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The present training modules are aimed at fostering women's skills for leadership and entrepreneurship and result from the work carried out during the ESTEEM project phases 1 and 2. The main aim of this project is to enhance and stimulate trust for female entrepreneurship while exploring and developing innovative methodologies to support the creation of craft businesses.

The modules draw on two specific outputs: on the one hand, a study of biopsychosocial criteria influencing entrepreneurs' cognitive profile, its impact on organizational strategies and entrepreneurs' ability to activate creative keys for change within their situational context (IO1); on the other hand, a literature review on entrepreneurship, offering a wide set of perspectives on entrepreneurship, transversal to different societies, through which general trends could be related to project's previous results regarding entrepreneurs' cognitive profiles.

Please note: *ESTEEM – Strengthening and Stimulating Confidence in the Exploration of New Forms of Entrepreneurship Modules* is a project funded with support from the European Commission (Project Number: 2020-1-FR01-KA202-080354). This publication reflects the views only of the author, and the Commission cannot be held responsible for any use, which may be made of the information contained therein.



MODULES/TOPICS	
Title of modules	Application of modules
<ol style="list-style-type: none">1. Introduction [Modules (objectives /topics / expected results / pratic)]2. Being a Leader3. Building (or recovering) Trust4. Overcoming Challenges	<ul style="list-style-type: none">• Can be independently applied• Can be chosen in no specific order depending on the interest of the trainees• Can be attended online or in presence• All modules have a description of the general goal & specific objectives and the expected results• All modules have exercises related to the topics presented



Guidelines for Introduction module.

Link presentation online:

https://www.canva.com/design/DAE9yV4c46E/LtvOma76pczu_Jybvw_47g/view?utm_content=DAE9yV4c46E&utm_campaign=designshare&utm_medium=link&utm_source=publishpresent


Link to pdf: <https://cei.iscte-iul.pt/wp-content/uploads/2022/09/module-i-introduction.pdf>

Slide 1



This module specifically applies to organisations with trainers. The objective is to present an overview of all the modules. The modules can be used separately and the order can be changed, according to the need of each training. This module also explains and bridges all the results of the ESTEEM project.

Slide 2




About ESTEEM

2/25


ESTEEM is an ERASMUS+ project, funded by the European Commission and involving different institutions from four countries (France, Italy, Spain and Portugal). The project gathers academic institutions with an NGO and a Chamber of Commerce to encompass a theoretical approach with the everyday practice perspective.

This partnership allows an overview of the status of female entrepreneurship in several European countries. It focuses on how psychosocial factors impact entrepreneurship by gender, searching for new dynamics to stimulate women's leadership, and implementing training on good practices, as well as developing an instrument to facilitate access to financing solutions.




Presentation of the project

Slide 3




About ESTEEM

3/25

 **Project's Objective**


- To enhance and stimulate trust for female entrepreneurship while exploring and developing innovative methodologies to support the creation of craft businesses

 **Project's Main Activities**

- Study of how the psychological codes and cognitive aspects of a business leader are influenced by gender.
- Design and experimentation of innovative modules around female leadership that can stimulate women to develop and lead their businesses
- Implementation of good practices between entrepreneurs through the organisation of role plays in several topics (as negotiation, human resources, etc)
- Construction of a tool to identify existing financial tools and facilitate access to funding

 **Target Public**

- Women wishing to start a business, women entrepreneurs, professional organisations, leaders of organisations/businesses, political and public authorities




Presentation of the project



Slide 4

4/25

Modules' Index




- I. INTRODUCTION
- II. BEING A LEADER
- III. BUILDING (OR RECOVERING) TRUST
- IV. OVERCOMING CHALLENGES

Presentation of each module

Slide 5

5/25


Modules' Composition



- I. INTRODUCTION
- II. BEING A LEADER
- III. BUILDING (OR RECOVERING) TRUST
- IV. OVERCOMING CHALLENGES

We'll start with Introduction that will give an overview of the project activities and aims, and module's content.

Slide 6



6/25

Project Framework

ESTEEM made a diagnostic in the four countries involved in the study by understanding how the psychological codes and cognitive aspects of a business leader are influenced by the genders. On the other hand the project published a report with the primary goal to provide new and established women entrepreneurs with tools and information on the state of art of entrepreneurship mainly in Europe, reflecting about skills and challenges, leadership and gender.


Diagnosis

- Questionnaire on Psychosocial Factors Affecting Women's Entrepreneurship (with socioeconomic situation, and psychosocial profile)
- Focus Group with entrepreneurs with different entrepreneurial profiles to express their views and opinions with respect to the findings of the questionnaire
- Literature review about recent research on women entrepreneurship

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Implementation

- Skilling and reskilling: creation of training and evaluation modules (the present work)



This slide introduces the project with the diagnosis of the problem (focus group and literature review done by ESTEEM partners) and how its results were transferred for the modules.


Slide 7

Main Conclusions

(1) Research study on how the psychological codes and cognitive aspects of a business leader are influenced by the gender

7/25

- There are no differences between men and women in biopsychosocial variables (Self-efficacy, Entrepreneurship skills, Emotional Intelligence, Control of the environment and perceived barriers to leadership).
- Age and academic level are not always related to entrepreneurship skills
- Barriers to entrepreneurship are an issue to solve and perceived the same way by men and women (e.g. lack of entrepreneurial formation in general, budget limitation, too much bureaucracy, family-work conciliation...)
- Culture and gender affect the propensity to ask for business support.
- Female limitations are often higher than the ones perceived by men
- Self-efficacy and emotional intelligence are key psychosocial factors to promote women entrepreneurship.



Main conclusions of Intellectual Output 1 of ESTEEM – psychological factors

Slide 8

Recommendations

(1) Research study on how the psychological codes and cognitive aspects of a business leader are influenced by the gender

8/25

- Self-efficacy is a key psychosocial variable that plays an important role in the success of an entrepreneurial project. As business leaders women should work on the development of their self-esteem and trust on her abilities to improve relations with other workers, potential clients etc.
- For business leaders, social and communication skills are essential. As business leaders women should work on them by rehearsing their commercial pitch, business concept to others, embracing the entrepreneurial posture.
- Business support is an important factor for the success of an entrepreneurial project. The previous steps are essential to convince, for example, financial partners about the worth of a project. As business leaders women will probably be more open to ask for support, but when presenting their entrepreneurial idea to potential investors, women must be self-assured of their abilities.
- Though barriers are perceived in the same way by men and women regardless of the gender, several limitations imposed by society might restrain women to become entrepreneurs. Women, therefore, should work harder on the development of their psychosocial factors to overcome those challenges.

Recommendations of Intellectual Output 1 of ESTEEM – psychological factors

Slide 9

Main Conclusions

(2) Women Entrepreneur: a literature review

9/25

- Personal attributes are significant and impact the success of entrepreneurial projects.
- Entrepreneurship connects with leadership and innovation capacities.
- There is still a gap between formal education and business, which must be worked out through public policies, mainly preparing for entrepreneurship.
- Women still have a smaller and less internationalised business than men.
- The application of entrepreneurship models depends on the local economy and the relation between entrepreneurs and the labour market
- Women express they need/wish to have support in mentorship to improve self-esteem and self-confidence.
- Gender impacts leadership and the skills' perception, putting women in a disadvantageous position.
- The obstacles to women's entrepreneurship are similar in all countries, with case studies available
- One of the major problems identified was public policies and funds, although some new projects and programmes address these issues
- The need for coaching for entrepreneurship is one of the possible solutions for the identified obstacles.

Main conclusions of the literature review of Intellectual Output 2 of ESTEEM

Slide 10

Recommendations

(2) Women Entrepreneur: a literature review

10/25

- To reinvent management and leadership to promote female-led businesses.
- To improve and deepen legislation encouraging companies to integrate better and recognise women.
- To include in the academic programme the development of skills for entrepreneurship.

Recommendations of the Literature review of the Intellectual Output 2 of ESTEEM

Slide 11

Convergence

(1) Research study on how the psychological codes and cognitive aspects of a business leader are influenced by the gender

&

(2) Women Entrepreneur: a literature review

11/25

- The need of specific & general skills for entrepreneurship is required: Technical aspects related to technical and management skills, and personal and interaction one's, are both relevant to the success of leadership process. There are no differences between men and women in skills like Self-efficacy, Emotional Intelligence, but women are more perceived
- Barriers to entrepreneurship are an issue to solve and perceived the same way by man and women (e.g. lack of entrepreneurial formation in general, budget limitation, too much bureaucracy, lack of information about support and financial aims, family-work conciliation, ...)
- There is a need for ongoing updating-learning/training/ networking - at different levels (technical and personal/relational), as to improve legislation encouraging entrepreneurship and programmes to support business entrepreneurial activities (Public/private/civil)


Convergence between the Intellectual Output 1 and 2 of ESTEEM: results of psychological factors worked through focus groups and literature review



Slide 12

12/25

Modules' Composition




- I. INTRODUCTION
- II. BEING A LEADER**
- III. BUILDING (OR RECOVERING) TRUST
- IV. OVERCOMING CHALLENGES

We'll start with an overview of Module II – Being a Leader

Slide 13

13/25

II. MODULE BEING A LEADER



Objectives

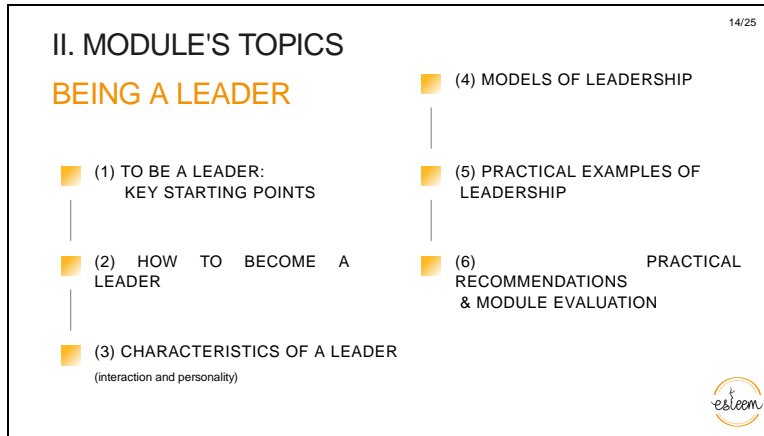
- To understand what is a leader and how to be a leader, you will:
 - Learn how to define Leadership;
 - Understand how to become a leader;
 - Identify the characteristics and types of leadership and apply this classification to you;
 - To define the best type of leadership for your business.

Expected Results

- After completion of this module you will be able to:
 - define and understand the concept of leadership;
 - identify various paths to develop leadership skills;
 - identify different types of leadership and to apply them to oneself and others;
 - recognise the type of leadership that suits one's business.

Objectives and expected results of Module II – Being a Leader

Slide 14



Topics that will be addressed in Module II – Being a Leader

Slide 15

15/25


II. MODULE

BEING A LEADER

Keep in mind

Keep in mind that...

- 1) ...technical aspects related to technical and management skills, and personal and interaction one's, are both relevant to the success of leadership process
- 2) ...improving your self-efficacy, self-esteem, developing your social/relational and communication & emotional intelligence, with an appropriate focus, helps to face perceived barriers more successfully
- 3) ...is useful to check the type of leadership with which you identify, to be able to fill in aspects that are less conducive to good leadership.




A “Keep in mind” slide to highlight the most relevant aspects of the module II



Slide 16

16/25

Modules' Composition




- I. INTRODUCTION
- II. BEING A LEADER
- III. BUILDING (OR RECOVERING) TRUST
- IV. OVERCOMING CHALLENGES

A short overview of Module III – Building (Or Recovering) Trust

Slide 17

17/25

III. MODULE BUILDING (OR RECOVERING) TRUST



Objectives

- To learn how to build and keep trust in business relationship
- To learn how to build trust within teams and with clients
- To understand the difference between working ingroup and working as a team.
- To explain the impact of trust in society, groups and business
- To define the drivers and components of trust
- To know how to maintain or recover trust within teams and clients

Expected Results

- After completion of this module you will be able to:
 - identify the drivers of trust and to apply them to self and others;
 - work efficiently in a group: to recognize the importance and value of others; to develop cooperation strategies
 - evaluate yourself and the characteristics to improve

Objectives and expected results of Module III – Building (Or Recovering) Trust

Slide 18

18/25

iii. MODULE'S TOPICS

BUILDING (OR RECOVERING) TRUST

■ (1) THE CHALLENGES OF WORKING TOGETHER

■ (2) WORKING TOGETHER EFFICIENTLY

■ (3) WHAT WE ARE TALKING ABOUT WHEN WE TALK ABOUT TRUST

■ (4) BUILDING TEAMS

■ (5) THE DRIVERS OF TRUST

■ (6) PRACTICAL RECOMMENDATIONS & MODULE EVALUATION

Topics that will be addressed in Module III – **Building (Or Recovering) Trust**

Slide 19

iii. MODULE

BUILDING
(OR
RECOVERING
) TRUST

Keep in mind

19/25

Keep in mind that...

- 1) ...thinking about a business and establishing a plan to establish yourself as an entrepreneur is a task that requires working together
- 2)... a good entrepreneur, and a good manager, recognizes the importance and value of others
- 3)...relationships depend on trust. The essence of relations is trust.
- 4)...trust is very difficult to achieve, and it is very fragile. It can break easily and repair it is a huge challenge.
- 5)...despite its importance, it is very difficult to define it, and it is used and interpreted in several ways.

A “Keep in mind” slide to highlight the most relevant aspects of the module III

Slide 20

20/25

Modules' Composition

- I. INTRODUCTION
- II. BEING A LEADER
- III. BUILDING (OR RECOVERING) TRUST
- IV. OVERCOMING CHALLENGES

A short overview of Module IV – Overcoming Challenges

Slide 21

21/25

IV. MODULE OVERCOMING CHALLENGES

Objectives

- To learn how to face and overcome challenges
- To identify and characterize obstacles and challenges in entrepreneurship.
- To understand the main causes of the obstacles faced by new entrepreneurs.
- To learn how to overcome challenges and better know public policies which might contribute to this task

Expected Results

- After completion of this module you will be able to:
 - identify and characterize the type of obstacles and challenges you may face
 - make use of tools to overcome some challenges and to use public policies as a useful tool for some obstacles.
 - replicate solutions for issues raised by entrepreneurship, applied in other contexts (e.g. geographical or sectorial)

Objectives and expected results of Module IV – Overcoming Challenges

Slide 22

22/25

IV. MODULE'S TOPICS

OVERCOMING CHALLENGES

(1) OBSTACLES AND CHALLENGES IN ENTREPRENEURSHIP ACTIVITY

- Identification (e.g. Gender differences; financial and bureaucratic issues, business growth and internationalization, need for skilling and reskilling);
- Main causes;

(3) FINANCIAL & BUREAUCRATIC OBSTACLES

- Looking for public policies and finding solutions (e.g. public policies)
- Business growth and internationalization
- Becoming resilient in a globalised business ecosystem

(2) GENDER GAP

- Facing and overcoming the gender gap
- Need for skilling and reskilling
- Training to correspond to business demands (e. g. projects best practices)

Topics that will be addressed in Module IV – Overcoming Challenges

Slide 23

IV. MODULE

OVERCOMING

CHALLENGES

Keep in mind

23/25

Keep in mind that...

- 1)...the invisible barrier that prevents women from climbing to the top rung of the corporate ladder, regardless of their qualifications or achievements
- 2)...the lack of access to financial services for female entrepreneurs, the access leadership positions, have career progression are some of the biggest gender gaps
- 3)...there is need for skilling & reskilling. There are available resources: networks, entrepreneurship training, coaching, mentoring

A “Keep in mind” slide to highlight the most relevant aspects of the module IV

Slide 24


Summary of the type of exercises proposed in the modules

	1	2	3	4	5	6	7
II. Being a Leader							
(1) To Be A Leader: Key Starting Points	X						
(2) How To Become a Leader		X					X
(3) Characteristics of a Leader	X	X		X			X
(4) Models of Leadership		X		X			X
(5) Practical Examples Of Leadership		X	X		X	X	
III. Building (or Recovering) Trust							
(1) The challenges of working together	X	X					X
(2) Working together efficiently	X	X		X			X
(3) What we are talking about when we talk about trust			X				
(4) Building teams		X	X				
(5) The drivers of trust		X	X				X
IV. Overcoming Challenges							
(1) Obstacles and challenges in entrepreneurship activity	X	X		X			X
(2) Gender Gap		X	X	X		X	X
(3) Financial & bureaucratic obstacles						X	X
(4) Need for skilling, reskilling, and upskilling	X	X	X				


Types of exercise appropriate for each module

Slide 25

25/25



Thank you for your participation!

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