

TOOLKIT

Design and experimentation of modules
around female leadership



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About **ESTEEM**

Partners:

- Chambre de Métiers et de l'Artisanat Auvergne-Rhône-Alpes (coordinating team)
- Associació de Psicologia de l'Esport de la Comunitat Valenciana
- TDM 2000 International
- Centre for International Studies of Iscte – University Institute of Lisbon

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.



OBJECTIVE

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

Activities

IO1. Study of how the psychological codes and cognitive aspects of a business leader are influenced by gender.

IO2. Design and experimentation of innovative modules around female leadership that can stimulate women to develop and lead their businesses.

IO3. Implementation of good practices between entrepreneurs through the organisation of role plays in several topics (as negotiation, human resources, etc).

IO4. Construction of a tool to identify existing financial tools and facilitate access to funding.

This toolkit is a result of the activities from Intellectual Output (IO) 2.

Guidelines

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 (IO1 and IO2). 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:

- 1) 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);
- 2) 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 the project's previous results regarding entrepreneurs' cognitive profiles.

The modules are divided in:

- Module I - Introduction
- Module II - Being a Leader
- Module III - Building (or recovering) trust
- Module IV - Overcoming Challenges

These four modules are available in open access and can be implemented separately by organisations, institutions, or independent trainers to their target public, raising awareness on the different topics that were previously identified (during this project), as main difficulties by entrepreneurs or main subjects that are understudied.

The modules can be chosen in no specific order depending on the interest of the trainees. Its implementation has a theoretical and practical approach.

These pieces of training were designed to be implemented with the presence of a trainer in direct contact with participants (future entrepreneurs, already established entrepreneurs, or entrepreneurs that have already their own business but need to deepen their knowledge and be aware of key topics on the consolidation of businesses). Nonetheless, it is possible to implement via videoconference/online, and to be a source for personal use as well.

Resources

There are a few resources that facilitate the implementation of these training activities:



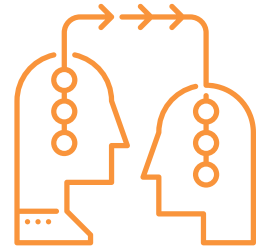
| Resources | |
|---|---|
| Online | In presence |
| <ul style="list-style-type: none">▪ PC (with camera and microphone)▪ Internet access to a Web videoconference platform (as Zoom, Teams, Skype....) | <ul style="list-style-type: none">▪ A room▪ Projector (to present the modules)▪ Internet access - to assist video's, interviews, and other links▪ Pen, pencil, paper, etc. |

Components of this toolkit

This toolkit has several interlinked components that can be used separately by the users:

- The **guidelines** above described give a first approach on are the main objectives of the training modules and how can they be used.
- The **training modules** itself are part of the toolkit and are available at the homepage of this toolkit.
- Each module has a **step-by-step guide** (instructions) that frames the different slides and exercises to the trainer, thus explaining how the modules should be streamlined during the trainings [more information in section 'Instruction for application of training'].
- There are several **annexes/additional literature** to be consulted, and that will give the trainers/public more information: reports IO1 and IO2, as well as the scripts for role-play activities proposed in the several modules, and other relevant links.

Training Modules



Modules on female leadership

There are four different modules developed in the framework of ESTEEM project.

These were based on the evidence collected during IO1 and IO2 activities, and the focus was given to the understudied topics or subjects/challenges identified by the participants involved in interviews of the project.

- **Module I - Introduction:** this module is an introductory module for the application of modules II, III and IV. It is directed to the trainers that will implement the modules, and not for the participants. It gives an overview of the module's composition and the main objectives of each topic.
- **Module II - Being a Leader:** this is the first of three modules with specific content. The topics developed refer to the definition of leadership and how to be a leader, and how can an entrepreneur apply it to her/his businesses.

- **Module III - Building (or recovering) trust:** this module addresses an important topic for working in or leading a business. Through a series of exercises and reflections it intends to focus on how to build and keep trust in business relationship.
- **Module IV - Overcoming Challenges:** the last module has the objective of identifying main challenges and opportunities, and how to overcome them.

Access training modules [here](#).



Instruction for application of training

Each module is made available in pdf format on the homepage of the toolkit.

Please keep in mind that for each module there is available a guide that explains how to present the information to the trainees, how to promote debate, and implement practical exercises. This will be a supporting document for the trainers and is important to read before the implementation of each topic.

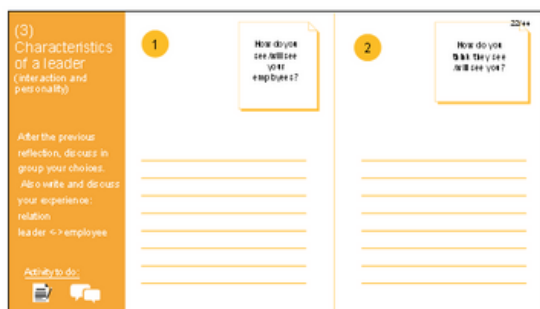
For example:



A print screen of the slide

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.

An example on how to address this slide, and exercises that can be done.



A print screen of the slide

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)

There are indications for the need to print (in case of in presence implementation)

The additional literature and annexes are important supporting documents made available at the [homepage of the toolkit](#) as well.

Coaching

The team developed a guide for **coaching sessions**, inspired by integrating a psychological approach with a project control management matrix, that can be done after the participation of (future) entrepreneurs in the training modules.

The objective of the **individual** coaching sessions is to generate an effect of awareness and improvement of self-esteem, and to stimulate the overcoming of the challenges faced by the entrepreneurs in their businesses.

The coaching activities should be developed in two moments: one to two weeks after the end of the training and then repeated. The questions will make the trainees focus on their signs of progress, difficulties, or challenges to overcome, based on the business and psychological perspective.

A guide and template for the coaching sessions are available on the homepage of the toolkit.



Additional Literature

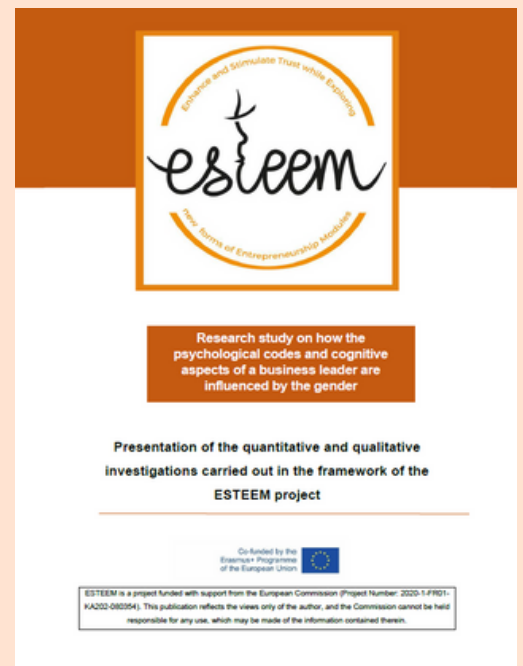
Two reports were published during the lifetime of the ESTEEM project and gave support to the development of the training module's contents. Both documents are useful to deepen the knowledge about these topics.

Report IO1 - Research study on how the psychological codes and cognitive aspects of a business leader are influenced by the gender

Presentation of the quantitative and qualitative investigations carried out in the framework of the ESTEEM project. This report explains how the brain of a business leader influences the design and implementation of organizational strategies; how the entrepreneur has the possibility of modifying their profile using learning outcomes; and determines how the context impacts the mental model.

Report IO2 - Women Entrepreneurship: a literature review

The report's primary goal is to provide new and established women entrepreneurs with tools and information on the state of the art of entrepreneurship mainly in Europe, reflecting on skills and challenges, leadership and gender. For the ESTEEM project, this was one of the steps to face the creation of new and improved modules to help women be more skilled for leadership and entrepreneurship.



Annexes

The supporting documents for the development of role play practical exercises that are implemented during the module training are available at the homepage of the toolkit as annexes. As a trainer, please check those documents to prepare in advance your sessions.

Additional links that can contribute to a deeper knowledge of the topics of the project are also fed in this section.

Links for modules' dinamic presentation

- [Module I - Introduction:](#)
- [Module II - Being a Leader:](#)
- [Module III - Buidling \(or recovering\) trust:](#)
- [Module IV - Overcoming Challenges.](#)

