



INTERNATIONAL ENTREPRENEURSHIP

Training programme, based on the competence profile for an international entrepreneur with the focus on intercultural intelligence.

November 2009



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Colophon

INTERNATIONAL ENTREPRENEURSHIP

Training programme, based on the competence profile for an international entrepreneur with the focus on intercultural intelligence.

*The unit profile was developed by:
AGEFA-PME, France.*

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Framework

The project aims to define a “unit profile and training programme” focused on INTERNATIONAL ENTREPRENEURSHIP especially on the body of knowledge, skills and competences in the field of cultural awareness and inter and intra cultural behaviour required in order to be an entrepreneur in an international context.

Together with the competence profile and the training programme, the following supporting documents will assist you to set up and implement a training programme on intercultural intelligence in your organisation:

- Training formats;
- Work placement guidelines;
- Assessment standards;
- Portfolio;

All these documents are available on the website www.intentproject.eu

In the training programme, five different sub modules are distinguished:

- I. Creative entrepreneurship mindset;
- II. International leadership mindset;
- III. Negotiating and influencing on an international stage;
- IV. Knowing yourself and others;
- V. Intercultural communication.



Training programme “International entrepreneurship”

TRAINING SUB-MODULE	KNOWLEDGE		SKILLS		COMPETENCES *	
I: Creative entrepreneurship mindset <ul style="list-style-type: none"> • generating ideas • dealing with ambiguity 	I.K.1	Creative thinking techniques	I.S.1	Adapting or generating imaginative or innovative ideas	I.C.1	Think creatively <ul style="list-style-type: none"> a. To be eager to investigate and learn b. Think and analyse critically c. Ready to accept new ideas
			I.S.2	Thinking out-of-the-box / challenging assumptions		
			I.S.3	Accepting and managing complexity	I.C.2	Tolerate ambiguity <ul style="list-style-type: none"> a. Ready to accept new ideas b. Show flexibility and adapt behaviour to different requirements and situations c. Postpone judgement
			I.S.4	Maintaining effectiveness in a constantly changing environment		

* Expressed as “The ability to... “

TRAINING SUB-MODULE	KNOWLEDGE	SKILLS	COMPETENCES *			
II: International leadership mindset <ul style="list-style-type: none"> • solution focus • goal setting • ambition 	II.K.1	Leadership models	II.S.1	Setting priorities, assessing risks and making choices according to identified possibilities for change and improvement	II.C.1	Be personally responsible (“accountability”) <ul style="list-style-type: none"> a. Do self confident decision making b. Take risks
	II.K.2	Comparing leadership models in different cultures	II.S.2	Setting high goals for self and others focusing on the delivery of targets and deadlines	II.C.2	Empower and inspire others <ul style="list-style-type: none"> a. Express solidarity b. Accept to put team objectives before personal objectives c. Balance progress on objectives with getting all parties on board
	II.K.3	Leadership qualities	II.S.3	Leading and motivating culturally different people	II.C.3	Have a solution focused mindset / be proactive <ul style="list-style-type: none"> a. Balance progress on objectives with getting all parties on board b. Be determined / resilient c. Be independent in fixing priorities d. Take initiative e. Take risks f. Objective focused and flexible in your approach
	II.K.4	Techniques on how to set objectives and their limits	II.S.4	Solving problems in the interest of all concerned parties		
	II.K.5	Techniques on being solution-focused	II.S.5	Gaining the support and commitment of the people you work with		
	II.K.6	Motivating people from different cultures	II.S.6	Look ahead beyond the constraints of the current situation		
			II.S.7	Manage several issues simultaneously		

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TRAINING SUB-MODULE	KNOWLEDGE	SKILLS	COMPETENCES *			
III: Negotiating and Influencing on an International stage	II.K.1	Negotiation strategies, models and techniques in a multicultural context	II.S.1	Influencing others of your ideas and negotiating	II.C.1	Show sensory acuity
	II.K.2	Conflict Management a. Concept of win-win solutions in conflict solving situations b. Accepted approaches in conflict solving depending on the country/ /culture	II.S.2	Understanding the needs and priorities of customers (internal and external)	II.C.2	Balance progress on objectives with understanding others concerns and motives
			II.S.3	Taking into account different negotiation styles when interacting with other cultures		
			II.S.4	Finding win/win solutions in potentially conflictual situations involving people coming from different cultural backgrounds		

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TRAINING SUB-MODULE	KNOWLEDGE	SKILLS	COMPETENCES *
<p>IV: Knowing yourself and others</p> <ul style="list-style-type: none"> • Perception • self-regulation • changing perspective 	<p>II.K.1 Emotional intelligence</p> <ol style="list-style-type: none"> Stress management Impact of emotions on performance Overcoming culture shock <p>II.K.2</p> <ol style="list-style-type: none"> Overcoming culture shock <p>Cultural briefing techniques</p> <ol style="list-style-type: none"> Cultural practices Customs/habits/rituals/business etiquette Different international management strategies Possible difficulties doing business in a country Cultural differences depending on the country/culture: <p>Easily identifiable: politics, geography, history, economy, religion, eating habits, clothing, cultural celebrations, etiquette, behaviours, “do’s and don’ts”, jokes ...</p>	<p>II.S.1 Taking into account and acting on feedback without undermining long term goals</p> <p>II.S.2 Identifying own cultural references and their effect on behaviour</p> <p>II.S.3 Recognizing personal stereotypes and their limiting effect on performance</p> <p>II.S.4 Respecting your own and others values and cultures</p> <p>II.S.5 Accepting and integrating cultural differences in work and in decision making process</p>	<p>II.C.1 Be emotionally intelligent and use all senses as valid information sources</p> <ol style="list-style-type: none"> Be self aware and know oneself / Be self perceptive Self motivate Self regulate <p>II.C.2 Suspend disbelief about other cultures and belief about one’s own culture</p> <ol style="list-style-type: none"> Accept difference as an opportunity to learn Change filters/perspective and move out from comfort zone

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TRAINING SUB-MODULE	KNOWLEDGE	SKILLS	COMPETENCES *
	<p>Less easily identifiable: beliefs, values, shared world views, rituals, principles of expression, interaction rules, modes of perception, communication styles, dealing with dilemmas, business practices, time work style, attitudes</p> <p>Perceptions</p> <ol style="list-style-type: none"> a. Definitions of: values, norms, intercultural, multicultural, cultural diversity, ethnocentrism b. How you see your own cultural norms/customs/rituals – main characteristics c. How others see your own cultural norms/customs/rituals – main characteristics d. Ethnocentrism e. Personal identity/national identity f. Distinction between generalisations and stereotypes <p>The notion of relativity in cultural patterns</p>		

TRAINING SUB-MODULE	KNOWLEDGE	SKILLS	COMPETENCES *	
V: Intercultural communication	II.K.1	<p>Culture definitions & Intercultural Management Models</p> <p>a. National, regional, sectoral, corporate, personal culture</p> <p>b. Identification and comparison of cultural differences: Hofstede, Hall, Trompenaars, D'ribarne (simplified versions)</p>	<p>II.S.1</p> <p>Decoding others people communication according to the cultural background of the interlocutor (verbal, non verbal and written)</p> <p>II.S.2</p> <p>Adapting your own communication according to the cultural background of the interlocutor (verbal, non verbal and written)</p>	<p>II.C.1</p> <p>Understand others concerns and motives</p> <p>a. Be empathic</p> <p>b. Listen actively</p> <p>c. Show sensory acuity</p> <p>II.C.2</p> <p>Build mutual trust</p> <p>a. Interpreting positively other people's behaviour</p> <p>b. Be assertive</p> <p>c. Tolerate difference</p>
	II.K.2	Intercultural Communication " <i>How culture affects human interaction at individual and professional levels</i> "	II.S.3	Clarifying and checking regularly understanding and summarizing/establishing the relationship between linguistic expression and cultural content
	II.K.3	Non verbal communication types and styles (proxemics (space, territoriality), kinesics (gesture, body movement), haptics (touch), oculusics (eye communication) and cultural attitudes towards physical contact, eyes contact, etc.)	II.S.4	Using appropriate language for non native speakers
		II.S.5	Expressing one's opinions and beliefs without affecting good relationships with others	

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