



MODULE 2

Teaching Entrepreneurial And Creative Thinking: Entrepreneurial Mindset And Creative Flow

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Objectives:

- Understand the essence behind and the importance of an entrepreneurial mindset.
- Analyse the feasibility of a new venture business concepts by means of an entrepreneurial toolbox.
- Brainstorm ideas for new and innovative products or services through financial, marketing, technological and political feasibility, and sustainability.
- Understand the logical need for creativity and apply the structured creativity process.
- Elaborate upon the importance of creative thinking in tackling global challenges as well as in everyday problem-solving scenarios

MODULE 2

Teaching Entrepreneurial And Creative Thinking: Entrepreneurial Mindset And A Creative Flow





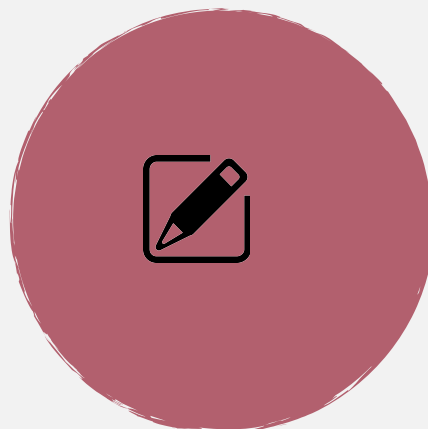
1. Entrepreneurial mindset development



2. Business idea generation and evaluation through entrepreneurial toolbox application



3. Creative thinking specifics



4. Creative techniques evaluation and application

TOPICS



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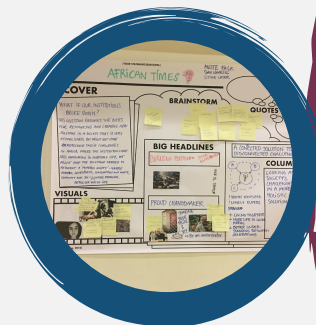
Pair grouping

Count 1, 2; 1, 2 and thus you shall have all random pairs



Time to share

Every person talks 4 minutes about him/herself and the other one listens actively.



On stage

Each person presents the other one for 3 minutes on stage to the rest of the group.

Ice-breaking activity

Step into each other's shoes



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At the heart of the Lisbon strategy: ensure that the proportion of women in active employment exceeds 60% by 2010.

The entrepreneurial potential of women constitutes an underdeveloped source of economic growth and of new jobs

Women constitute, on average, 30% of entrepreneurs in the EU.
(36% start-ups
20% industry)

They often face greater difficulties than men in starting up businesses and in accessing finance and training.

It is essential to provide women the support they need in order to start-up and manage their own enterprise.

PROMOTING WOMEN ENTREPRENEURS IS WISE AND NECESSARY

When:

1. Controversial formal laws/policies, or Informal social practice, values and beliefs....

Allow members of certain social groups from getting equal access to:

1. Assets, opportunities & beneficiaries
2. Public goods, services & rights
3. Political voice and influence

Entrepreneurship and (social) inclusion



ENTREPRENEURIAL MINDSET DEVELOPMENT

TOPIC 1



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Topic overview

- The **entrepreneurial mindset** is defined to be the mode of thinking that helps people achieve their goals (in terms of creating, developing, and running their business).
- The **active and dynamic mindset** are the core of what makes successful entrepreneurs strive for more challenges, accept failure as a new beginning and opportunity to succeed in the future far better.
- Within the framework of this topic the trainees shall learn **how to practice the set of skills** that entrepreneurial mindset as such entails: 1) ability to confront self-doubt; 2) accountability; 3) resilience and 4) willingness to experiment.

ENTREPRENEURIAL MINDSET DEVELOPMENT



What is Entrepreneurship?

Entrepreneurship refers to an individual's ability to turn ideas into action (Commission)

- *creativity,*
- *innovation*
- *risk acceptance,*
- *the ability to plan and manage projects in order to achieve objectives.*

(Council Recommendation on Key Competences for Lifelong Learning COM(2005)548)

ENTREPRENEURIAL MINDSET DEVELOPMENT



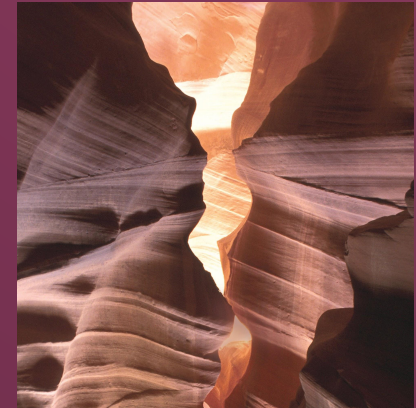
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Entrepreneurship and beyond

- “Entrepreneurship is a way of thinking, reasoning and acting that is opportunity obsessed, holistic in approach and leadership balanced.”
- Entrepreneurial qualities
 - commitment and determination, leadership, opportunity obsession, tolerance of risk, ambiguity and uncertainty, creativity, self-reliance and ability to adapt, and the motivation to excel, ability to use failure experience as a way of learning

ENTREPRENEURIAL MINDSET DEVELOPMENT



Women in Entrepreneurship – possible stumbling stones

As women, some face, emotional and physical abuse

Sexual abuse

Divorce

Death of a loved one, whether through sickness or violent death

Diagnosed with HIV/aids

Children that you have invested so much in, but have not turned out the way you desired

Rejection



ENTREPRENEURIAL
MINDSET
DEVELOPMENT



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The importance of empowerment

The beginning of empowerment is in the ability to deal with your hurtful past and present and the forging ahead towards a brighter future.

Entrepreneurship is about creativity; it's about giving birth to a business dream. It means you thread on grounds where others have feared to thread. Its about risk taking. It's about believing in yourself.

ENTREPRENEURIAL MINDSET DEVELOPMENT



Ability to confront self-doubt

Growing beyond fear and hesitation



SAY STOP

Avoid falling in despair and quit those negative thoughts.



TALK TO SOMEONE ABOUT IT

Let your thoughts and feelings out into the light by sharing them.



GET OUT OF THE COMPARISON TRAP

Follow your own pathway, not the one of others.



KEEP A JOURNAL

Keep a realistic record of your life and continuously reflect.



IT IS NOT ALWAYS ABOUT YOU

People often talk about other people or things, do not find in their words something they never said/meant.

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Accountability



It describes a willingness to accept responsibility for our own actions and their impact.



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Resilience

What is it?



Resilience is what gives people the psychological strength to cope with stress and hardship.



It is the mental reservoir of strength that people are able to call on in times of need to carry them through without falling apart.



Resilient people are able to utilize their skills and strengths to cope and recover from problems and challenges. Such problems and challenges may include job loss, financial problems, illness, natural disasters, medical emergencies, divorce, or the death of a loved one.

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What makes people resilient?

And how can it be nurtured further?

- Mix of personal characteristics and skills:
- Four personal characteristics that contribute to 'natural' levels of resilience:
 - Self-Belief
 - Purposefulness
 - Adaptability
 - Social support (how much you develop it)
- The skills & strategies to further enhance resilience levels can be developed through training, self-development etc.

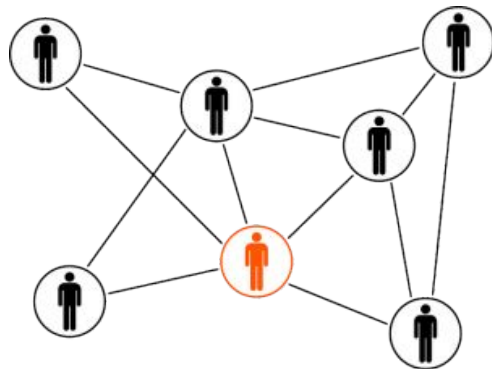
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Supportive social networks

- Being independent doesn't mean being isolated
- Take responsibility for keeping in touch
- Build strong relationships that survive infrequent contact
- Nurture your informal social networks



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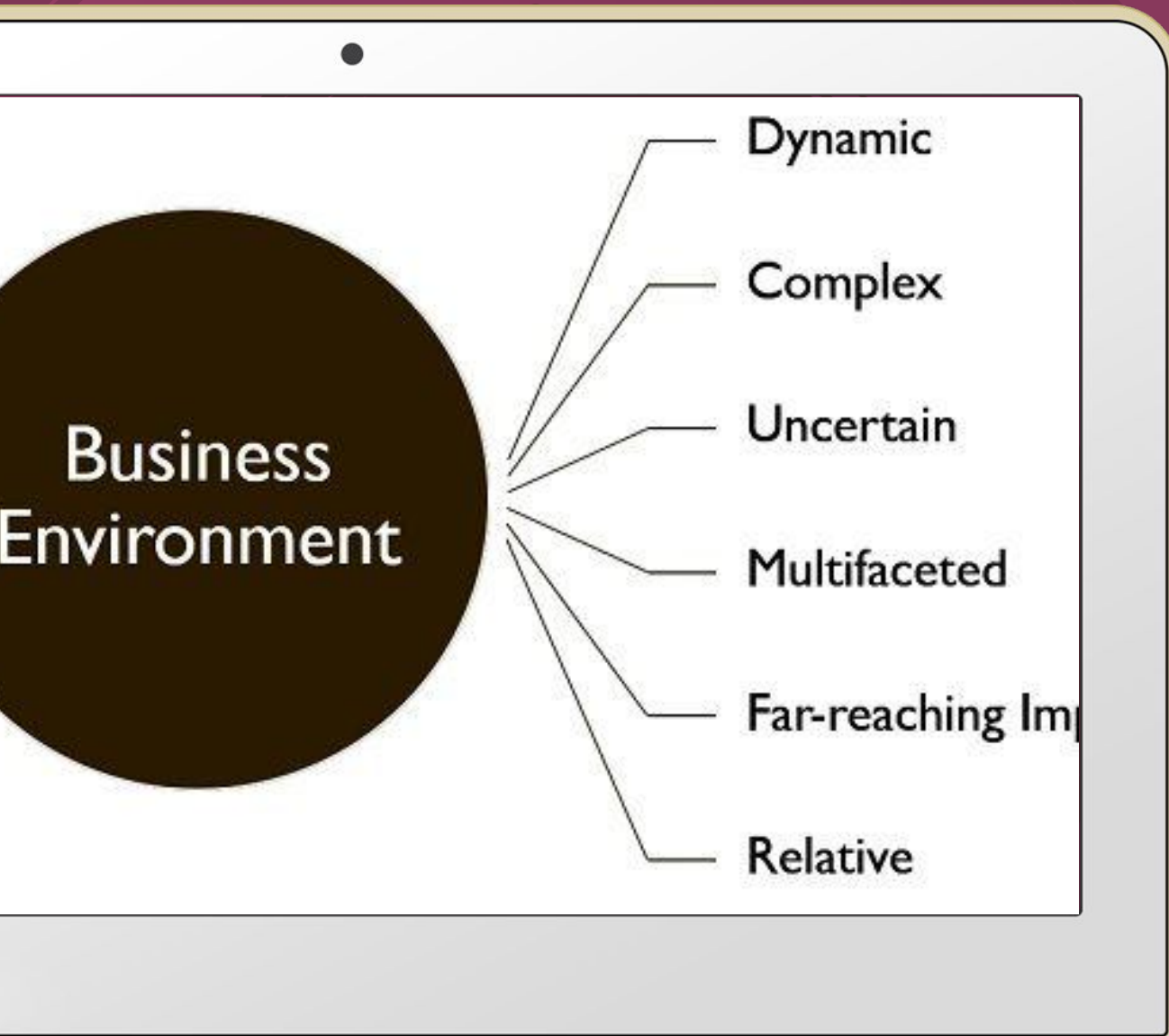
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TOPIC 2





Analyzing the environment

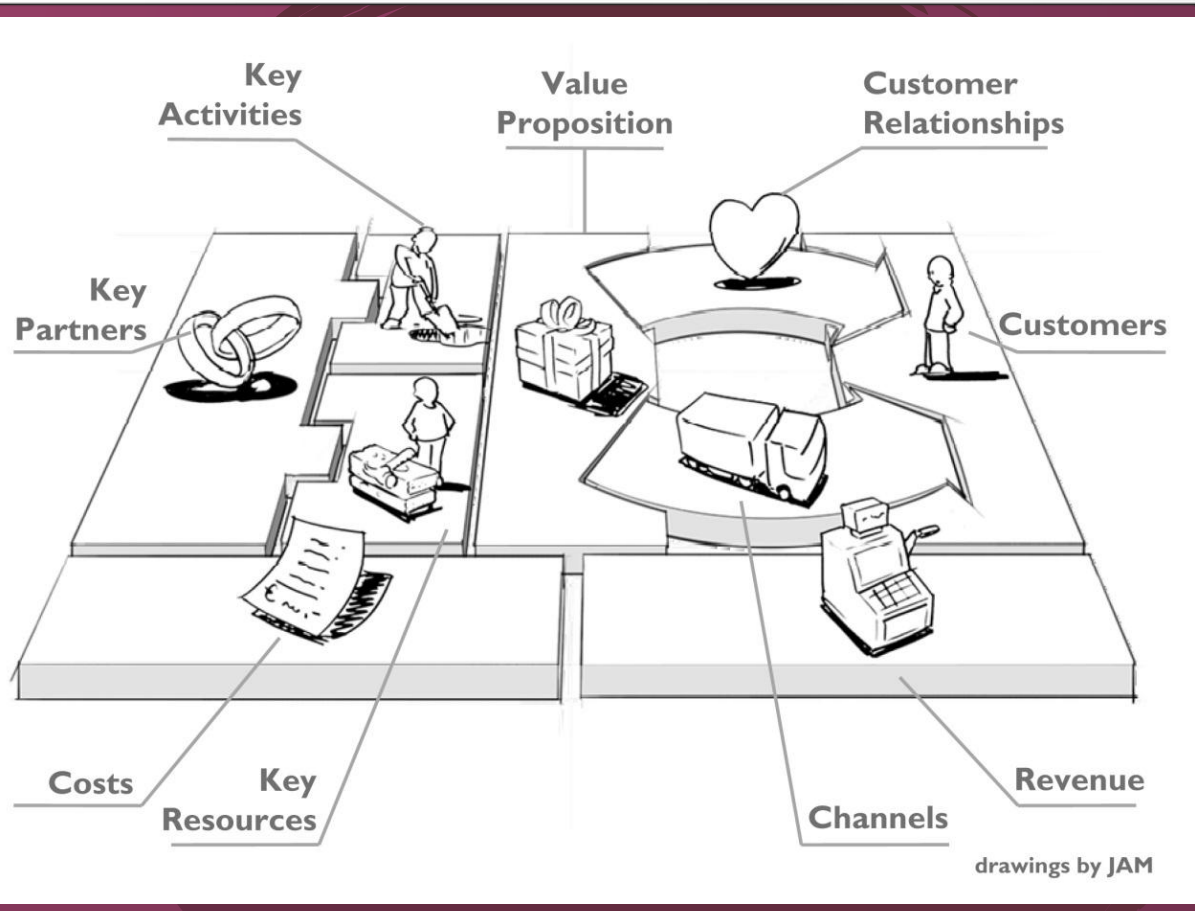
Outside –in and inside-out

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Business Model Canvas

Idea generation



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Outline

- Business in complex times
- Business Model Canvas
- How can I innovate?



**BUSINESS IDEA
GENERATOR**

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Business modeling – USR for every entrepreneur

The right business model can tip the balance of success...

...it will diversify the risk associated with the infinite ROI problem

...it will help you navigate around 500lb gorillas

BUSINESS IDEA GENERATOR



Osterwalder & Pigneur, 2010

- A business model describes the rationale of how an organisation **creates value, delivers value** and **captures value**



**BUSINESS
IDEA
GENERATOR**

Activity: Business Model Canvas

[illegible]

BUSINESS IDEA GENERATOR

The Nine Building Blocks

Creating the core

1. Key partnerships
2. Key activities
3. Key resources
4. Value proposition
5. Customer segments
6. Customer relationships
7. Channels
8. Revenue streams
9. Cost structure



BUSINESS IDEA GENERATOR

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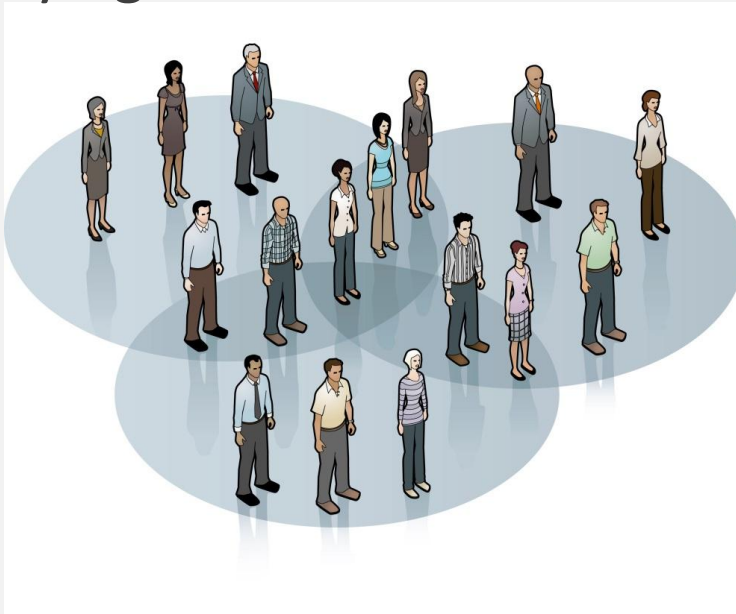
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Customer Segments

Who are all the people and organizations for which you are creating value?

These can be both paying and non-paying customers.



BUSINESS IDEA GENERATOR

Customer Relationships

- What type of relationship does each of our Customer segments expect us to establish and maintain with them?
 - Personal assistance
 - Dedicated personal assistance
 - Self-service
 - Automated services
 - Communities
 - Co-creation



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Value Proposition

- Which customer needs are we satisfying?
- What value do we deliver to the customer?



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IDEA
GENERATOR**

Key Partnerships

Who can help us leverage our business model?

Who would be interested in our users?



BUSINESS IDEA GENERATOR



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Key Activities

What are the most important activities an organization must do to make its business model work?



**BUSINESS
IDEA
GENERATOR**



Key Resources

What key resources does our organization require in order to provide the service/product?

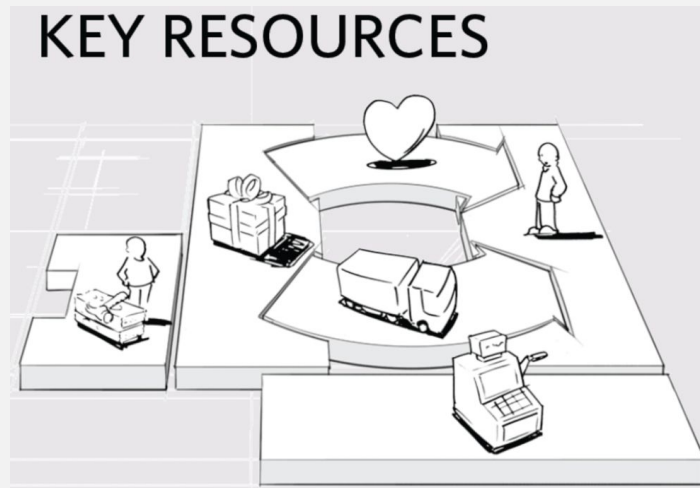
Physical

Intellectual

Human

Financial

Technological



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Channels



- Through which channels do our Customer segments want to be reached?
- How are we reaching them now?
- How are our Channels integrated?
- Which ones work best?
- Which are most co-efficient?
- How are we integrating them with the customer routines?

BUSINESS IDEA GENERATOR



Revenue Streams

- To be in business, sooner or later someone has to pay us. Who is that?
- Probably the person who actually benefits most from the product/service - and it may not be the person using it!



BUSINESS IDEA GENERATOR

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COST STRUCTURE

WHAT ARE THE MOST IMPORTANT
COSTS INHERENT IN OUR BUSINESS
MODEL?



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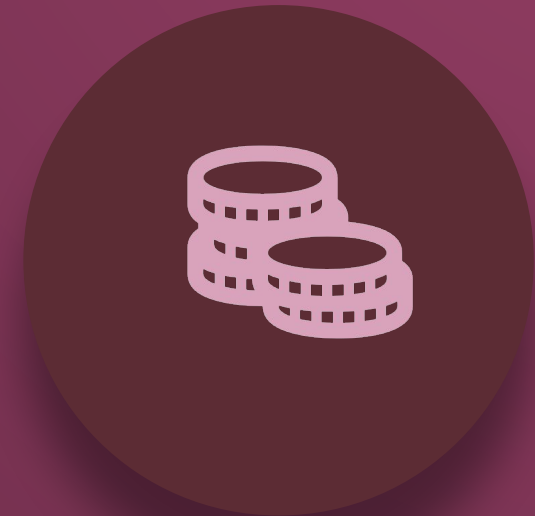
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Topic overview

- Within this theme there shall be explored and discussed the following significant steps of starting and sustaining the entrepreneurial expedition:
- **Preparation:** Here the background information, the current status quo and the brought in experience and knowledge by the entrepreneur are being analysed. This is the phase where an entrepreneur observes the political, economic, social, technological, and legal trends.
- **Incubation:** The idea exploration or diving into the problem/issue at stake that need to be solved.
- **Insight:** The “aha moment” (Eureka) when the solution to a problem is seen or an idea is born.
- **Evaluation:** Thorough analysis and scrutinizing of the idea.
- **Elaboration:** Everything is set in motion, translated into implementation with all details worked out. The idea is transformed into a product, a service, or a business concept.

COST STRUCTURE



- We hire solutions to get jobs done
- For the job of oral maintaining healthy teeth and gums we
 - hire dentists and associated instruments of torture
 - hire toothbrushes & toothpaste
- We create value when we allow customers do achieve a given job quicker, easier and/or at lower cost

"People don't want to buy a quarter-inch drill. They want a quarter-inch hole!"

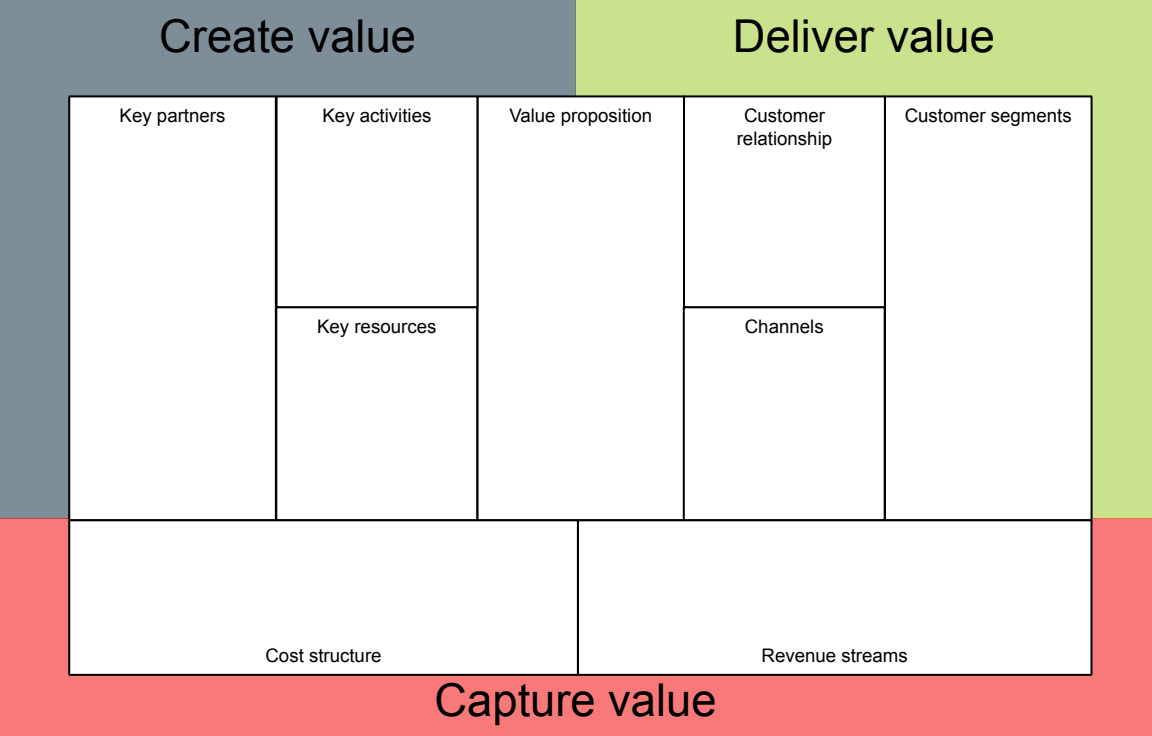
Theodore Levitt

the job of maintaining healthy teeth and gums well-served with existing solutions?



COST STRUCTURE

Create, deliver, capture



COST
STRUCTURE

www.businessmodelgeneration.org



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To keep searching for further questioning

Does your target opportunity have a prevailing model that can be challenged?

- Does that model maximise customer value?

Can you create new customer value by serving jobs-to-be-done more effectively?

- Utilise new channels to market? Different pricing models?

Are there aspects of the business model that are completely entrenched?

- Value proposition? Partnering?

Can you simplify delivery and/or value proposition to take out a whole chunk of costs?

It's all there for you!!!

COST STRUCTURE

Product / Service Overview

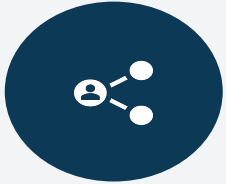
What specifically are you providing, selling, or doing that solves the problem and addresses the customers' jobs to be done?

What's the customer experience?

COST STRUCTURE



Business Model



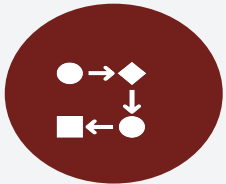
How will you create a robust business model?



How will you make money in sustainable ways?



What is your “unfair” competitive advantage that will create a control point for your business model?



Include a simple & intuitive diagram or image of how your business model works.

COST STRUCTURE



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Go to Market Strategy

- What is your “adoption strategy” to gain scale?
- Where will you start and how will you gain traction and expand over time?
- What real world realities will you face and how will they be addressed?
- Map out your game plan to show your short-, mid- and long-term approach to growth.

Short (Year 1)

Mid (Year 2)

Long (Year 3+)

10x Vision

**COST
STRUCTURE**

Customers

Product/Service

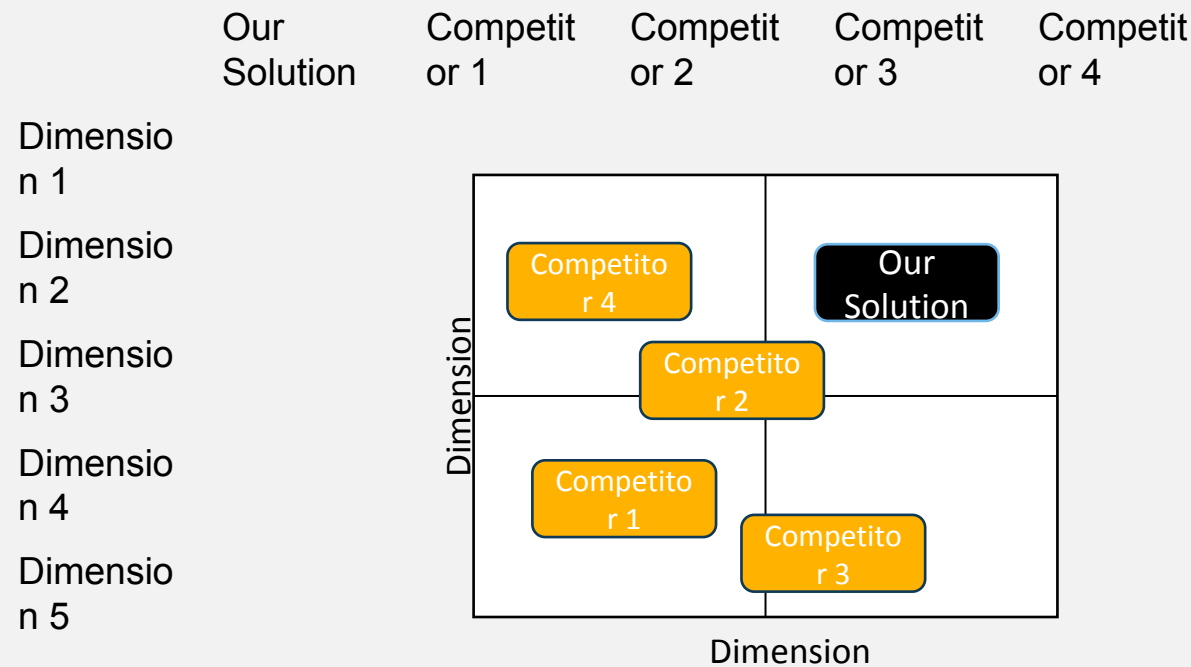
Business Model

Etc...

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Competition

- What is the competitive landscape?
- What choices to customers have as alternatives to your solution?
- Map the compelling difference in a way that clearly highlights the competitive landscape and why you stand out.



COST STRUCTURE



Competitive advantage

What makes your solution 10x better than the competition?

What will give you an unfair competitive advantage over other alternative solutions?

What qualitative or quantitative data do you have that supports this?

COST STRUCTURE



Financials

What are your 5-year base, best, & worse case projections, and the key assumptions behind them?



Is there a clear line of sight between your financials and your business model?

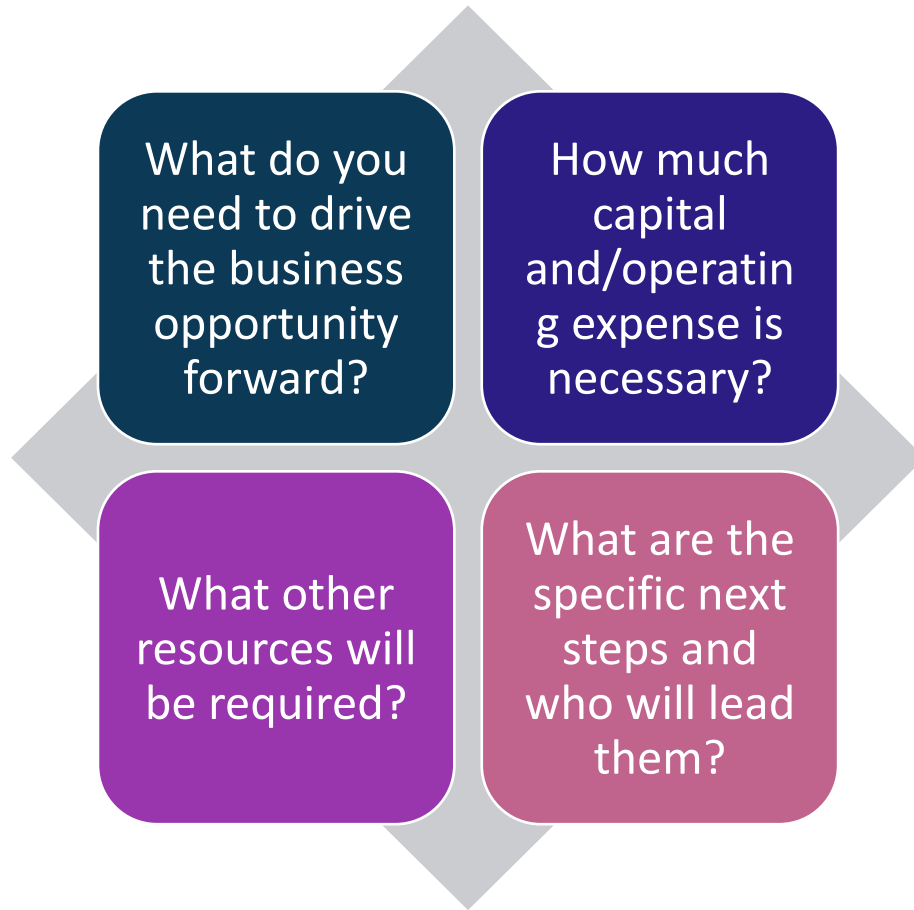


Are different types of revenue, services, and costs all accounted for?

COST STRUCTURE



The Ask



COST STRUCTURE



CREATIVE THINKING SPECIFICS

TOPIC 3



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Topic overview

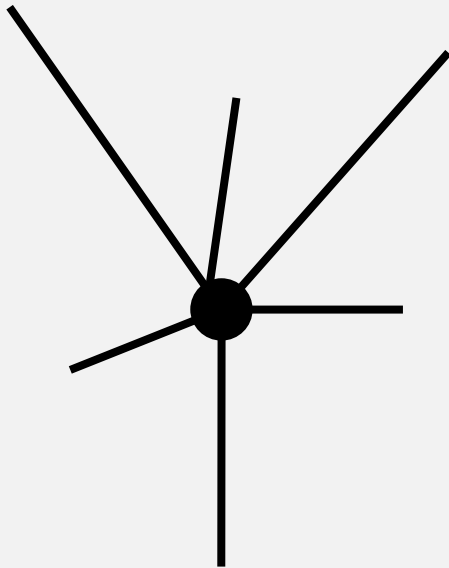
- When it comes to creativity, there is an abundance of perspectives on how it can be viewed such as:
- “Creativity is the capacity to generate new and valuable ideas for products, services, processes and procedures” Martins and Terblanche
- “Creativity is the ability to produce work that is both novel (i.e. original) and appropriate (i.e., useful)” Sternberg
- Within this topic the creative thinking as a skill that enables people to come up with original and unconventional ideas shall be explored. A person who knows the importance of creative thinking is open-minded in approach. Their assumptions are unbiased, they possess the problem-solving ability, and are impactful verbal and written communicators. They can analyse a brief and distil it to its essence.

TOPIC 3



Testing your creativity

What might this be?



**CREATIVE
THINKING
SPECIFICS**



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Solving a problem by generating ideas

it can be done in more ways:

*traditional logical thinking,
also known as*

vertical thinking:

*it is **selective***

*(and kind of easy, because
you've been trained to use it)*

*creative thinking
or*

lateral thinking:

*it is **generative***

*(and kind of difficult,
because
you've been trained not to
use it)*

CREATIVE
THINKING
SPECIFICS

*they are **complementary**, not opposites*

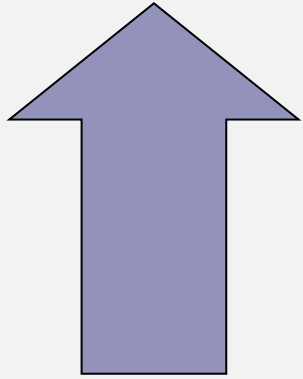


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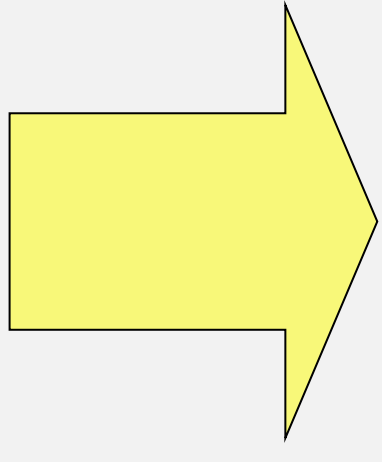
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Vertical versus lateral thinking



Vertical thinking

moving straight ahead



Lateral thinking

moving sideways

**CREATIVE
THINKING
SPECIFICS**

Logical steps

'vertical thinking'

it's a step-by-step process

each step must be justified

it uses relevant information

it's about proving or developing the patterns in your mind

it is analytical

it's used to dig a hole deeper

CREATIVE THINKING SPECIFICS



Creative structures

'lateral thinking'

it's a deliberate process towards insight

it's about looking in a different way

it can use irrelevant information

it can make leaps

it's restructuring, provoking and escaping from the patterns in your mind

it's used to dig a hole in a different place

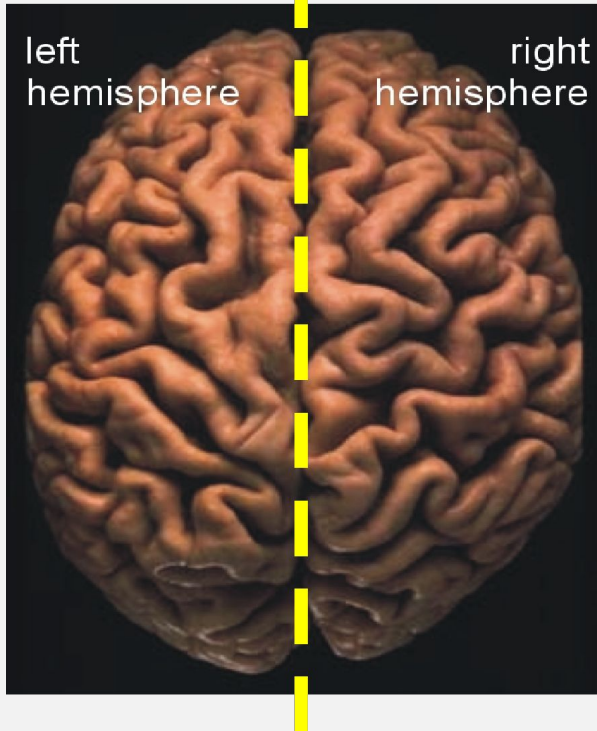
CREATIVE THINKING SPECIFICS



Brain structure

coordination
right-half body

- *digital*
- *information processing*
- *dominant !!*
- *verbal*
- *logical*
- *pattern-user*



coordination
left-half body

- *analogue*
- *information processing*
- *submissive !!*
- *non-verbal*
- *intuition*
- *pattern finder*

CREATIVE THINKING SPECIFICS



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Essential for Creativity



OPEN CHALLENGES



REWARD IS IN THE
PROCESS



EXPLORATIVE BEHAVIOUR

CREATIVE THINKING SPECIFICS



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Creativity is...

CREATIVE THINKING SPECIFICS

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Question

Define Creativity?



**CREATIVE
THINKING
SPECIFICS**



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Academics

“Creativity results from the interaction of a system composed of three elements:

- a culture that contains symbolic rules,*
- a person who brings novelty into the symbolic domain,*
- and a field of experts who recognize and validate the innovation.”*

Mihály Csíkszentmihályi

“Creativity is the capacity to generate new and valuable ideas for products, services, processes and procedures”

Martins and Terblanche

“Creativity is the ability to produce work that is both novel (i.e., original) and appropriate (i.e., useful)”

Sternberg

“Creativity is the set of qualities of products or responses that are judged to be creative by appropriate observers.” Amabile

CREATIVE
THINKING
SPECIFICS



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Others

"Being creative is seeing the same thing as everybody else but thinking of something different"

Anonym

Creativity is inventing, experimenting, growing, taking risks, breaking rules, making mistakes, and having fun." Mary Lou Cook

"Creativity is allowing yourself to make mistakes. Art is knowing which ones to keep." Scott Adams,

American Cartoonist

"Every act of creation is first of all an act of destruction." Pablo

Picasso

"The creation of the new or the re-arranging of the old in a new way." Mike Vance, Walt Disney Corporation

"Creativity involves breaking out of established patterns in order to look at things in a different way." Edward de Bono

CREATIVE THINKING SPECIFICS



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Creativity is... a state of mind

Geoff Marée

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Question

*What creative **role models** do you have?*

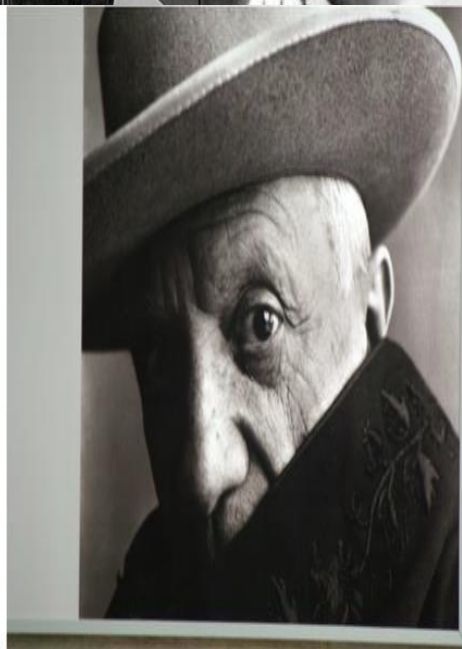


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CREATIVE TECHNIQUES

TOPIC 4



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Creativity techniques

Challenge
assumptions

Analogy

Another
entry point

Superhero

Personal
analogy

Lucky shot

Incubation

Scenario
fantasy

CREATIVE TECHNIQUES



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Challenge assumptions

track them down and challenge them

*How to arrange those shapes into
one overall shape that is easy to
describe?*



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Analogy

Frog toe



CREATIVE TECHNIQUES



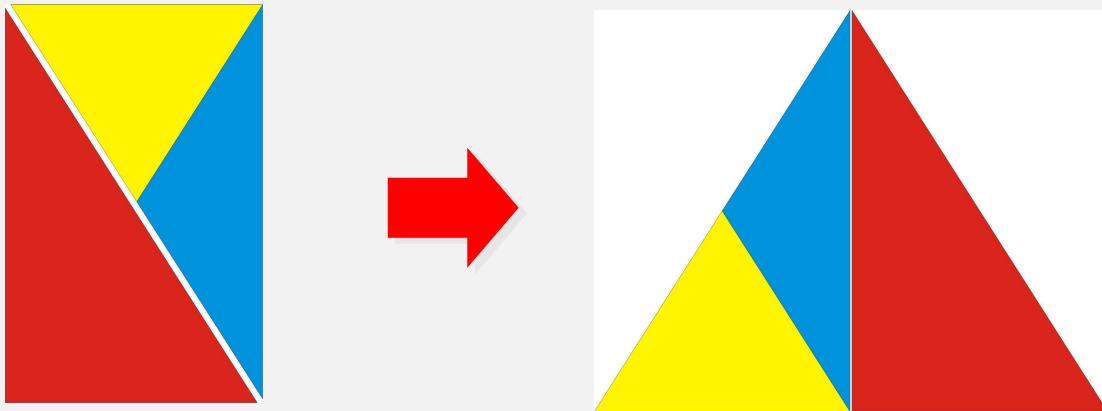
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Choose another entry point

Divide a triangle into three parts in such a way that the parts can be put together again to form a rectangle or square...



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Superhero

How would Spiderman solve the problem?

Or Trump?

Or Cher, or?



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Personal analogy

example: clay pigeon



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Lucky shot



CREATIVE TECHNIQUES

*mountain, beer, monkey,
Friday,\$,strong,blue,home,tired,*

*1984, Amsterdam, supercalifragilistic-expialidosious,
Hopmans, €, hospital,
Mom, or....*

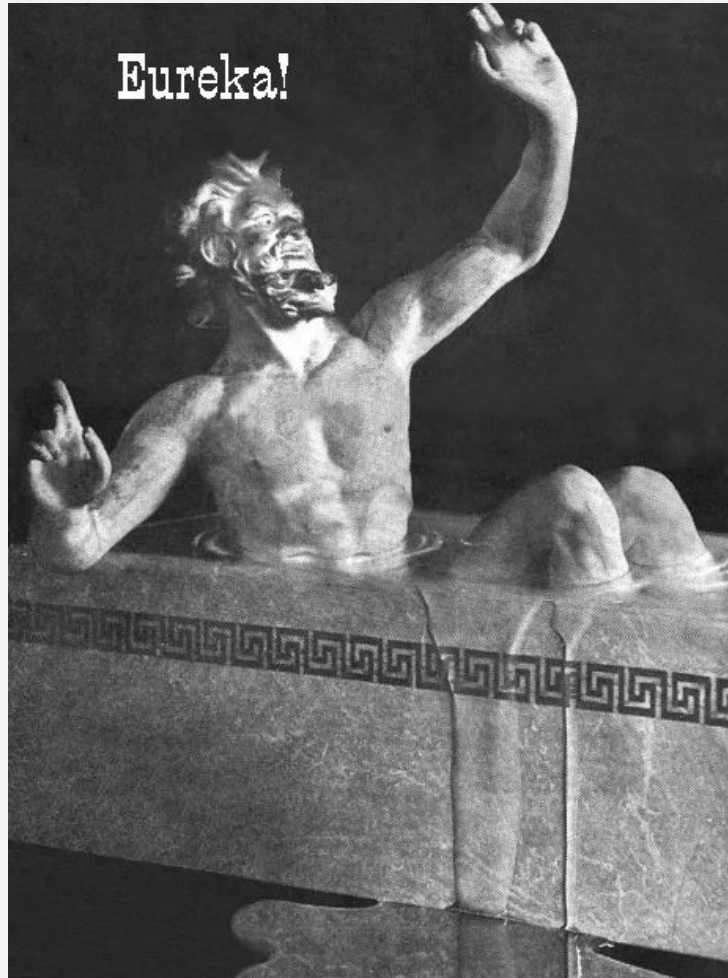
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Incubation



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Scenario fantasy



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Chindogu



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Chindogu society;
<http://chindogu.com/chindogu/>

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CREATIVE TECHNIQUES IN GROUP PROCESSES

FACILITATE, DISCUSS, BRAINSTORM,
GENERATE AND EVALUATE IDEAS, CREATE
AND DESIGN

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Topic overview

- “Creativity is inventing, experimenting, growing, taking risks, breaking rules, making mistakes, and having fun.” Mary Lou Cook
- “Creativity involves breaking out of established patterns in order to look at things in a different way.” Edward de Bono
- As seen from the definitions above, here one will learn what the framework for applying creative techniques is. Through a lot of practice there shall be mastered divergence and convergence tools for finding new ideas and using different techniques to build concepts out of the ideas. The trainees will learn specific tricks to exercise control over Ideation as facilitators. They will also develop ownership of a toolbox of creative techniques which to be used in diverse processes for solving individual as well as team problem statements in the daily working environment.

TOPIC 4



The essence of the World Café

The purpose of any World Café is facilitating for large group dialogue.

The very first World Café was the spontaneous result of a meeting at the house of Brown and Isaacs in California in 1995.

According to its founders it is “more than a method, a process or technique – it’s a way of thinking and being together sourced in a philosophy of conversational leadership”.

CREATIVE TECHNIQUES IN GROUP PROCESSES



World Café

- The World Café is based on seven design principles:

- (1) setting a clear context (i.e. reason and goal of the meeting should be clear);
- (2) creating a hospitable space;
- (3) exploring questions that matter;
- (4) encouraging everyone's contribution;
- (5) connecting diverse perspectives;
- (6) listening together for patterns and insights;
- and (7) sharing collective discoveries.



CREATIVE TECHNIQUES IN GROUP PROCESSES



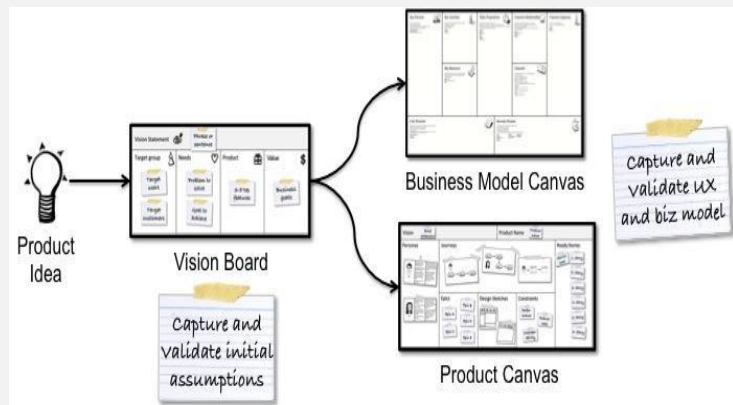
The Idea Canvas

a design tool that helps workshop participants express their story (the story to be told is not necessarily that of an end user of the specific service);

it is recommended to include staff members/employees of the service supplier and possibly other stakeholders as well

It is a tool to describe, analyze and (make a first step to) solve problems.

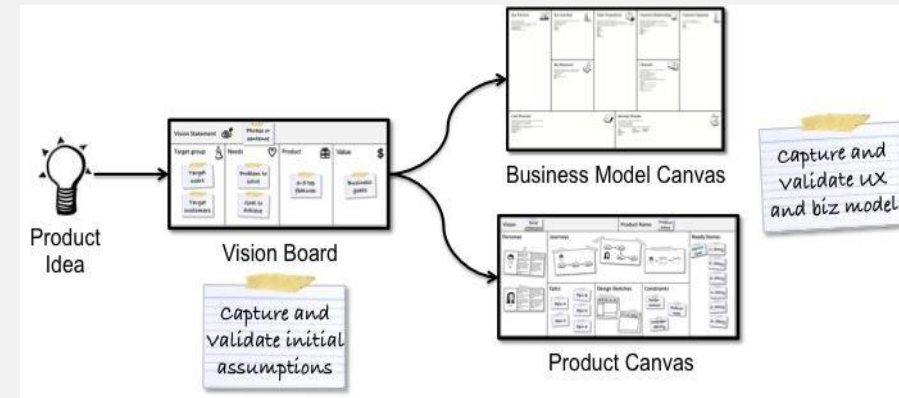
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CREATIVE TECHNIQUES IN GROUP PROCESSES

The Idea Canvas



An Idea Canvas is a large canvas (or piece of paper) that invites the participants to tell their story by asking them to come up with a title/slogan for the story, a description of the story heroes, a plot, a final scene, highlights, dramas, a happy ending and even props.

It is an iterative process:
props are added or removed depending on the dramas and highlights. Characters may be added or dismissed in the process, etc.

It offers the opportunity **to present and compare different concept directions clearly and easily.**



Customer Journey Mapping



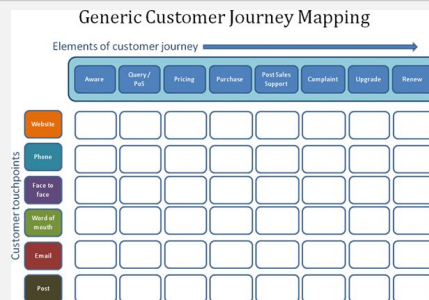
Customer journey mapping is a technique used to inquire into customers' experiences while actually 'consuming' a service.



This reveals the needs and wishes of customers in a way that would not be possible through a standard question-and-answer styled interview.



A customer journey study may be used to inquire into customers' experiences of primary processes (e.g. a visit to a theme park or attending a concert) as well as secondary processes (e.g. checking in and embarking on an airplane). The outcomes can be used to improve the experience of the specific product/service.



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Customer Journey Mapping

The four step approach:

- acquire customer insights,
- concept development,
- implementation and baseline measurement,
- secure new policy and follow-up through constant measurement of customer satisfaction (quantitative).

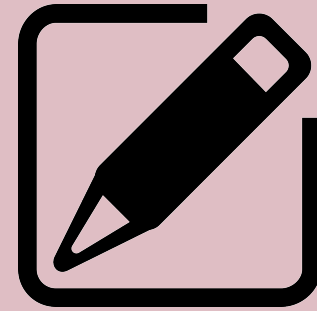


CREATIVE TECHNIQUES IN GROUP PROCESSES



Time to practise!

- Two practical activities learners can carry out to put into practice what they have learned in this module.
- Activity 1
 - Business model canvas design on a practical case study introduced throughout the training.
- Activity 2
 - Testing two creative techniques on a practical example



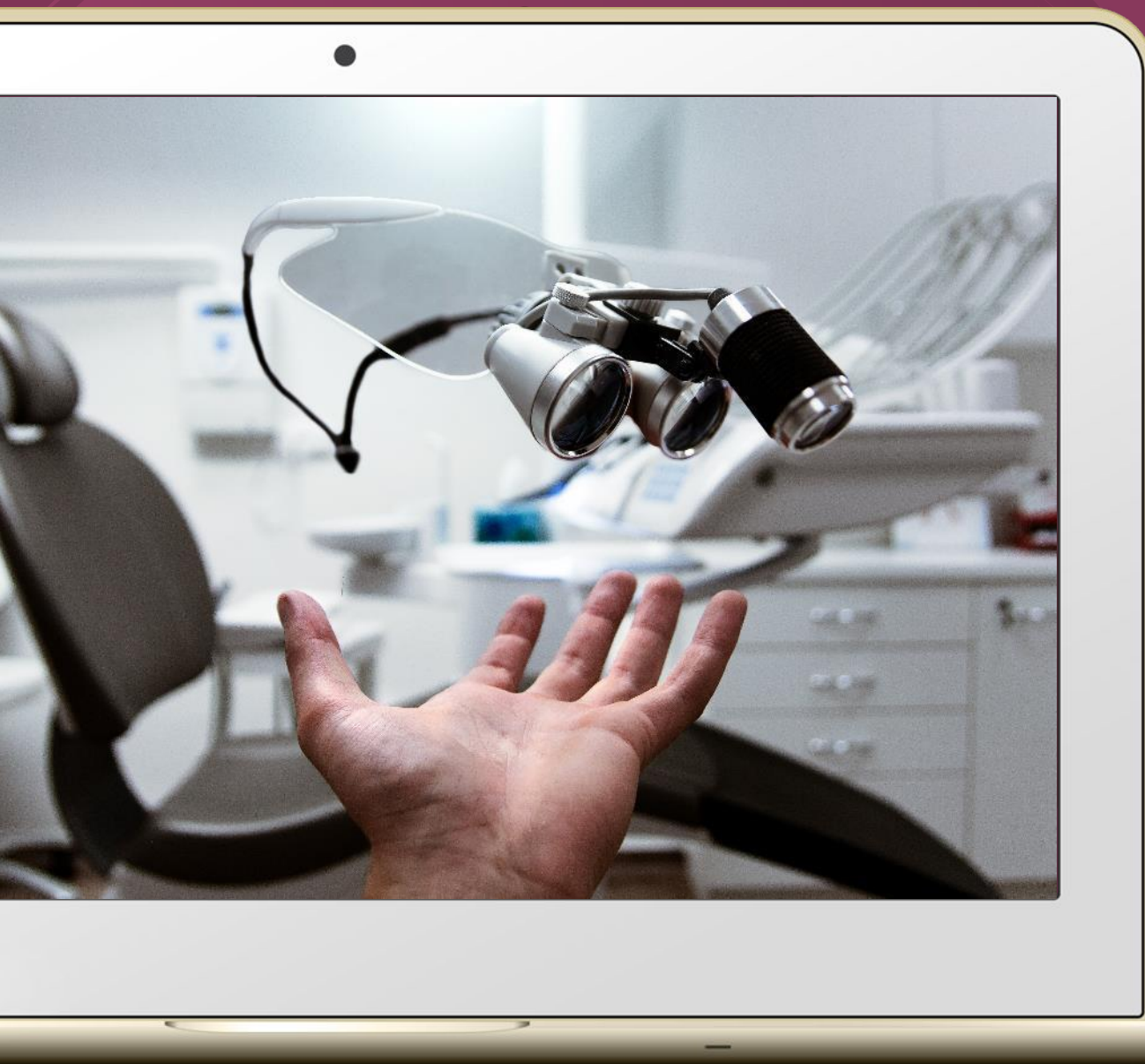
This module is designed for adult educators and trainers who will work with future entrepreneurs and start-up generators. It is a module for those who would like to devote their attention to the method of creatively developing project entrepreneurial mindsets and business idea facilitators.

The module is designed as a set of dynamic and co-creative sessions where critical and creative thinking have been embedded.

The format of the module is experiential, and interactive along with discussions, individual and team exercises. The participants will receive a workbook with diverse tools, session summaries, and descriptions of activities used. Resources to deepen understanding and practice will be shared for further study.

Wrap-up





QUESTIONS?

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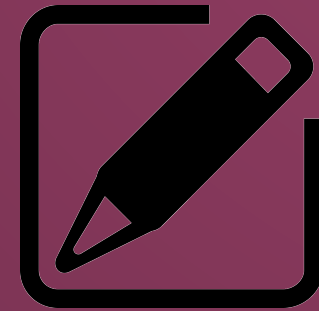
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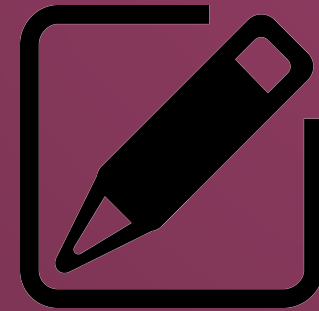
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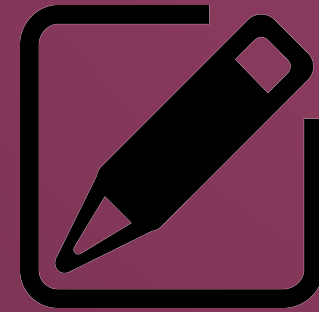
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