

# LLLight in Europe

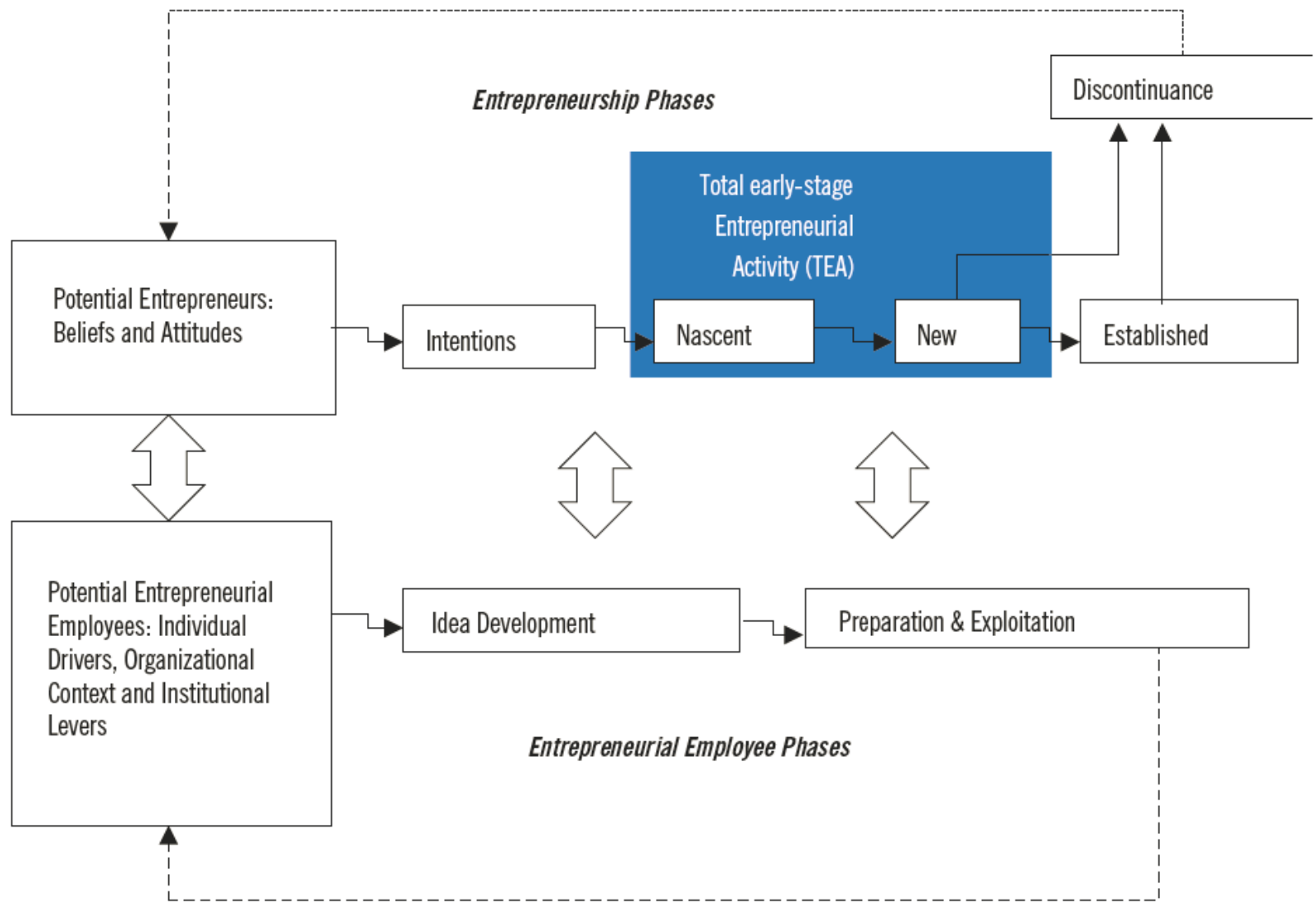
LifeLong | Learning | Innovation | Growth &  
Human Capital | Tracks in Europe

Workshop 2: Entrepreneurship and Skills



# Workshop outline

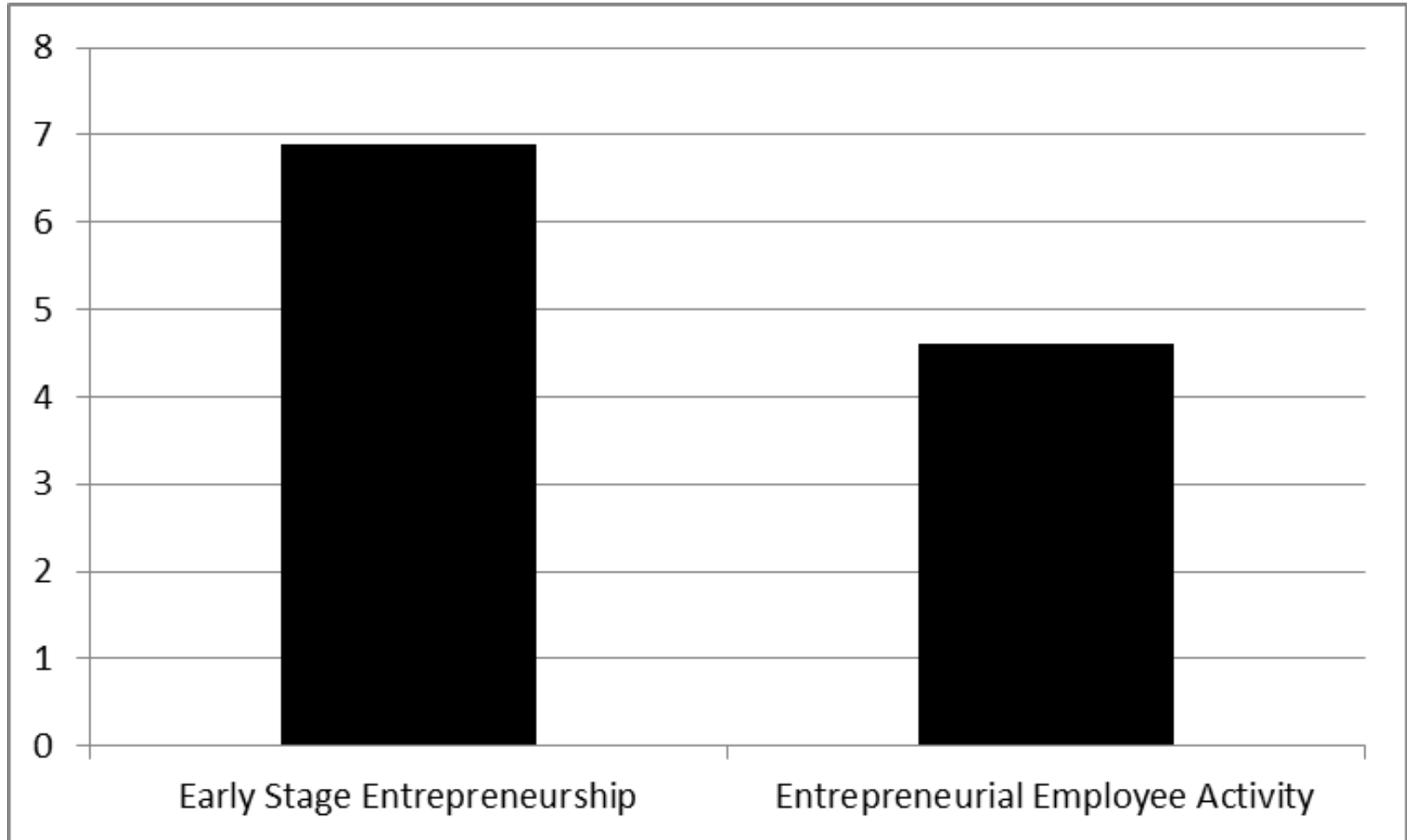
- Positioning
- Key figures
- Focus & research approach
- Main results
- Conclusions & discussion with input from Ms. Maria Podlasek-Ziegler



Source: Bosma et al. 2013

# Prevalence of different types of entrepreneurship

(% 18-64 population Innovation-driven economies)



Source: Global Entrepreneurship Monitor: Bosma et al. 2013

# Our focus & research approach

- Employee-driven

- Agri-, food- & fibres industry
- 12 companies
- 234 employees
- > 50 groups



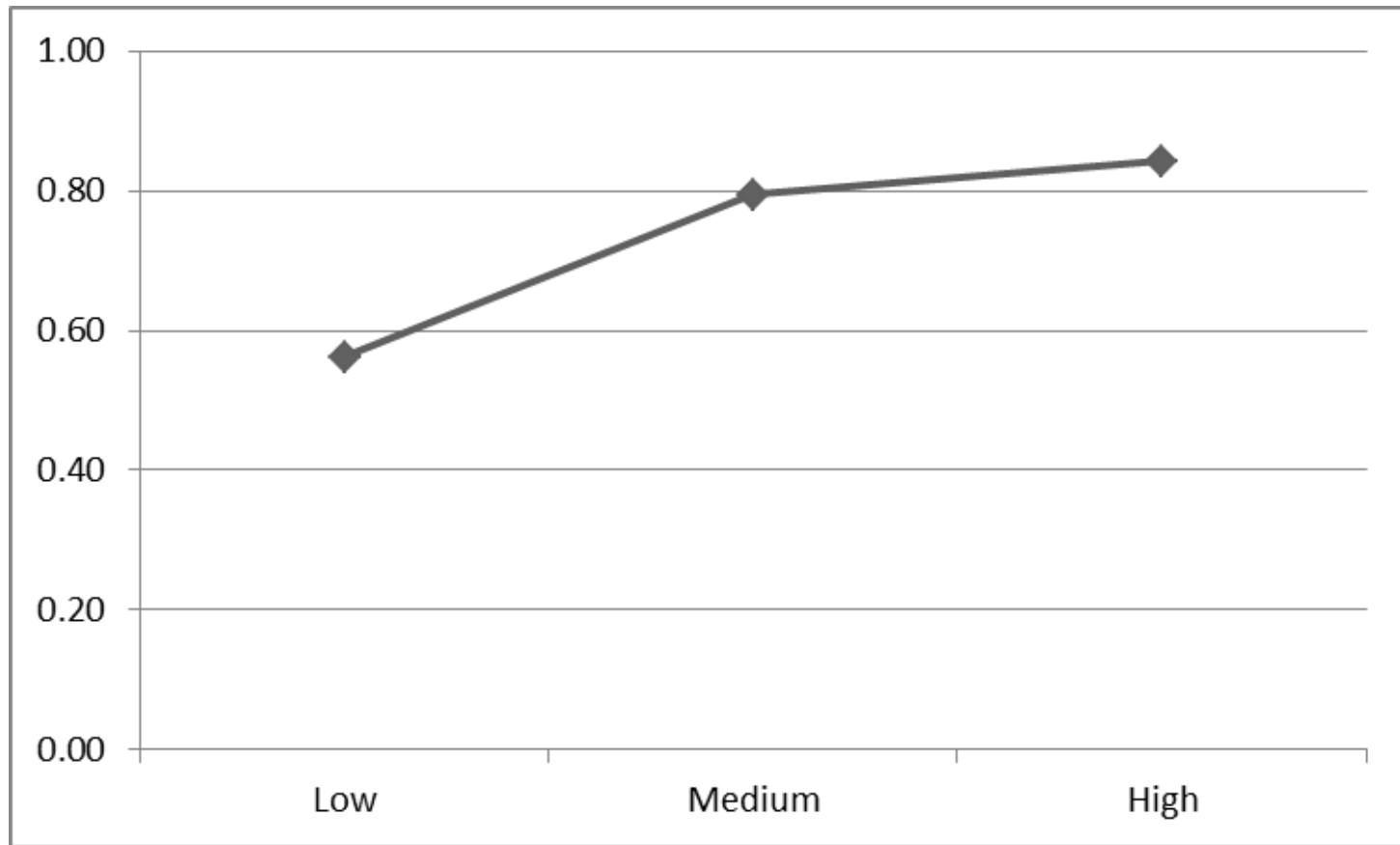
- Independent

- Students from 2 universities (N=257)

- Specific Human Capital (Opportunity Competence)
- Specific behavior (i.e. innovative work behavior)
- Specific outcomes (i.e. ideas adopted by management)
- Influence of job tasks and context

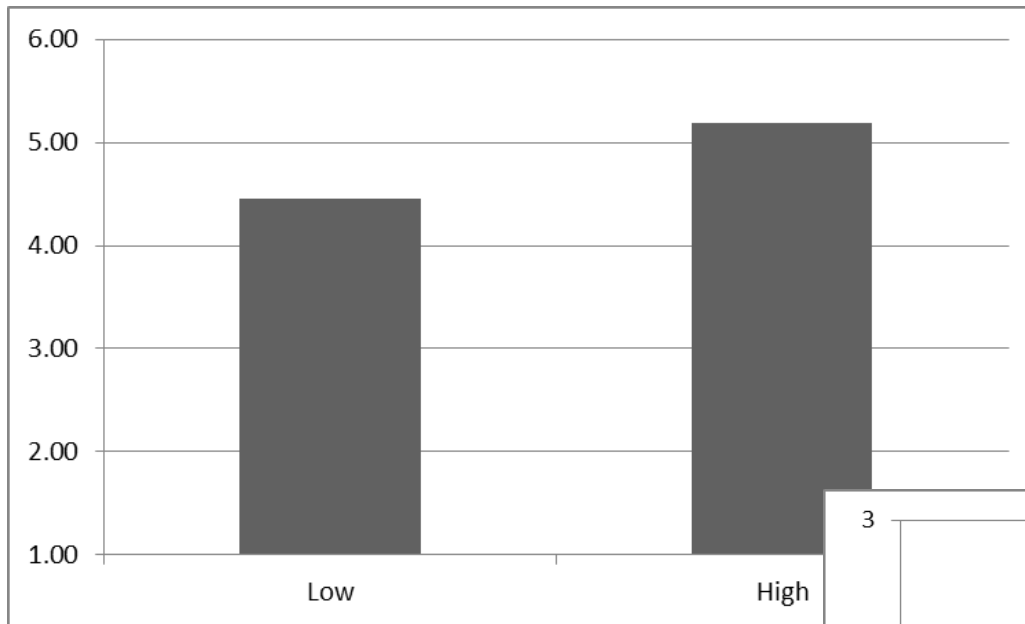


# Innovative work behaviour predicts performance

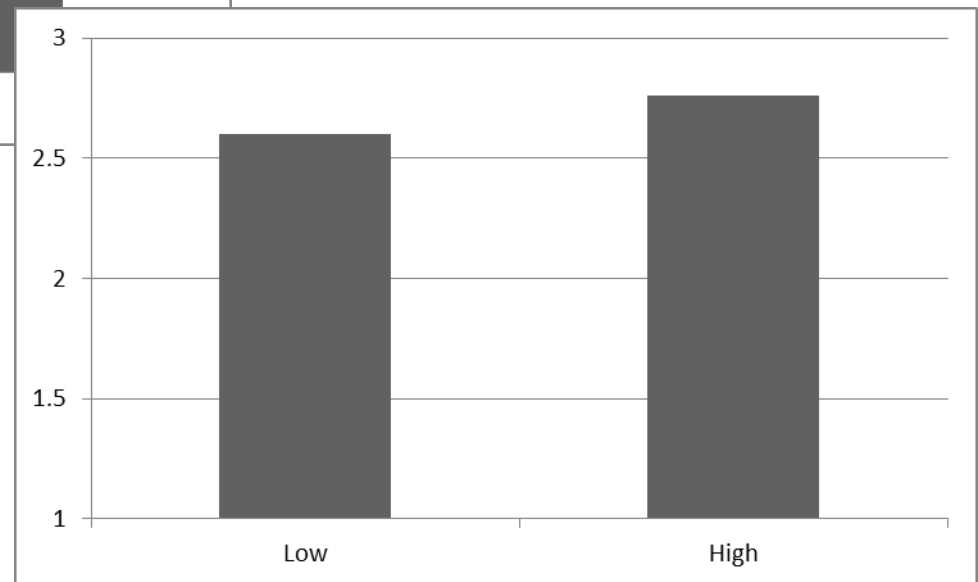


*Mean engagement in innovation related activities work plotted against number of ideas that have been adopted by the management during the last three years (low, medium and high).*

# Opportunity competence predicts innovative work behaviour



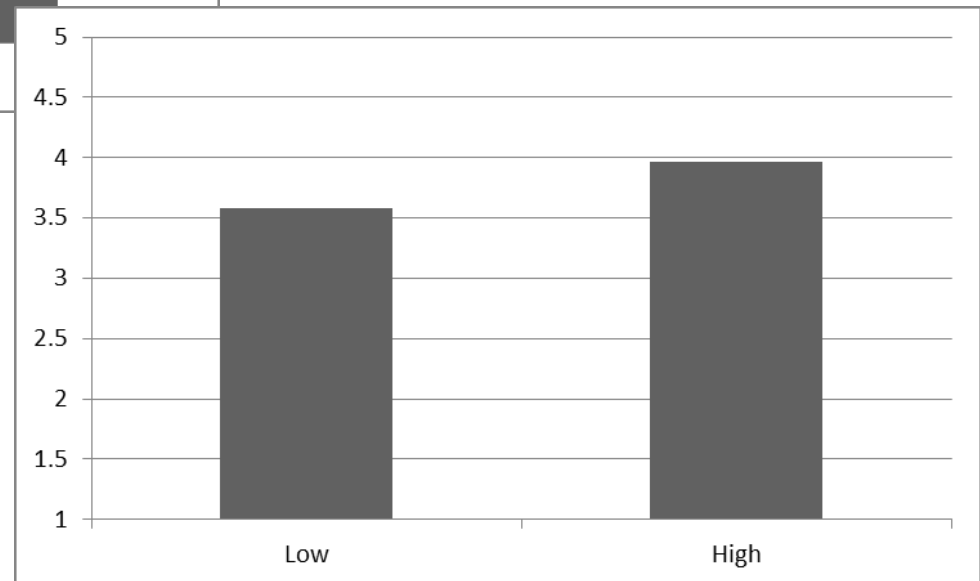
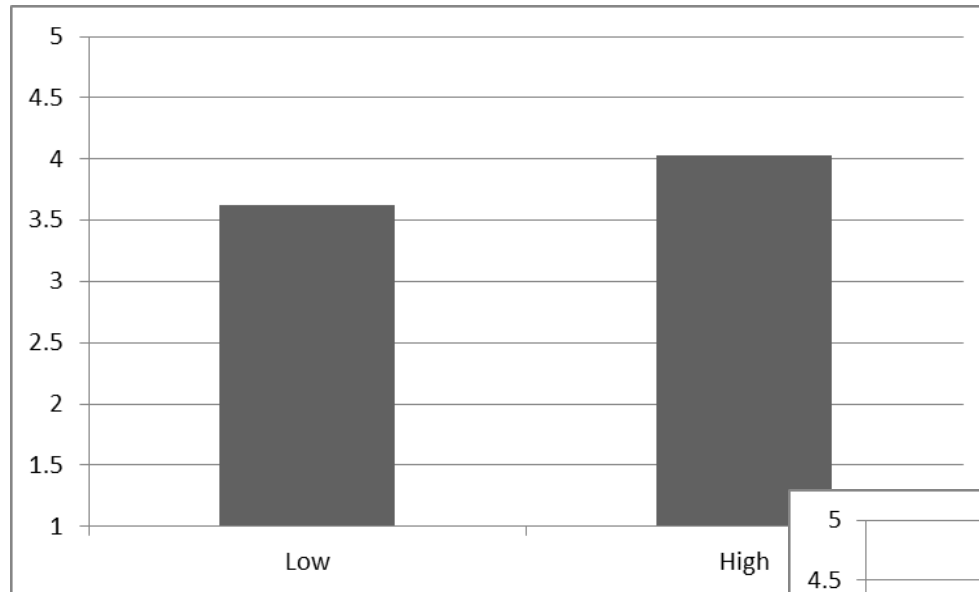
*Number of ideas generated by employees for low engagement (less than once a month) and high engagement (more than once a month) in innovative behaviour.*



*Idea evaluation by employees for low engagement (less than once a month) and high engagement (more than once a month) in innovative behaviour.*

# Additional, specific human capital that predicts innovative work behaviour

*Importance of social networks scores for low engagement (less than once a month) and high engagement (more than once a month) in innovative behaviour*



*Self-assessed self-efficacy scores for low engagement (less than once a month) and high engagement (more than once a month) in innovative behaviour*



# Entrepreneurial human capital in detail

- **Opportunity Competence**

- Identification & evaluation are separate abilities
- Independent latent entrepreneurs generate more ideas than employees
- Employees use different evaluative frameworks compared to the latent entrepreneurs
- Groups outperform individuals in evaluating opportunities
- Complex problem solving incrementally predicts opportunity competence

# Specific role of job task and learning context

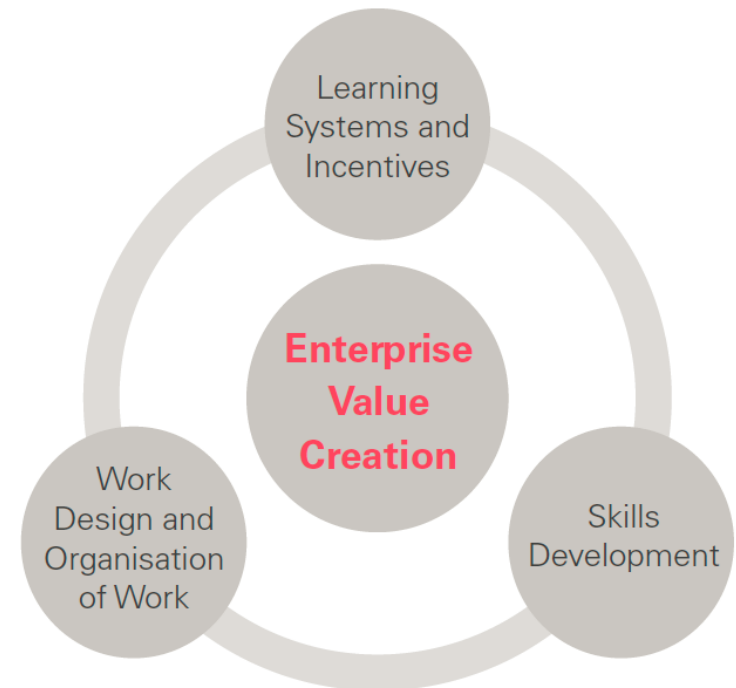
Positive influence of:

- **Individual learning stock**
  - perceived stock of knowledge on the individual level
- **Feed forward learning**
  - whether individual learning moves to group learning
- **Job complexity**
  - how often employees face complex problems in their daily work that take at least 30 minutes to find a good solution
- **Job control**
  - the instructions the employees receive regarding the process according to which daily tasks should be performed

# Conclusion & discussion

*What is the role of specific entrepreneurial competencies for students and workers, and how can those competencies be fostered and developed on the individual, team and organisational level?*

- Routes towards stimulating employee-driven entrepreneurship & innovation
  - Via competence development programs (on-the-job)?
  - Via job task / learning context?
  - Via entrepreneurship education in initial education (independent vs. corporate)?



Adapted from Prieto Pastor et al., 2010 and Brandi et al., 2013

# Participating Universities



**Zeppelin University, Germany**  
Peer Ederer



**University of Nottingham, United Kingdom**  
John Holford



**Danish School of Education, Denmark**  
Ulrik Brandt



**Ifo Institute, Germany**  
Ludger Woessmann



**Wageningen University, Netherlands**  
Thomas Lans



**University of Luxembourg, Luxembourg**  
Samuel Greiff



**University of Economics Bratislava, Slovakia**  
Martina Lubyova



**China Center for Human Capital, China**  
Haizheng Li



**Innovation & Growth Academy, Netherlands**  
Silvia Castellazzi

Thank you for your attention

and

please visit [www.llightineurope.com](http://www.llightineurope.com)