

3.1 Taking the Initiative

MMC Management Centre

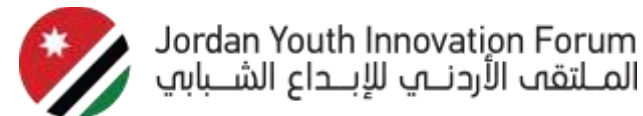
Duration: 5 hours

Project Consortium

Coordinator:



Partners:



Project Details

Title: “Joint Development, Piloting, and Validation of Entrepreneurial Mindset and Key Skills Curricula and Training Materials for Third Countries”

Acronym: EMSA (Entrepreneurial Mindset and Skills for All)

Agreement Number: 101092477 – EMSA – ERASMUS-EDU-2022-CB-VET

Programme: Erasmus+ Capacity Building in the Field of Vocational Education and Training (VET)

Call for Proposals: ERASMUS-EDU-2022-CB-VET

Start Date: 01.01.2023

End Date: 31.12.2025

3.1 Taking the Initiative

Training Aim

This workshop aims at empowering learners with the essential qualities of an entrepreneurial mindset to help them gain a deep understanding of the qualities needed to take the initiative. This will be achieved by understanding the process of goal setting, getting familiar with the design thinking and Kotter's 8-step change management models, and by mastering the process of innovation quantification and orchestration. The learners will enhance skills in setting ambitious yet achievable goals, distinguishing between innovation and ideation, and applying change management and creative problem-solving, ideation techniques using SCAMPER. Finally, they will become competent in taking ownership of initiatives, integrating goal-setting, problem-solving, change management, and ideation to foster a proactive and accountable approach in personal and professional realms.



3.1 Taking the Initiative

Learning Outcomes

In terms of **knowledge**:

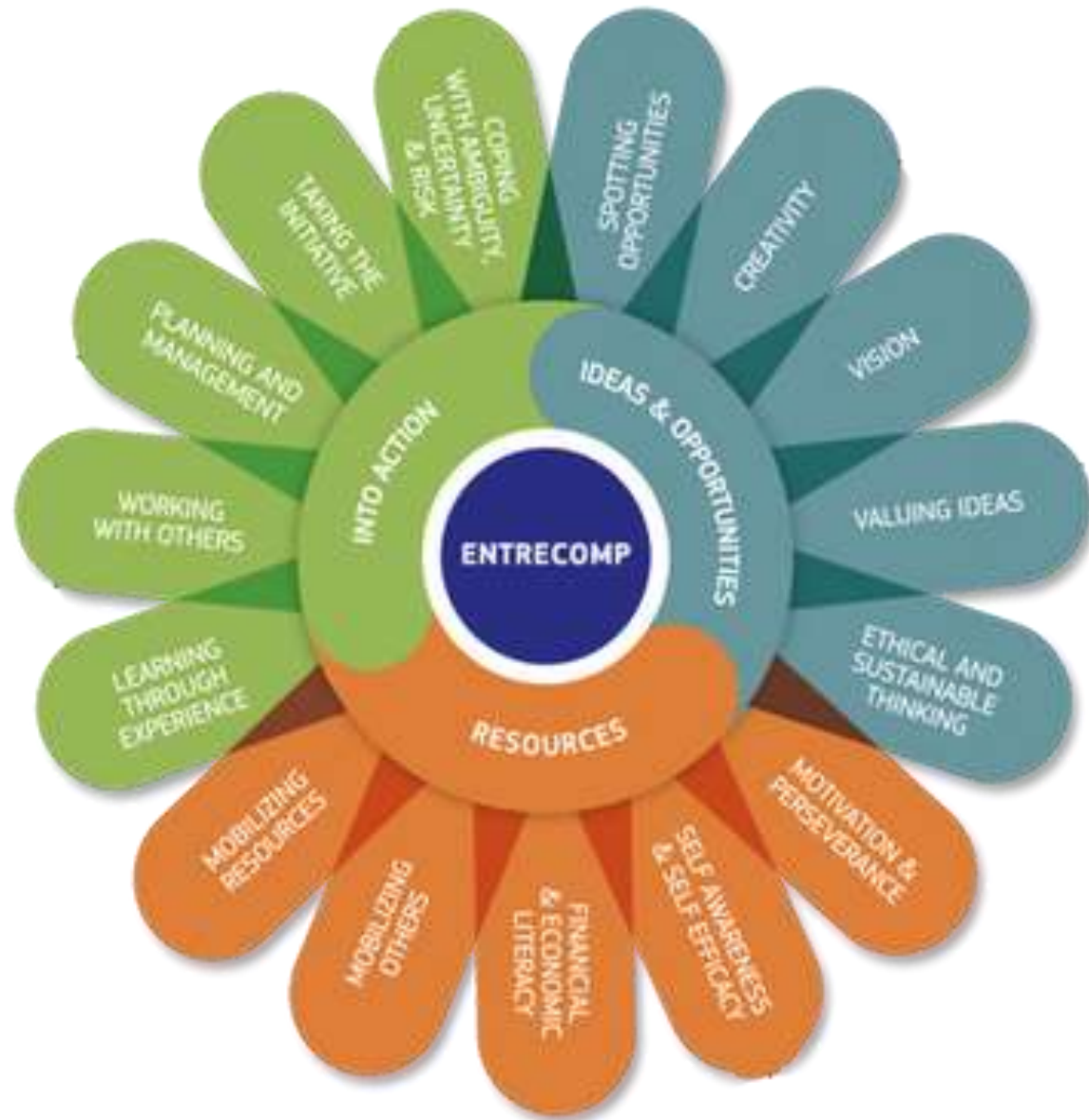
- ✓ List the essential qualities that define someone with an entrepreneurial mindset.
- ✓ Name the 5 elements of the design thinking model.
- ✓ Explain each of the eight steps in Kotter's change management model.
- ✓ Define the purpose and methodology of quantification and orchestration in the context of innovation processes.

In terms of **skills**:

- ✓ Apply the goal-setting theory to independently establish personal and professional goals.
- ✓ Distinguish between innovation and ideation as key elements of initiative taking and examine how they interrelate.
- ✓ Utilize the SCAMPER technique to generate creative solutions on various topics.

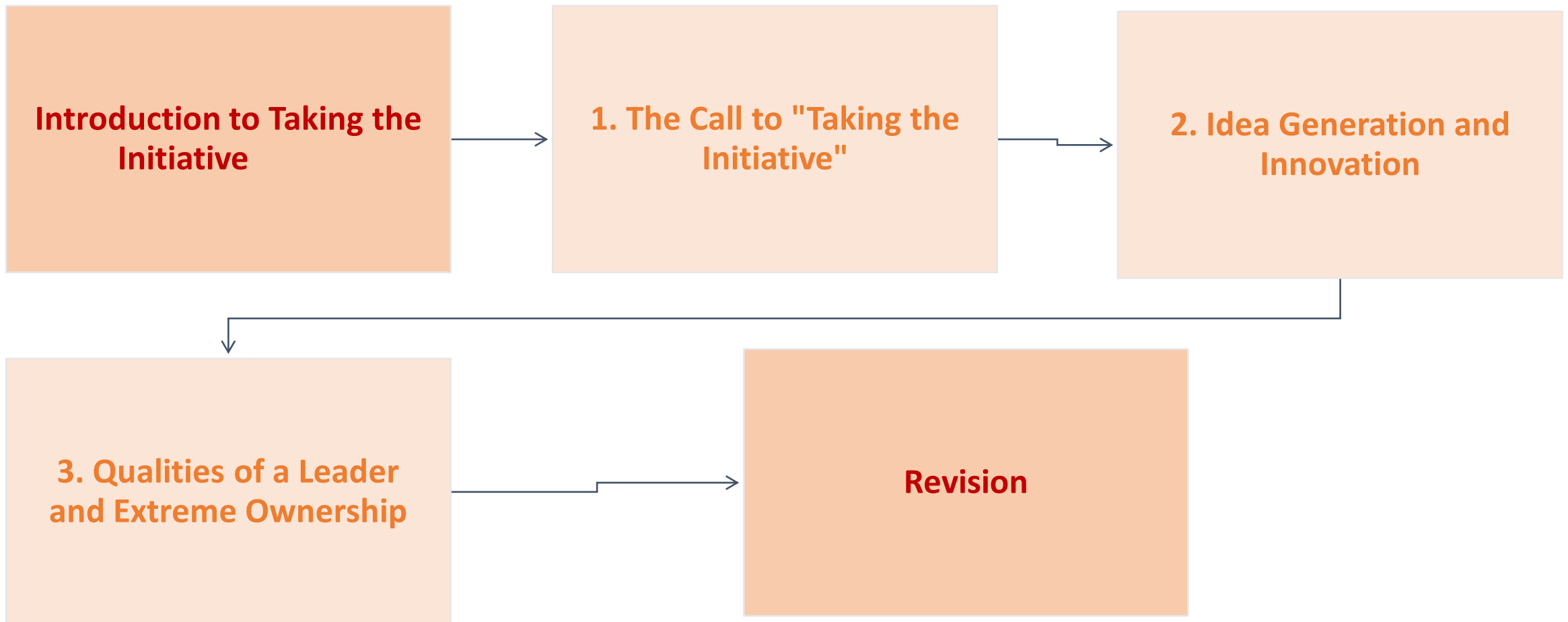
In terms of **competences**:

- ✓ Take initiative by integrating an "extreme ownership" mindset, focusing on the importance of assuming responsibility and taking accountability for your actions.
- ✓ Integrate goal setting, problem-solving, change management, and ideation techniques in your efforts of initiation.



What ENTRECOMP competence is our training about?

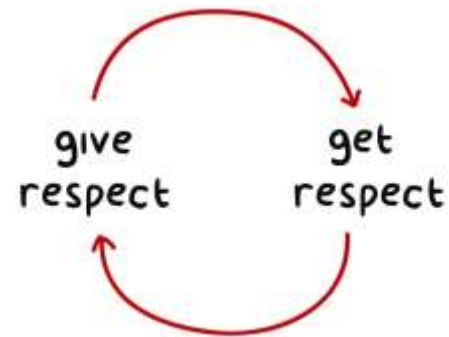
Training Route Map



Training Rules



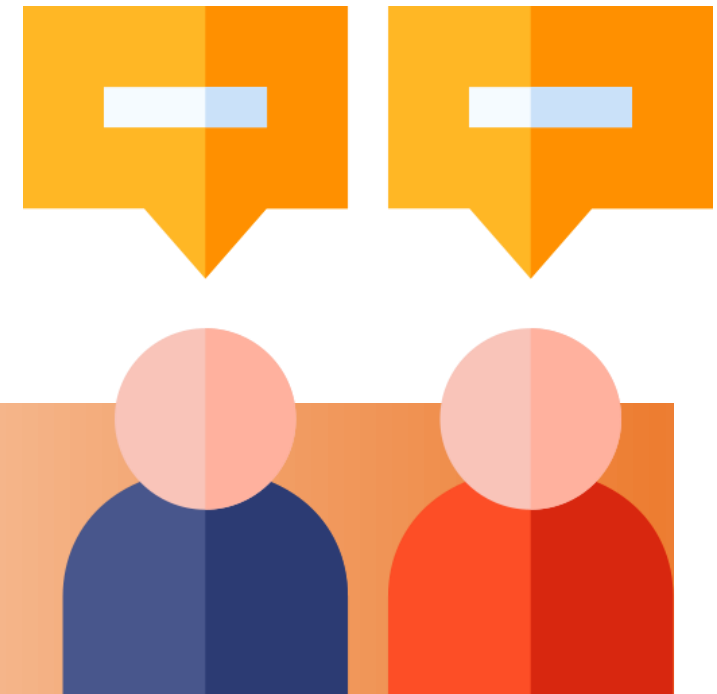
Participation



**YOUR
OPINION
MATTERS**



Two Truths and A Lie!



Introductions

Let's get to know each other!

Introduction to Taking the Initiative

EntreComp: Embracing an “Initiative Taking” Mindset

- EntreComp, the European Entrepreneurship Competence Framework, is a comprehensive framework designed to foster entrepreneurial skills and mindset.
- It encompasses a wide range of competencies crucial for personal development, active citizenship, social inclusion, and employability.
- Among these competencies, **“Taking the Initiative”** stands out as a key element for entrepreneurial success and personal growth.
- It embodies the spirit of proactivity, innovation, and the ability to turn ideas into action.
- It is more than just a skill – it's a necessity for adapting, innovating, and leading in both professional and personal domains.

What is Taking the Initiative?

- Self-starting and proactively executing actions to achieve set goals.
- Recognizing opportunities, being ready to embark on new ventures, and having the courage to take the first step in many parts of life.
- Essential for entrepreneurs who need to navigate the uncertain waters of creating a business.
- Vital in already established organizations, where taking initiative leads to innovation, problem-solving, and continuous growth.





AREA

INTO ACTION

COMPETENCE

TAKING THE INITIATIVE

HINT AND DESCRIPTOR

Go for it.

Initiate processes that create value. Take up challenges. Act and work independently to achieve goals, stick to intentions and carry out planned tasks.

THREAD	FOUNDATION		INTERMEDIATE		ADVANCED		EXPERT
TAKE RESPONSIBILITY	I can carry out the tasks I am given responsibly.	I am comfortable in taking responsibility in shared activities.	I can take individual and group responsibility to carry out simple tasks in value-creating activities.	I can take individual and group responsibility in value-creating activities.	I can delegate responsibility appropriately.	I can encourage others to take responsibility in value-creating activities.	I take responsibility in complex value-creating activities. I can take responsibility in seizing new opportunities and when facing unprecedented challenges in value-creating activities.
WORK INDEPENDENTLY	I show some independence in carrying out tasks I am given.	I can work independently in simple value-creating activities.	I can initiate simple value-creating activities.	I am driven by the possibility of being able to initiate value-creating activities independently.	I can initiate value-creating activities alone and with others.	I can help others work independently.	I praise initiative taken by others and reward it appropriately within my team and organisation. →
TAKE ACTION	I can have a go at solving problems that affect my surroundings.	I show initiative in dealing with problems that affect my community.	I actively face challenges, solve problems and seize opportunities to create value.		I take action on new ideas and opportunities, which will add value to a new or existing value-creating venture.	I value others taking the initiative in solving problems and creating value.	I can encourage others to take the initiative in solving problems and creating value within my team and organisation. →

Not Merely for Business

- Taking the Initiative is a substance for change, driving not merely business success but also social and environmental innovations.
- It empowers individuals to become change-makers, addressing global challenges and contributing positively to our society.

Interplay with Other Competences

- Taking the Initiative competency collaborates with other EntreComp competencies, such as Creativity, Vision, Valuing ideas, Spotting opportunities.
- Together, all these skills form a foundation for entrepreneurial success and personal development.

1. The Call to "Taking the Initiative"

"Initiative Taking" Qualities

Key Actions to Foster the Qualities of an Entrepreneur

Balancing the Opposite Abilities

“Initiative Taking” Qualities

1. **Vision:** The ability to foresee a future that others haven't realized and to set a path to achieve it.
2. **Leadership and Advocacy:** Inspiring and guiding others towards a common goal. They advocate passionately for their ideas, team, and their objectives
3. **Resilience:** The entrepreneurial journey is filled with challenges. Resilience is about persisting through setbacks and maintaining focus on long-term goals
4. **Innovation:** Generating new ideas, devising unique strategies, and implementing creative solutions
5. **Initiative:** Taking the first step, seizing opportunities, and driving progress with self-motivation and ambition.
6. **Risk-taking:** Calculated risk-taking is often necessary for breakthroughs. Entrepreneurs assess and embrace risks that accompany potential high rewards.
7. **Impact and Social Change:** Goal to make more than just profit. Influencing society, through economic, social, or environmental change.



Entrepreneurial vs Employee Mindset

Entrepreneurial – “Initiative Taking” Mindset

1. Concentrates on single tasks, ensuring quality and productivity.
2. Views failures as learning experiences and quickly moves forward.
3. Focuses on working smarter, not just harder.
4. Understands the necessity of taking well-considered risks.
5. Embrace the presence of intelligent/more competent people for learning and growth.
6. Takes full responsibility for successes and failures.

Employee – “Non-Initiative Taking” Mindset

1. Juggles multiple tasks, leading to reduced focus and low-quality results.
2. Fixates on failures which impacts with their confidence and overall result.
3. Exerts equal effort on all tasks without prioritization.
4. Avoids risks, prioritizing stability and security.
5. Feels insecure around those who are more capable, fearing competition.
6. Avoids accountability for their action, especially so in failures.

“Initiative Taking” Mindset

- Entrepreneurship is typically associated with starting and running a business and making a profit.
- **BUT** “initiative taking” skills and mindset have applications far beyond the traditional business domain.
- At the heart of this imperative competence lies a set of core qualities that drives innovation, change, and growth in other domains, like the broader societal domain.



“Initiative Taking” Qualities in Martin Luther King, Jr.



- 1. Vision:** MLK envisioned a future of equality and justice, inspiring millions with his dream of a better, more inclusive world.
- 2. Leadership and Advocacy:** He united people from various backgrounds and fervently advocated for civil rights and non-violent protest against racial segregation.
- 3. Resilience:** Facing significant hardships, threats, and challenges, King's resilience shone through, keeping the movement alive and impactful.
- 4. Innovation:** King introduced innovative strategies in the movement, such as non-violent resistance, which had a profound and lasting impact.
- 5. Initiative:** He took bold initiative in organizing and leading major events, like the Montgomery Bus Boycott and the March on Washington.
- 6. Risk-Taking:** His commitment often put him at great personal risk, highlighting his courage in the face of danger to achieve his cause.
- 7. Impact and Social Change:** His work led to significant societal change, impacting laws and perceptions on racial equality, and leaving an enduring legacy all over the world.



Key Actions to Foster Initiative Taking

1. Goal Setting

- Defining small, step-by-step goals.
- Goals should be **measurable and realistic**.
- **Consistent** daily effort is crucial.
- Aligning efforts across teams and laying the groundwork for achieving broader objectives.

2. Problem-solving

- Analyzing problems to identify root causes and devising effective solutions.
- Sometimes problems are not what they seem to be and might need **re-interpretation**.
- Enabling for navigating challenges, **fostering innovation**, and ensuring sustainability.

3. Change Management

- Guiding and preparing for new ways of working in response to internal and external changes.
- Focusing on adaptability and ensuring sustainability.
- Embracing change and fostering **innovation**.

4. Altering the Perception of Failure and Owning Your Mistakes

- Failure is a common part of the entrepreneurial journey.
- Failure is not a setback but an opportunity for learning and development.
- Promoting a mindset of **resilience and innovation**, encouraging risk-taking within reason.

Identifying and Setting Goals

The Goal-Setting Theory:

- Emphasizes setting **specific** and **challenging** goals.
- **Feedback, task complexity, and the individual's commitment** to the goal are of major importance.
- **Regular feedback** on progress toward a goal is crucial.

Goal-setting steps that align with the Goal-setting theory:

1. Define a specific, achievable goal.
2. Identify smaller steps as accurately and as specific as possible to attain that goal.
3. Set deadlines.
4. Identify measurable results that track what your specific goal is.
5. Always be ready to adjust your goals and deadlines.

An Example of the Goal Setting Model

1. SET A SPECIFIC GOAL:

Design and launch a vocational training program for electricians that incorporates the latest industry standards and technology within the next 12 months.

2. IDENTIFY SMALLER STEPS:

- **Curriculum Development:** Conduct thorough research to identify new standards and technology advancements in the field.
- **Stakeholder Engagement:** Communicate with experts, hiring companies, and former students to gather input on the skills and knowledge that should be included in the curriculum.
- **Pilot Program:** Implement a pilot training program with a small group of students to test the effectiveness of the new modules. Gather feedback and make necessary adjustments to the curriculum.
- **Final Implementation:** Finalize the training program, incorporating feedback from the pilot.

An Example of the Goal-setting Model

3. SET DEADLINES:

- **Curriculum Development:** first 1 month
- **Stakeholder Engagement:** first 1 month
- **Pilot:** 5 months after the start, for 1 month
- **Final Implementation:** Last month after the beginning

5. ADJUST

- **Be ready to adjust:** Use problem-solving models and change management techniques when issues arise.

4. IDENTIFY MEASURABLE RESULTS:

- **Curriculum Relevance:** 85% of the experts confirm that the new curriculum meets industry standards.
- **Pilot Program Success:** 80% positive feedback from pilot program participants on the relevancy of the training.
- **Trainer Preparedness:** All VET trainers complete a 'train-the-trainer' session on the modules before the launch.
- **Program Launch:** The program is launched on time, with enrollment numbers maintained or increased compared to previous sessions.

Tackling a Goal with the Use of the Goal-setting Model

1. Write down a specific goal.
2. Identify smaller steps to achieve this goal.
3. Set deadlines.
4. Identify measurable results to measure your success.
5. Bonus* - Be prepared for adjustment.

Discussion will follow.



“Design Thinking” - A Problem-solving Model

Empathize:

Open your mind **to understand** the experience and the problem from another's perspective, whether it's a community, a group of people, or your challenges.

Define:

Identify what **truly needs solving**.

Ideate:

There is always a wide range of ideas and potential solutions.

Prototype:

Make something tangible that you can interact with, learn from and improve.

Test:

Receive feedback to refine ideas and redefine the problem or the approach altogether.

Problem-solving that focuses on understanding first the **needs** and **the problem** to be solved.

“**Design Thinking**” encourages multidisciplinary teams to work together.

The solutions evolve through continuous learning from **failures** and a **deep understanding of the user and the problem**.

Rather than **accepting the problem as a given**, it advocates for exploration of the given problem. It allows for **re-interpretation** or **restructuring** of the problem itself to reach a different framing of the problem and then suggests a **unique way for a solution**.

Kotter's 8-Step Change Management Model

Kotter's 8-Step Change Management Model serves as a framework to assist professionals in navigating through periods of transition.



A Complex Example of Kotter's 8-Step Change Management Model

1. Create Urgency:

- **IBM** recognized that it needed to change drastically to survive in the new computer industry landscape. **Gerstner (CEO)** created a sense of urgency by highlighting the serious financial trouble IBM was facing, with billions in losses and the threat of bankruptcy.

2. Form a Powerful Coalition:

- **Gerstner** built a team of leaders within IBM who were committed to change. He included influential people with expertise, that were well-respected within the company.

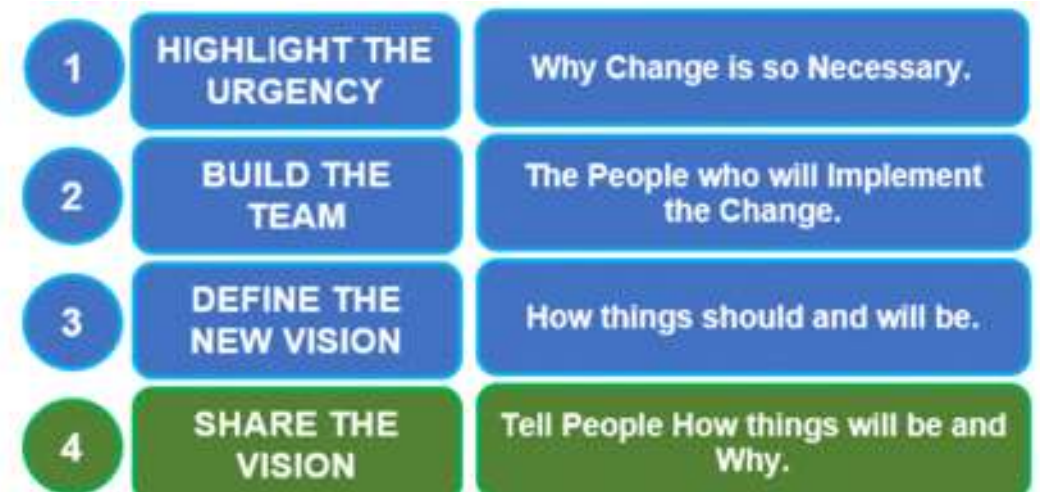
3. Create a Vision for Change:

- The vision was to transform IBM from a hardware supplier into a services and technology company.

4. Communicate the Vision:

- Gerstner and his team communicated this new vision throughout the company using all available channels. He was clear that IBM needed to become customer-focused and that everyone's work would need to align with this new direction.

EXAMPLE



A Complex Example of Kotter's 8-Step Change Management Model

5. Remove Obstacles:

- One major obstacle was IBM's organizational structure, which hindered collaboration and customer focus. **Gerstner** restructured the company to be less hierarchical. He also cut costs and bureaucracy that were not contributing to the new vision.

6. Create Short-term Wins:

- Early wins included significant contracts in the services division that underscored the company's new direction. These wins were publicized within the company to build momentum and support for the transformation.

7. Build on the Change:

- Instead of declaring victory too early, **Gerstner** used the initial successes to drive further change. He invested in consulting and global services continually steering IBM towards its new vision.

8. Anchor the Changes in Corporate Culture:

- Finally, the changes were solidified in IBM's culture by changing the reward system, investing in skills relevant to the new direction, and reinforcing the customer-focused, services-led business in all communication.



EXAMPLE

Simplified Example of Kotter's 8-Step Change Management Model

1. Urgency: The doctor stresses the significance of altering your lifestyle.

2. Coalition: The primary doctor might refer you to a specialist to help you address your needs.

3. Development of Vision: Your doctor tells you how amazing your life will be if you make some adjustments (e.g., promises no pain)

4. Communication of Vision: Same as 3rd .

5. Empowering Others: Gives you compelling reasons to adopt those changes.

6. Short-term Wins – Actionable Steps: Practical and manageable first steps (e.g., no sugar, stop smoking, more exercise, etc.)

7. Consolidation: Appointments with tests and appointments to monitor and adjust the plan.

8 Anchoring the Change: The doctor will remind you that those changes will need to be established in the long term for sustaining your health.

EXAMPLE

The first example might be a bit too complicated so let's make it even simpler.

Let's say that you have been diagnosed with a problem like "diabetes" that requires a radical change in your habits.

Time for Change!

For this simplified activity, you will apply the 8-Step Change Management Model to develop in groups a **plan for a necessary change in a field of your choice.**

Be creative!

Discussion will follow.



"Where Does True Initiative Lie?"



Considering Kafka's unwillingness to publish and his friend's decisive action, who would you say truly **took the initiative** in this story?

Collaboration Over Solo Effort

You might lack some “initiative taking”, entrepreneurial qualities, but choosing to have people around you that have the qualities you lack is important.

In this case, Kafka had the vision and the talent, his friend had the initiative and risk-taking attitude *as well as* the managerial attitude to publish his work.

Balancing the Opposite Abilities

1. The Entrepreneur

2. The Manager

3. The Technician

Each of these three “person’s abilities” **wants to be *the boss*, none of them wants to have a boss.**

Balancing these roles within a team to **harness true synergy and avoid conflict** is essential.

1. The Entrepreneur: “The Visionary Artist”

- ✓ The **Entrepreneur** stands at the forefront of innovation, transforming everyday challenges into golden opportunities.
- ✓ This role is not just about having ideas but about making them a reality.
- ✓ They envision a future where "what-ifs" become "what is", driving progress across science, art, and business.
- ✓ Entrepreneurs live in a world fueled by creativity and the thrill of chaos, seeing potential where others see obstacles. Their ability to face challenges with an unwavering belief in their vision propels projects and actions forward, cutting through hindrances and doubts like a ship through waves.
- ✓ For the Entrepreneur, the world is a canvas of endless possibilities, each a chance to create new value.



2. The Manager: “The Pragmatist”

- ✓ The **Manager** is the embodiment of pragmatism, turning the Entrepreneur's vision into a structured reality.
- ✓ This role is the backbone of any successful venture, mastering the art of organization to transform chaos into order and efficiency.
- ✓ The Manager's domain is rooted in the past; they value the tried and true, prioritizing predictability and stability.
- ✓ Where the Entrepreneur sees opportunity, the Manager perceives potential pitfalls, striving to mitigate risk and ensure the smooth operation of the enterprise.
- ✓ Their focus is on sustainability and incremental improvement, making them the essential counterbalance to the Entrepreneur's boundless optimism and “madness”.



3. The Technician: “The Master of Execution”

- ✓ The **Technician** is the hands-on expert whose motto is "If you want it done right, do it yourself".
- ✓ Living in the present, they focus on the here and now, applying their skills to bring ideas to life one task at a time.
- ✓ Their world is one of tangibility, where actions speak louder than words, and practical execution is the measure of success.
- ✓ Technicians view abstract concepts and grand visions with a critical eye, valuing concrete-tangible methods and results above everything else.
- ✓ They are the vital link in the chain that converts thought into action, ensuring that each day's efforts produce real, measurable outcomes.
- ✓ While often finding themselves at odds with the Entrepreneur's future-oriented visions and the Manager's structured plans, the Technician's dedication to their craft is what ultimately turns dreams into reality.



The Power of Synergy: Entrepreneur, Manager, and Technician

- The *interplay* between the **Entrepreneur's vision**, the **Manager's pragmatism**, and the **Technician's focus on execution** is **the bedrock of innovation and progress**.
- Each role brings a unique set of skills and perspectives that, *when combined*, create a powerful engine for growth. The **Entrepreneur pushes boundaries**, the **Manager establishes the framework within those boundaries**, and the **Technician ensures the engine runs smoothly and all tangible outcomes are achieved**.
- **This dynamic trio is essential for any successful venture**, from startups to global corporations, showcasing the power of balancing opposite abilities to achieve common goals.



The Power of Synergy: Collaboration

- It's rare for one individual to embody these traits equally. **More often, we lean towards one of those three traits more than the rest**, which influences our approach to challenges and opportunities. The reality is that balancing these roles within oneself can be an impossible task. Recognizing which of these roles you naturally gravitate towards is the first step. The next, and perhaps more critical step, is **to surround yourself with individuals who excel in the areas you might lack**. This strategy of complementarity is a cornerstone of successful teams and ventures.
- **A quintessential example** of this dynamic is **the partnership between Steve Jobs and Steve Wozniak, the co-founders of Apple**. Jobs' drove Apple with a forward-looking vision, while Wozniak's technical insights transformed the vision into tangible products.



2. Idea Generation and Innovation

Ideation: Idea Exploration

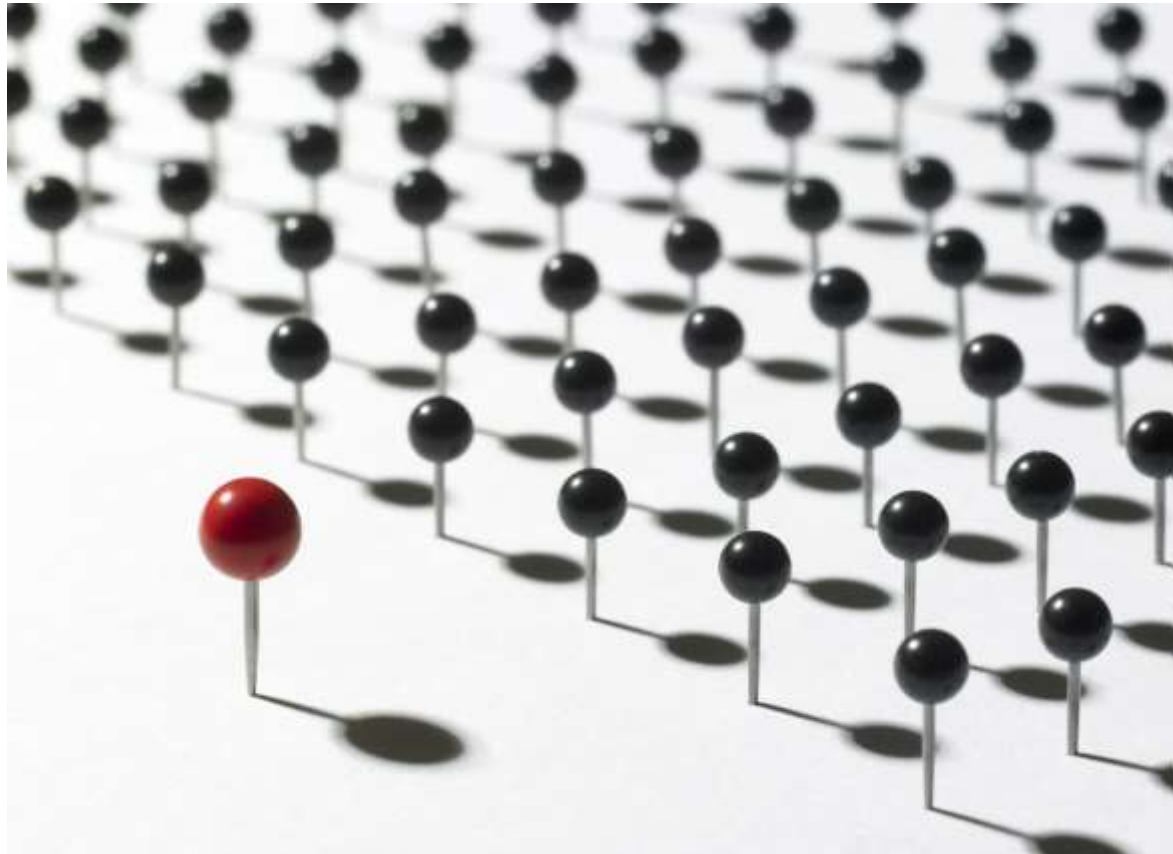
Innovation: Quantifying and Orchestrating

The Power of Ideation

- **Ideation is the heart of entrepreneurship. It is the creative process of generating, developing, and communicating new and innovative ideas.**
- The stage of ideation is foundational, it is the root on which all the other entrepreneurial steps are built.
- Ideation includes a wide range of classes of ideas, from initial, abstract thoughts to comprehensive, well-defined plans.



Why should we Ideate?



1. Starting Point for Innovation
2. Problem-Solving
3. Diversifying Perspectives
4. Validating Ideas
5. Team Building and Engagement
6. Risk Mitigation
7. Adaptability and Flexibility

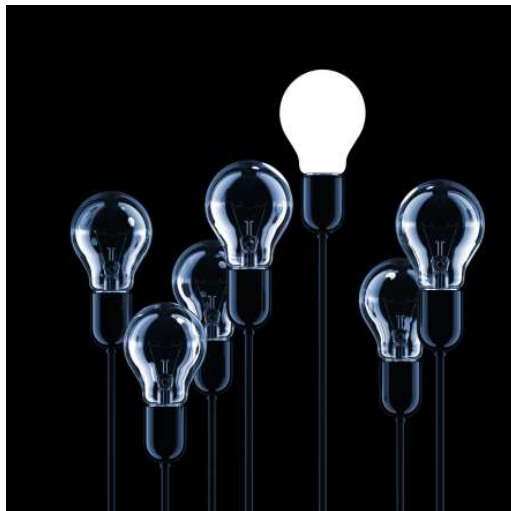
Ideation Methods

- 1. Analogies**
- 2. Mind Mapping**
- 3. Brainstorming**
- 4. The Worst Possible Idea**
- 5. SCAMPER**



SCAMPER

- **SCAMPER** is a creative thinking technique that provides a way to generate ideas and solutions.



It's an acronym that stands for:

- 1. *Substitute***
- 2. *Combine***
- 3. *Adapt***
- 4. *Magnify, Minify, or Modify***
- 5. *Put to a Different Use***
- 6. *Eliminate***
- 7. *Rearrange or Reverse***

SCAMPER

1. **Substitute:** Which part of the process can be substituted without affecting the whole? Can we use another alternative of this X thing? Can we change the time or the place of the X for better results?
2. **Combine:** Can we merge 2 steps into one? Can we merge technology Z with technology X and create something new? Can we mix two mechanisms into one mechanism?
3. **Adapt:** How can we adjust the product to do XZ instead of only Z? Can we make a simple change to our procedure to have better results?
4. **Magnify, Minify, or Modify:** If we had half the product we now have and charged half as much? If we had double the customers, what would we do differently?
5. **Put to a Different Use:** Where else can we use this product instead? Can we add a process or a step from another idea to ours?
6. **Eliminate:** What if we were to remove this part from our X? If we were to eliminate half of our budget, how would we do this X procedure?
7. **Rearrange or Reverse:** What if we were to do this X backward? Can we replace later steps with newer steps?

To understand this technique, we will take each of those **7 words** and create **meaningful questions as examples.**

SCAMPER

Let's apply the **SCAMPER** technique to the issue of “**paper and plastic waste**” as an example and aim for solutions to **promote sustainability and responsibility to foster an environment of care and respect.**

- 1. Substitute:** *Can we substitute paper in our daily communications to reduce waste?*
- 2. Combine:** *Can we combine our recycling efforts with art to educate people about this?*
- 3. Adapt:** *Can we adapt paper products to extend their usability and their life?*
- 4. Magnify, Minify, Modify:** *How can we highlight the significance of using recycled material?*
- 5. Put to a different use:** *Can we use recycled paper in a way that is not affected?*
- 6. Eliminate:** *What kind of paper and plastics can we eliminate for eco-friendly alternatives?*
- 7. Rearrange or Reverse:** *Can we reverse our habits by not using plastic straws and use metal?*

Inclusive Environments for Foreign Students in your Country using **SCAMPER**

Select one or more of the **SCAMPER** elements and brainstorm solutions to make universities more inclusive for foreign students in your country.

Think outside the box and consider how small changes can make a big difference in creating a welcoming environment for everyone.



1. **Substitute**
2. **Combine**
3. **Adapt**
4. **Modify, Minify, or Modify**
5. **Put to a Different Use**
6. **Eliminate**
7. **Rearrange or Reverse**

Innovation: Beyond Ideation

- Implementation of ideas that result in new goods or services or improvement in offering goods or services.
- **Ideation vs Innovation:** Moving from thinking up new things to **actually deciding** on one specific idea and acting upon it.
- Innovations can span a wide range of categories, from technological advancements to novel business models, to simple changes like wearing a certain color of clothing over another to increase sales.



Core Principles of Innovation

- **Value Creation:** It should create value for the user, market, or the society.
- **Simplicity:** It should not be complex but simplify products, services, or processes.
- **Problem-focused:** It should solve a problem or focus on a need.
- **Iterative Process:** It is rarely a one-time event: testing, feedback, continuous improvement.
- **Collaboration:** It often requires collaboration, different skills, and perspectives.
- **Sustainability:** It should be sustainable economically and socially.



Applying Innovation: Practical Examples

- **Social Innovation:** A mobile application that connects retired football players with schools and local community centers to offer mentorship.
- **Product Innovation:** Designing a chair that improves posture and reduces back pain.
- **Environmental Innovation:** Using a new biodegradable material to replace single-use plastics in packaging.
- **Technological Innovation:** Developing an application that uses AI to personalize learning for users.



Quantification: The Value of *Measuring* Success



- **Definition:** **Measuring the impact** of innovations to understand effectiveness and value.
- **Purpose:** Identify **which innovations lead to positive outcomes**.
→ *Increased sales or enhanced customer satisfaction.*
- **Process:** **Tracking metrics before and after implementing innovations**.
→ *Customer foot traffic, sales conversions, surveys, qualitative data, average purchase values, etc.*
- **Importance:** Without quantification, we cannot **accurately determine the success of the innovations or make informed decisions** for future improvements.
→ *Tracking sales improvements after changing customer greeting methods or attire to quantify the direct impact of these innovations.*

Orchestration

(In specific cases)

- **Definition:** **Standardization of successful processes** to ensure consistent, predictable results across all operations.
- **Purpose:** To **eliminate variability** in how services and products are delivered, ensuring every customer experience is uniformly excellent.
- **Method:** Once quantified, successful innovations are **developed into standard operating procedures**.
- **Benefit for a business:** Ensures that every aspect of the business contributes to a coherent, **reliable** brand experience for the customer, **enhancing loyalty and trust**.
- **Continuous Improvement:** It is not static and requires ongoing **evaluation** and **adjustment** to maintain its effectiveness.



The Other Side of the Coin



- Do you agree that **innovation is contradictory to efficiency**?
What is your opinion about this topic?
Do you agree or disagree? Please justify.

Innovate your World

1. Observe your daily routines or consider global challenges related to a theme of your choice, **noting any inefficiencies, problems, or areas that need improvement.**

2. **Choose one problem to focus on and brainstorm innovative solutions in groups.** Consider the feasibility, potential impact, and uniqueness of these solutions.



Innovate your World

You should create a detailed proposal for the innovative solution in groups.

This should include:

1. A description of the identified problem.
2. An explanation of the proposed solution and how it works.
3. The intended impact and benefits of the solution.
4. Any challenges or limitations you foresee and how you might address them.
5. How you will measure the success of this innovation and whether this innovative idea can become standardized into a process.

Proposals can be submitted in various formats, such as documents, slideshows, or video presentations, allowing for *creative expression*.

3. Qualities of a Leader and Extreme Ownership

Qualities of a Leader and Taking the Initiative
Extreme Ownership in Taking the Initiative

Great Leaders Take Initiatives

Frese and Fay (2001) characterized **taking the initiative** as “a behavior distinguished by its **self-initiating qualities, a proactive stance,** and persistence in overcoming hindrances and achieving certain goals”.

By taking initiatives, successful leaders:

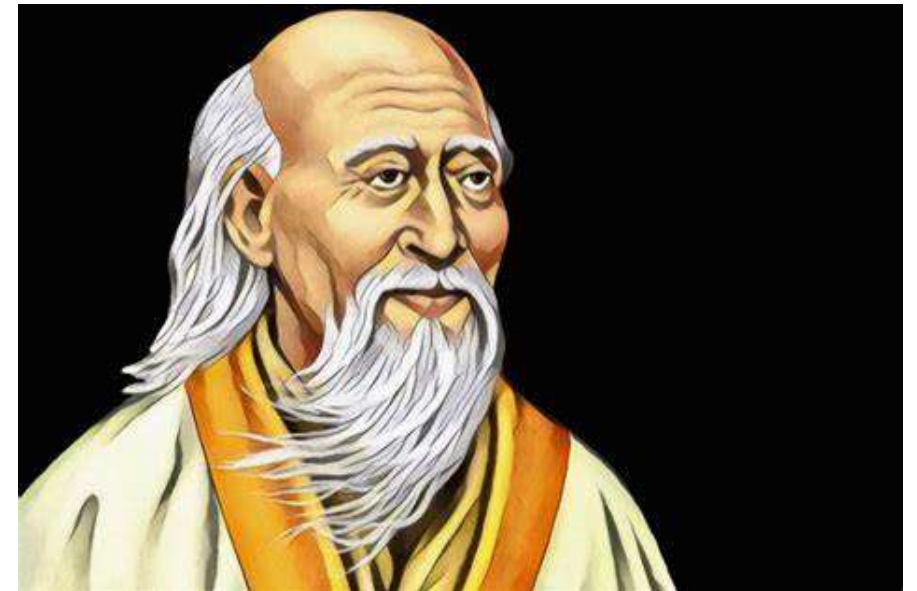
- ✓ Are proactive and not reactive
- ✓ Are flexible, confident, and brave.
- ✓ Advocate for innovation and advancement within their teams to outpace their competitors.
- ✓ Act independently without needing explicit instructions.
- ✓ Identify and take opportunities that are ignored by others.

Great Leaders Own their Mistakes

More than two thousand years ago, Lao Zu wrote:

“When a great man or woman makes a mistake she/he realizes it. Having realized it, she/he admits it. Having admitted it, she/he corrects it. She/he considers those who point out their fault as their most compassionate teachers”.

That advice still holds today. Effective leaders typically make sound decisions, but even the most competent among them will inevitably encounter chances to demonstrate their honesty, reliability, and integrity by owning up to their mistakes.



Extreme Ownership

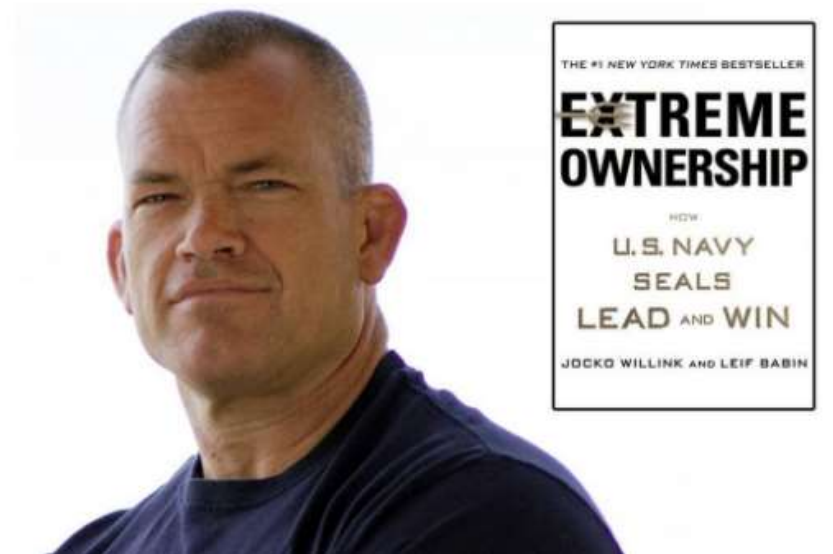
Therefore, it is crystal clear that we need some concrete methods to own our mistakes to be better leaders in this journey.

- **Extreme Ownership** by Jocko Willink stresses the importance of leaders owning their actions and their team outcomes, fostering a culture of **accountability**.
- This attitude encourages **proactive decision-making, problem-solving, and fostering trust within the team**.
- Extreme Ownership translates to *Taking Initiative by **setting clear goals** and adapting to challenges by being able to **change your ways** for better results.*

Extreme Ownership

“A fundamental Leadership Principle
to foster responsibility and accountability”

“The leader must own everything in his or her world. There is no one else to blame. The leader must acknowledge mistakes and admit failures, take ownership of them, and develop a plan to win”.



Extreme Ownership's Link with Taking the Initiative

- **“Extreme Ownership”** suggests a radical and complete mindset shift that emphasizes **maximum accountability and responsibility** for all outcomes, both positive and negative.
- **The EntreComp Framework** emphasizes the importance of **taking the initiative and being proactive, core concepts of “Extreme Ownership”**, instead of *being passive and reactive*.
- “Extreme Ownership” offers a unique way to navigate and lead within dynamic environments by **having a clear goal, being ready to adapt and change, leading with purpose, and including more people in the process** (also emphasized by *Entercomp*).
- With this mindset shift “extreme ownership is promoting a culture of open communication and trust, **taking maximum responsibility and a no-excuses’ mentality”**.



Steps to be a Better Leader

- 1. Extreme Ownership:** Understanding that you are the ultimate architect of your success or failure. Taking full responsibility means owning up to mistakes and learning from them. It also involves being accountable for every aspect of your business, from product development to customer service.
- 2. No bad teams, bad leaders:** Leaders don't blame their subordinates; they lead by example. Clearly articulating your vision and goals to your team, and ensuring that everyone understands their role in achieving these objectives. Leading with vision helps in uniting your team around a common purpose, which is essential for fostering a culture of initiative and ownership towards all team members.
- 3. Keep it simple:** Complex rules hinder understanding and execution, so simplicity and communication are key.



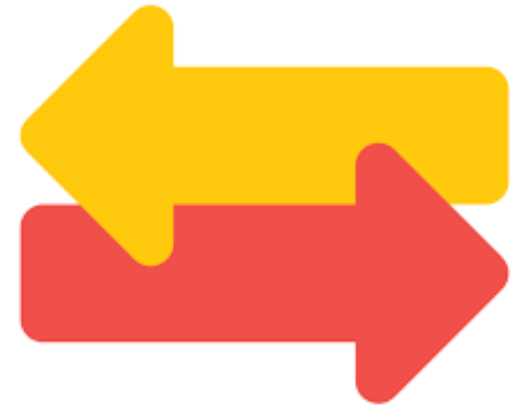
Steps to be a Better Leader

- 4. Prioritize and execute:** Not everything demands the same effort or time. When overwhelmed with tasks, prioritizing them based on their importance and urgency, focusing on the highest priority task, executing it, and then moving on to the next. This approach is vital in maintaining clarity and effectiveness in challenging situations.
- 5. Decentralized command:** Trusting and allowing other team members to lead and make decisions within their areas of responsibility. Giving them ownership of tasks and decisions fosters a culture of ownership across the team and a sense of belonging, while the rest of the team will identify with the goals as if the goal is their own.
- 6. Plan:** Thorough planning, considering difficulties, preparing to navigate hindrances, and remaining goal-oriented, not micromanaging, getting everybody on the same page.



Balancing the Contradictory Opposites to Take the Initiative and Lead

- Be confident **BUT NOT** cocky.
- Be competitive **BUT** when you lose, lose with dignity.
- Be humble **BUT** not passive.
- Be both the leader **AND** the follower.
- Extreme Ownership **BUT** practice decentralized command.
- Be quiet **BUT NOT** silent.
- Be attentive to details **BUT NOT** overly obsessed with them.
- Be aggressive **BUT NOT** overbearing.



Balancing the Opposites

1. Reflect on each pair of qualities from the previous slide and write down **how you currently balance these qualities in your roles**. For example: *How do you demonstrate competitiveness but still maintain dignity in loss?* **Aim for one statement for each pair of opposites.**
2. Then, pick **one area for improvement** and write down a **specific action you will take** to develop a better balance in that area.

Discussion will follow.



Revision

- ✓ What are the fundamental qualities of an entrepreneur and how they relate to the qualities needed to take the initiative?
- ✓ What are the three elements that the Goal-setting Theory or Model suggests?
- ✓ What are the eight steps of Kotter's Change Management Model?
- ✓ What is the difference between "ideation" and "innovation"?
- ✓ What SCAMPER stands for? Can you name any other ideation techniques?
- ✓ What are some practical actions that a leader should perform to help their team succeed?



Do you have any questions?



What will you keep from
today's training?

Training Evaluation



List of References

- Fuchs, J. (2023, June 16). Entrepreneur mindset. HubSpot Blog. <https://blog.hubspot.com/sales/entrepreneur-mindset>
- Persona Talent. (2024, February 27). Entrepreneurial mindset. from <https://www.personatalent.com/development/entrepreneurial-mindset>
- Indeed. (2023, February 4). Initiative skills. <https://www.indeed.com/career-advice/career-development/initiative-skills#:~:text=Try%20to%20notice%20changes%20in,and%20techniques%20for%20taking%20initiative>
- Paul, R. (n.d.). Entrepreneurial idea generation: Understanding this key step in the process. Retrieved March 20, 2024, from <https://startupmindset.com/entrepreneurial-idea-generation-understanding-this-key-step-in-the-process/>
- Willink, J., & Babin, L. (2015). Extreme ownership: How U.S. Navy SEALs lead and win. St. Martin's Press.
- Consuunt. (n.d.). Kotter's 8-step model. Retrieved March 20, 2024, from <https://www.consuunt.com/kotters-8-step-model/>
- Gerber, M. E. (1995). The E-myth revisited: Why most small businesses don't work and what to do about it. HarperCollins Publishers.
- Gerber, M. E. (2008). Awakening the entrepreneur within: How ordinary people can create extraordinary companies. HarperCollins Publishers.
- Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Publishing Group

List of Suggested Resources for Self-Directed Learning

- [The Entrepreneur Mindset: How to Unleash Your Potential \(hubspot.com\)](https://www.hubspot.com)
- [Entrepreneurial Mindset - NFTE](#)
- [The Entrepreneurial Mindset: What Is It And How Do You Develop It? – Persona \(personatalent.com\)](https://personatalent.com)
- [The Entrepreneurial Process - The Duke Entrepreneurship Manual](#)
- [What is Ideation? Definition, Process, Importance and Strategy Best Practices - IdeaScale](#)
- [What is ideation, the business idea generation process? - Dr David Bozward](#)
- [Supporting Entrepreneurship and Innovation in Higher Education in The Netherlands | READ online \(oecd-ilibrary.org\)](https://oecd-ilibrary.org)
- [Facing uncertainty: An entrepreneurial view of the future? | Journal of Management & Organization | Cambridge Core](#)
- [Resilience, Adaptability, and Learning: Keys to Entrepreneurial Success \(aaronhall.com\)](https://aaronhall.com)
- [10 Characteristics of Successful Entrepreneurs | HBS Online](#)
- [Essential Guide to Strategic Planning | Smartsheet](#)



Entrepreneurial Mindset and Key Skills for All

Thank you!



Co-funded by
the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.