

Enterprise Skills session 1

Mini exercise Introductions - finding out about each other

- What's your T shirt?
- Exercise – if you were to design a slogan for a T Shirt you are wearing right now, what would it say?
- Draw an outline of a T Shirt on a sheet of paper and add a logo or design that describes how you feel right now....

Enterprise Skills

- Nobody's going to give you enterprising skills or make you a more enterprising person, only you can do it your self, this course will help you.
- This is quite an intensive course you need to actively engage with the learning materials and do work outside the class time; otherwise you are not going to get much from it.

2 quotes

“Theoretical knowledge of the principles involved in a particular skill is of little use unless the person can apply it in a ‘live’ situation”.

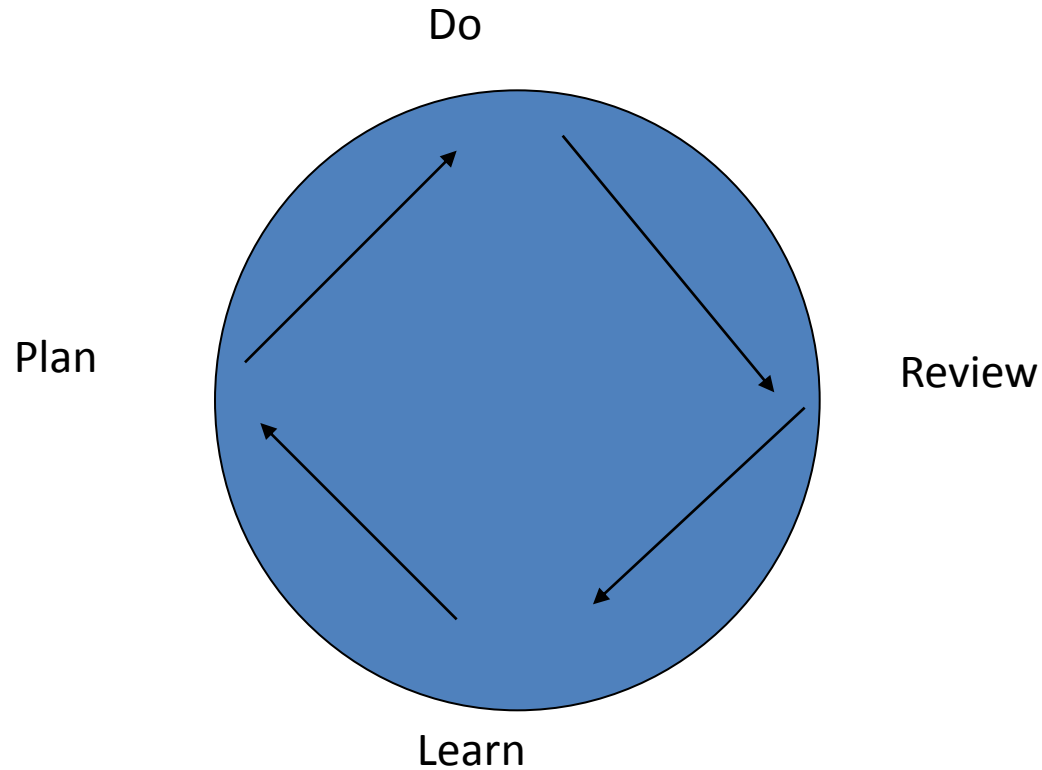
(John Payne Oldfield Payne Management Associates).

“There is a crucial difference between declarative knowledge, knowing a concept and its technical skills, and procedural knowledge, being able to put those concepts and details into action. Knowing does not equal doing, whether playing the piano, managing a team, or acting on essential advice at the right moment”. (Daniel Goleman Emotional Intelligence)

Kolb's Experiential Learning cycle also Honey and Mumford's Learning Style Questionnaire

- David Kolb developed a highly effective way of thinking about how we learn from experience. He described this as a cycle with four stages.
- Known as the Experiential Learning cycle.
- Cycle can be entered at any stage

One version of the experiential learning cycle



What's your understanding

- Of Enterprise Skills
- Is an enterprising person made or born?
- Do we all have the capacity to be enterprising in some way?

exercise

- In small groups draw a picture either showing an enterprising person or one that shows enterprise skills

Values, behaviours, attitudes and skills that are important for enterprise and entrepreneurship – based on NGCE outcomes

- Initiative taking
- Opportunity seeking
- Commitment to see things through
- Networking with other people at different levels
- Moderate rather than high-risk taking the ability
- Strategic thinking
- Negotiation capacity
- Selling and persuasion
- Incremental risk-taking
- Independence

Values, behaviours, attitudes and skills that are important for enterprise and entrepreneurship – based on NGCE outcomes

- Autonomy
- Imagination
- High belief that you are in control of your own destiny
- Need for achievement
- Achievement orientation
- Belief that you can make things happen
- Belief in individual and the community
- Motivation to succeed
- Motivation to make a difference
- Ability to cope with doing something different to others
- Ability to see problems as opportunities

Values, behaviours, attitudes and skills that are important for enterprise and entrepreneurship – based on NGCE outcomes

- Living with uncertainty and complexity
- Having to do everything under pressure (financial and time)
- Coping with loneliness
- Building know how and trust relationships
- Learning by doing, copying, making things up, problem solving
- Managing interdependencies
- Working long hours and unsocial hours
- Belief that rewards come with your own effort

Missing from the list ?

- For example the author Timmons 1999 identifies:
 1. commitment and determination
 2. leadership
 3. opportunity obsession
 4. tolerance of risk, ambiguity and uncertainty
 5. creativity, self-reliance and ability to adapt
 6. motivation to excel

Exercise

- Draw a new picture of what an enterprising person looks like.
- You should use as few words as possible...
- We will then review these.
- Now how can each picture be changed so that it shows MORE enterprise?

Knowledge and Skills Audits

- 2 documents you should complete as part of a 'self audit' or self review process of identifying your existing skills and knowledge for enterprise and to stimulate your thoughts about the knowledge and skills you will need in the future.

What do you pay attention to?

- You tube clip
- How many times does the white team pass the ball?
- <http://www.youtube.com/watch?v=Ahg6qcgoay4>

Intrapreneur

- Intrapreneur is a term coined by Macrae (1982) and developed by Pinchot (1985).
- Pinchot identifies intrapreneurs as being "dreamers who do," - those who take hands-on responsibility for creating innovation of any kind within an organization .
- Innovation is the introduction of something new - an idea, process, product or method.

Pinchot's Intrapreneur

All organizations, large and small, from multi million corporations to charity and social groups cannot rely on their past achievements to continue their success in the future. Successful companies and organizations look to develop and to manage change creatively, so that the business grows, renews and develops.

Really good organizations see innovation as a core competence in management

Intrapreneurs

People who can invigorate and reinvigorate businesses, organizations and other groups through, for example:

- recognizing opportunities (through research, screening and analyzing).
- drawing up a business plan with marketing and financial professionals.
- building a team to develop and implement the plan.

- Intrapreneurs can be found in service industries, creating innovations to improve the service.
- Intrapreneurs are found in charities, voluntary activities and social groups. They work within systems to develop activities, products and ideas.
- Intrapreneurial employees are energetic, enthusiastic, imaginative and inventive. They have ideas for creating new products or services often working on them in their own time. They can see how savings can be made. How processes can be improved

Intrapreneurial activity by you could include:

- Spotting ways to improve a service, saving time or money, or just making life easier.
- Seeing the scope for variations on current products, or a new product.
- Realising that there are other ways the company or group can communicate with and respond to your audience or customers
- Understanding how a job could be done smarter

Intrapreneurial activity by you could include:

- Seeing how the quality of a service or product could be enhanced
- Reducing the time it takes to do something
- Finding ways to do administration more smoothly and less bureaucratically
- Finding ways to enhance the workplace atmosphere / sociability / working day to the advantage of staff and employers.

Exercise – part 1

- Individually you have five minutes to think of a situation you have worked or socialized in and to think about how you could introduce a new idea or innovation or opportunity into the situation.
- The exact situation is not important!
- Then consider the potential barriers against, and opportunities for, introducing your idea or innovation.

Exercise part 2

- Work in pairs; you each have a couple of minutes to each explain both your situation, the opportunity(ies) you see and the barriers.
- Your partner should note down the opportunities and potential barriers you identify to your opportunity/ innovation.
- Your partner then spends 3-4 minutes trying to identify more/different potential barriers and opportunities. Aim for at least 4 new ones.

Exercise part 3

- Group feedback
- Categorization – PESTLES acronym
- Political
- Economic
- Social
- Technical
- Environmental
- Legal
 - And then internal and external

Exercise part 4 Intrapreneurial Tactics (Pinochet and Pelman 1999)

1. Test ideas casually with friends who can point out basic flaws and ask challenging questions.
2. Keep ideas from natural enemies as long as possible to avoid opposition.
3. Promote ideas modestly and constructively.
4. Test casually on potential customers to check the project is realisable and profitable.
5. Accept suggestions gratefully.
6. Always look to network the idea so it can be thought about from many aspects.
7. Don't give up at the first sign of disappointment.

Exercise part 4 Intrapreneurial Tactics (Pinochet and Pelman 1999)

- 2, 3, 5, 7 are about the process and your approach to it
- 1, 4, 6 or about practical ways of moving forward

Part 5

- Each pair now joins another pair.
- Choose one of the four projects/opportunities your team has (it does not matter which - this is about the process not the actual project) and finds ways out of how you can/could/would put points 1, 4 and 6 into action.
- Write up your plan on a flip chart.

Part 6

- We will choose some of the teams and ask them to make a brief presentation about their innovation/idea/opportunity.
- As a group the rest of us will act as critical but positive friends who can point out basic flaws and ask challenging questions - essentially we are going to be acting as a group to put into place a semi formalized version off Pinchot's tactic no 1 “Test ideas casually with friends who can point out the basic flaws and ask challenging to questions”.
- You could regard this part of the exercise is being an opportunity to present the idea to group of interested consultants who are willing to provide feedback on it.

Part 7 (if time)

- This is a debrief session. The aim of this exercise was to introduce you to an idea and the process by which anyone can introduce ideas and innovations into an existing group work-life situation.
- Now you need to spend some time to reflect on this process by thinking about your response to each of Pinchot's Intrapreneurial Tactics using the **Pinchot's Intrapreneurial Tactics Reflections** sheet. There are no right or wrong answers. What did you learn?

Part 8 (if time) idea into action

- Now that you have the idea & you have some useful feedback on it and you have identified the barriers and opportunities you should produce a short action plan identifying actual steps you could take to put the plan into action. Your plan should identify how you would overcome the major barriers, what you would actually do, who you would speak with, what further information you might need, the timescale for this for this.
- Next week I'll be asking some of you to present a brief summary of your action plan and we will then see if the action plan is realistic.
- You might want to note down the email addresses or phone numbers of your team mates (to work on this together.)

Self study after today and before the next session

- Finish off the Pinchot Intrapreneurial Tactics exercise – putting the idea into action – prepare short mini presentation of your action plan
- How has the Intrapreneurial Tactics exercise changed or influenced the way you might react to something in the workplace? Keep on completing the reflection sheet and link this in with your learning log.
- Skills Audit - start doing this and build on it though time, bring it with you next week !
- Knowledge Audit - start doing this and build on it though time
- Learning log -part of the process of learning on this course is by reflecting on the things we do. Have a go...!
- SEE SEPARATE SHEET FOR FURTHER DETAILS.

Finally

- What's your T shirt say now?
- Exercise – if you were to design a slogan for a T Shirt you are wearing right now at, what would it say?
- Draw an outline of a T Shirt on a sheet of paper and add a logo or design that describes how you feel right now....

Website with resources

- My email A.G.Holmes@hull.ac.uk
- The wiki website for the course
- <http://enterpriseskillsuniversityofhull.wikispaces.com/>