<ul style="list-style-type: none"> <li>To encourage participants to display entrepreneurial behaviour</li> <li>To seek constantly for the best way to perform his work</li> <li>To realise his plans for improvement.</li> </ul> <p><b>Context</b> For this scan, the work is restricted to all the activities needed to stimulate others to exhibit entrepreneurial behaviour.</p>	<ul style="list-style-type: none"> <li>To encourage employees to display entrepreneurial behaviour</li> <li>To seek constantly for the best way to perform his work</li> <li>To realise his plans for improvement.</li> </ul> <p><b>Context</b> For this scan, the work is restricted to all the activities needed to stimulate others to exhibit entrepreneurial behaviour.</p>
	This means he is constantly striving for improvement in the following areas:	
Guiding people	<ul style="list-style-type: none"> <li>How can I encourage the participants even more to exhibit entrepreneurial behaviour? (By imparting expertise in a better way, or by guidance at school).</li> </ul>	<ul style="list-style-type: none"> <li>How can I encourage my employees even more to exhibit entrepreneurial behaviour? (Guidance in the workplace, in discussions).</li> </ul>
Organising learning periods	<ul style="list-style-type: none"> <li>How can learning arrangements be designed, developed and executed which will further encourage the participants to be entrepreneurial? <ul style="list-style-type: none"> <li>Breadth of the learning context</li> <li>Degree of responsibility</li> <li>Rewarding entrepreneurial behaviour</li> <li>A coaching and facilitative way of guidance (giving space, stimulating, showing one's face, showing serious interest)</li> <li>Involving participants</li> <li>Collaboration</li> <li>Challenging assignments</li> <li>etc.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>How can I organise the work of the employees in such a way that they are encouraged even further to be entrepreneurial? Consider: <ul style="list-style-type: none"> <li>Breadth of the activities</li> <li>Degree of responsibility</li> <li>Rewarding entrepreneurial behaviour</li> <li>A coaching and facilitative way of providing leadership (giving space, stimulating, showing one's face, showing serious interest)</li> <li>Involving employees</li> <li>Collaboration</li> <li>Challenging assignments</li> <li>etc.</li> </ul> </li> </ul>
Facilitating an entrepreneurial environment (possibilities and contexts)	<ul style="list-style-type: none"> <li>How can I improve my profession-transcending, coordinating and innovative duties such that participants are encouraged even further to be entrepreneurial? <ul style="list-style-type: none"> <li>Collaborating with other teams/departments</li> <li>Knowing where participants can take their ideas and actions to develop/exhibit their entrepreneurial behaviour, thus helping the participant</li> <li>Persuading other colleagues of the usefulness of acting entrepreneurially (organisation attitude)</li> <li>etc.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>How can I organise conditions in such a way that they are encouraged even further to be entrepreneurial? <ul style="list-style-type: none"> <li>exchanges between team members, departments, branches and headquarters</li> <li>possibilities for reporting and trying out ideas</li> <li>organisation's attitude to acting entrepreneurially</li> <li>etc.</li> </ul> </li> </ul>
Personal development	<ul style="list-style-type: none"> <li>How can I improve myself further, so that participants are encouraged even more to be entrepreneurial?</li> </ul>	<ul style="list-style-type: none"> <li>How can I improve myself further, so that employees are encouraged even more to be entrepreneurial?</li> </ul>

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### Context

Entrepreneurial education: Education in which participants are encouraged to develop and exhibit entrepreneurial behaviour.

Entrepreneurial employee: Constantly puts his own activities and/or the organisation's products/services under the microscope, and considers how these can be improved.

Entrepreneurial organisation: Is focused on value creation and innovation.

The entrepreneurial teacher is an entrepreneurial employee. It can be in his duties to encourage participants to be or become entrepreneurial.

Based on the results of the scan, a teacher may acquire an insight into how he can encourage others to entrepreneurship through his own entrepreneurship.

The entrepreneurial manager is an entrepreneurial employee who encourages his employees to also be entrepreneurial employees.

Based on the results of the scan, a manager may acquire an insight into how he can encourage others to entrepreneurship through his own entrepreneurship.