



# Training Modules

## Module I - Introduction

### Project Name:

ESTEEM - Enhance and Stimulate Trust while Exploring new form of Entrepreneurship Modules

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# About ESTEEM

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.



# About ESTEEM



## 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



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# Modules' Composition



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# 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



## Implementation

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

# Main Conclusions

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

- 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 man 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 factor to promote women entrepreneurship.

# Recommendations

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

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.



# Main Conclusions

## (2) Women Entrepreneur: a literature review

- 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.

# Recommendations

## (2) Women Entrepreneur: a literature review

- 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.

# 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

■ 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 men 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 continuous 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).



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# 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 yourself and others;
    - recognise the type of leadership that suits one's business.

## 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) MODELS OF LEADERSHIP
-  (5) PRACTICAL EXAMPLES OF  
LEADERSHIP
-  (6) PRACTICAL RECOMMENDATIONS  
& MODULE EVALUATION



## 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.

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# 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 in a group 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.



# 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

# III. MODULE BUILDING (OR RECOVERING) TRUST

*Keep in mind*

## 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.

# Modules' Composition



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# 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).



# 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;

### (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)

### (3) FINANCIAL & BUREAUCRATIC OBSTACLES

- Looking for public policies and finding solutions (e.g. public policies)

### (4) NEED FOR SKILLING, RESKILLING, AND UPSKILLING

- Training to correspond to business demands (e. g. projects best practices)

### (5) PRACTICAL RECOMMENDATIONS AND MODULE EVALUATION

# IV. MODULE

## OVERCOMING CHALLENGES

*Keep in mind*

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.

# Summary of the type of exercises proposed in the modules

## TYPES OF INTERACTIONS YOU WILL FIND DURING THE MODULES *[CHECK THE ICON INCLUDED IN EACH SLIDE]*



Important



Reflect on the comments/question



Discuss together



Watch Video



Write a comment



Read








Role Play



Additional information /  
Further reading

# Summary of the type of exercises proposed in the modules

							
<b>II. Being a Leader</b>							
(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	
<b>III. Building (or Recovering) Trust</b>							
(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
<b>IV. Overcoming Challenges</b>							
(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				





Thank you for your  
participation!

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