Report Work Package 4

“The Training Programme”

TRAINING MANUAL

How to coach clients in a more entrepreneurial way

Introduction to Coach for Entrepreneurial Opportunities

1. The entrepreneurial coach: a general job description

This training is focused on the target group "Entrepreneurial Coach". The role of the entrepreneurial coach is to encourage and guide individuals (coachees) in the development of entrepreneurship and intrapreneurial behaviour at different levels in their own profession and work environment.

The entrepreneurial coach can work with clients that belong to the so-called "groups at risk", (unemployed persons, senior workers and young people) to encourage and motivate them in the development of entrepreneurship and intrapreneurial behavior.

1.1. Work context

The entrepreneurial coach works in a profit or non-profit organization in both SMEs and large companies, as an employee or self-employed. The role of an entrepreneurial coach fits in many different contexts. For example, an entrepreneurial coach can be a teacher who encourages intrapreneurial behavior in students with low levels of motivation or abilities, so they can find more easily a suitable job in the regular labor market. Also managers can perform the role of entrepreneurial coaches by stimulating entrepreneurial behavior among employees who are threatened with resignation or dismissal. In some cases the entrepreneurial coach does not work in the same organization in which the coachee operates, but is an external coach. He/she works for example at the (un)employment service or at a chamber of commerce.

1.2. Professional attitude

To stimulate entrepreneurial behavior in others, the entrepreneurial coach does not necessarily have to be entrepreneurial in all areas of their work. It is important that he/she takes a closer look to all activities and processes which are needed to encourage others to act in an entrepreneurial and intrapreneurial way. In addition, the entrepreneurial coach must have the 'drive' to see improvements and realize them (see opportunities, seize opportunities and create value). It is also important that the entrepreneurial coach has an affinity with entrepreneurship and is convinced of the importance of an intrapreneurial

attitude. It is especially important that he/she has the qualities to encourage others in their personal development. Integrity and ethical behavior (confidentiality) are also important features of the professional attitude of an entrepreneurial coach.

The entrepreneurial coach uses his/her social and communication skills and his/her interest in people in order to guide individuals in the development of their entrepreneurial behavior. To guide an individual, the entrepreneurial coach must constantly appeal to his/her interpersonal and communication skills, which means to be able to listen, ask questions and summarize.

1.3. Complexities

An entrepreneurial coach can perform ever-changing activities, but the activities can also be structured. For stimulating intrapreneurial behavior it is important that the entrepreneurial coach within certain frameworks has space for flexibility and that he/she also uses this space.

The entrepreneurial coach can work in an environment that is familiar or in an environment in which (unknown) changes can occur. He/she uses and combines (standard) methods. However, he/she will discuss them with the coachee if he/she believes they can be run better or that they can be organized differently. He/she also notes changes and then tries to develop an effective response to these changes. Thus he/she not only contributes to a better functioning of himself/herself, but also to a better functioning of the individuals who he/she is guiding. He/she is open to new information, thinking, trends and signals, and sharing knowledge. For this he/she needs knowledge and experience in the field of communication, (self) reflection and creativity.

2. How the training programme is designed

The training programme has been designed to develop the knowledge, skills and behaviours of the entrepreneurial coach so he/she can encourage those in the “at risk” groups to develop their own entrepreneurial / intrapreneurial skills, knowledge and behaviours – which in turn promotes an atmosphere of positive options for these groups.

The training programme consists of four units, which are described as follows:

Unit title
1. The entrepreneurial coach introspects him/herself and explores his/her working environment
2. The entrepreneurial coach identifies opportunities for changes
3. The entrepreneurial coach takes initiatives for his/her own work
4. The entrepreneurial coach act in an entrepreneurial and business oriented way

Each unit is formed of different components. These components are more or less conditional in order to behave as has been described. For example for unit 2, in order to identify opportunities for changes, the entrepreneurial coach must be able to cooperate and discuss properly, deal with changes and adaptations; in the same way, has to be creative and innovating to be able to guide other people.

Unit title	Components
1. The entrepreneurial coach introspects him/herself and explores his/her working environment	1. Exploring
	2. Learning
	3. Showing interest and understanding
2. The entrepreneurial coach identifies opportunities for changes	**1. Cooperating and discussing**
	2. Dealing with changes and adaptations
	3. Creating and innovating

	4. Guiding
3. The entrepreneurial coach takes initiatives for his/her own work	1. Deciding and initiating action
	2. Persuading and influencing
	3. Showing passion and ambition
	4. Planning and organizing
4. The entrepreneurial coach act in an entrepreneurial and business oriented way	1. Building networks and relationships
	2. Applying professional expertise
	3. Environmental awareness

The components are then described in terms of behavioral aspects. An example of behavioral aspects in the context of the unit 2 component "cooperating and discussing" is: approaches the situation honestly and with respect for others (1) sees own mistakes as well as the faults of others and (2) tries to use a positive approach.

Units	Components	Behaviours (assessment criteria)
2. The entrepreneurial coach identifies opportunities for changes	**Cooperating and discussing**	**Approaches the situation honestly and with respect for others:** • **Sees own "mistakes" as well as the faults of others;** • **Tries to use a positive approach.**
	Dealing with changes and adaptations	
	Creating and innovating	
	Guiding	

The components are also described in terms of knowledge and skills. In order for the entrepreneurial coach to behave as described and to develop a professional attitude, certain knowledge and skills are needed. For example, in order to approach the situation honestly and with respect for others,

someone needs to be able to reflect on his/her own behavior by identifying their own (cultural) references and their effect on behavior. So he/she needs knowledge of and skill in using reflection techniques.

Component : Cooperating and discussing	"Cooperating and discussing" Behaviours:
The entrepreneurial coach is aimed to achieve common results and can judge them separately from their own personal objectives. He/she sees opportunities and seizes them to get in touch with (the right) people who can help him/her in reaching his/her goals (by learning from them, or to use their expertise) and is able to maintain those relationships in order to create a personal and professional network.	Approaches the situation honestly and with respect for others: • Sees own "mistakes" as well as the faults of others; • Tries to use a positive approach. Consults preferably with (more) experienced others about his/her observations and possible solutions: • Provides his/her opinion on matters; • Is open to the opinions of others; • Asks others proactively for information.
"Cooperating and discussing" Knowledge	"Cooperating and discussing" Skills
K1. Has broad specialized knowledge about various types of reflection techniques that allows he/she to reflect on the work situation so that he/she can make use of new insights in his/her work as an entrepreneurial coach; K2. Has broad specialized knowledge and understanding of questioning techniques that helps him/her to obtain information and insights about motives and emotions of others; K3. Has in-depth knowledge and understanding of listening techniques.	S1.1 Distinguishes what is really happening in the work situation from the own interpretations and evaluation of that situation; S2.1 Encourages others to explain their ideas, defend and eventually adjust their own ideas; S3.1 Recognizes own feelings, thoughts and behavior and that of others and can describe it and asks where necessary appropriate help from others in further analysis of the work situation.
"Cooperating and discussing" exercises :	U2-E1, U2-E5, U2-E6, U2-E8

3. How to use the training programme

The programme has been developed to be flexible to meet the needs of the entrepreneurial coach in all his/her circumstances. It can be delivered offline, for example as a workshop or class activities. There is also an online version using social media platforms such as Adobe Connect and Google Hangout so the entrepreneurial coach can access the training remotely.

As seen above, each unit describes a component which is broken down into the specific skills, knowledge and behaviours necessary for the entrepreneurial coach to successfully carry out his/her role. A number of activities and exercises have been designed to develop these, and those relating to each component are listed clearly at the beginning of each unit, as well as in the contents page. Each exercise includes full guidelines on how to facilitate it, as

well as any resources required. A selection of ice-breaker activities and an evaluation / wrap-up exercise have also been included. Exercises can be picked and combined to develop a programme that is tailored to the needs of the individual or group of entrepreneurial coaches.

A bespoke programme can therefore be created in terms of choosing appropriate delivery methods as well as combining exercises to create the required learning outcomes for that individual or group.

4. Evaluation

A comprehensive training evaluation questionnaire is included which can be adapted to an organisation's or a group's needs as required.