Can Entrepreneurship Be Learned?

THE SHORT ANSWER IS YES, BUT LET'S LOOK AT WHAT WE KNOW SO FAR:

Who is an entrepreneur?

AN INDIVIDUAL WHO RECOGNIZES OPPORTUNITIES
with the purposes of creating value and wealth, whether through formal or informal economic activity

Is entrepreneurship an art or a science?

creativity risk-taking confidence leadership grit networking

art

science

strategic planning general business accounting finance management marketing

Why is it important to grow entrepreneurs?

entrepreneurs create firms

young firms create the most JOBS

entrepreneurship programs are growing rapidly consequently
Do entrepreneurship programs work?

Entrepreneurship Education and Training Programs: A Global Review

- Review of literature and research + meta analyses
- Review of 230 program evaluations
- In-depth analysis of 60 program impact evaluations

Conceptual framework

Program characteristics
- Curriculum
  - Program design
  - Trainers/delivery

Participants
- Experience
- Behavior
- Interest/intentions
- Education
- Profile

Context
- Cultural
- Economic
- Political

Outcomes
- Mindsets
- Capabilities
- Status
- Performance
Entrepreneurship Education

- secondary education students
- higher education students
- potential entrepreneurs
- practicing entrepreneurs

findings

- program characteristics:
  - Focus on socio-emotional skills and innovative thinking
  - Blend theory and practice
  - Have a strong focus on financial literacy
  - Provide specialized content to meet participants' demands and time constraints

- participants and context:
  - Participants' exposure to entrepreneurship in the family
  - Participants choose to enroll in entrepreneurship programs
  - Participants' education, experience and background
  - Participants' prior experience as entrepreneurs

- outcomes:
  - positive effects on encouraging entrepreneurial behavior and developing socio-emotional skills
  - positive effects on developing entrepreneurial mindset and capabilities
  - positive effects on enhancing business practices and some impact in helping to launch new firms
  - positive effects on access to capital and mixed effects on enterprise performance and survivorship

Entrepreneurship Training

- Focus on socio-emotional skills and innovative thinking
- Take place as part of curricula or as an extra-curricular activity
- Emphasize business plan development
- Offer mentoring and coaching by experienced entrepreneurs
- Have a strong focus on financial literacy
- Provide technical assistance and links to sources of finance
- Build skills to improve firm performance

Programs are not a silver bullet, but they can work
Entrepreneurship Can Be Learned

### Four Considerations for Policy Makers

1. **Start Early.**
   - Outcomes related to mindsets and capabilities are far more commonly attained than those related to status or performance.
   - Entrepreneurship skills are useful even if you don’t become an entrepreneur.
   - Creativity is an asset.

2. **Establish clear objectives.**
   - Example: What outcomes are more likely to be accomplished by programs for secondary education students in the short term?

3. **Pay attention to the context.**
   - It matters. A lot.
   - The same entrepreneurship program will have different results depending on the context. For example, different perceptions on risk taking and failure affect entrepreneurial behaviors and practices.
   - Entrepreneurship programs are no silver bullet, but they can be one of many complementary interventions to address youth unemployment.

4. **Measure. Learn. Improve. Measure…**
   - Measurement shows what works.
   - Decide to measure upfront.

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**Entrepreneurship Education and Training Programs Around the World**


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**Example:**

What outcomes are more likely to be accomplished by programs for secondary education students in the short term?

- **target outcomes**
  - more likely
  - mindset thinking like an entrepreneur
  - capabilities having entrepreneurial skills
  - less likely
  - status actually starting a business
  - performance running a growing business

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Learn more at [Entrepreneurship Education and Training Programs Around the World](http://bit.ly/EntProgs)