

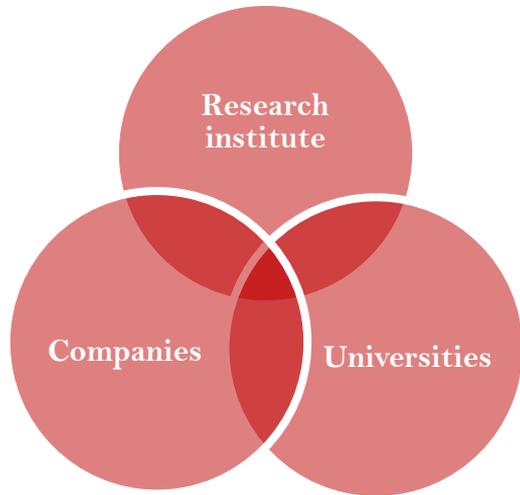


# Future-oriented entrepreneurs Interdisciplinary approach

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# „Becoming Future-Oriented Entrepreneurs in universities and companies”



**10 organizations**

+ **associated networks**  
e.g. Foresight Europe Network

**Erasmus+  
Knowledge Alliance**



Co-funded by the  
Erasmus+ Programme  
of the European Union



**beFORE**

# CHALLENGE

Building capacity of Individuals  
to **effectively deal with uncertainties and  
complexities of the world**

**Can we name such a unique competences?**

**How should we approach the problem?**

**What is the 'State of the art'?**

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# FROM THE GOAL TO THE SOLUTION PROPOSAL



beFORE

## Goal

**Finding the way of building better capacity to effectively deal with uncertainties and complexities of the world**

Interdisciplinary approach

Multidimensional and multilevel theoretical modelling

Validation

## Solution proposal

**Nurturing future-oriented entrepreneurship**

## Development

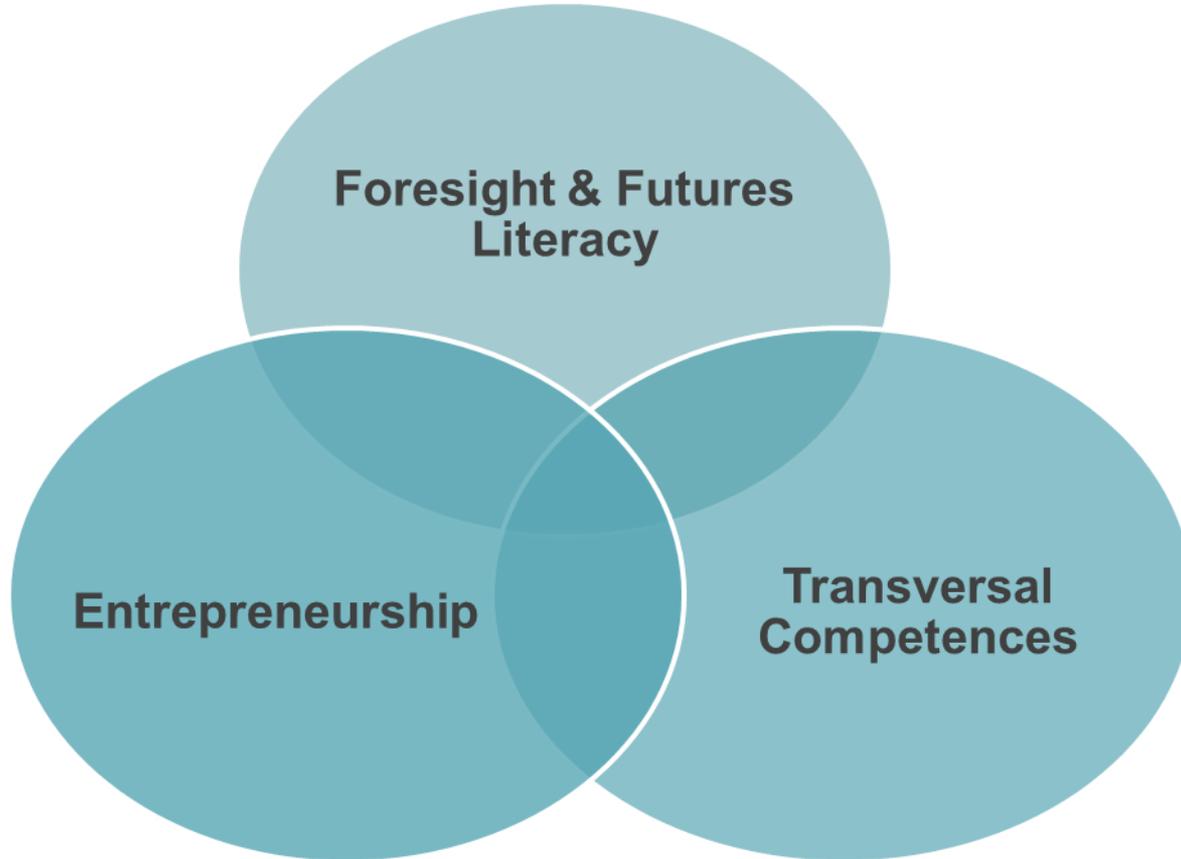
Educational offer which would **nurture**  
**'Future-Oriented Entrepreneurs'**

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# INTERDISCIPLINARY APPROACH



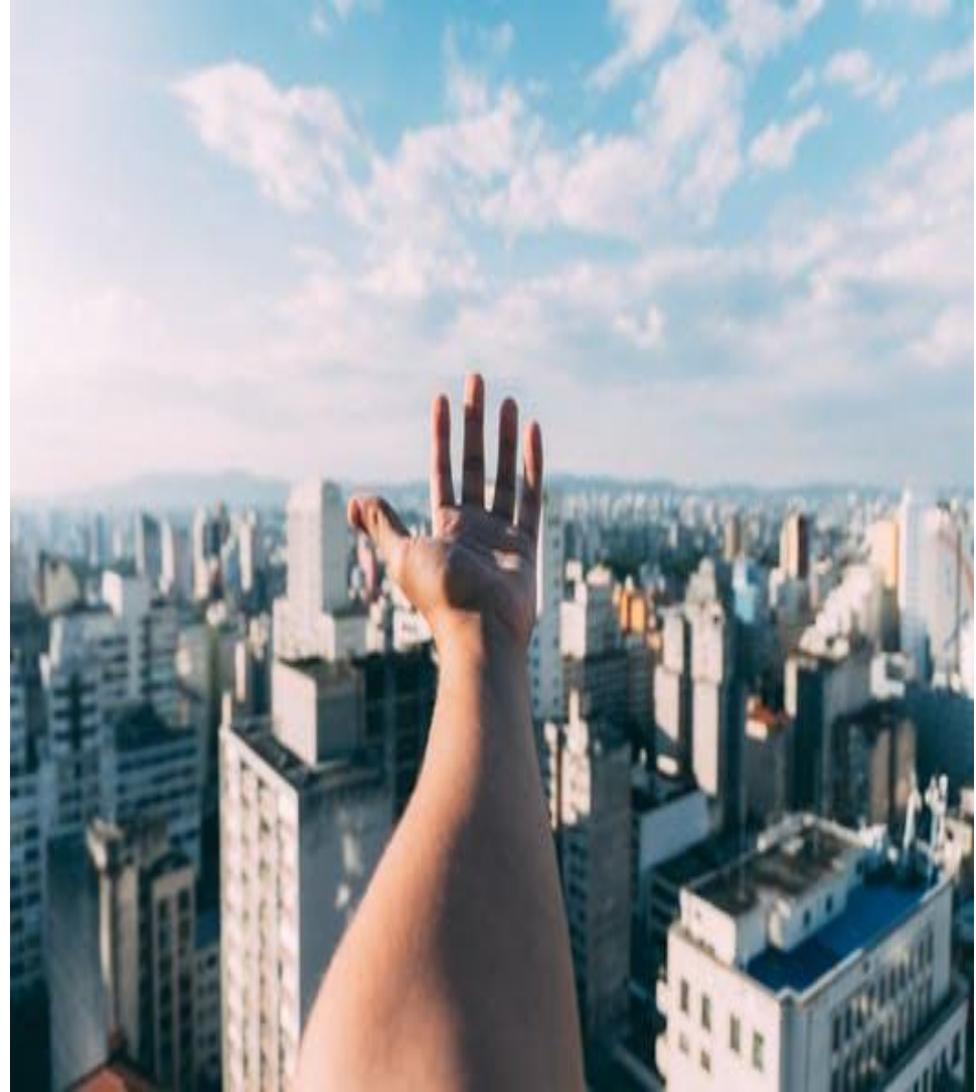
beFORE



# COMPETENCES

Skills and competences issues go **beyond the classical understanding** as a job/work connected categories relating to the labor market and employment, but also **spilling over into other areas of life** like **personal development, social inclusion** and **active citizenship**.

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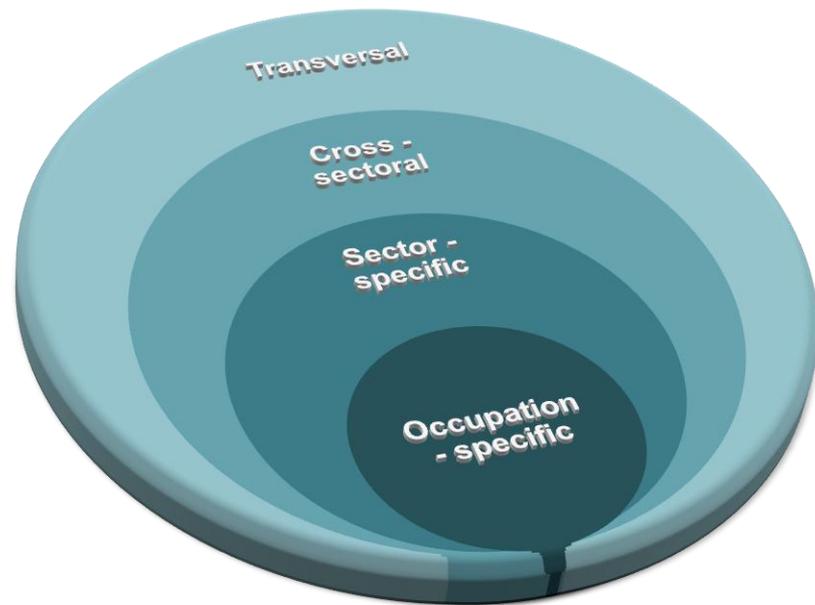
# TRANSVERSAL COMPETENCES

Relevant to a broad range  
of **occupations** and **economic sectors**

**Complementary** and **transverse**  
in the relation to different categories  
of competences (technological,  
profession specific etc.)

**Learning to learn**  
**Social and civic**  
**Sense of initiative**  
**Entrepreneurship**  
**Cultural awareness**  
**Expression**

*(EntreComp 2016)*



*Source: ESCO; <https://ec.europa.eu/esco>*

## FRAMEWORK

(1) focus on the **existence, discovery, and exploitation of opportunities;**

(2) **entrepreneurial behaviour, as a transitory process,** cannot be simply explained by the innate traits of the certain individuals;

(3) **can be learnt, can be acquired** by individuals.

*(Shane and Venkataraman 2000)*

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# ENTREPRENEURSHIP ANALYSIS

Perceiving opportunities  
(identification and exploitation)

Vision

Decision making  
(risk taking and uncertainty)

Sense-making

Self-efficacy

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# FUTURES LITERACY

...to explore the potential of the present  
to give rise to the future...

**Process** of “making sense” of the reality  
that emerges;

**Capacity** of “sensing the change” and  
“making sense of change” but also to  
“innovate and make sense of innovation”;

**Ability** to discover, invent, and construct  
the world around us.

*(Miller 2011, 2015, 2016)*

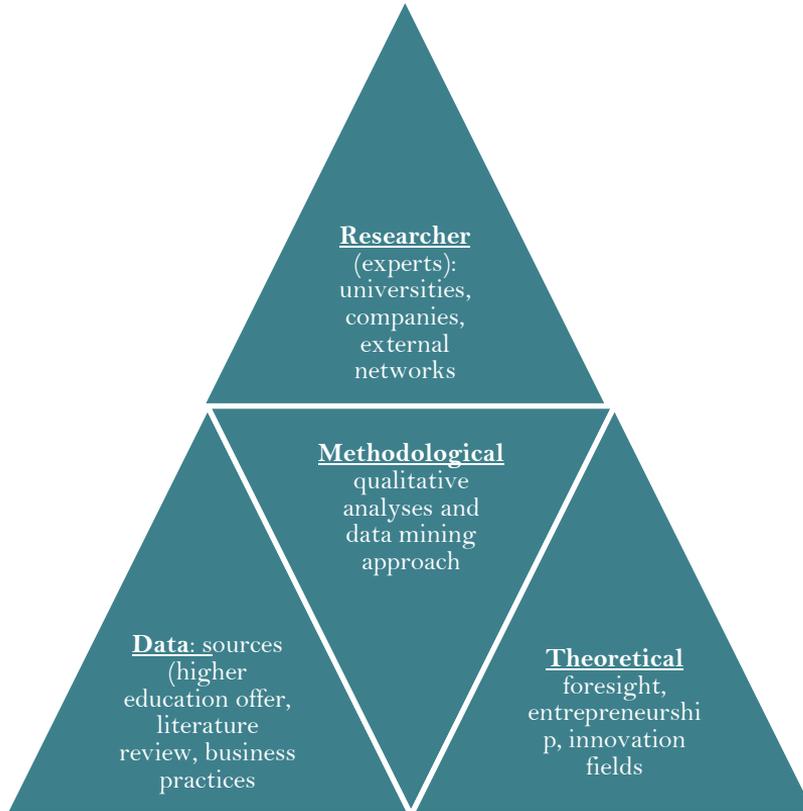
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**Competence approach**

**Cognitive ability**  
**Specific mind-set**  
**Capability**

# METHODOLOGY

*Triangulation concept (Denzin, 1978)*



Global and domestic  
literature review (71)



Syllabuses (53)



Foresight courses (17)



Business practices (52)



**193 sources (in the first stage)**

**1 626 records of competences**

**Survey respondents (346)**

## 12 Competences for 'future-oriented entrepreneurs'



beFORE

<b>Adaptability/ Flexibility</b>	<b>Analysing data or information</b>	<b>Critical Thinking</b>	<b>Developing objectives and strategies</b>
<b>Inductive reasoning</b>	<b>Influencing others</b>	<b>Interpreting the meaning of information to others</b>	<b>Making Decisions and Solving Problems</b>
<b>Problem sensitivity</b>	<b>Reflexive capacity</b>	<b>Systems analysis</b>	<b>Thinking Creatively</b>

## Making Decisions and Solving Problems

Def. Analysing information and evaluating results to choose the best solution and solve problems.

To understand  
diversities  
of time

To develop  
futures  
thinking

To develop  
futures  
consciousness

To understand  
futures  
thinking

To implement  
scenario  
approach  
within  
organization

# ENTREPRENEURSHIP AND FORESIGHT CONVERGENCES ANALYSIS

**Type of Decision making.**

**Response to the  
complexity/dynamic  
environment**

## ENTREPRENEURSHIP

Effectuation logic expressed  
in choosing between many possible  
effects using a particular set of means;

One-to-many mappings;

Several possible effects;  
Making use of contingencies as they  
arise;

Artefacts creation.

(Sarasvathy 2001, 2003)

## FORESIGHT

Shift toward greater spontaneity  
In decision-making. Using contingency  
of outcomes to shape/inform choices;

Non-predictive and choice contingent  
decision making;

Open-ended stories;  
Several possible futures scenarios;

Scenarios creation.

(Miller 2007, 2015a, 2015b)

# Original educational offer

Three target groups: **Academics, Entrepreneurs, Students**

On-line interactive training course

Basic – ‘Core-course’ plus dedicated modules

<b>PROGRAM PACKAGE</b>	<b>NUMBER OF HOURS</b>
<b>BASIC</b>	<b>16</b>
<b>STUDENTS</b>	<b>8</b>
<b>ACADEMICS</b>	<b>6</b>
<b>ENTREPRENEURS</b>	<b>4</b>

# Future-oriented entrepreneurs

... **formulate conclusions**

by combining and integrating pieces of information from different sources and of different structure

... **describe** different environmental factors (PEST)

...

Academics



Students



Entrepreneurs



... **establish** long-range objectives

... **identify** strengths and weaknesses of different solutions

... **identify and evaluate** issues and trends impacting society now and in the future

Is able to:

... **discuss** key elements of strategic planning

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