Into the Uncertain

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Work in Progress, Research & Enterprise Services

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Frameworks, metrics, funds...acronyms!

TEF, REF and now KEF = Knowledge Exchange Framework

HEIF = Higher Education Innovation Fund

HESA = HE Statistics Agency

HE-BCI = HE Business & Community Interaction

ERDF = European Regional Development

ESF = European Social Fund

KEC = Knowledge Exchange Concordat
KEC Principles

1 Mission
2 Policies & processes
3 Engagement
4 Working transparently & ethically
5 Capacity building =>
6 Recognition & rewards
7 Continuous improvement
8 Evaluating success

5 Capacity Building...

Staff and students are developed and trained appropriately to understand and undertake their roles and responsibilities in the delivery of successful KE
Entrepreneurship is...

“...a transversal competence, which applies to all spheres of life: from nurturing personal development, to actively participating in society, to (re)entering the job market as an employee or as a self-employed person, and to starting up ventures. It embraces different types of entrepreneurship, including intrapreneurship, social entrepreneurship, green entrepreneurship and digital entrepreneurship. A sense of initiative and entrepreneurship can be broadly defined as the capacity to turn ideas into action; ideas that generate value for someone other than oneself and can be the creation of cultural, social or economic value.”

Helpful publications

- JRC SCIENCE FOR POLICY REPORT: EntreComp: The Entrepreneurship Competence Framework
- Enterprise and Entrepreneurship Education: Guidance for UK Higher Education Providers
  January 2018
- ESSENTIAL FRAMEWORKS FOR ENHANCING STUDENT SUCCESS
- Enterprise and Entrepreneurship Education
  A focus framework aligned to the Employability Framework

Supported by:
- Lancaster University
- Santander Universities
- European Union
  European Regional Development Fund
- Northern Powerhouse
The EntreComp Flower

- 15 broad competency areas
- 60 distinct capabilities
- 8-level progression model within each
Our graduates have to navigate...
Innovation Catalyst

“We create a stimulating environment for carefully-selected business leaders who have the desire to innovate and be at the forefront of creating an exciting future for their region. We let them drive the conversation, but bring relevant stakeholders and other experts in at key points to inject new knowledge, fresh ideas, stimulate thinking, challenge and share the latest research – which helps facilitate and accelerate innovation.”
Engagement Fellowships

Advert via LU Employment & Recruitment Service:

• 100-hr summer fellowship opportunities (incl. 12 hour development programme) > PAID!

• Completed applications x 114 (24 depts) > Interviews x 24

We were looking for:

• Evidence of pre-existing entrepreneurial behaviour

• Diversity, uniqueness, potential complementarity
Who did we get?

9 students
3 faculties, 9 courses
All years
UG and PGT
With and without KE experience
Hard and soft skills
(WP 4/6/9)
Yoop baseline profiles

- Self-awareness and self-efficacy
- Mobilising others
- Financial and economic literacy
- Motivation and perseverance
- Mobilising resources
- Ethical and sustainable thinking
- Valuing ideas
- Spoting opportunities
- Vision
- Creativity
- Learning through experience
- Taking the initiative
- Planning and management
- Working with others
- Coping with uncertainty, ambiguity and risk

Lancaster University
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Development programme content

Business Model Canvas to enhance Commercial Awareness
Development programme content

We are all DESIGNERS!

Human Centred Design to enhance Creative Problem-Solving

- **Empathize**: Learn about the audience for whom you are designing, by observation and interview. Who is my user? What matters to this person?
- **Define**: Create a point of view that is based on user needs and insights. What are their needs?
- **Ideate**: Brainstorm and come up with as many creative solutions as possible. Wild ideas encouraged!
- **Prototype**: Build a representation of one or more of your ideas to show to others. How can I show my idea? Remember: A prototype is just a rough draft!
- **Test**: Share your prototyped idea with your original user for feedback. What worked? What didn’t?
Team Alignment Map to enhance team-based Project Management
Team Charter to enhance team cohesion and commitment
What value did the SMEs experience?

‘Without the Engagement Fellows, we would have achieved nothing.

‘Energy and enthusiasm was noticeable and the perspective of a younger generation significant’

‘Without the engagement Fellows we would have gone in a different direction and they pulled us back’
COP26: SMEs and the path to net zero
Before and after profiles...
Before and after profiles...
Before and after profiles...
What did they learn?

‘As a result of working with uncertainty...I learned to work with ambiguity better and developed higher confidence. This made me not afraid of trying new things.’

‘I have been very proud of the work we have been doing since it took me out of my comfort zone, looking spherically at a task and the benefits it will have in a community.

‘We also consistently made short term, actionable goals to achieve so that we could ensure progress, while also dealing with the ever-changing working environment”

‘I am glad I saved a copy of my reflection logs so I can reflect on what I have learnt and the skills I have developed...I will continue developing my skills.’
Wenger-Trayner Value Creation Framework

DESIGNING FOR CHANGE

Using social learning to understand organizational transformation

by Beverly & Etienne Wenger-Trayner

European Union
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NORTHERN POWERHOUSE
Towards an enterprise curriculum...

I can identify challenges related to the contrasting needs and interests of different stakeholders.

I can reshape open-ended problems to fit my skills.

I can team up with others to compensate for our weaknesses and add to our strengths.

I can maintain effort and interest, despite setbacks.

I can take individual and group responsibility for value-creating activities.
Yoop vs ECHO

Entrepreneurial Competencies

Heutagogical Organiser

ECHO