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.

Guidelines for implementation of Module II – Being a Leader

Link presentation online:

https://www.canva.com/design/DAE9yatwxMc/BhNzfqC7_mqvaCDsE1Dumg/edit?utm_content=DAE9yatwxMc&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton

Link to pdf: https://cei.iscte-iul.pt/wp-content/uploads/2022/09/module-ii-being-a-leader_compressed.pdf
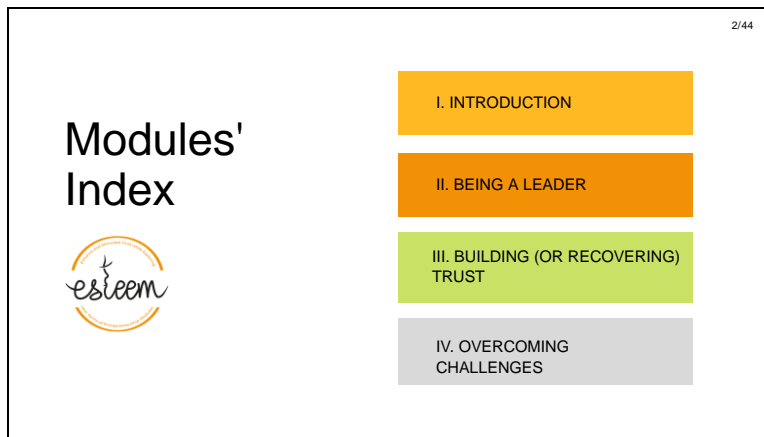
Slide 1

This module should have a minimum duration of 2h30 and a maximum of 3h00.

The duration per slide will depend on your group of trainees and the way the management of time suits better (eg. Smaller groups will need less time to interact and can watch the full videos. On the other hand bigger groups will need more time allocated for interaction activity and maybe adjust the time allocated to the videos and reflection)
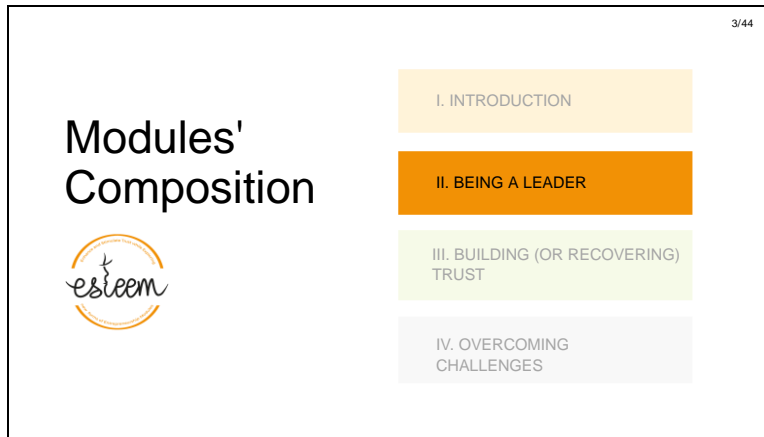
This module integrates a group of training modules. Nonetheless, each module can be used separately and the order can be changed, according to the need of each training.

Slide 2

Slide 3

Modules' Composition

I. INTRODUCTION

II. BEING A LEADER

III. BUILDING (OR RECOVERING) TRUST

IV. OVERCOMING CHALLENGES

3/44

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

Slide 4

II. MODULE

BEING A LEADER

Objectives

General objective:
To understand what is a leader and how to be a leader

4/44

Objectives of Module II – Being a Leader

Slide 5

II. MODULE

BEING A
LEADER

esteem

Objectives

5/44

General objective:
To understand what is a leader and how to be a leader

Specific objectives:

- 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.

Objectives of Module II – Being a Leader

Slide 6

II. MODULE

BEING A
LEADER

esteem

Expected
Results

6/44

After completion of this module you will be able to:

Expected results of Module II – Being a Leader

Slide 7

II. MODULE

BEING A
LEADER

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 diferent types of leadership and to apply them to yourself and others;
- recognise the type of leadership that suits your business.

Expected results of Module II – Being a Leader

Slide 8

II. MODULE'S TOPICS

BEING A LEADER

(1) TO BE A LEADER:
     KEY STARTING POINTS

(2) HOW TO BECOME A LEADER

(3) CHARACTERISTICS OF A LEADER
(interaction and personality)

(4) PRACTICAL EXAMPLES OF LEADERSHIP

(5) MODELS OF LEADERSHIP

(6) PRACTICAL RECOMMENDATIONS
    & MODULE EVALUATION

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

Slide 9

II. MODULE

BEING A LEADER

TYPES OF INTERACTIONS YOU WILL FIND DURING THE MODULE

! Important

Write a comment

Reflect on the comments/question

Rea d

Discuss together

Role Play

Watch Video

Additional information / Further reading

Types of interactions you will find during the module – in each activity slide you will find an icon correspondent to the action to develop.

Slide 10

(1) To be a leader:

key starting points

BUSINESS SUPPORT FINANCE LEADERSHIP DECISION COMPANY STRATEGY TEAMWORK

Slide 11

Teaser slide for trainees to start thinking about the characteristics of a leader and how they are as a leader.

Slide 12

Just remind the objectives for this module and connect with the previous slide for a brief discussion.
How do you define leadership?
What are the characteristics you think that are important for leadership?

Slide 13

Slide 14

Connection with the previous slide.

You can ask the trainees to write in a paper three characteristics of leadership. Gather all the papers and rank the characteristics they consider more important.

Maintain the list for another exercise at the end of the module.

Slide 15

(2) How to become a leader I

! Need to have personal, technical skills and a vision

- Ability to adapt, be flexible and innovate
- Be positive, resilient, trusting others and fostering trust
- Know how to communicate assertively
- Know how to effectively manage situations of frustration and fear
- Be able to maintain motivation levels and work in a team

Believe in your performance!

- Believe in yourself and your abilities: promoting self-esteem, self-confidence and emotional intelligence
- Be able to set and accept personal challenges with passion and emotion
- Be creative
- Have a vision for the development of your business

Explore the characteristics considered relevant for being a leader.

Slide 16

(2) How to become a leader II

! Absolute need for (re)qualification and continuous learning ability & put it in practice!

- Be proactive / maintain learning ability & continuous formation (knowledge/education/ university education through programs);
- Have management capacity: human resources, planning, strategic vision to maximize objectives and anticipate difficulties;
- Learn specific skills related to each area of work, such as digital skills, negotiation skills, network performance, etc;
- Promote community insertion/support.

Highlight the importance of life learning: continuous qualification and requalification.
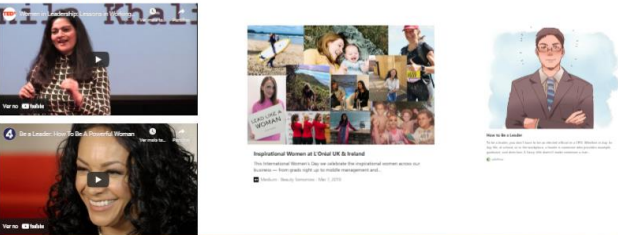
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Slide 17

(2) How to become a leader

Other useful links

Activity to do:

Optional slide that has further information on the topic.
(Just to be used by the trainees/organisations that have interest in exploring further this theme)

Slide 18

(3) Characteristics of a leader
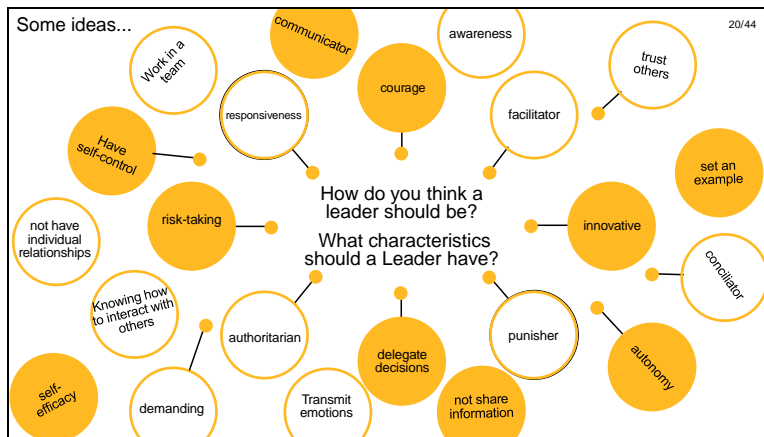interaction and personality

S K I L L S

Slide 19

(3) Characteristics of a leader
(interaction and personality)

19/44

How do you think a
Leader should be?

What characteristics
should a Leader have?

Activity to do:

Teaser slide to introduce the discussion about the next slide. You do not need to give a lot of time to think, and can go to the next slide to continue the thought.

Slide 20

Some ideas...

20/44

Work in a team

communicator

awareness

trust others

responsiveness

courage

facilitator

Have self-control

set an example

not have individual relationships

risk-taking

How do you think a leader should be?

What characteristics should a Leader have?

innovative

conciliator

Knowing how to interact with others

authoritarian

delegate decisions

punisher

autonomy

self-efficacy

demanding

Transmit emotions

not share information

Discussion about the topics trainees would decide to select when keeping in mind leadership.

Slide 21

(3) Characteristics of a leader
(interaction and personality)

From all these adjectives presented before....

How do you see
yourself as a leader?

After reflecting a bit about this question, discuss in group your choices.

Activity to do:

Group discussion about how they see themselves as a leader. If they don't feel comfortable making this discussion, you can propose to write it down in a paper and share with the group anonymously. The trainer will read it and discuss, and check if there are differences when compared with the identified characteristics.

Slide 22

(3)
Characteristics
of a leader
(interaction and
personality)

After the previous reflection, discuss in group your choices. Also write and discuss your experience: relation leader <->employee

Activity to do:

1 How do you see/will see your employees?

2 How do you think they see /will see you?

This slide is optional, according to the need of your trainees to have employees or already having employees.
Print this slide previously to give it to the trainees to fill during the training. Discuss the answers.
(Trainees can write keywords or topics/bullet points)

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Slide 23

(3)
Characteristics
of a leader
(interaction and
personality)

23/44

Technical aspects related to technical and management skills, and personal and interaction one's, are both relevant to the success of the leadership process

Introducing the importance of technical and management skills

Slide 24

(3)
Characteristics
of a leader
(interaction and
personality)

24/44

Some aspects to think about…

TECHNICAL SKILLS
• knowledge on the business area you work (empirical knowledge)
• education (for business that require specific academic skilling)

Skills of a Leader

MANAGEMENT SKILLS
• planning or decision making
• networking
• innovation & creativity capacities
• risk-taking

And personal & relational skills…

+info

Communication Skills for Career Success
By Indeed Editorial Team
December 3, 2021

Identifying your resume skills

Description of the difference between technical and management skills.
Check the link for the video about Communication Skills for Career Success.

Slide 25

(3) Characteristics of a leader (interaction and personality)

Personal & Relational skills

25/44

Know how to communicate
Active listen, transmit organized ideas and objectives & dialogue, be clear and objective/give feed back - it inspires the commitment & self efficacy on people

Know how to work in a team
Interacting with others paying attention to: the communication, trusting the others, and be committed.

Having emotional Intelligence
Need to recognize feelings, know how to generate, regulate & transmit emotions - enables to better manage barriers, have more self-efficacy and greater entrepreneurial skills (empathy, trust, courage, autonomy, flexibility, adaptability, commitment, resilience…

Self efficacy
It reflects the degree to which the person is able to successfully face challenges/enables persistence and motivation not to abandon the process

Introducing personal and relational skills (that complement the technical and management skills from the previous slide).
Relate each group to an action.
Example:
- Know how to communicate relates with actively listening, organise your ideas and objectives of dialogue. Be clear and give feedback.
- Know how to work in a team relates with interacting with other through communication, trusting and being committed.
- Have motional intelligence relates with recognizing feelings and transmitting emotions.
- Self efficacy relates to the drawing of feasible objectives, having a plan and facing the challenges to maintain the process.

Slide 26

(3) Characteristics of a leader (interaction and personality)

26/44

Do you have to be a Leader of success?

YES OR NO

Activity to do:

Justify your choice.

Print this slide previously to give it to the trainees to fill during the training.

Raise the question of any of the trainees to have the real need to be a leader of success in their own business. Give some time for the trainees to "Justify your choice" according to their experience. Discuss the answers.
(Trainees can write keywords or topics/bullet points)

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Slide 27

Optional slide that has further information on the topic.
(Just to be used by the trainees/organisations that have interest in exploring further this theme)

Slide 28

Slide 29

(4)
Models of
Leadership

What kind of leader am I?
Let's see if i recognize myself…

29/44

create
drive change
motive
communicate
LEADERSHIP

Teaser slide to introduce the models of leadership.

Slide 30

30/44

(4) Models of Leadership

LEADERSHIP
VISION
CONFIDENCE
MANAGEMENT
STRATEGY

Autocratic Leader
Task-oriented; planning and organization centralized on the leader, who maintains close supervision, defining the organization's objective without consideration for others' opinions.

Democratic Leader
People and relationship-oriented; decisions are taken consensually; the leader communicates his/hers targets to the team without defining special missions for each member.

Liberal Leader
Delegates tasks and decisions to the team members; team members can choose and decide about the most relevant tasks.

Open Leader
Shares knowledge and information; his personality is evident for everyone, and he identifies with the way employees see him

Unknown Leader
Generally, are introverted people, not sharing much about their abilities, knowledge and personal life

There are different theoretical models of leadership in the literature.
Some keywords are interest to identify in each one:
- Autocratic leader: centralised leadership, without considering feedback
- Democratic leader: relationship oriented, decisions by consense
- Liberal leader: delegation of tasks and decisions
- Open leader: knowledge and information share
- Unknown leader: not skilled in personal relations

Slide 31

(4) Models of Leadership

Hidden Leader

Does not share all the information; is suspicious about others and lacks confidence in his team, generally used by people who are not confident in their capabilities.

Blind Leader

Has difficulty accepting other perceptions about his personality or ways of working.

Strategic Leader

Plan the structure, the resources and communicate them to the team, sharing their objectives with the employees. They are highly skilled persons who perfectly know their organizations, how to manage them and each individual of their teams.

Organisational Leader

Implement/indicate processes that must be respected without deep connection with their subordinates. They think of the organisation as a system and pay less attention to each member of the team. They are highly skilled people with deep knowledge of the organization.

Direct Leader

Have a strong team & individual relationships. They associate technical skills (hard skills) to personal skills (soft skills) and work by associating both. They are highly skilled people, and consider relationship skills as relevant as technical skills

There are different theoretical models of leadership in the literature.

Some keywords are interest to identify in each one:

- Hidden leader: confidence lack, information not shared
- Blind leader: feedbacks not accepted
- Strategic leader: strategic planner sharing objectives with employees
- Organisational leader: institutional planning and implementation
- Direct leader: highly skilled with strong team relationship

After describing by keywords each kind of leadership, you might use the post-it game or to promote a group discussion to determine a leader to see if trainees identify the different kinds of leadership.

For the post-it game, the trainer can choose a few of the models of leaders and write in a post-it. Distribute to some trainees, sticking it to their backs or forehead. The trainee with the post-it should ask some questions to be answered by the other trainees and guess which type of leader is written in their own post-it.

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Slide 32

Previously print this slide and the next (number 32 and 33) to give it to the trainees during the training.
The exercise will be attributing a keyword/ideas that the trainee associate with each image related with leadership.

Slide 33

Previously print this slide to give it to the trainees during the training.
The exercise will be attributing a keyword/ideas that the trainee associate with each image in the previous slide and related with entrepreneurship/leadership.

After filling the area on the left, check in group the keyword/idea attributed to each image by the trainees and reflect. Ask if the trainees have any previous experience to share about any of these leadership styles.

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Slide 34

(4) Models of Leadership
Match the leader's sentences to the employee/team (column A) to the corresponding type of leader (column B)

A. Attitudes & Behaviours

A. We will meet to communicate to you the objectives of this task. What is important is that tasks are ready on time.

B. I don't care what you think about it! The decisions I have to make are mine alone.

C. You should be punished because you didn't try hard enough!

D. So how are you feeling today? Better?

E. Let's share what we've learned with other team members.

F. I supervise... The organization is more important than all…

G. Technical & personal skills are important, but technical are more required…

H. have special missions for each of you…

I. My life & personality are a matter that only I've access

J. Let's think about your skills…

B. Type of Leader

1. Autocratic Leader
2. Democratic Leader
3. Liberal Leader
4. Blind Leader
5. Hidden Leader
6. Unknown Leader
7. Strategic Leaders
8. Organisational Leaders
9. Direct Leaders

Previously print this slide to give it to the trainees during the training.
The exercise will be connecting the type of leader (column B) that is identified by the sentence (column A).
(This is an additional optional exercise on this topic)

Slide 35

(4) Models of Leadership

Other useful links

Leadership framework and models of leadership

Core Leadership Theories: Learning the Foundations of Leadership

Leadership Models: What Are They and How Do They Differ?

Activity to do:

Optional slide that has further information on the topic.
(Just to be used by the trainees/organisations that have interest in exploring further this theme)

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Slide 36

(5) Practical
Examples of leadership

Slide 37

Activity to do during the training:
Read at least one interview and watch at least one video.

Note: Interviews/articles/videos can be changed and adapted to each national reality

Slide 38

(5) Practical examples of leadership

Read the interviews:

Watch the video:

Discuss the examples in group

Activity to do:

Activity to do during the training:
Discuss in group what you felt and what this previous interview/video led you to think about.
Some guide questions for discussion:
- The first interview refers to a manager from an international company which benefited from her previous experiences in very diverse contexts (national realities and sector realities). So it would be interesting to reflect if diverse experiences and to be subject to different kinds of discrimination can help you to find a way to affirm yourself.
- The second interview refers to an entrepreneur that decided to change activity to a different area concerning climate change and circular economy. So it would be interesting to ask if taking the risk is an example of leadership.
- In the video Steve Jobs talks about Apple experience. Subject to discussion would be how bringing creativity into the business can lead to business differentiation.

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Slide 39

(5) Practical examples of leadership

Role Play:
Negotiation

- Persuasion / Ability to convince the audience;
- Good adaptability to problematic situations/and strong reactivity
- Innovative ideas and proposes solutions & adaptability
- Capable of taking on risks and facing stressful situations;
- A good communication: visual; verbal; corporal
- Ability to recognise successes and failures;
- Great self confidence, self esteem & emotional control

Activity to do:

In practice the leaders have these abilities/skills listed in the slide.

A proposed exercise for this topic is a role play about negotiation of partnership.
The script for this Role Play follows as an attachment for this module.
Prepare previously the framework of the role play and print the necessary material (annex I of module II)

Slide 40

(6) Practical recommendations
& module evaluation

esteem

Slide 41

(6) Practical recommendations & module evaluation

■ Personal attributes are significant and impact the success of entrepreneurial projects:

Improve your self-efficacy and explore its relationship with self-esteem & Develop your social/relational and communication skills

Develop emotional intelligence with an appropriate focus, so that help to face perceived barriers more successfully.

Specific leadership skills must be developed considering the best for each business & social environment

! It is important knowledge/access to education through programs to improve your leadership capacities

■ Entrepreneurship connects with leadership!

Connects with personal capacities and a strong leadership personality

The application of entrepreneurship models depends on the local economy and the relation between entrepreneurs and the labour market.

Networking, and be connected in the community events related to your business, is an excellent way to develop leadership skills and your business

Reminding practical recommendations explaining how personal attributes and skills impact leadership and how to develop leadership skills.
At this point, pick up the first list ranked in the slide 14 and check with the trainees if they would ranked them in other order or add new characteristics.

Slide 42

(6) Practical recommendations & module evaluation

■ Start by reviewing how the module itself went and then go on to discuss what participants learn

• Did you enjoy it? What did you like and what did you dislike about it?

• Were there any surprises in the way the topics were approached? Which?

• Were you able to place yourself in some leadership model?

• Do you want to add any ideas concerning the proposals?

Quick feedback from the trainees about this module.
To be completed with google form evaluation.

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Slide 43

Checking if trainees feel that they achieved the expected results.

Slide 44