

## Training manual

### **The Yebisu project**

As the YEBISU partners, we noticed deficits in the key competences for “entrapreneurial behaviour” of our employees. We need these competences to make our companies competitive in an ever changing society.

To this end the project intends to develop a set of learning units as well as the assessment tool to measure these outcomes for entrapreneurial behavior on the levels 1 - 5 of the EQF.

The partners from companies, VET institutes and branch organizations will develop a common approach to fostering entrepreneurship.

### **Profile entrapreneurial behaviour**

The developed Yebisu profile describes three key competences (creativity, adaptability and productivity) that are defined in various components and which we have worked out each component in terms of actual behavior (indicators). This provides a practical recognition of the competencies. On the basis of the objective and the alleged results of the Yebisu project seems to be a more formal political approach to the profile rather than an educational approach is most appropriate. That means we do not assume that you can learn these skills, but they are developable. We believe that these specific competences can be mainly developed in the working environment.

### **Assessment tool**

Based on the profile an assessment tool will be developed. This assessment tool can be used to determine the outcome of the training as well as at the start of the development process.

### **Train the trainer Entrapreneurial behavior employees**

**Who is it for:** The training- design is intended for use by trainers in order to allow participants to ‘grow’ and take responsibility for their own performance and channel it to improved results.

**Purpose:** This training-design is intended for use by trainers as a peer coaching activity with any group of participants who are new to coaching techniques. It also has value as part of a team building event - it encourages bonding between individuals.

### **Flexible**

The way this training has been developed is so it can be used at different companies and target groups. The way you conduct this training for your employees depends on the participants and their needs and interests. The trainer has to make sure that the topic of the discussion is relevant to the target group.

The purpose of the training contributes to the development of soft skills in order to create a more entrapreneurial attitude.

The training has different excercises per Learning Unit and subunits. Every exercise has a desription of the way to implement the excercise in a training program.

It’s up to the trainer to choose witch exercise fits the targetgroup.

### Significant learning

Training and development of employees is a process. In a training context you mostly transfer knowledge, skills are practiced or understanding is created. The effectiveness of a training depends on the use of "new" behavior in the working environment.

The training approach is therefore linked to the Dee Fink model of "significant" learning. This model assumes a holistic approach of learning.

### Coaching

Coaching encourages the development of a "success environment" in the workplace. The term 'success environment' implies that employees have potential which can be developed. The training finishes with a review of the coaching technique and its more general application at work. There are also 10 tips for coaching incorporated into the training materials.

	<b>The train the trainer materials</b>
1	Overview Exercises per unit and subunit
2	Description <b>Learning Unit 1.</b> Creativity in your work Exercises Unit 1
3	Description <b>Learning Unit 2</b> Adaptability-Reacting to change Exercises Unit 2
4	Description <b>Learning Unit 3</b> Productivity in your daily work performance Exercises Unit 3
5	Evaluation Exercise
6	Dee Fink model of learning  10 tips for Coaching effectively  Training materials



*\*Most of the training materials were developed in the Leonardo Da Vinci project C-EO (Coach for Entrepreneurial Opportunities).  
This train the trainer is part of the dissemination activities of the C-EO project.*