

IO2: Intrapreneurial Skills Training Curriculum Development



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**Shaping the Employees of the future by strengthening
intraPreneurial skills & mindset**

2020-1-UK01-KA202-079094



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Project Number: 2020-1-UK01-KA202-079094

Based on the findings of the Intellectual Output 1, it becomes evident that there is a lot of common ground in partner countries relating to Intrapreneurship, and several key findings highlighted a common need for a training curriculum that will allow for the establishment, nourishment and development of an intrapreneurial culture within organizations, for the benefit of both organizations & employees, and society in general.

In order to serve the above need more efficiently, the curriculum is based on an important key distinction –both in the skills, competences, mindsets required and in the knowledge required- based on the type of position each potential intrapreneur holds.

Therefore, the curriculum is structured in two main modules, comprising of several units each:

Module I: Employees

Module II: Middle & Lower Management Employees

	Module I	Module 2
Description	Provides basic knowledge, skills, and competences for employees that aim to improve their intrapreneurial aspects	Provides basic knowledge, skills, and competences for middle and lower managers who wish to built their own intrapreneurial aspects but also foster intrapreneurship for their team members.
Learning Outcomes	Increase in knowledge, development of skills and competences, shift in intrapreneurial attitudes.	Increase in knowledge, skills, and competences, shift in attitudes, empowerment and motivation towards the establishment of an intrapreneurial culture within the organization.
Learning Methodologies	challenge based, visual, transformational learning, self-reflection	peer to peer, visual, transformational learning, action learning

Module I Units

1. Introduction to Business Management
2. Introduction to Financial Management
3. Capacity Building & Innovation
4. Creative Thinking
5. Personal Development
6. Interpersonal & Communication Skills
7. Time & Stress Management
8. Organizational Skills
9. Problem Solving & Critical Thinking

1. Introduction to Business Management

Unit Contents:

- What is business management? (definitions, overview)
- 2 Theories of Business Management (Systems Management Theory, Theory X and theory Y)
- Process Perspective Management (understanding business processes and using them effectively to promote intrapreneurship)
- Business Decision Making
- Understanding business environments, implementing for the present and learning for the future, case studies and real-life examples.

Learning Outcomes:

- Increased knowledge and solid scientific foundation regarding Business Management.
- New skills that allow for a greater understanding of the business/organizational environment, and the use and implementation of tools and processes contributing to intrapreneurship.
- A shift of attitudes towards a more inclusive and participatory environment enabled by the broader perspective the employee acquires through this Unit.

Teaching Material: Unit notes, academic resources, internet resources.

Assessment Criteria: Multiple choice test consisting of 10-15 questions. Self-Reflection exercises, peer to peer review and feedback.

Training Methodologies: challenge based (reflected in small tasks to be completed and questions to be answered) & transformational learning methodology (for more information on transformational learning please visit the corresponding section).

Proposed Activities: small group process analysis exercises, peer feedback tasks

2. Introduction to Financial Management

Unit Contents:

- What is Financial Management (definitions, examples, case studies)
- Why is financial management relevant to an intrapreneur?
- Making sense of financial management reports
- Understanding financial management resources and records
- Budgeting essentials (creating budgets, reviewing budgets, understanding budgets).

Learning Outcomes:

- Increased knowledge regarding financial aspects of a business (whether a department, unit, business, organization, or sector)
- Increased skills in making sense of financial documents and reports, creating and updating reports and records, using financial information to enable better and more efficient intrapreneurial decision making.
- An attitude shift towards a more holistic approach to job-related tasks and a willingness and ability include a broader financial understanding into each business role.

Teaching Material: Unit notes, internet resources, published guides (i.e Citibank Financial Management Essentials for the Entrepreneur, etc)

Assessment Criteria: Multiple choice test consisting of 10-15 questions. Self-Reflection exercises, peer to peer review and feedback.

Training Methodologies: challenge based (reflected in small tasks to be completed and questions to be answered) & transformational learning methodology (for more information on transformational learning please visit the corresponding section).

3. *Capacity Building & Innovation*

Unit Contents:

- What is capacity building and how does it apply to people, departments, organizations and businesses?
- What is innovation and how can it be applied to a work role, a job, a task, a process, a department, an organization, a business.
- What is an innovative employee? (traits, characteristics, attitudes)
- What is innovation capacity building? Balancing exploration and exploitation in organizational learning.
- Case studies and real life examples

Learning Outcomes:

- Increased Knowledge regarding capacity building and innovation
- Increased skills relating to cultivating and maintaining an innovation approach towards work related tasks, and the ability to build capacity within a work role, a department, a work process, etc.
- A set of attitudes consistent with intrapreneurship and its aspects of innovation and capacity building.

Teaching Material: Unit Notes, material relating to ambidextrous organizational culture and intrapreneurship, resources referring to innovation and capacity building.

Assessment Criteria: Case studies review and analysis, self-reflection exercises, peer review and feedback.

Training Methodologies: challenge based (reflected in small tasks to be completed and questions to be answered) & transformational learning methodology (for more information on transformational learning please visit the corresponding section).

4. *Creative Thinking*

Unit Contents:

- Creative Thinking Definitions & Characteristics
- Individual Creativity & Creative Thinking
- Establishing a work environment conducive to Creative Thinking
- Creative Thinking Techniques
- Case studies and examples

Learning Outcomes:

- Increased knowledge about what creative thinking is, the tools and techniques associated with it
- Creative skills created and enhanced through learning and reflection
- Empowerment towards creative thinking both within and outside of a work environment

Teaching Material: Unit notes, internet recourses, online tools

Assessment Criteria: Self-Reflection exercises, peer to peer review and feedback, group activities and mini workshops (if feasible)

Training Methodologies: Challenge based and transformational learning

5. *Personal Development*

Unit Contents:

- What is personal development? Definitions and applications for intrapreneurship
- Personal Development skills and characteristics (self-awareness, self-knowledge, self-esteem, etc)

- Personal Development for Intrapreneurs (developing talents, improving career orientation, building employability, fulfilling aspirations)

Learning Outcomes:

- Increased knowledge regarding personal development aspects
- Creation of skills relating to personal development
- Attitudes conducive to personal development and the establishment of a fulfilling career path.

Teaching Material: Unit notes, internet resources, case studies and testimonials

Assessment Criteria: Self Reflection exercises & peer feedback and review

Training Methodologies: peer to peer, transformational

6. *Interpersonal & Communication Skills*

Unit Contents:

- Active Listening
- Negotiation
- Persuasion
- Emotional Intelligence
- Conflict Resolution
- Decision Making
- Working as a team
- Assertiveness
- Cultural Awareness
- Business Communication
- Practical activities and workshop ideas
- The importance of communication in stress management and resiliency.

Learning Outcomes:

- Increased knowledge regarding what interpersonal skills are and how they contribute to intrapreneurship
- Awareness of the skills identified in the Unit
- Motivation towards attitudes that promote and sustain the aforementioned interpersonal and communication skills

Teaching Material: Unit notes, internet resources, interactive resources

Assessment Criteria: Multiple choice quiz, self-reflection exercises, peer to peer feedback and review

Training Methodologies: Transformational Learning

7. Time & Stress Management

Unit Contents:

- What is time management?
- What is the relation between time management and stress management?
- Pareto Analysis (the 80/20) time management technique
- The Pomodoro technique
- The Getting Things Done technique
- The Rapid Planning Method
- The Eisenhower matrix
- What is stress?
- Short term stress relief strategies for the workplace
- Long term stress relief strategies for the workplace
- Communication strategies to manage stress and time effectively

Learning Outcomes:

- Increased knowledge on the interrelation between time and stress
- Increased knowledge on time and stress management and the factors contributing to each
- Skills relating to more effective time and stress management
- Proactive and reactive attitudes towards time and stress management

Teaching Material: Unit notes, internet resources, self-assessment quizzes

Assessment Criteria: Self reflection exercises, peer to peer review and feedback.

Training Methodologies: Transformational Learning, Cooperative Learning

8. *Organizational Skills*

Unit Contents:

- What are the desired Organizational skills for an Intrapreneur and why are they important?
- Collaboration
- Delegation
- Teamwork
- Planning
- Prioritizing
- Record Keeping
- Work – Life Balance

Learning Outcomes:

- Increased knowledge on what organizational skills are and how they contribute to intrapreneurship
- Increased knowledge on each of the organizational skills mentioned, regarding what they are and how they contribute to overall intrapreneurship.
- Development, establishment, enhancement of organizational skills that they employees either already possess or hope to acquire.
- An empowering attitude towards maximizing the organizations skills that employees possess.

Teaching Material: Unit notes, internet recourse, self-assessment quizzes / questionnaires

Assessment Criteria: Self Reflection, peer to peer review and feedback

Training Methodologies: Transformational & collaborative

9. *Problem Solving & Critical Thinking*

Unit Contents:

- What is Problem Solving and Critical Thinking and why are they important for intrapreneurs?
- Observation
- Analysis
- Inference
- Communication
- Problem Solving on a team
- The 5 step approach to problem solving
- Design Thinking for Problem Solving
- The 5 whys technique
- The wanderer technique

Learning Outcomes:

- Increased knowledge on what Critical Thinking is and how it relates to problem solving
- Increased awareness on why are critical thinking and problem solving important for the intrapreneur
- Increased knowledge regarding various techniques
- Skills relating to problem solving and critical thinking
- An attitude towards effective critical thinking and efficient problem solving.

Teaching Material: Unit Notes, internet resources, interactive resources

Assessment Criteria: Self-reflection exercises and peer review and feedback

Training Methodologies: Transformational learning

Module II Units

- 1. Business Management & Strategic Management**
- 2. Project Management**
- 3. Analytical & Problem Solving Skills**
- 4. Personal Development**
- 5. Creative thinking & Innovation for managers and team leaders**
- 6. Communication & Conflict Resolution**
- 7. Team Leadership & Management**

1. *Business Management & Strategic Management*

Unit Contents:

- Business Management for SMEs
- Business Management for larger organizations / companies
- Introduction to Strategic Management (definitions, theories, examples)
- The 5Ps for Strategy (Plan, ploy, pattern, position, perspective)
- Assessing and establishing a strategic direction
- Data collection & analysis
- Designing action plans
- Implementing actions plans
- Evaluating actions and implementing revisions and corrections

Learning Outcomes:

- Increased knowledge regarding the business management with a focus on managing departments, units, teams.
- Increased knowledge regarding strategic management and an understanding of how strategic management can benefit individual intrapreneurs and also whole units, departments, teams, and businesses.
- Development of management and strategic thinking skills that are crucial for intrapreneurs.
- Establishment and nourishment of attitudes that are empowering and support vision, leaderships as well as day to day management.

Teaching Material: Unit notes, online resources, case studies

Assessment Criteria: Self reflection, short multiple choice quizzes

Training Methodologies: transformational learning

2. *Project Management*

Unit Contents:

- Introduction to project management (definitions, theories, examples)
- The 5 stages of Project Management (initiation, planning, execution, monitoring, closure)
- Intrapreneurship in project management
- Case studies

Learning Outcomes:

- Increased knowledge regarding project management in general
- Awareness of the different project management tools and strategies
- Development of skills related to intrapreneurial aspects of project management
- A shift of attitudes towards an intrapreneurial approach for project management activities.

Teaching Materials: Unit notes, internet resources, publications

Assessment Criteria: Self-reflection, short quizzes, peer to peer feedback and review.

Training Methodology: Transformational Learning

3. *Analytical and Problem Solving Skills*

Unit Contents:

- What are the Analytical Skills and why are they important for intrapreneurship?
- Communication, Creativity, Critical Thinking, Data Analysis, Research,
- What is problem solving? (definitions, theories, examples)
- 4 problem solving styles for intrapreneurs (Social Sensitive thinking, Logical Thinking, Intuitive Thinking, Practical Thinking)
- 10 problem solving strategies (guess and check, make a table/chart, draw a picture or diagram, act out the problem, find a pattern or use a rule, check for relevant or irrelevant information, find small parts of a bigger problem, make a list).

Learning Outcomes:

- Increased knowledge about analytical thinking and problem solving
- Awareness of different skills and styles of problem solving
- Development and enhancement of skills relating to analytical thinking and problem solving.
- Awareness of the interrelation and connection between intrapreneurship and the various problem solving tools, techniques and styles

- Motivation towards the development of further analytical and problem solving skills.

Teaching Material: Unit notes, interactive resources, research & publications

Assessment Criteria: Self Reflection, practical exercises, group exercises, peer review and feedback

Training Methodology: Transformational and collaborative

4. Personal Development

Unit Contents:

- What is personal development? Definitions and applications for intrapreneurs, team leaders and managers.
- Personal Development skills and characteristics (self-awareness, self-knowledge, self-esteem, etc)
- Personal Development for Intrapreneurs (developing talents, improving career orientation, building employability, fulfilling aspirations)
- Supporting team members, employees, staff, in their personal development journey.

Learning Outcomes:

- Increased knowledge regarding personal development aspects
- Creation of skills relating to personal development
- Attitudes conducive to personal development and the establishment of a fulfilling career path.

Teaching Material: Unit notes, internet resources, case studies and testimonials

Assessment Criteria: Self Reflection exercises & peer feedback and review

Training Methodologies: peer to peer, transformational

5. Creative thinking & innovation for Managers and Team Leaders

Unit Contents:

- What is creative thinking and how does it serve intrapreneurship?
- Creating the right environment for creativity. Supporting creative thinking, promoting inspiration and motivation.
- Doblin's 10 types of innovation
- 4 steps of Innovation (observe problems, develop solutions, try it out, assess)

- Techniques and tools (charette procedure, Crawford's slip writing method, scamper technique)
- Case studies

Learning Outcomes:

- Increased knowledge and awareness regarding creative thinking and innovation
- Ability to connect innovation and creative thinking to the management process
- Development of creative and innovation skills for managers / team leaders
- A shift of attitudes towards creativity and innovation in the business environment

Teaching Materials: Unit notes, internet resources

Assessment Criteria: self-reflection, mini quiz, peer to peer review and feedback

Training Methodology: transformational and collaborative

6. Communication & Conflict Resolution

Unit Contents:

- Introduction to Communication
- Communication theories and models
- Effective communication
- Business Communication and Etiquette
- Introduction to Conflict resolutions (models and theories)
- Conflict Resolution in the workplace (stay calm, listen to understand, accentuate the positive, state your case, attack the problem – not the person, avoid the blame game, focus on the future, ask the right questions, pick your battles, link offers, be creative, be confident, celebrate agreement)

Learning Outcomes:

- Increased knowledge about the process of communication and conflict resolution
- Development of skills relating to efficient communication in the workplace
- Development of skills relating to effective conflict resolution in the workplace
- A shift of attitudes towards a supportive, open, cordial, intrapreneurial work environment.

Teaching Material: Unit Notes, internet resource, articles and publications

Assessment Criteria: Self Reflection, Role Playing Exercises

Training Methodology: Collaborative & Transformational, peer to peer review and feedback

7. Team Leadership & Management

Unit Contents:

- Team leadership and management responsibilities (manage operations and teams, leading and motivation, manage performance, solve issues and problems, care for the overall welfare of the team members)
- Different leadership styles (authoritarian, participative, delegative, transactional, transformational)
- Transformational Leadership and Intrapreneurship
- Case studies and examples

Learning Outcomes:

- Increased knowledge and understanding regarding team leadership and management.
- Awareness of the available styles and tools
- Development of leadership and management skills
- Empowerment towards attitudes that promote intrapreneurship through transformational leadership.

Teaching Materials: Unit notes, publications, internet resources

Assessment Criteria: Self reflection and peer to peer review and feedback

Training Methodology: Transformational Learning

Transformational Learning Methodology, a brief Overview

Transformational Learning formulated by Jack Mezirow, is particularly well suited for adult and young adult learning and can therefore apply to a multitude of settings, including businesses and organizations. The basic premise of this theory / methodology is that learners adjust their thinking based on new information, utilizing critical review and reflection so that they could make sense of new and changing environments, settings and world views. As people learn, they find new ways to make sense of their own lives and their understanding of what is happening around them.

According to Mezirow, transformational learning consists of instrumental learning and communicative learning. Instrumental learning refers to task oriented problem solving and causalities (cause and effect relationships between events), while communicative learning refers to how people communicate their feelings, needs, and desires.

Since this training / learning methodology not only takes into account the knowledge and skills acquired but also – and most importantly- the shift in attitudes, perspective, and views, it can be used to support the establishment, nourishment and growth of intrapreneurial attributes for all levels of employees, that will be evident both in their personal career paths, but also in the organizations in which they are employed. Using the transformational learning methodology the

training course will promote the acquisition of knowledge, skills, and attitudes and will also enable the sustainability of the intrapreneurial mindsets of the trainees.

Self Reflection Assessment, A brief overview

Self Reflection Assessment refers to learners reviewing their work and reflecting upon their learning process. In that way, they can claim responsibility for their own learning and their progress, identify weaknesses and strengths, discover areas of interest, relate better to the learning material and the learning process, as well as internalize new knowledge and skills by making them relevant to their own personal histories, aspirations, and goals. In addition, self reflection assessment is not perceived as external criticism and is therefore better suited for adult learners and professional learners that are empowered to take ownership of their learning journey and tailor it to their needs. It can also assist in deepening the understanding of concepts and ideas, forming meaningful and useful connections to other learners, contribute to a collaborative training environment, and offering more opportunities for productive engagement without the drawbacks of an external evaluation process that can be perceived as negative, stressful, or meaningless.

Peer to Peer Learning Methodology and Assessment, A brief overview

The Peer Learning Methodology is founded on principles of cognitive psychology and is often applied in a variety of learning settings in order to promote the interaction of learners with other learners in order to mutually promote their learning goals and objectives. Although it is also widely applied to formal education settings and schools, it can also be a useful tool for adult learning in professional settings within an organization, enabling employees to interact with professionals in other departments and positions and gain access to a wealth of knowledge, information, and skills that would be otherwise lost. Particularly under the framework of developing and nurturing intrapreneurial skills, it is essential that learners interact with other learners - without the confines of a hierarchical structure- in order to further attain knowledge and also develop their professional and interpersonal skills and attributes.