



INSPIRE

PLAY YOUR ROLE IN SOCIAL ENTREPRENEURSHIP

Innovative Serious Play for Identifying
your Role in Social Entrepreneurship

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LEARNING TRAINING GUIDE FOR CAREER DEVELOPMENT AND PSYCHOMETRIC METHODS



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Why read this Guide?

Main objective

to INSPIRE young people to create strong TEAMS and work complementary together to ensure the success of their Vision and Social enterprise.

Additionally will help them learn:

- 1) What is career choice and development
- 2) How this is led by your personality skills and competences
- 3) Which are the main skills for an entrepreneur
- 4) Which are the main qualities and roles needed in the founding team of a Social enterprise
- 5) How to self-assess skills, personality and competences



Who should read this Guide?



youth trainers, career advisors, coaches

&



young people

They will both :

1. learn how to implement methods, activities or tools in order to assess their skills, competences and personality
2. found links and materials to implement the specific tools or activities



What's the content?

- Introduction to key concepts
 - Career development and vocational choice
 - Personality, Skills and competences, difference between hard and soft skills)
 - Entrepreneurship: skills, competences and roles
 - Team vs Groups
- Career development and Vocational choice
 - What is & some Popular career development theories
 - Most popular assessment methods and tools for career choice and development
 - How can these methods and tools be used for identifying your self as social entrepreneur
- Personality, skills and competences
 - How can they be identified?
 - What is psychometric tests & What do they measure?
 - When and how (which method) to apply psychometric tests?
 - How these tools can be used to identify your role in social entrepreneurship
- Working groups, teams and leadership in Social enterprises



Career Development & Vocational Choices

Career Development

- ***Is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future.***

In organizational development the study of career development looks at:

- how ***individuals*** manage their careers within and between organizations,
- how ***organizations*** structure the career progress of their members, it can also be tied into succession planning within most of the organizations.

Vocational Choices

- ***Vocational choice is the choice of a job or profession.***
- A realistic process frequently starts during the teenage years, with an analysis of strengths, personal interests, and hinderances in association with a chosen vocational framework.
- A mature vocational choice necessitates adequate self-understanding to suit personal interests and resources to the needs of and circumstances of a particular job or career.
- Self-understanding of the aforementioned, is an important characteristic for a mature vocational choice.



Career development theories

Roe's personality theory: claims that an individual's career choice is influenced by his/her interaction with his/her parents; the nature of this interaction would lead them to develop an orientation either toward or not toward people and to pursue either person-oriented or non-person-oriented jobs.

Self-concept Theory of Career Development formulated by Super and more recently by Savickas. This theory argues that "time and experience help shape the way a person values their careers and the goals they set". In this theory career development is disaggregated into five stages which are growth, exploration, establishment, maintenance and decline.

Bandura's Social Cognitive Career Theory (SCCT) which declares that "an individual's motives and behaviours are based on experience" and his/her view of his/her own abilities influences career choice.

Holland's Theory of Vocational Personalities in Work Environment, which is based on the idea that "career choice is based on personality", and it identifies six personality types; after the assessment of a person's personality the 3 letters code shaping by the capital letters of the most relevant personalities reveal the person's interests which lead to career choice and satisfaction

Gottfredson's Theory of Circumscription and Compromise which describes the career choice as a procedure of elimination of occupational alternatives. Through childhood and adolescence, a person eliminates occupations while the role of compromise is also important.

Theory of Work-Adjustment (TWA) which is based on how the person correspond with the work environment and creates a continual process of career development and satisfaction for both sides the person and the organization-environment.

Activity 1, Part A

- Create map of your area of interest, locate enterprises, spot sports field, sights, administrative centers, identify characteristic of the population... place yourself in
- Write down an issue that troubles you in your neighborhood / community and which you would like to change
- What we wish to be done? What could YOU do?
- How can we devise a social enterprise with the goal to improve an issue that concerns our community?
- What about SDGs, did this information cross our mind at all?

Activity 1, Part B

- successful social enterprises are often set up and run by entrepreneurs who are...

write down the skills and qualities that this person might need in order to be successful

The key characteristics of a successful Entrepreneur



write YOUR names there where YOU believe YOU belong according to YOUR skills

FEEDBACK to Activity 1

Georgia- Indirect questions you end up having a result about your self

Asimina- I think the activity was great. In the beginning I was thinking that it was just a challenge for solving a problem but then I realized that it was for understanding how people behave in a group and what is

Asimina- The important thing after the activity was that the TEAM is very important in a social cause!

Leticia - most of the skills we have identified are soft-skills (which I think is an interesting point to reflect on)

Dora - Teams are a necessity when we wish to address social problems

Konstantina - I think that it was very interesting to try to provide solutions for problems existing in a certain area. And also it was very interesting the way the team worked (voluntarily taking up certain roles)

Asimina- Some improvements would be, Since we make it virtually to ask precisely who will answer a question in order not the same persons have to, or take anyway the speech. 2. To involve each participant in

Myrto - Thinking of everyday problems and their solutions was challenging. Also working in teams helped us to carry through with our ideas and be more openminded. It was an interesting activity.

maybe it is better to assess personality indirectly and not to ask directly about person characteristics

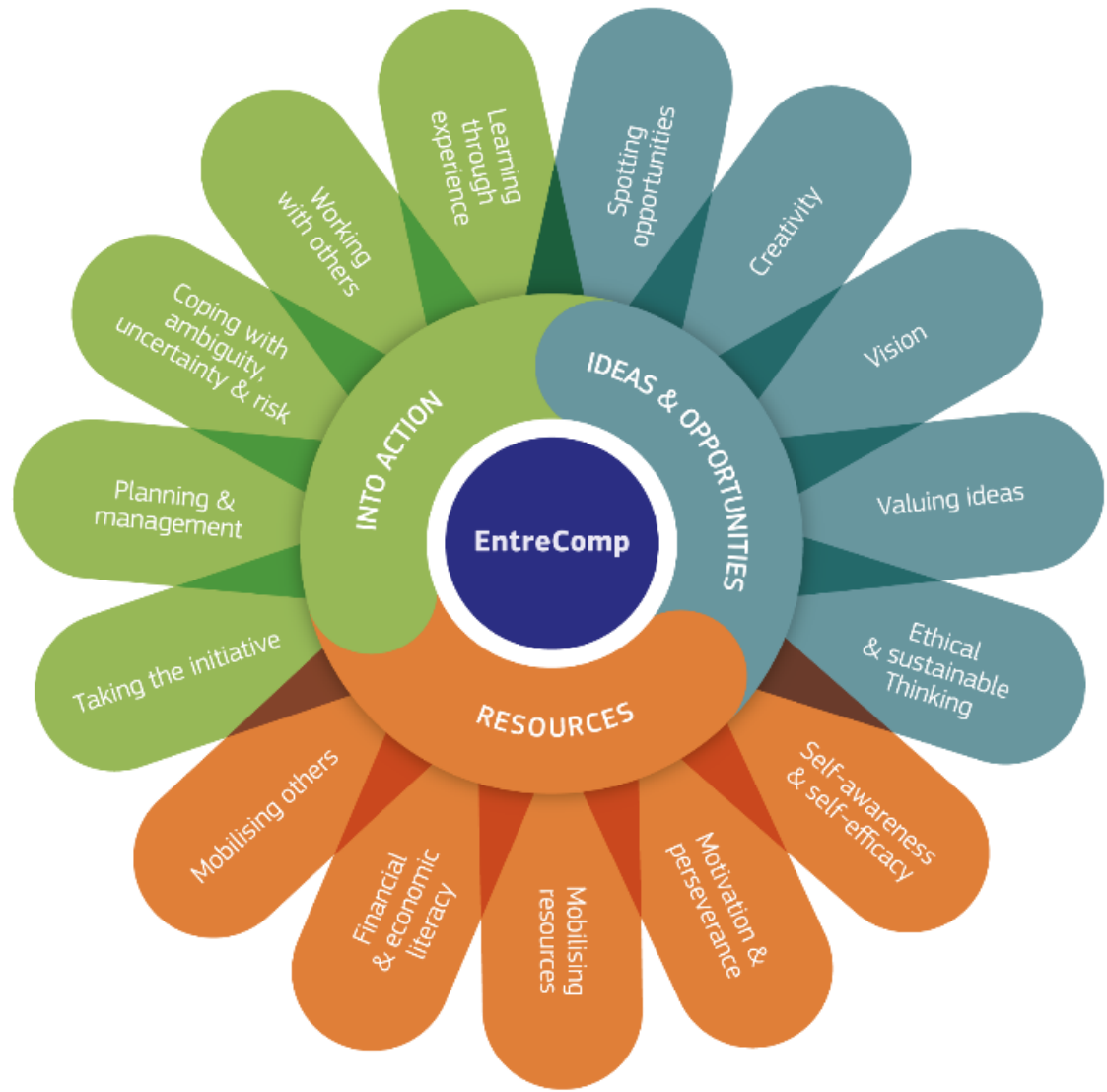
Alexander - Team composition is more important/complex than I thought

Andrea G- I think that it was useful to think about what different attributes we all have that can make us a good leader



Personality, Roles, Skills & Competences

Competences that make someone entrepreneurial





Personality, Skills & Competences

- the **personality** of an entrepreneur is defined by four main aspects, those being **motivation, traits, identities and skills**

A review of 50 empirical studies by Stephan & Andreana, 2017

- to be a great and successful social innovator the following skills are necessary: **leadership, optimism, grit, resilience, creativity and innovation, empathy and lastly emotional and social intelligence.**
- A social innovator can identify a social problem and use it in terms of entrepreneurial principles.

Sherman, 2011

- To achieve their visions, successful social entrepreneurs need to **take direct action and be directly engaged with their work.**
- Direct action includes important changes that social entrepreneurs want to see achieved by organizations, networks and infrastructures

“Seven Skills for Social Entrepreneurs,” 2018



Roles and Skills for successful participation in a social enterprise

Five main roles in the leading team of social enterprises

- The **Evangelist** : the main founder of the organization, the most passionate person about the mission of the organization and its fulfilment
- The **Scaling partner** : the one who makes the vision of the evangelist a reality. S/he thinks strategically and creates managing and creative systems that allows the team of the organization to thrive.
- The **Connector** : the one that fills all the gaps of evangelist. S/he maintains relationships with members of the community, target groups and especially funding partners.
- The **Program strategist** : the “expert” about the social issue that the organization is trying to resolve, s/he also understands how to produce a product or implement a program day to day.
- The **Realist** : the person who keeps the organization grounded, especially in terms of financial capacity. S/he works more as the financial officer.

Roles and Skills for successful participation in a social enterprise

Nine team – role contribution, Belbin

Action oriented roles	Shaper	Challenges the team to improve
	Implementer	Puts ideas into action
	Completer, Finisher	Ensures thorough, timely completion
People oriented roles	Coordinator	Acts as a chairperson
	Team worker	Encourages cooperation
	Resource Investigator	Explores outside opportunities
Thought oriented roles	Plant	Presents new ideas & approaches
	Monitor – Evaluator	Analyzes the options
	Specialist	Provides specialized skills



<https://www.youtube.com/watch?v=eFsA4wUf3I0>

Activity 2

- Based on the idea regarding the social issue they have selected you must now decide how to make a difference and what needs to be done to make their social enterprise successful
- Who will run the enterprise and why?
- Name your group members, what they are nominated to do? Why them?

The key characteristics of a successful Team



2nd Activity

Based on the idea regarding the social issue you have selected you must now decide how to make a difference and what needs to be done to make your social enterprise successful. Who will run the enterprise and

FSC team
Plant: Irene
Resource Investigator-Monitor
Evaluator: Mary
Team worker: Lena
Completer: Popi
Specialist: Dora

We think that all group members should be team-workers



CIP team

C.i.P. team, Georgia: coordinator because she is good at facilitating and implementing ideas. Also, team worker because she tries to find a bridge of communication among people.

C.i.P team, Eleuthera: Implementer, she turns ideas into a plan and a concrete set of actions. Furthermore, she is a completer, always optimizing and perfecting her work.

resource investigator

CHALLEDU team

Coordinator-Monitor evaluator

specialists - for construction based interventions

In our team we will have the citizens, who can be separated according to their skills





Some Assessment Methods

The Clifton StrengthsFinder, the results of this instrument provide the user with a set of strengths that can be applied to both career and academic pursuits

Myers-Briggs Type Indicator, the completed instrument places you in one of 16 personality types based on your preferences among pairs of characteristics. Is a four-letter code that explains how preferences combine to form interests, views, motivations and actions

DiSC.measures your patterns of behavior based on preferences and priorities. The theory behind this test is that everyone has a dominant characteristic or reference point. The four DiSC characteristics are dominance, influence, steadiness and conscientiousness. in your career and personal life

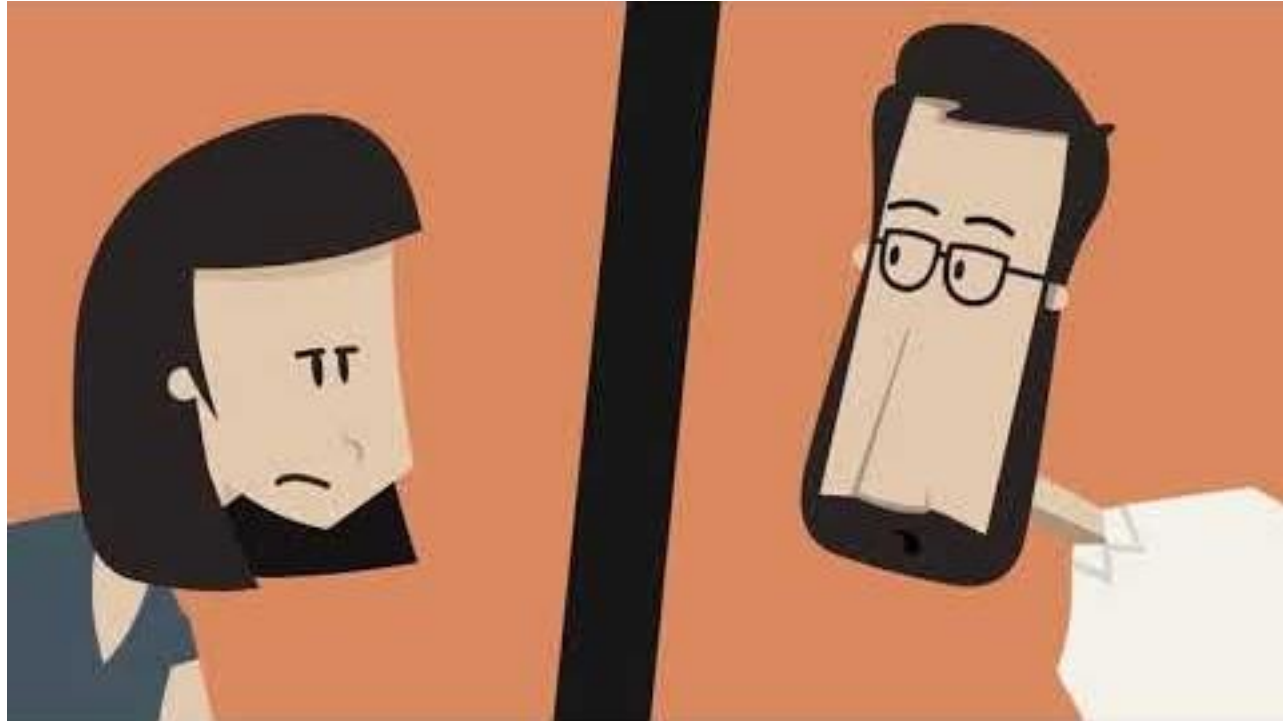
Strong Interest Inventory evaluates your work and career interests instead of your personality, skills or values, using the Holland codes as a basis for its assessment.

The Big Five Personality Traits Model, there are five main factors that determine human personality. Your results will rank where you fall on the dimensions of emotional stability, extroversion, openness, agreeableness and conscientiousness. These results can be used to better understand your work performance, organizational citizenship and job fit

The General Aptitude Test Battery, also known as the GATB, is a professional career aptitude test which measures nine different aptitudes and can be used to help assess the likelihood that you will be successful in specific careers or training programs.it refers to your innate ability to do well at tasks that require a specific type of skill



https://youtu.be/fNGa-_u7nQU



<https://www.youtube.com/watch?v=RoQi9Mvqip0>

Possible

NF
Valuing
Manifesting universal values and valuing people

NT
Visioning
Putting people with ideas in a optimistic future

<p>ENFJ Teacher "Smooth talking persuaders"</p>	<p>INFJ Coordinator "An inspiration to others"</p>	<p>INTJ Mastermind "Everything has room for improvement"</p>	<p>ENTJ Field Marshall "Natural leaders"</p>
<p>ENFP Champion "Giving life an extra squeeze"</p>	<p>INFP Healer "Noble service to aid society"</p>	<p>INTP Architect "A love of problem solving"</p>	<p>ENTP Inventor "One exciting challenge after another"</p>
<p>ESFP Performer "You only go around once in life"</p>	<p>ISFP Composer "Sees much but shares little"</p>	<p>ISTP Operator "Ready to try anything once"</p>	<p>ESTP Promoter "The ultimate Realists"</p>
<p>ESFJ Provider "Hosts & Hostesses of the world"</p>	<p>ISFJ Protector "A high sense of duty"</p>	<p>ISTJ Inspector "Doing what should be done"</p>	<p>ESTJ Supervisor "Life's administrators"</p>

Personal

Logical

SF
Relating
Including and Building Trustworthiness

ST
Directing
Action from a strategic perspective

Present



Assessment tools – Psychometric testing

- “Hidden” traits such as personality, intelligence, attitude, and beliefs are important characteristics to measure and assess, as as they infiltrate professional choices
- There are many forms of psychometric tests, with some of the most commonly used being: numerical /verbal /inductive /logical /deductive /diagrammatic reasoning, critical thinking, situational judgement.
- Advantages: *can support decision making related to assessments more objective. *They save time. *They're very easy to administer, they can be given to a group of people easily. * They are easily scored, so results come back quickly and reliably



What Do Psychometric Tests Measure?

- **Interest tests** measure how people differ in their motivation, values, and opinions in relation to their interests.
- **Personality tests** measure how people differ in their style or manner of doing things, and in the way they interact with their environment and other people.
- **Aptitude tests** measure how people differ in their ability to perform or carry out different tasks.



Using Psychometric tests

- Selection of personnel
- Individual development and training
- Team building and development
- Career development and progression



<https://youtu.be/IB1FVbo8TSs>



The psychometric test provides fair and accurate results each time it's given

to ensure this, the test must meet these three key criteria:

- **Standardization** – must be based on results from a sample population that's truly representative of the people who'll be taking the test. By using a standardized test, you can compare the results with anyone whose characteristics are similar to those of the sample group.
- **Reliability** – must produce consistent results, and not be significantly influenced by outside factors. For instance, if you're feeling stressed when you take the test, the test results shouldn't be overly different from times when you were excited or relaxed.
- **Validity** – This is perhaps the most important quality aspect of a test. A valid test has to measure what it's intended to measure. If a test is supposed to measure a person's interests, then it must clearly demonstrate that it does actually measure interests, and not something else that's just related to interests.



Working Groups vs Teams

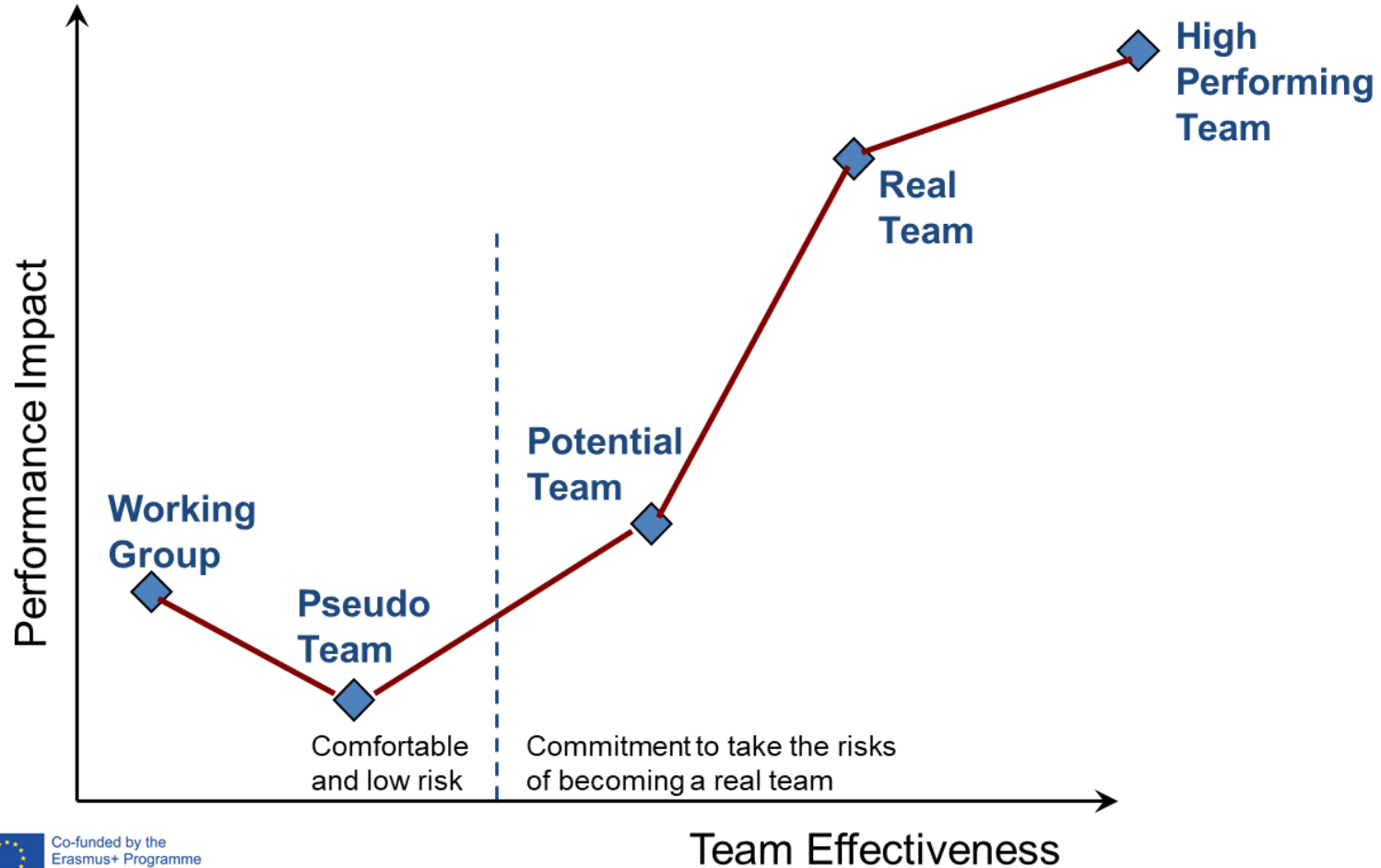
Teambuilding, Leadership



Working Group vs Teams

- Two or more members work together to complete a task, while one leader **directs them**, delegating work among group members, monitoring and controlling the progress.
- Members of a group work on their own specializations, with each individual driving toward **their own goal**.
- Working groups share information and insights, but create their own independent goals and responsibilities.
- Collaborative or combined work does not occur within a group.
- *Groups measure success by what an individual completes*
- A team has a **shared goal but focuses more on a collective purpose**. Teams work together to build one product through **both individual and mutual contributions**. This interdependent work lends to one combined end result.
- A team's common goal gives each member a **shared responsibility toward it**. Team members elevate each other's strengths and fill in the gaps where teammates' skills are lacking. Because of this, **teams are able to do more than the members would on their own**.
- Team members need a collaborative environment to combine their specialized skills and achieve their end goal.

Moving from Being a Group to Being a Performing Team

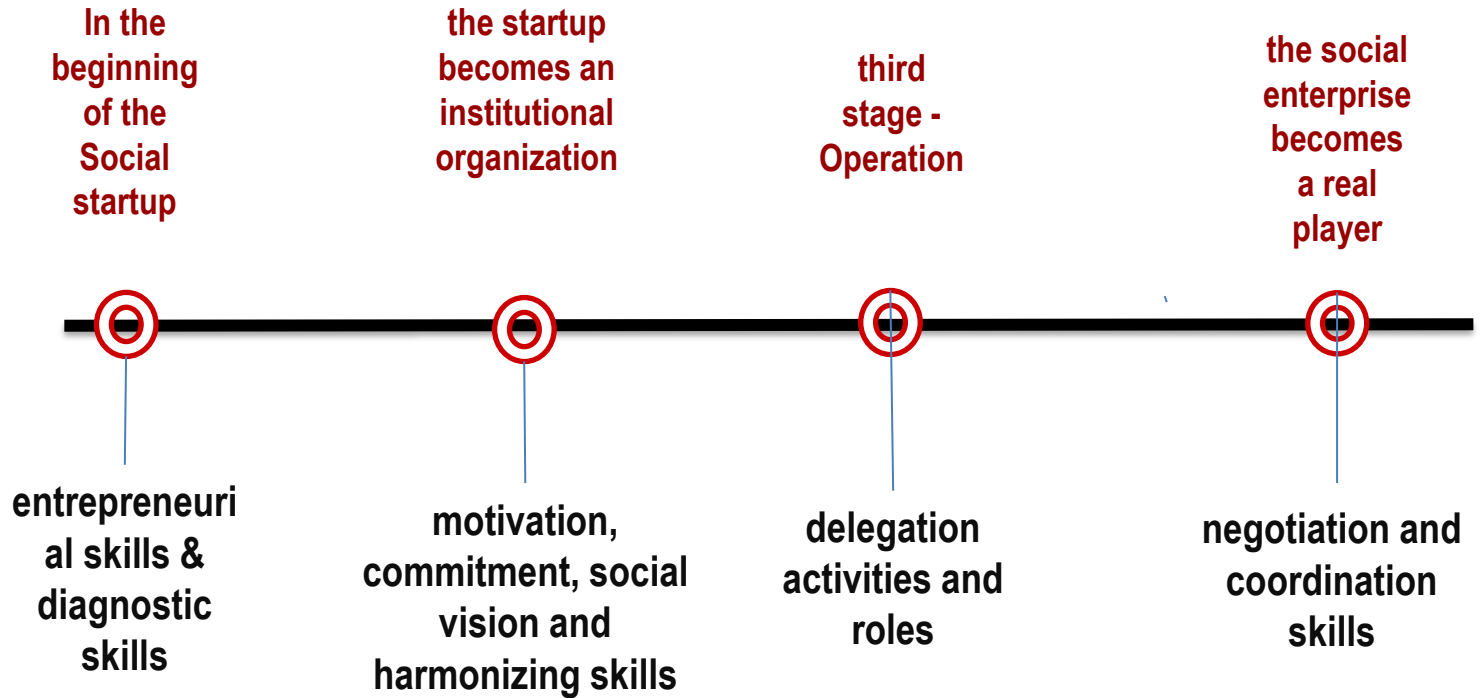


Team development stages



- Forming.....they are learning about the project
- Storming..... they have strong opinions
- Norming.....they begin to trust each other
- Performing.....they can operate independently
- Adjourning.....the team is disbanded

skills of the leading team or the manager-founder of the social enterprise depending on the scale of it



Activity 3

Let's finish with a Team Building Activity

Feedback on
Activity 3
Team building

Big Picture ->
1. Involvement
2. Leading role
3. Trust
4. Encourage to
mentor each other
5. Give detailed and
specific instructions
to avoid
misunderstandings

An enriching
activity. Thank
you so much!

Interesting to see
the different ways
people give
instructions and
communicate
within the team as
well as the results of
this procedure.

It was a great activity.
I agree with Georgia
that it is very
important for each
activity to write more
things about the
scope and results of
the activity. Maybe
even some topics to
discuss with
participants

I realised that
wanting to
help others in
your team
doesn't always
benefit them



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THANK YOU!!

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