



Implementing Personal Initiative Training



Center of evidence-based entrepreneurship development



LEUPHANA
UNIVERSITÄT LÜNEBURG

Agenda

1. Introduction
2. Mechanics of the training
3. General implementation considerations
4. Scaling issues and questions to be answered
5. Deep dives into training programs PI and STEP

Introduction

CEED & Doorways gGmbH



Center of evidence-based entrepreneurship development

The Center of Evidence-based Entrepreneurship Development (CEED) at Leuphana University



Prof. Dr. Michael Frese
Asia School of Management
(in collaboration with MIT Sloan Management) and
Leuphana University of
Lueneburg.



Prof. Dr. Michael Gielnik
Professor of Psychology,
particularly Entrepreneurship
at the Leuphana University of
Lueneburg.



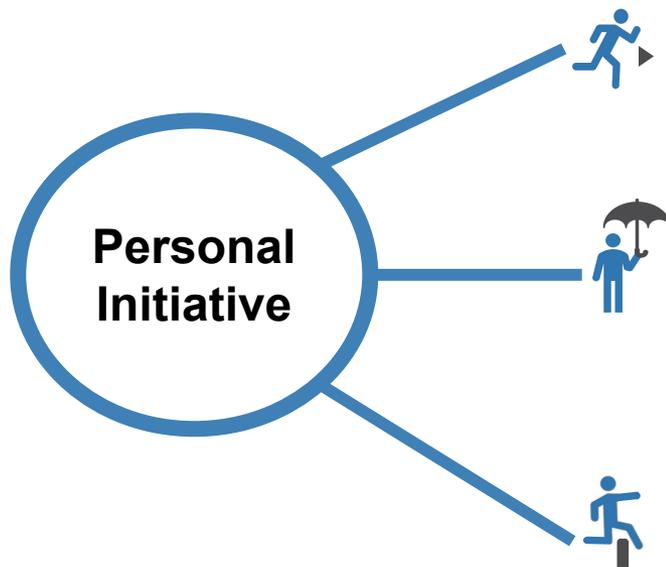
Doorways

<https://www.doorways-training.org>

Non-profit organization founded as a spin-off from Leuphana University with the goal of making the implementation of our training programs scalable and available to a wider range of partners.

Founded by a team of training experts with ~ 20 years of combined experience with the trainings-

What is Personal Initiative? (Frese & Fay, 2001)



Self-starting:

- **actively searching for, evaluating and pursuing opportunities** without waiting for others to do it or to tell you to do it.
- trying to **be different** from competitors and **find new ways of doing things!**

Future-oriented:

- scanning for **potential opportunities and threats** in the future.
- **starting to prepare** for these future opportunities and threats in the present.

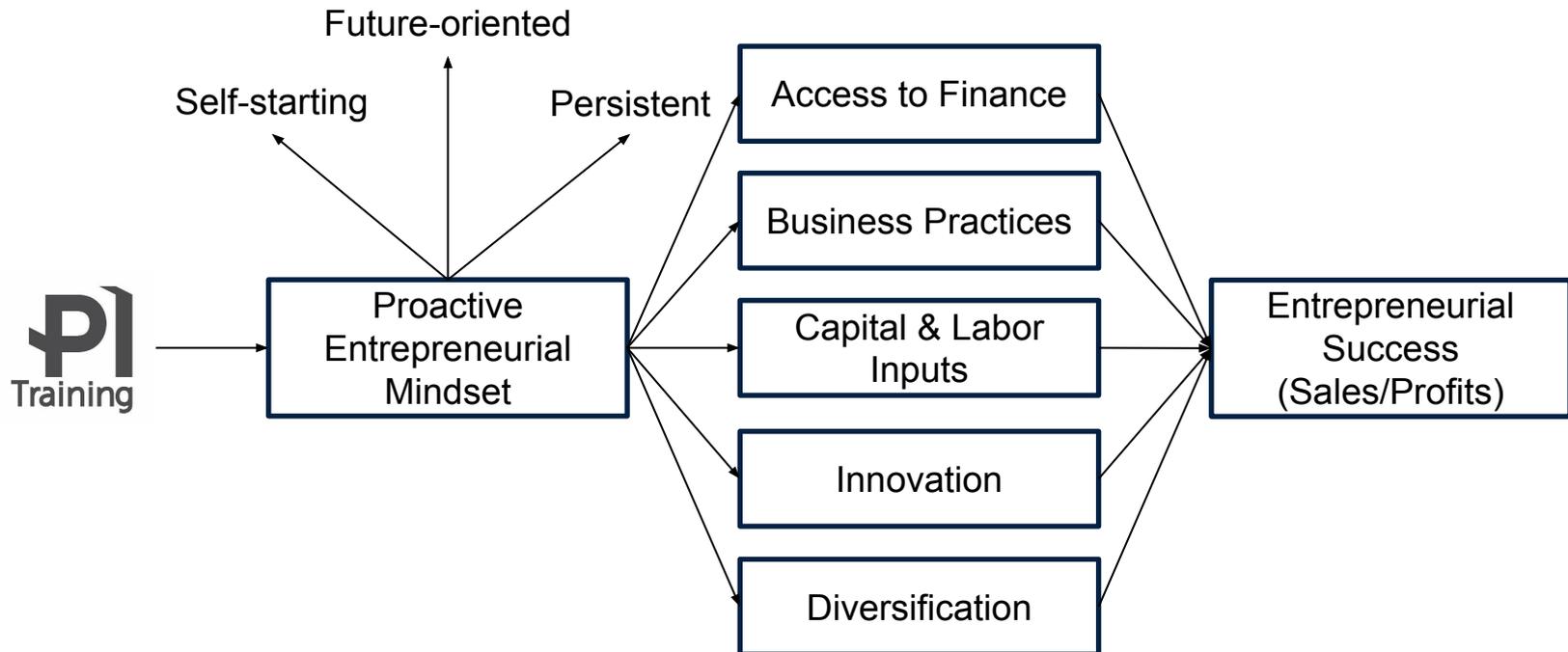
Persistent in overcoming barriers:

- Protecting one's goals and adapting one's plans **to overcome problems on the way towards the goal.**
- **Actively dealing with problems** instead of giving up.

Mechanics of the training

How and why does it work?

- The PI training focuses on fostering a **proactive entrepreneurial mindset**.



Structure of an action-oriented training

Key principles (Frese et al., 2016)

- 1. Creating an action-oriented mental model:**
participants acquire action-relevant knowledge through action principles
- 2. Learning by doing:**
training combines knowledge acquisition with direct actions
- 3. Transferring PI action principles:**
trainees develop a personal project and apply the action principles to the project
- 4. Making errors and giving/receiving feedback:**
training emphasizes feedback – incl. negative feedback / errors
- 5. Routinization of new behavior:**
actively practicing and repeating actions during training

Method of delivery

“The best trainers are the ones who talk the least!”

ok!

Additional Training Design Factors

Factors impacting transfer	Implications
Learning strategies	Employ multiple learning strategies (case analysis, (...), discussion) during training (Cook et al., 2013).
Demonstration	Use mixed models (positive and negative models during training) rather than only positive models (Taylor et al., 2005).
Errors	Incorporate error management strategies during training especially for open skills (Keith & Frese, 2008).
Design	Space or distribute practice (...) (Dunlosky et al., 2013).

Ford et al. (2018)

General implementation considerations

There are several aspects that need to be considered for a successful training implementation:



Suitable Training Materials



Qualified Trainers



Implementing Organization

Target Groups for the Trainings are flexible!



- Small-scale business owners / MSMEs
 - Agripreneurs
 - Factory workers
 - Groups with limited access to education / illiterate trainees
 - ...
- University or high-school students
 - Students at vocational training institutions
 - Job seekers / Unemployed youth
 - Groups with limited access to education / illiterate trainees
- + Combinations of the trainings**
(e.g. for farmers)

The training methodology and the concept of personal initiative are relevant for training programs in different areas (e.g. human development / health, capacity building / organizational development)

Adjust training materials to target audience

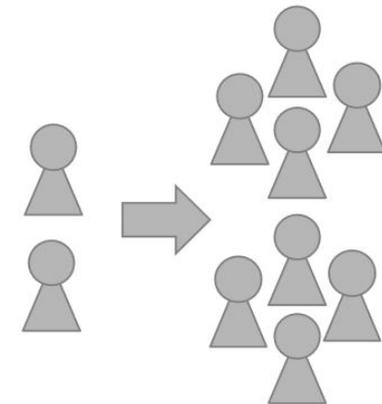


- **There is no one-size fits all solution to any training!**
- The underlying methodology, the core content and training design elements stay the same, but there is a need to...
 - ... adjust the training materials in terms of **complexity** (e.g. wording, types of exercises)
 - ... address **specific needs/problems** that the target group faces (e.g. illiterate trainees)
 - ... adjust the **storylines/examples** to match the cultural background and the realities of the trainees
- Additionally, it is possible to integrate the training into an existing curricula or add additional components.

Trainers are key



- **Key learning:** the effectiveness of the training depends on the **quality of the trainers** who deliver it.
- Choosing **fitting trainer candidates & qualifying them.**
- **„Training-of-Trainer“ (ToT)** approach for the PI training.
 - Within 1-2 week long ToT-workshops, we **qualify 12 to 15 local trainers** with the skills and knowledge to implement the training program in their region/country.
 - Ideally, we remain in contact with them during the initial implementation of the training.



Master Trainers

Local Trainers

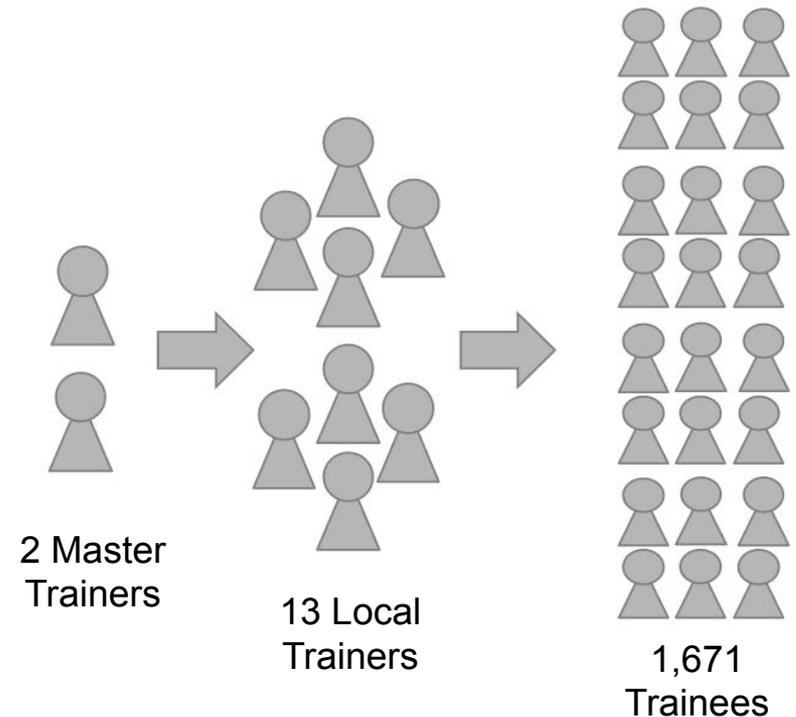
Trainers are key- Scalability



Once qualified, trainers can reach a relatively large number of trainees within a short period of time.

Example Implementation:

- **Target group / size:**
1,671 small-scale traders in Burkina Faso
- **Duration of the program:**
10 weeks
- **Number of trainers:**
13 (one ToT)
- **Trainees trained per week per trainer:** 120-160 (6-8 groups)



The right implementing organization



Which organization? Depends on target group:

Public Sector Organizations	Private Sector Organizations
Business support institutions (MSMEs)	Micro-finance institutions (MSMEs)
Universities & schools (students and other target groups through outreach programs)	NGOs (all target groups, depending on focus)
Vocational training institutes	Training institutes (all target groups)
Other public institutions (all target groups)	Other private sector organizations

Minimum requirements and capabilities:

- Established organizations
- Capable of recruiting and managing trainees and trainers
- Ideally access to the necessary infrastructure (rooms, etc.)

Implementation and scaling challenges

Scaling issues and questions to be answered

Finding the right trainers and maintaining trainer quality

- Identifying selection criteria for trainer candidates
- Accompany organizations for longer periods and have frequent refresher ToTs
- Identify and train “Master Trainers” that can continue to train local trainers

Funding for sustainable implementation and scaling

- Most of our target group are not able (and/or willing) to pay for the training
- Recuring costs for paying trainers, logistics and maintaining trainer quality

Scaling issues and questions to be answered

Approaches for scalability we are thinking about

- Develop and evaluate effectiveness of digital and hybrid versions of the training
- Secure funding to fully dedicate capacity within Doorways to efforts of scaling – reach out more intensively to public institutions (universities, business support institutions, etc.) who are interested in adopting our training programs (e.g., several universities in Morocco, Jamaica, Barbados, Jordan, business support organizations in Burkina Faso and Zambia, and various embassies (e.g., South Africa, Cote d'Ivoire, Kenya) in Germany have expressed a strong interest to implement our training programs)
- Work with private sector organizations that have an inherent interest in increasing their clients' entrepreneurial performance (e.g., MFIs)
- Compare PI Training against the largest traditional business training (ILO SIYB) using an RCT design to see if results from the Togo project can be replicated and to increase awareness of PI Training methodology

Deep dives into training programs PI and STEP



Personal Initiative Training

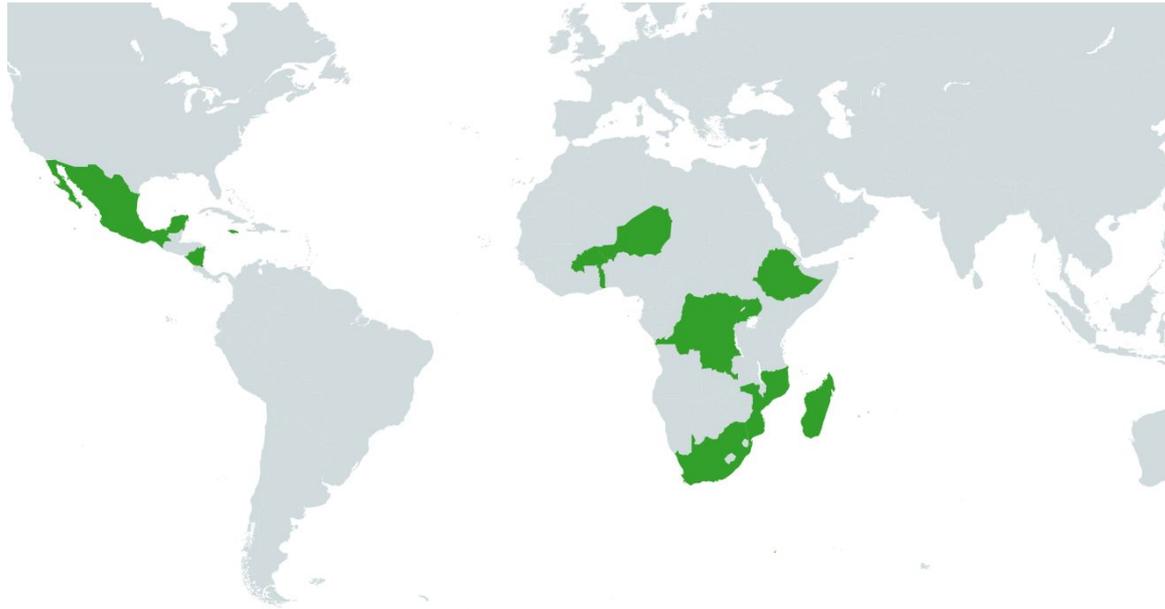
What is Personal Initiative Training?

PI Training is an entrepreneurship training that has been successfully implemented in several low- and middle-income countries.



Goals and Achievements

PI Training fosters a pro-active behavior and an entrepreneurial mindset. PI Trainings have been implemented in many countries.



- Burkina Faso
- Ethiopia
- Jamaica
- Madagascar
- Mexico
- Mozambique
- Nicaragua
- Niger
- South Africa
- Togo
- Uganda

Changes the mind-set

More than just business skills and knowledge.

Increases profits

Increase of firm profits by 30% in 2 years.

Best-farming practices

Increase the adoption of best-farming practices.



1. PI Training is Action-Oriented

Action-orientation is the core of a successful PI Training.



In Class:

Trainees learn action principles that provide:

- Knowledge **what to do**
- Skills **how to do it**



Between Classes:



Trainees immediately apply what they learn and gain:

- Confidence
- Believing that **“I can do it”**



2. PI Training is Evidence-Based

Introduction		
Personal Initiative	Being self-starting	
	Being future-oriented	
	Overcoming barriers	
The entrepreneurial process	The process of identifying, evaluating, and pursuing business opportunities	You & PI
		Resources
		The market
		Identifying opportunities
		Evaluation
	Goal Setting	
	Planning	
	Feedback	
Repetition and personal project		

The content is based on research on entrepreneurial success factors.

- The course consists of 10-12 sessions à 3 hours that are spaced out in time.
- The core elements of the PI Training are Personal Initiative and the Entrepreneurial Process.



3. PI Training is Scientifically Evaluated

PI Training participants significantly increased firm profits over the long-run.

Teaching personal initiative beats traditional training in boosting small business in West Africa

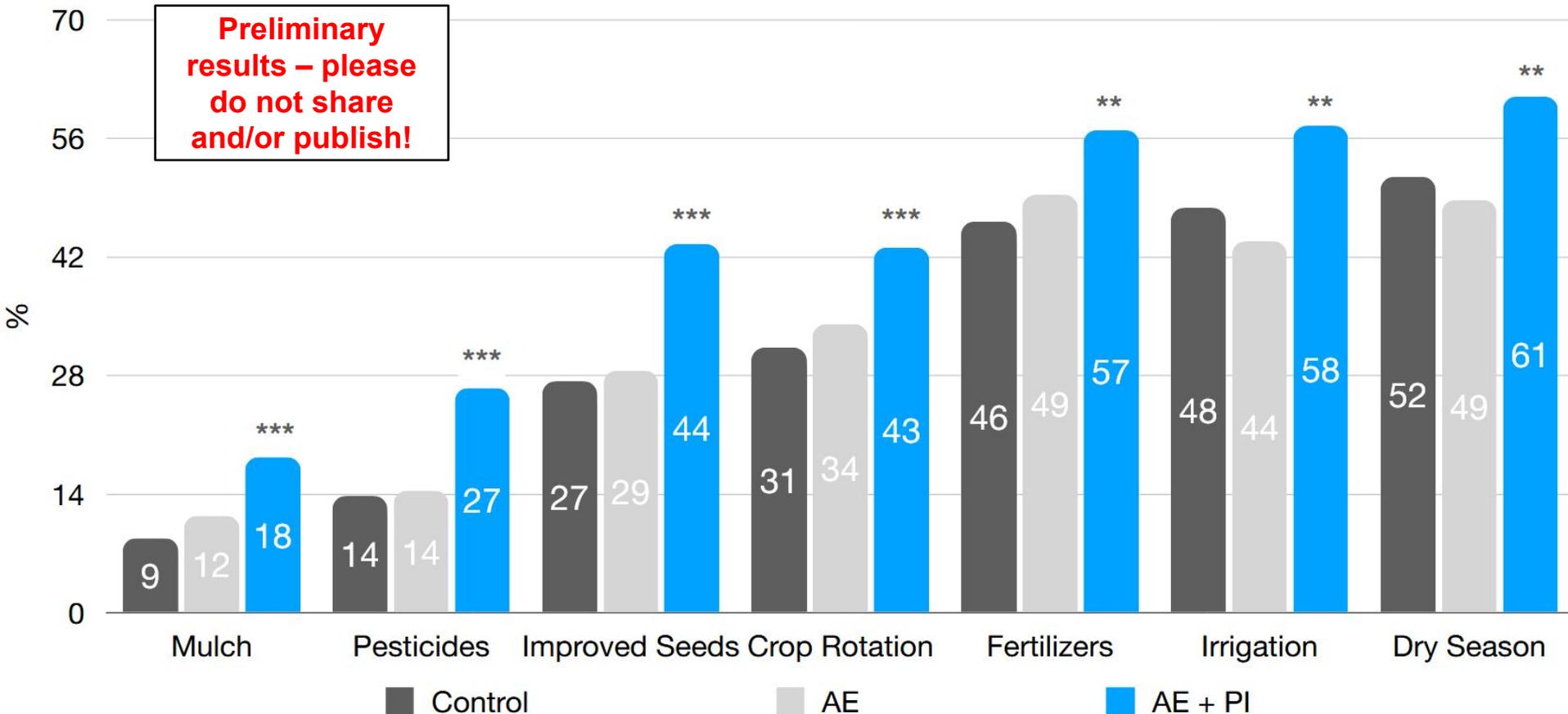
entrepreneurial behaviors, could have more success. A randomized controlled trial in Togo assigned microenterprise owners to a control group ($n = 500$), a leading business training program ($n = 500$), or a personal initiative training program ($n = 500$). Four follow-up surveys tracked outcomes for firms over 2 years and showed that personal initiative training increased firm profits by 30%, compared with a statistically insignificant 11% for traditional training. The training is cost-effective, paying for itself within 1 year.

Source: Campos et al. (2017), Science



3. PI Training is Scientifically Evaluated

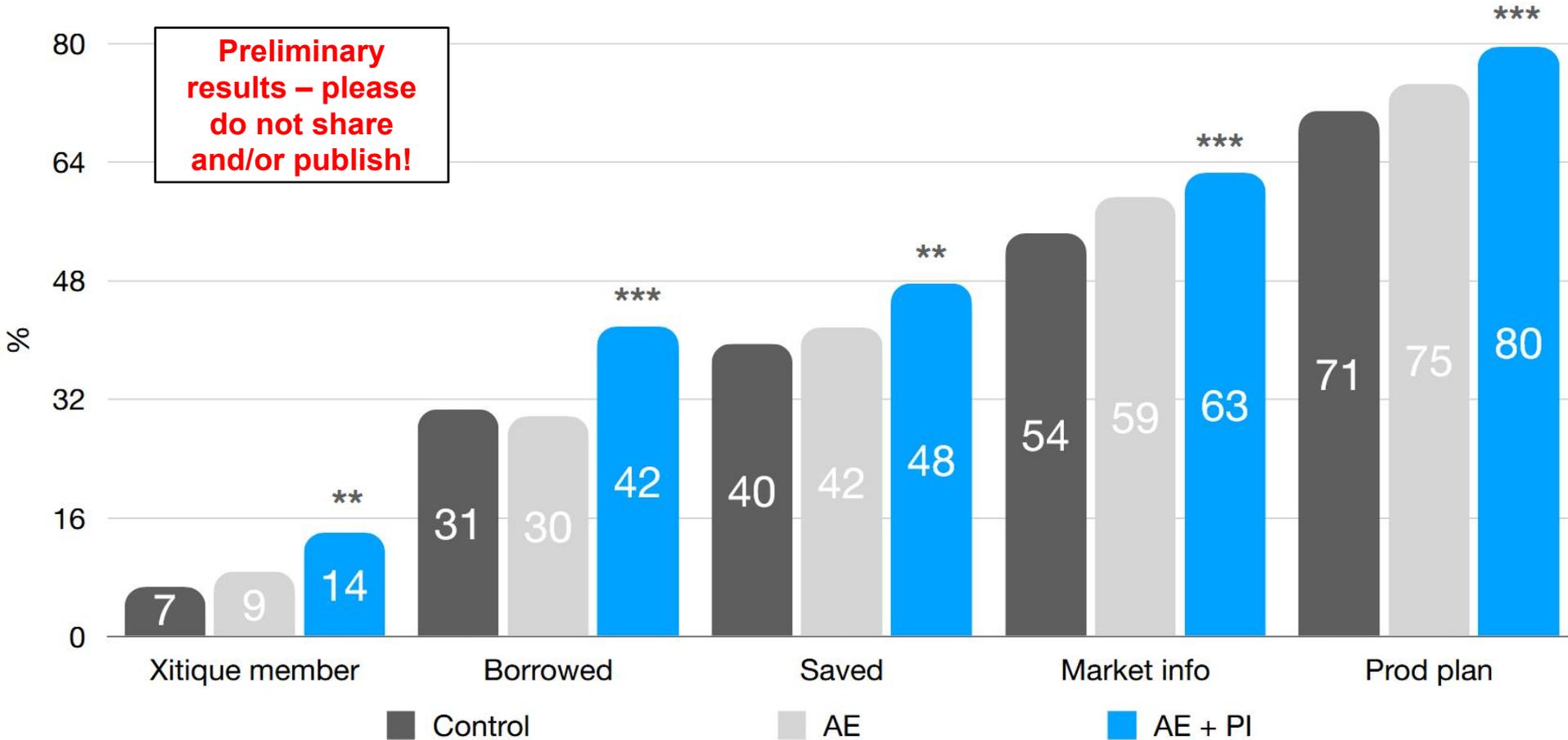
In another project, the PI Training in combination with an agricultural extension training significantly improved farming practices, ...





3. PI Training is Scientifically Evaluated

... (agri-)business practices, ...



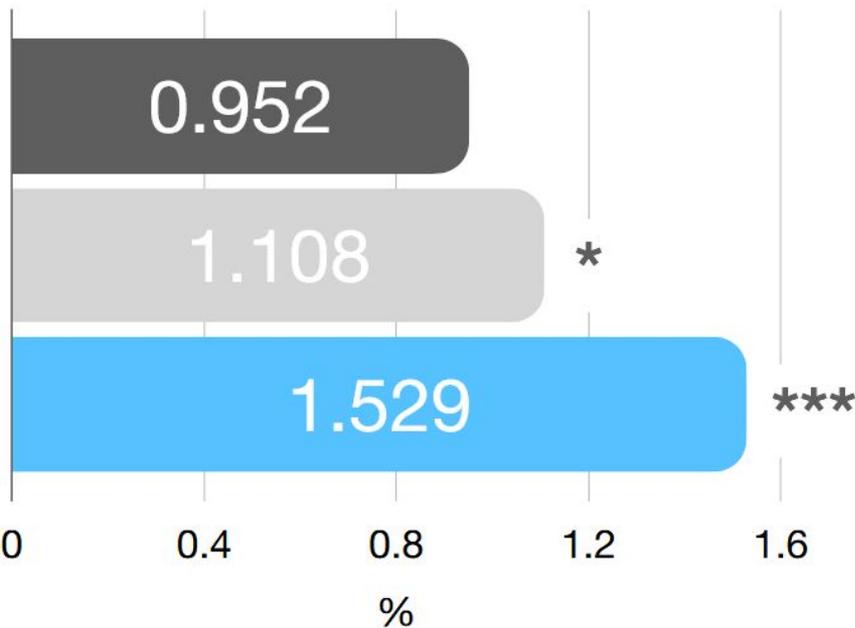


3. PI Training is Scientifically Evaluated

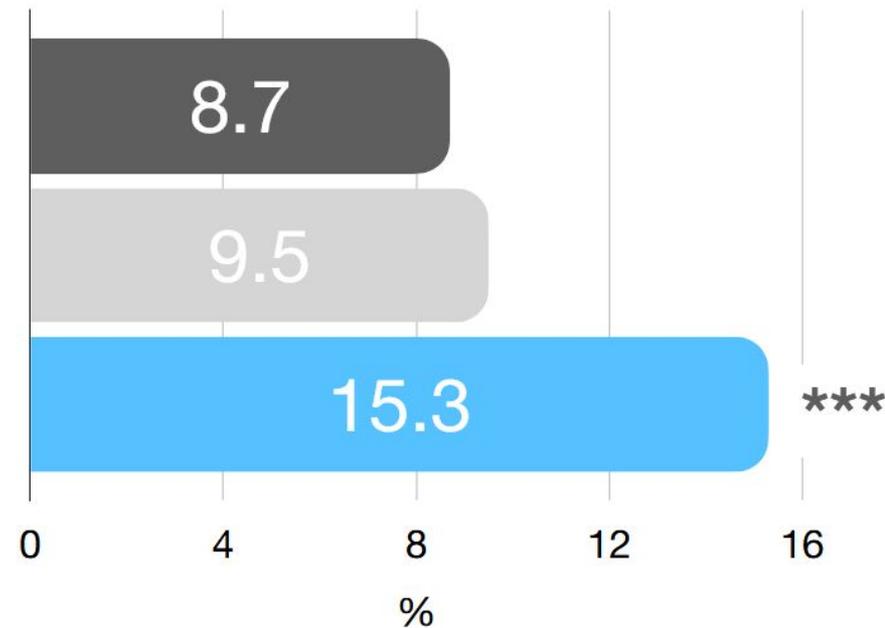
... and led to greater diversification in and out of the farm.

Preliminary results – please do not share and/or publish!

Number of cash crops grown



Has off-farm biz?



Control AE AE+PI



4. PI Training is Context-Specific

PI Training is impact-driven and its content can be flexibly adapted to the local context and needs.

- The training is conducted by **local facilitators** (qualified in a train-the-trainer workshop).
- PI Training has been implemented in **various contexts and in different variants**:
 - Male and female entrepreneurs
 - Adolescent girls and young women
 - Farmers
 - Factory Workers



STEP

STUDENT TRAINING FOR ENTREPRENEURIAL PROMOTION

Student Training for Entrepreneurial Promotion (STEP)

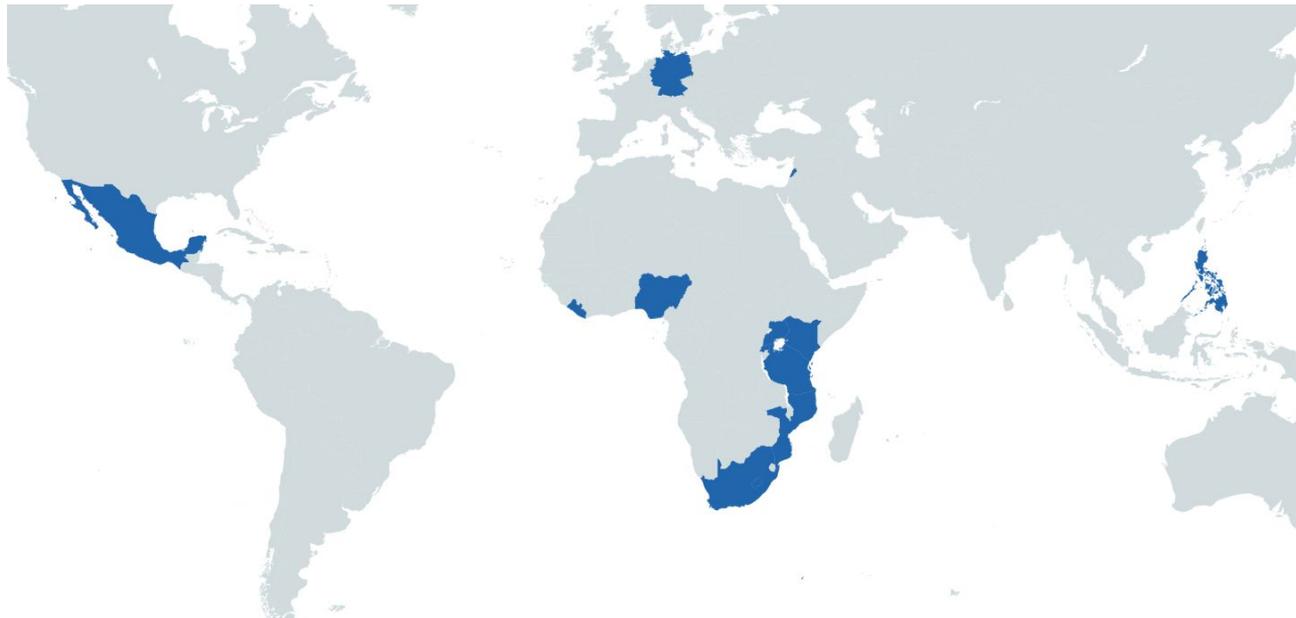
What is STEP?

STEP is an entrepreneurship training that has been successfully implemented in several low- and middle-income countries.



Goals and Achievements

STEP develops young people's skills, knowledge and confidence to pursue entrepreneurship. So far + 10,000 students were trained.



- Germany
- Kenya
- Lebanon
- Lesotho
- Liberia
- Mexico
- Mozambique
- Nigeria
- Philippines
- Rwanda
- South Africa
- Tanzania
- Uganda

Changes the mind-set

Self-employment as attractive career option

Increases start-up rate

Boosts the number of new ventures founded

Produces job creators

Turns job seekers into creators (double impact)



1. STEP is Action-Oriented

Action-orientation is the core of a successful STEP program. At the beginning of the program, STEP trainees start their own businesses.



In Class:

Students receive:

- Knowledge **what to do**
- Skills **how to do it**



Learning **action principles** that advise students what to do and how to do it.



Between Classes:

Students start a business and gain:

- Confidence
- Believing that **“I can do it”**

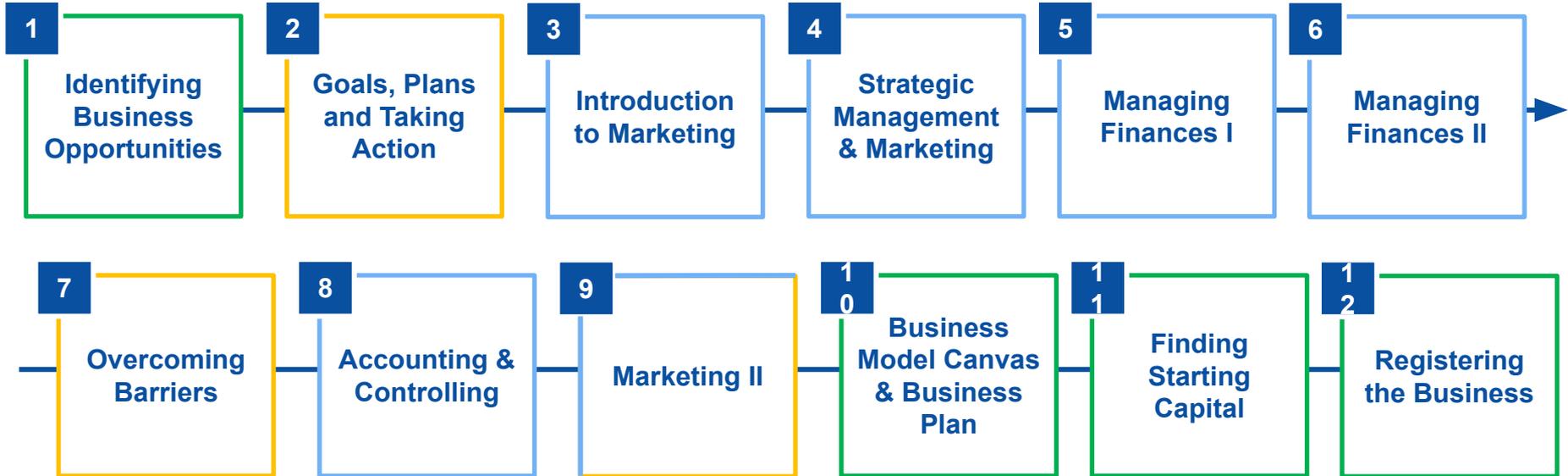
Receiving **real experience** by starting and running a business between the sessions.



2. STEP is Evidence-Based

The content is based on research on entrepreneurial success factors.

- The course lasts **10-12 weeks** and includes 12 sessions à three hours.
- Sessions cover three relevant domains (interdisciplinary approach): **business administration**, **entrepreneurship**, and **psychology**.

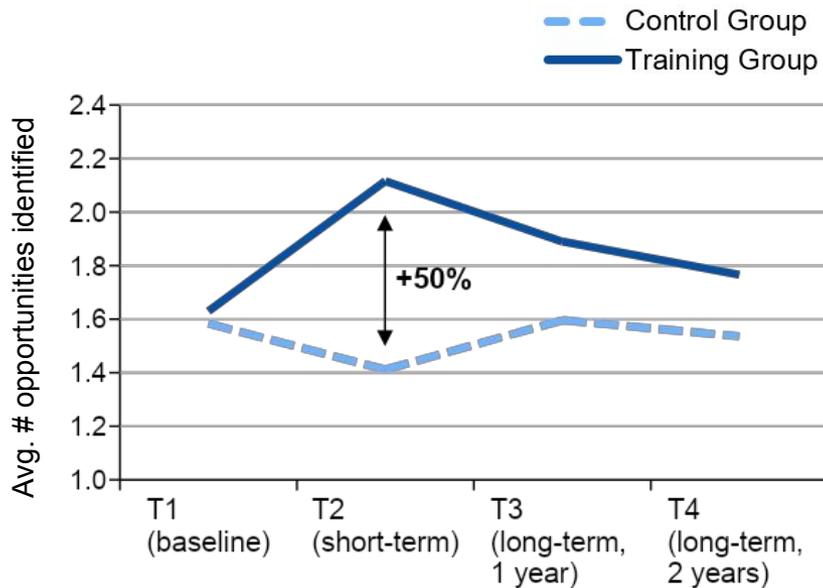




3. STEP is Scientifically Evaluated

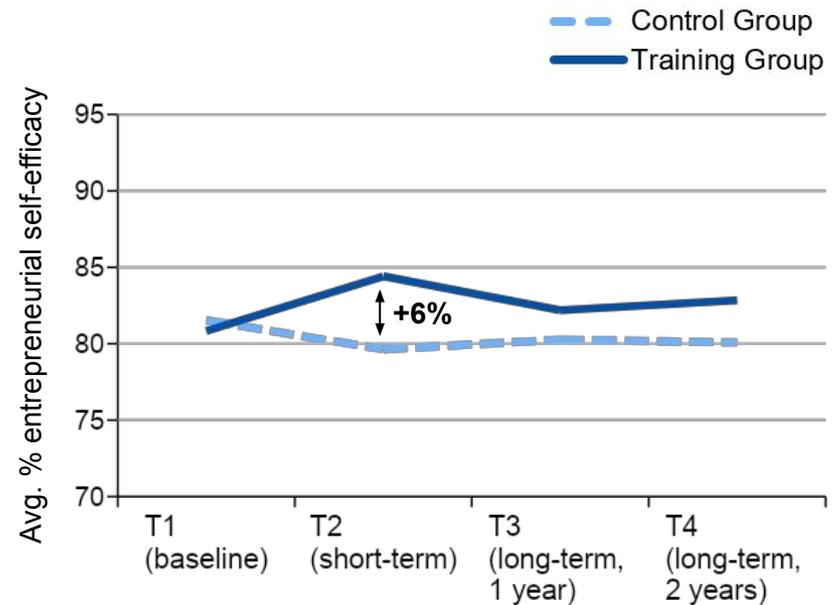
STEP participants exhibit a significantly increased entrepreneurial mindset directly after the training.

Opportunity Identification



No. of participants: 6.246, no. of observations: 15.345, $p < .001$

Entrepreneurial Self-Efficacy



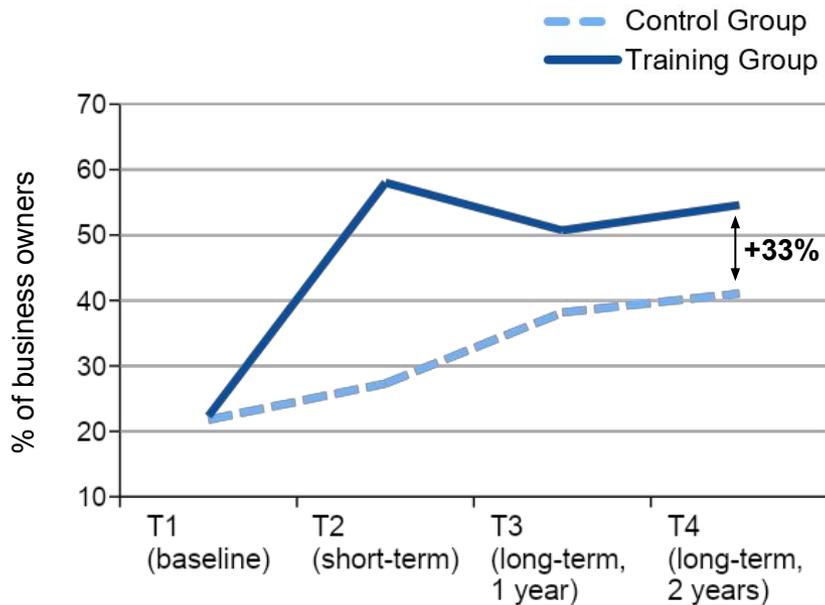
No. of participants: 6.252, no. of observations: 15.511, $p < .001$



3. STEP is Scientifically Evaluated

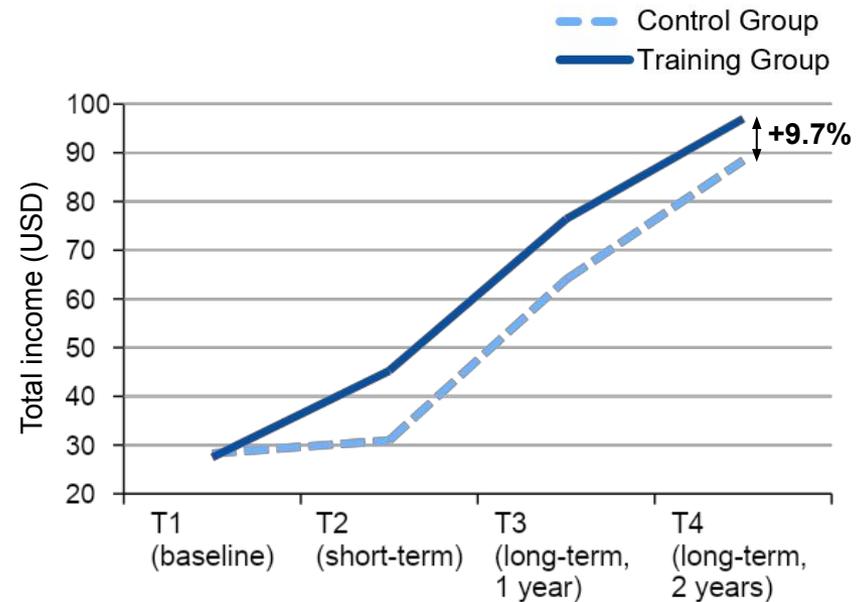
STEP has a significant impact on self-employment and income in the short-term and the long-term.

Business Ownership



No. of participants: 6.247, no. of observations: 15.630, $p < .001$

Total Income



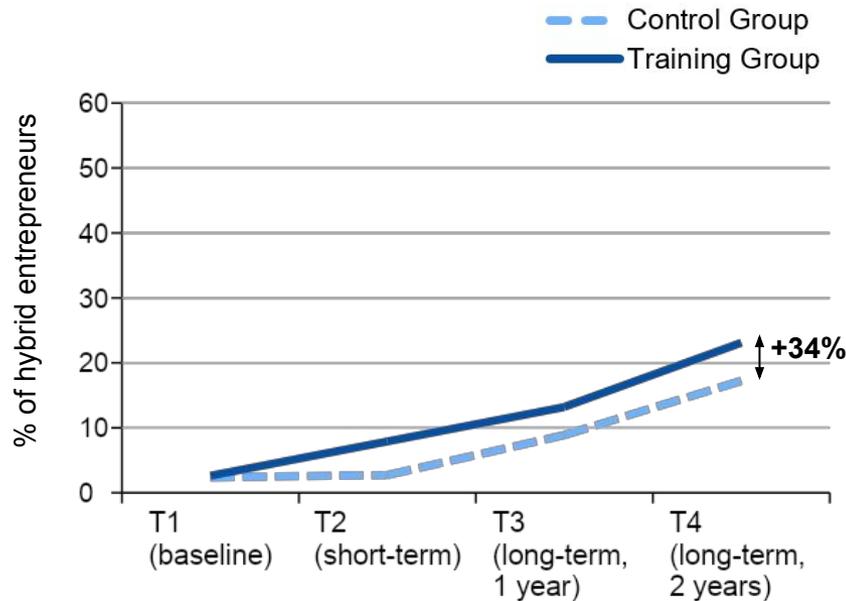
No. of participants: 6.257, no. of observations: 15.660, $p < .001$



3. STEP is Scientifically Evaluated

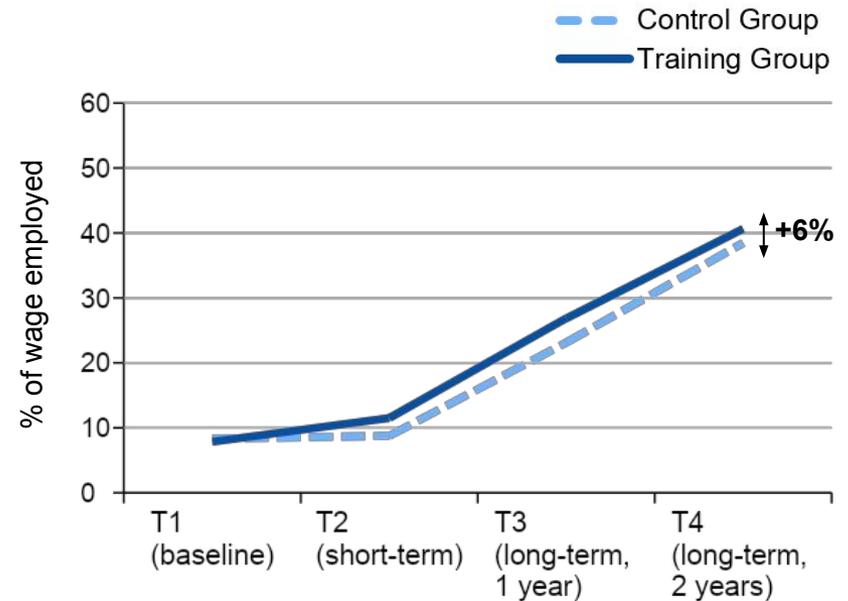
STEP participants pursue an entrepreneurial career in addition to wage employment.

Hybrid Entrepreneurship



No. of participants: 6.247, no. of observations: 15.606, $p < .001$

Wage Employment



No. of participants: 6.218, no. of observations: 15.324, $p < .01$



4. STEP is Context-Specific

STEP is impact-driven and its content can be flexibly adapted to the local context and needs.

- The training is conducted by **local facilitators** (qualified in a train-the-trainer workshop). This enables our partners to manage STEP autonomously in the long run.
- STEP has been implemented in **various contexts and in different variants**:
 - Universities and colleges
 - Vocational training institutes
 - Secondary schools
 - Youth education
 - Education on Sustainable Entrepreneurship





4. STEP is Context-Specific

Taking the next step ahead: STEP Sustainability (STEP S) promotes sustainable development.

- Entrepreneurship is not only an answer to a lack of employment opportunities - STEP S builds upon the unique features of STEP and includes sustainability as a cross-cutting theme along all sessions.
- Pilot implementations of STEP S in Uganda and South Africa indicate that STEP S helps to develop a sustainability-oriented and entrepreneurial mindset.



- ▶ Changes the mindset
- ▶ Increases sustainable business practices
- ▶ Produces impact creators

More information?

Reach out via e-mail or visit our homepage for more information on the training and current and previous projects!

E-Mail: info@doorways-training.org



Doorways

<https://www.doorways-training.org>



Center of evidence-based entrepreneurship development



STUDENT TRAINING FOR ENTREPRENEURIAL PROMOTION



This presentation and its content is **copyright** of **Doorways gGmbH** and **CEED - Center of Evidence-Based Entrepreneurship Development at Leuphana University**.

Any **content may not be used**, sold, licensed, transferred, copied, distributed or reproduced in whole or in part in any manner or in or on any media to any person without the **prior written authorization** of Doorways gGmbH, Prof. Dr. Michael Frese or Prof. Dr. Michael Gielnik at the CEED.

www.doorways-training.org

www.leuphana.de/en/research-centers/center-of-evidence-based-entrepreneurship-development.html