

# PERSONAL INITIATIVE WORKSHOP

# ENTREPRENEUR MANUAL



Frese Group  
Leuphana University of Lüneburg



move gGmbH  
Entrepreneurship Workshop  
Institute

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# 1 INTRODUCTION

## 1.1 Why Use this Manual?

This manual helps you to understand and complete the workshop exercises and homework in the most effective and useful way. It also explains how to organise and conduct the self-learning sessions with the other entrepreneurs without your workshop facilitator being around. If you read this manual carefully and make sure that you follow the orientation it provides, you will benefit as much as possible.

The first part of the manual gives insight into the background of the workshop, as well as into its main goals. It introduces you to the workshop and helps you understand its main concepts. After this general introduction, the second part of the manual guides you through each exercise and homework activity of the workshop in detail.

## 1.2 Why Should You Actively Participate in a Personal Initiative Workshop?



You, as an entrepreneur, can use all the knowledge that you learn throughout the PI workshop to further develop your business and achieve success. Moreover, it can also provide you with insights for your personal life. Personal initiative can be applied to any type of personal project or work activity.

**Therefore, this workshop does not only bring economic benefits for your business, it can also benefit your personal life!**

## 2 GENERAL INFORMATION ON THE WORKSHOP

### 2.1 Background and Main Goals of the Workshop

Being self-starting, future oriented and persistent in overcoming barriers is the way to success in the domain of entrepreneurship. Whether you as an entrepreneur purchase goods, attract customers by doing marketing or set goals that allow you to plan the following **business actions**, the business success always depends on being active. To become active, you have to show personal initiative. **Activating personal initiative** is the central goal of the present workshop.

**Personal initiative consists of three important elements. These are:**

1. **Being self-starting**, which means becoming active without being told, changing the environment instead of waiting for changes to come, and always trying to be ahead of competitors
2. **Being future-oriented**, which is characterised by the consideration of future opportunities and problems in the market and the business owners' present preparation for them
3. **Being persistent in overcoming barriers**, which comprises accepting to make mistakes, finding long-term solutions for possible problems and barriers that may occur in the future and being persistent in pursuing personal goals despite of these problems and barriers

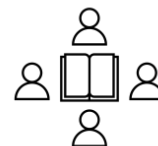
Throughout the workshop, we will go through each step of the **entrepreneurial process** - from identifying opportunities to seeking feedback - always under the spectrum of the three elements of personal initiative. The design of the workshop aims to give you the **opportunity to become active and practical through action principles** for each step, with the help of case studies.

**Action principles** are rules of thumb, which are easy to follow, without studying lots of theory. It helps you to increase your personal initiative, which in turn leads to increasing your business success. You will be able to transfer what has been learned during the workshop, applying the principles to: 1) yourself and your business, 2) to your business environment. Doing this, you can make your own experience with the workshop content and learn from your mistakes, which is the fastest way to skill development. **Thus, be active and encourage the other entrepreneurs to also become active!** - The workshop teaches that by showing personal initiative and becoming active one can be more successful.

Every module contains short **lecture** sections, followed by one or several **exercises/homework**. The completion of these exercise will be either done **during the workshop or the self-learning sessions\***.

**\*Self-learning sessions:** To complete this workshop successfully, you **MUST** meet in groups for self-learning sessions to work on your homework (please, see 2.2 below).

## 2.2 Self-Learning sessions



The self-learning sessions are a crucial part of the PI workshop. They are designed for entrepreneurs to meet again and, in groups, complete homework assignments presented by the facilitator during the workshop.

During these sessions, you will become active and apply the knowledge learned during the workshop in practical exercises that will help you further develop your business. You will also use these sessions to discuss & develop your ideas with your colleagues and, last but not least, receive feedback from them.

The five self-learning sessions designed to occur parallel to the workshop blocks (starting after the first one) will occur weekly, without the facilitator. There will be three sessions between the workshop blocks, as well as two after the last one, a total of five sessions.



You (entrepreneurs) will be divided by the facilitator into two groups (in two different rooms outside the workshop hours) to work on the homework exercises. In the last two self-learning sessions, you will meet again following the same group format as the previous sessions. Then, after completing the last homework from block 4, you will have the chance to develop, discuss, and receive feedback on your personal project from and with the other entrepreneurs.

**Please, do not skip the self-learning sessions! It is an essential part of the workshop!**

- It is crucial to participate actively! Take notes and reflect on what you have learned!
- There will be a lottery to present your homework in the next workshop session! Be prepared!

For each group, there will be a **group leader** (two in total) **to moderate and manage time** during the self-learning session. In addition, he or she will have the task of **reporting to the facilitator about the session**. Please read the detailed description of these tasks below:

The **moderation** of the self-learning session by the group leader includes walking the group through this manual. For example, asking everyone to recap the previous block before starting the exercises, and reading the exercise instructions to all business people.

The **time management** involves regulating time within your boundaries in the different parts of the self-learning session as described in this manual. (That is, ensure that entrepreneurs take a 15-minute break approximately halfway through the self-learning session. However, the break should only start after an exercise is fully completed and the feedback round is finished, so that no activity is left halfway through).

In addition, in each PI workshop block (starting from block 2), the leader will briefly **report to the facilitator** how the self-learning session went. In particular, he or she will report what went well or poorly, the main issues, if there was enough time for the exercises and to discuss, and any other questions that may arise.

The group leaders will be selected at the end of the 1st block through voluntary availability of two of the entrepreneurs, or through a lottery among the entrepreneurs who wish to be the leader).

## 2.3 Workshop Agenda

The workshop should take place weekly in four different sessions, followed by four self-learning sessions + an additional one to present your personal project. The table below illustrates the expected agenda:

<b>Agenda</b>	<b>Workshop session</b> with Facilitator	<b>Duration</b>	<b>Self-learning session</b> only entrepreneurs	<b>Duration</b>
<b>Week 1</b>	Block 1	2h40min	Session 1	3h30
<b>Week 2</b>	Block 2	1h40min	Session 2	3h30
<b>Week 3</b>	Block 3	1h40min	Session 3	4h
<b>Week 4</b>	Block 4	2h	Session 4	4h
<b>Week 5</b>	-	-	Session 5	4h
<b>Week 6, 7, 8, ...</b>	<b>We encourage you to continue to meet and support each others sharing knowledge and feedback!</b>			

## 2.4 Crucial elements of Action Orientation Workshop

Action is the path to success in the field of entrepreneurship. Whether a worker, farmer/producer, or entrepreneur grows crops, buys goods, attracts customers through marketing, or sets goals that allow him to plan his work procedures more efficiently and effectively, success depends on taking active action, that is, on showing personal initiative. This is also the reason why the personal initiative workshop is based on action. Instead of passively listening to the facilitator, you will become active from the very first session. Our action-oriented workshop comprises five crucial elements:

### 2.3.1. Lecture



In a PI workshop, the lectures consist of brief introductions in each module given by the workshop facilitator. Each will address how to activate personal initiative in the different stages of the entrepreneurial process.

### 2.3.2. Exercise or Homework



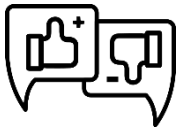
Based on the content of the lecture, during the exercise you will **become active**. This will allow you to implement the new knowledge directly in your own business. Apart from the first and last exercises that should be done within the workshop hours, all the other exercises are designed to be done during the **self-learning sessions** (see 3. Self-Learning sessions, below). Nevertheless, during the workshop, the facilitator will explain these homework exercises and guide you on how to do them. In the following workshop sessions, a group will be selected through a lottery to present one of the exercises designed as homework. Thus, you and every entrepreneur must do all homework exercises and be prepared to present. After the presentation, your peer entrepreneurs should give feedback.

### 2.3.3. Presentation



In each **workshop session**, there will be a **lottery organised by the facilitator** to select one group to present the results of one of the exercises done in the previous self-study session. In addition, during the **self-learning session**, one group/individual will also be chosen through **a lottery organised by the group leader** to present his/her/their results there. This should be done for every homework exercise. To do this, everyone should write their names or the name of one of each group on separate pieces of paper, and the leader should randomly select one of them through a **lottery**. The selected person will present their answers for this exercise (up to 3 minutes). Both in the presentations during workshop hours as well as in the self-learning session, when a group presents once, they should not participate in the following lotteries, so **all entrepreneurs are given the opportunity to present in each setting**.

### 2.3.4. Feedback



Finally, after each presentation, every entrepreneur will receive feedback from the other entrepreneurs - and during the workshop hours, also from the facilitator. Therefore, when not presenting, every entrepreneur should also provide feedback. Make sure to give feedback directly after each presentation to make sure you remember all details. Give specific feedback. It is advisable to take notes during the presentation. Negative & positive feedback is a crucial element of the workshop as it gives you the opportunity to reinforce what you are already doing well and to improve what you are not doing so well.

*Each person should focus their feedback (within the sandwich format, see below 2.3) only on one positive point + one main negative point + one last positive point. Please be careful not to repeat the same feedback someone has previously provided.*

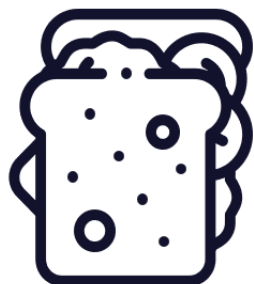
Remember: **Never forget the feedback rules!**

## 2.5 Feedback Rules

Positive and negative feedback is an important part of the workshop as it gives you and the other entrepreneurs the chance to learn and improve your business actions according to the principles provided. By improving your business actions, you will become more successful in your business overall. Make sure that you give feedback on the other entrepreneurs' work results and that you also give a chance to other entrepreneurs to give you feedback. Respect the feedback rules.

### THE RULES OF FEEDBACK

The Sandwich Rule



1. Treat each other with respect.
2. Give constructive feedback.
3. Give feedback on the task (not on the person).
4. Start and end with a positive point. But don't forget the negative points: these show the possibilities for improvement.
5. Consider mistakes as a chance to learn and show them to others as well.
6. Create a fruitful balance between negative and positive feedback.
7. Use first person messages: "I feel that..." , "In my opinion..." , "I believe...".



## 2.4 Explanation of Symbols

### Symbols that explain the structure of the course

You find the following symbols in the slides presented by the facilitator during the lectures. They help you to understand the workshop's structure and show the phase of the action-oriented personal initiative workshop that the facilitator is currently presenting.



### Symbols for the three dimensions of personal initiative



### Symbols for the five stages of the entrepreneurial process



## 3. EXERCISES/HOMEWORK (BLOCK 1)

### 3.1 Exercise Instructions - Block 1 (Exercise to be done in class)

#### 3.1.1 Daily routine | (30 min)

You will complete this exercise within the workshop hours. It consists of several parts. Here, you should *write down the activities of your last day of work (each for itself)*. Also note small activities such as opening your shop (even small activities such as cleaning your store or organising your office should be noted). Check out the example below:

#### Example: Daily routine at a pig farm

Time	Activities
6.00 am	I clean the litters and pen, get rid of all dirt in the feeders and drinkers. I provide food and new water to the pigs.
7.15 am	Start observing the sow. Realize that a few of them are doing a funny cough. I don't know what it is, but I hope they will be better soon.
7.45 am	Animals are fed, so now I can clean the area.
11.00 am	Clients show up. They realize the pigs cough and leave. No sales today.
1.00 pm	It has been really hot lately. Maybe this is the reason they are coughing. I will check if the pigs still have fresh water.
3.00 pm	Again, the vaccine supplier did not show up. The new piglets born three days ago will have to stay without iron injection.
4.30 pm	With no sales and no vaccine supplier today, I feel let down and frustrated with my business.

Time	Activity



## 3.2. Homework instructions - Self-learning Session 1 (3h30)

Recap to be done during the self-learning sessions

### 3.2.1 Group recap - Block 1 (15 min)

The self-learning session begins with a recap of the previous workshop block. The group may try to answer questions such as:

*What do you remember from the previous session?*

*Which were the main learning outcomes?*

*Which parts were more challenging to understand?*

Through this recap discussion, other entrepreneurs may be able to help you understand aspects of the workshop content that may have been unclear to you. If you are not the only entrepreneur with similar questions/concerns, then the group leader will bring your question to the facilitator in the next workshop block, so he or she can recap with everybody.

### 3.3.1 Preparing for changes in the environment | (1 h30min)

Exercise to be done during the self-learning sessions

This is your first homework assignment to be done and discussed outside of the workshop hours during the self-learning sessions. It consists of several parts:

→ **First, individually** list your ideas for current and future Technological changes; Demographic and Social Changes; and Other Changes in Malawi. Think of as many changes as possible. These may be small or big changes.



→ For the **second and third part** of this exercise, work in **teams of approx. four people**. You should choose one change and one company/idea. Discuss the following questions:

- ◆ What are the potential opportunities for the company arising from this change? List at least 3 ideas.
- ◆ What are the potential barriers for the company arising from this change? Specify at least 3 barriers.

◆ See the example below.

**Example:**

**Change:** drought (very reduced rain for several months)  
**Company:** Lumbani's maize farm

**Potential opportunities:**  
 Think about producing a new vegetable, like cassava, that can germinate and grow in different climatic conditions, establish partnerships (e.g. with the government or an NGO), acquire new skills.

**Potential barriers:**  
 Other farmers may see the opportunity to produce cassava and also start planting it and offering it. You might lose traditional corn customers from the maize industry, need to find new customers from other field...



◆ Now, each group should then choose one opportunity and one barrier and to write down the steps they would take to use the opportunity or avoid or overcome the barrier. Complete below:

<b>Changes and trends</b>	<b>Potential opportunities that arise from this change?</b>	<b>Steps I must take to take advantage of the opportunity</b>
	<b>Potential barriers that arise from this change?</b>	<b>Actions I must take to avoid or overcome the barrier</b>

→ Then, one group will be selected through a lottery to present their results (see 2.2.4). The **presentation** should take about 3 minutes.

→ Finally, everyone should give feedback to the group's presentation, following the sandwich rule concisely (please, review 2.2.5 and 2.3). The feedback round should take around 20 minutes)

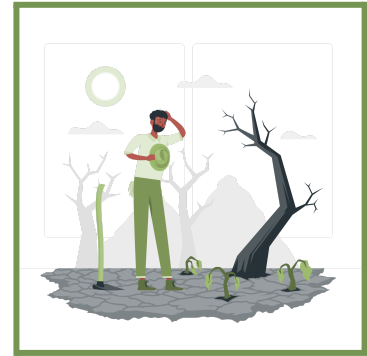
**BREAK (15 minutes)**

Exercise to be done during the self-learning sessions

### 3.3.2 Being persistent in overcoming barriers | (1h)

For this exercise, you will individually apply problem-solving techniques to your businesses. You should:

- Choose one actual barrier that you are facing in your business
- Try to address it with the techniques that you have just learned in the last workshop block.



*Think about some of the barriers your business has been facing lately!*

Barrier:

Techniques I will use:


**Note: For this exercise, you may use the "If A, then B" technique.**

- Then, one group will be selected through a lottery to present their results (see 2.2.4). The **presentation** should take about 3 minutes.
- Finally, everyone should give feedback on the group's presentation, following the sandwich rule concisely (please, review 2.2.5 and 2.3). The feedback round should take around 20 minutes)

In the next workshop session, one group will also be chosen through a lottery to present their homework. Hence, **everyone should work on all exercises and be prepared!**

### 3.3.3 Notes & Lessons Learned

*Block and Self-learning session 1 (15min)*



These notes are only for the two group leaders to fill out and later, in the next block session, report back to the facilitator.

- *What can your working group be most happy achieving?*
- *What did your group struggle with the most?*
- *What has your group not fully understood yet?*

## NOTES

An illustration at the bottom of the page shows two people climbing a set of stairs. The person in the foreground is a man with dark skin, wearing a green patterned shirt and dark pants, running up the stairs while carrying a laptop. The person in the background is a woman with light skin, wearing a green striped shirt and dark pants, walking up the stairs while carrying a brown briefcase. The stairs are white and lead upwards. The background is a plain white surface with faint, light green horizontal lines that align with the 'NOTES' section above.



## 4. EXERCISES/HOMEWORK (BLOCK 2)

### 4.1 Homework instructions - Self-learning Session 2 (4h)

Recap to be done during the self-learning sessions

#### 4.1.1 Group recap - Block 2 (15 min)\*

The group may try to answer questions such as:

- *What do you remember from the previous session?*
- *Which were the main learning outcomes?*
- *Which parts were more challenging to understand?*

(Shortened version of the explanation).

Exercise to be done during the self-learning sessions

#### 4.1.2 SCAMPER | (1h)

This exercise should be done in groups of two. You will need to think about how you can innovate a product/service using the **SCAMPER technique**, see below:

<b>S</b> - Substitute	Can you replace part of the product/service?
<b>C</b> - Combine	Can you combine the product/service with another?
<b>A</b> - Adapt	Can you adapt the functionality of the product/service?
<b>M</b> - Modify	Can you change the size or attributes of the product/service?
<b>P</b> - Put to another use	Can you find other areas where the product/service has an alternative or useful use?
<b>E</b> - Eliminate	Can you remove an element from the product/service?
<b>R</b> - Reverse / Reorganize	Can you change the idea behind the product/service?

***Sometimes small changes can also lead to innovation and therefore an entrepreneurial advantage!***



You can review the example of a machete. Please, see it below

## THE "SCAMPER" TECHNIQUE

### « Example: Machete »

S - Substitute	Replace the wood with metal or stainless steel
C - Combine	Combine it with a can opener in the other side
A - Adapt	Adapt from standard wood to treated wood
M - Modify	Modify the handle design, to prevent slipping from the hand
P - Put to another use	Show that a machete has many different uses
E - Eliminate	Remove the unnecessary grip
R - Reverse / Reorganize	Reorganize your selling methods by offering it also in a toolkit with other farming tools



→ Now, fill the form below. Work on a real product/service/process you have in your business and apply the SCAMPER technique.

**S** - Substitute \_\_\_\_\_

---

**C** - Combine \_\_\_\_\_

---

**A** - Adapt \_\_\_\_\_

---

**M** - Modify \_\_\_\_\_

---

**P** - Put to another use \_\_\_\_\_

---

**E** - Eliminate \_\_\_\_\_

---

**R** - Reverse /  
Reorganize \_\_\_\_\_

→ Then, one group will be selected through a lottery to present their results (see 2.2.4). The **presentation** should take about 3 minutes.

→ Finally, everyone should give feedback to the group's presentation, following the sandwich rule concisely (please, review 2.2.5 and 2.3). The feedback round should take around 20-30 minutes)



- Then, try to create 2 business ideas that include (at least) one of your strengths, one of your interests and one of your other resources.
- What more could you do (based on your resources) to be unique?

Use the resources to propose a new idea rather than to justify the idea or business that you already have.

**Business Idea 1:**

**Business Idea 2:**

**Other Unique Ideas:**

- Present your ideas to your partner and receive feedback from him/her (don't forget the feedback rules!). Then switch roles.

Exercise to be done after the self-learning sessions

This is a continuation of the previous exercise, to be done after the self-learning session. Each of you should:

- **Ask one close friend or relatives that you trust, what your strengths are.**

*This should be done after the self-learning session, but before the next workshop session!*

### BREAK (15 minutes)

#### 4.1.4 Problems are opportunities | (1h)

Exercise to be done during the self-learning sessions

For this exercise, work on groups of four. You should:

- Choose a community or region in Malawi and identify the problems that the people have.
- Choose a problem and find at least ten potential solutions.
- Answer: How many of these solutions are entrepreneurial ideas?

In order to see problems as potential opportunities, not barriers, let's look out for peoples' needs. For example, we can ask:

- Are the products or services offered there too expensive? Is there a need for something cheaper?
- Are the products available there not easy to use? Is there a need for other, more user-friendly options?
- Is the quality of the products or services offered there not good enough?
- And many others...







## 5. EXERCISES/HOMEWORK (BLOCK 3)

### 5.1 Homework instructions - Self-learning Session 3 (4h)

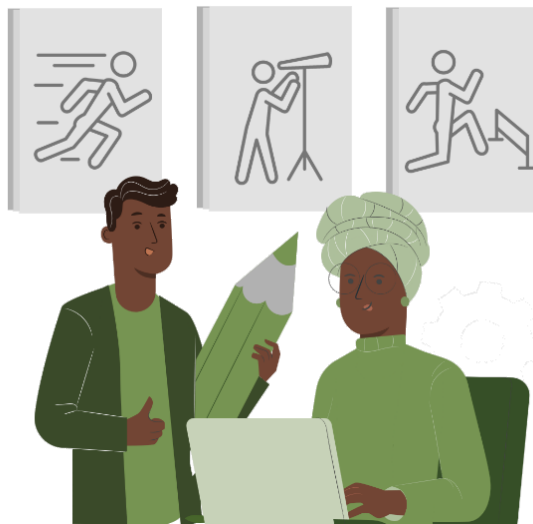
Recap to be done during the self-learning sessions

#### 5.1.1 Group recap - Block 3 (15 min)

The group may try to answer questions such as:

- *What do you remember from the previous session?*
- *Which were the main learning outcomes?*
- *Which parts were more challenging to understand?*

(Shortened version of the explanation).



#### 5.1.2 Evaluating a new idea | (1h30)

Exercise to be done during the self-learning sessions

**Revise the theory**, read below the action principles of "Evaluating a business idea:

- **Evaluate the idea by asking yourself:**
  - *Is the idea feasible?*
  - *Is the idea innovative?*
  - *Can I make a profit from realising the idea now and in the future?*

#### **1st step. Evaluate your business ideas**

- This exercise should be done Individually, you should:
- Write down three (3) business ideas you have and, using a scale of 1 to 5, rate them on the different aspects that will have a direct impact on succeeding with the idea you have in mind.



To evaluate a business idea is important to take consider the following criteria:

- Your current **Resources** to execute your idea into practice
- The capacity of that business idea to generate **Profit**
- If that idea is **Innovative** enough (original/creative) to strive

Business Ideas - What makes them special?	Available resources	Profitable	Innovative
1.	① ② ③ ④ ⑤	① ② ③ ④ ⑤	① ② ③ ④ ⑤
2.	① ② ③ ④ ⑤	① ② ③ ④ ⑤	① ② ③ ④ ⑤
3.	① ② ③ ④ ⑤	① ② ③ ④ ⑤	① ② ③ ④ ⑤

**Note:** If you assess that this aspect is used very little or badly, mark one (1); if you use it but it is still below average, mark two (2); if you think you use it within the average, mark three (3); for the aspect that you think you have managed to use above average, mark four (4) and; if you are truly satisfied and feel you use it very well, mark five (5).

## 2nd step. Present your business idea

- Form a group with another person.
- Choose one of the entrepreneurial ideas you formed in the previous step that you are most confident in. Present it in a few words to the person you have teamed up with and try to convince them that your business idea will work well.
  - ◆ Is my idea feasible? Do I have the required resources to realise the idea? Please make sure that you do not drain resources (not use them all - experiment small and smart)
  - ◆ Is my idea innovative?
  - ◆ Can I make profit from realising this idea now and in the future?
  - ◆ What is my biggest obstacle in realising this idea?

### 3rd step: Provide and receive feedback

- Each one of you should **listen** to the other one's idea and then **evaluate** it.
- Do the exercise in turns. Once entrepreneur 1 presents, entrepreneur 2 gives feedback.
- Feedback should be based on the following 3 questions:
  - ◆ How *feasible* is his/her idea?
  - ◆ How *profitable* is his/her idea?
  - ◆ To which extent is his/her idea *innovative*?
- Then, one group will be selected through a lottery to present their results (see 2.2.4). The **presentation** should take about 3 minutes.
- Finally, everyone should give feedback to the group's presentation, following the sandwich rule concisely (please, review 2.2.5 and 2.3). The feedback round should take around 20–30 minutes)

### **BREAK (15 minutes)**

#### 5.1.3 Carry out experiments | (1h)

Exercise to be done during the self-learning sessions

#### Instructions I:

- First, read the case study below:

#### **Case study: Thoko's Bicycle Factory**

*Thoko used to be a semi-professional cyclist. After having a bicycle accident he could not participate in any races anymore. As such he has been thinking to turn his passion for bicycles into a business idea and become an entrepreneur.*

*Thoko started by developing carbon frame bicycles. A few years ago, he developed an interest in bike frames made of titanium, which are similarly lightweight and much cheaper to manufacture. He bought all kinds of bike components through his contacts and assembled high-quality bicycles that he sold to friends and family members.*

*He also created 8 bikes with two wheelsets of different sizes and monitored sales, to understand if this product was something that the market needed or wanted. Apparently, not only friends but many more people started contacting him to create bikes for them and especially bikes with two wheelsets that can be used as a road bike as well as a gravel bike, just by switching wheels.*

#### **What was Thoko's idea?**

*Thoko wanted to sell more bicycles from titanium that are much cheaper to manufacture, as such he would have higher profit.*

### What was Thoko's prediction to be tested?

*"I will buy a few titanium frames from low-cost manufacturers. If titanium frames sell better than carbon frames, I will buy more titanium frames than carbon frames because it would mean there is a gap and need in the market and there is potential"*

### Have a well-defined purpose for your experiment:

- In order to run an experiment, **you should have a well-defined purpose**. You must have figured out precisely what you want to learn.
- Now, use the idea you chose at the previous exercise 5.1.2 "Evaluating a new idea" (see pp. 25-26).
- **Create a prediction that you can test**. You must know before running the experiment what you are going to test. A common format is:

***If (cause), then (effect), because (rationale).***

For example, **if** sourcing costs of X products are too high, **then** I will change manufacturer, **because** I want to make higher profit.

- **Be ready to abide by the results.** You should be ready to walk away from a project or idea if the results of the experiment suggest so.
- **Reliability.** Be sure that you test your idea on a well-defined group that shares similar characteristics with your real customers. Doing so ensures that you experiment on a representative target group. There is no real point in doing your experiment to people not included in your target group.

### Instructions 1:

- **Develop an experiment to see if the idea is promising or not.**
- **In experiments, it is not advisable to invest too many resources:**
- Develop an experiment to see if the idea is promising or not.
- Formulate an experiment hypothesis based on the knowledge you've acquired in this module; e.g. If (cause), then (effect), because (rationale).
- It is important not to drain resources (e.g. time, money, effort)

### Remember to

- ◆ *Use resources that are easily accessible to you*
- ◆ *Try things out! Often you can't know in advance whether an idea will work.*
- ◆ *Do not put too many resources into an experiment. Remember that it may not work.*
- ◆ *You know much better if something works after you have tried it. Don't think that your sense of security is enough*
- ◆ *Sometimes mistakes lead to new ideas about how to market a product or add an extra service. Mistakes are often experiments in disguise.*



### 5.1.4 Set a goal for your business | (1h)

Exercise to be done during the self-learning sessions

During the self-learning session, individually you should:

- Write down a short-term goal for your business (*It should be possible to reach the goal in 3 to 4 months*).

MY GOAL:

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- Afterwards, check whether it meets the principles of "Good goal setting: SMART-PI" by ticking the boxes and by writing down the part of the goal that meets this principle.

- ◆ *Is your goal formulated according to the action principles "Set a good goal": SMART-PI?*

- Specific**
- Measurable**
- Ambitious, but...**
- Realistic**
- Time bound**
- Personal Initiative** (introduce something new)

**If you cannot tick all boxes, you should rewrite the goal according to SMART-PI:**

MY GOAL:

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Then, answer the two following questions concerning feedback:

- *How will you assess whether you have achieved the goal?*
- *When will you assess whether you have reached the goal (exact date)?*

I will achieve my goal by...

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I will achieve my goal until: \_\_/\_\_/----









## 6. EXERCISES/HOMEWORK (BLOCK 4)

### 6.1 Homework instructions - Self-learning Session 4 (4h)

Recap to be done during the self-learning sessions

#### 6.1.1 Group recap - Block 4 (15 min)

The group may try to answer questions such as:

- *What do you remember from the previous session?*
- *Which were the main learning outcomes?*
- *Which parts were more challenging to understand?*

(Shortened version of the explanation)



#### 6.1.2 Acquiring finances & Costs related to your Goal (25 min)

Exercise to be done during the self-learning sessions

These two exercises should be done in teams of two.

For the first exercise "Acquiring finances", you should:

- List available sources of finance (personal savings)

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- List things you could do with a little more money (*for example: an extra monthly salary, or a payment in advance*).

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→ For the second exercise "Costs related to your Goal", list the costs you need to finance the investments to reach business goals.

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### **Don't forget to be realistic and economical!**

First, you will need to write down for each category the items and costs needed to achieve your goal. Then, calculate the total.

*Note: use up to 15 minutes to write down your answers for homework exercises 6.1.2.*

Finally, present both answers to your partner. Discuss the results and provide feedback to each other. **Do not forget the feedback rules!** (use up to 10 minutes for this part).

### **6.1.3 Creating a Plan from a Goal | (1h)**

Exercise to be done during the self-learning sessions

First, read the following Case Study:

## **Case Study: « Creating a Plan from a Goal »**

### **George and his chickens**

George has a small chicken farm. Currently, he owns 30 chickens and sell their eggs in the neighbourhood. His customers tell him the quality of their eggs are amazing.

Nowadays, he only has the support of his wife to help him in his business, who also works in her own business and has not so much time to help anymore.

Passionate about his work and inspired by his clients, George decided to put more energy into his business to increase his profits in four months. With the profits, he wants to expand his business even further. His idea is to use the profit to increase even more and, in the next year, start selling his eggs also to markets in the surrounding villages". But first, he has to achieve the following goal:

***"I want to double my profits in the next four months "***

What you need to know about George is that he has limited financial resources available.

Based on this case study, in groups of four:

1. List the resources that he will need to achieve this goal and where he can get them.

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2. Make a plan of the important steps for George to achieve his goal and to be prepared for potential barriers.

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4. Develop a weekly plan of next steps. Make the plan for the first week for George.

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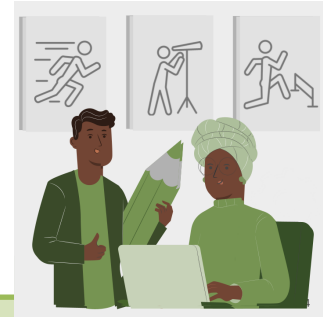
*(the groups can use up to 20 minutes to come up with their answers)*

Finally, at least two groups should present their results and the others should give feedback (20 minutes for each group presentation + feedback = 40 minutes in total).

## 7 PERSONAL PROJECT

### 7.1 Introduction

It is easy to forget what you have learned and to fall back on old routines that threaten the success of your business. **The personal project will help you to apply your knowledge to your own business!**



The PI Workshop has greatly increased the profits and sales of entrepreneurs, but only for those who have used the new skills they have learned for their business!

Before starting working on your Personal Project, let's recap the main learnings of the workshop:

Recap to be done during the self-learning sessions

#### 7.1.1 Group recap - Learning outcomes of the PI workshop (15min)

The group should try to answer questions such as:

- *What do you remember from the workshop?*
- *Which were the main learning outcomes?*
- *Was anything not clear?*

Moreover, use the symbols to recap the whole session. You should state at least one phrase per symbol)



## BREAK (10 minutes)

### 7.1.2 Personal Project (steps - 1h20)

Personal Project to start developing during the self-learning sessions

During this self-learning session, you may use about 20 minutes to work on each part of your Personal Project. Do not worry if you cannot finish it during this self-learning session. What is crucial here is to make sure that you understand how to develop your Personal Project. Therefore, you should develop it next to a partner, so he or she can work together with you. You may also ask for help from other peers if you two are struggling with some part. It is important to continue and finish it at home before the next self-learning session because you will present it to your peers there..

#### I. Formulate a new goal

Take the goal you have already formulated for your business (see p. 27) or formulate a new goal following the action principles of « Goal Setting: SMART-PI" that you want **to achieve in 4 months** ). Also note how you will seek feedback on whether you have achieved your goal completely.

→ Write down your business goal:

**MY GOAL:**

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*Is your goal formulated according to the action principles "Set a good goal": SMART-PI"?*

- Specific:**
- Measurable:**
- Ambitious, but...**
- Realistic**
- Time bound**
- Personal Initiative** (introduce something new)

**If you cannot tick all boxes, you should rewrite the goal according to SMART-PI:**

**MY GOAL:**

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## II. Gather information

Gather the information you need to achieve your goal. Also think about the information you need to finance your goal.

WHAT DO YOU NEED TO ACHIEVE THE GOAL?		ORIGIN OF RESOURCES
Material		
Employees & others		
Free time per week		
Costs		
Information		
Other		

## III. Plan activities

Make a plan with all the important steps to reach your goal and to prepare for potential barriers.

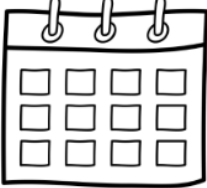
 ACTIONS	DATES	POTENTIAL BARRIERS  PLAN B	PROGRESS <input checked="" type="checkbox"/> makes <input type="checkbox"/> in progress <input type="checkbox"/> delay

IV. Weekly Plan

Write down plans for the next month: Write down the activities you will undertake to achieve your goal.

**PERSONAL PROJECT**

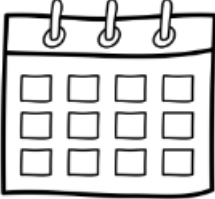
WEEKLY PLAN - WEEK 1



Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1						

**PERSONAL PROJECT**

WEEKLY PLAN - WEEK 2

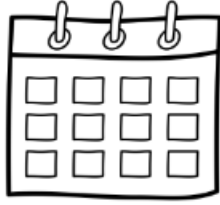


Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday





WEEKLY PLAN -  
WEEK 3



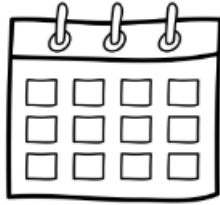
**PERSONAL PROJECT**

Monday      Tuesday      Wednesday      Thursday      Friday      Saturday      Sunday

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WEEKLY PLAN -  
WEEK 4



**PERSONAL PROJECT**

Monday      Tuesday      Wednesday      Thursday      Friday      Saturday      Sunday

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## 7.2 Self-learning Session 5 (4h)

This will be the last self-learning session in which all the entrepreneurs' will meet. During these sessions, all the entrepreneurs' should **present their Personal Project (3 minutes for each)** and receive feedback from the others (**10 minutes of feedback for each presentation**). Read below.

### 7.2.1 Personal Project pitch presentation & feedback

After each presentation, due to time constraints, **only three people will provide feedback for each presentation** (each person will have about 3 minutes to provide feedback).

**Everybody should try to provide feedback at least once!**

Do not forget the feedback rules!

## THE RULES OF FEEDBACK

### The Sandwich Rule



1. Treat each other with respect.
2. Give constructive feedback.
3. Give feedback on the task (not on the person).
4. Start and end with a positive point. But don't forget the negative points: these show the possibilities for improvement.
5. Consider mistakes as a chance to learn and show them to others as well.
6. Create a fruitful balance between negative and positive feedback.
7. Use first person messages: "I feel that..." , "In my opinion..." , "I believe...".

**Never stop! You may continue to exchange knowledge and ideas with your peers through weekly phone calls or personal meetings!**

## CONTRACT WITH MYSELF

I am aware that I am responsible for the success and future of my business: I can influence the circumstances affecting my business by being **active and innovative** and by **never giving up**.

As of today, I am actively taking on the following responsibilities:

- I will introduce new ideas, products or services and new types of marketing
- I will set goals for my business, therefore I will try to achieve them and I will not give up if there are barriers
- I will actively use different sources of information
- I will think about the future consequences of my actions and set long-term goals

During this workshop, I have learned skills necessary to carry out the responsibilities mentioned above. From now on I will use these skills in my business. I am aware that this will take energy, that sometimes I will face barriers or that some new ideas will not work. However, I will stay on track and try again. In time, these efforts will pay off.

From now on, I am taking the future and success of my business into my own hands!

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**Name/Signature**

Please write to [ruffier@move-eti.com](mailto:ruffier@move-eti.com) with comments and feedback about this material and the workshop implementation. Feel free to write about the aspects you liked the most and to suggest aspects where we can improve. We look forward to hearing from you!



**Show personal initiative and  
use the new skills you learn for  
your business!**

