

# ENTREPRENEURSHIP AND WORKING LIFE SKILLS / YRITTÄJYYS JA TYÖELÄMÄTAIDOT

# Introduction of Pia Naarajärvi

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- Business and legal management consultant (D.Sc.Econ. & M.Laws).
- Entrepreneur (over 20 years), specialized in the audiovisual industry and other creative industries.
- Solution Focused Coach, Positive Psychology Practitioner, studies on work and organizational psychology, etc.
- Mission in life: to help people to create meaningful and humanly sustainable working life.
- Key interests: exploring, learning and developing new things; entrepreneurial identity, leadership and leading values; self-knowledge and well-being; creating genuine and rewarding collaboration; encouraging and supporting others to live individual lives; and sharing life with family and close friends.
- Key values: honesty, fairness, trust, independence and friendship.
- Key personal strengths: integrity, encourage, inner strength, drive and positivity.
  
- Contact email: [pia.naarajarvi@gmail.com](mailto:pia.naarajarvi@gmail.com)

# Course overview

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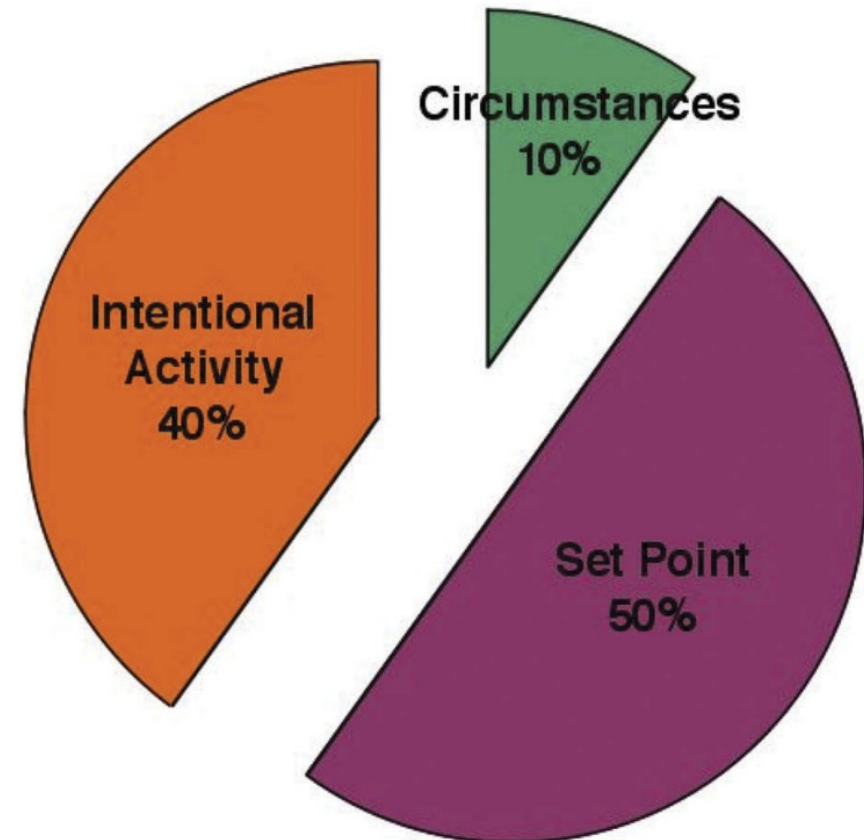
- **Schedule** - see the mind map in MyCourses.
- **Morning classes** - participation required.
- **Assignments in the afternoons** – for own use and benefit.
- **Course assignment:** Towards a meaningful working life
  - See separate document and information.
  - Deadline: February 28, 2024
  - **Each student carries out the assignment as individually appropriate, useful and helpful.**
- Genuine objective: The course only serves the participants as appropriate and applicable.
- No teaching on what you need to be. This course hopefully gives support on why and how you want to work and what is relevant in your working life.

# Work and happiness

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- Sustainable happiness
- The potential of our action to influence the happiness in the working life.

(Source:  
<https://sonjalyubomirsky.com/files/2019/11/Sheldon-Lyubomirsky-2019.pdf>)



**Figure 1.** The pie chart aspect of the sustainable happiness model (Lyubomirsky et al., 2005).

# Managing oneself

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- **We need to learn to manage ourselves in order to learn to develop ourselves and to find out where we can make the greatest contribution.**
- A person can perform only from strengths, one cannot build performance on weaknesses.
- **We should concentrate on and improve our strengths and acquire the skills and knowledge that we need to fully realize our strengths.**
- "One should waste as little effort as possible on improving areas of low competence. It takes far more energy and work to improve from incompetence to mediocrity than it takes to improve from first-rate performance to excellence.
- "Do not try to change yourself – you are unlikely to succeed. But work hard to improve the way you perform. And try not to take on work you cannot perform or will only perform poorly."

(Source: Drucker, Peter F. (2005): Managing Oneself. Harvard Business Review, January, 100-109.)

# Discovering strengths for the working life

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- Personal and individual characteristics
  - Personal traits and characteristics
  - Character strengths
- Competencies and abilities
  - Talents and learnt skills
  - Knowledge, experience and networks
- Interests and motivation
  - Interests
  - Motivation
- Meaningfulness
  - Values and principles
  - Meaning

# Meaning of strengths

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- When we are talking about strengths, we often refer to knowledge, experience, and competence. However, each person is so much more, and we should use and benefit our individual characteristics, features and abilities more effectively in our lives, including the working life.
- We often evaluate, analyze and compare critically what we consider to be a strength and how good we should be in all kinds of tasks and situations.
- **Everyone has different strengths. We may choose to understand and be aware of our strengths, use them and live a fulfilling life, or we can choose to concentrate on our weaknesses and just try to do better and survive.**
- We may also experience any strength to be **an advantage or a challenge** depending on different situations.
- Understanding and using strengths is a key element in order to create a meaningful and successful working life and well-being.
- This is not a course of psychology but an attempt to motivate you to find your own working life path.

# PERSONALITY AND TEMPERAMENT TRAITS



# Temperament and personality

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- **Temperament =**

Temperament is **the natural part of the personality that comes from the genes**. Temperament is a biological and instinctive part of personality which always **shows up first**.

Because it's genetic and comes from the inherited traits, temperament is **hard to modify, manipulate, or change**.

- **Personality =**

Personality comes from adding up **character (temperament and learned habits) and behavior**.

Personality is a product of genetic inheritance, but also a result of the environmental influences.

- **Understanding our personalities can help us to modify behavior at work, play to strengths, improve on weaknesses, interact with co-workers more effectively and ultimately lead to career success.**
- Different tests may help us to recognize our individual traits and characteristics.

(Source: See e.g.: <https://exploringyourmind.com/the-differences-between-personality-temperament-and-character/>)

# The Big Five personality traits

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- The Big Five personality traits are extroversion, agreeableness, openness, conscientiousness, and neuroticism.
- **Each trait represents a continuum. Individuals can fall anywhere on the continuum for each trait.**
- The traits remain relatively stable throughout most of one's lifetime.

(Source: <https://www.simplypsychology.org/big-five-personality.html>)

## Conscientiousness

impulsive, disorganized *vs.* disciplined, careful

## Agreeableness

suspicious, uncooperative *vs.* trusting, helpful

## Neuroticism

calm, confident *vs.* anxious, pessimistic

## Openness to Experience

prefers routine, practical *vs.* imaginative, spontaneous

## Extroversion

reserved, thoughtful *vs.* sociable, fun-loving

# Personality types

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- According to Carl G. Jung's theory of psychological types (Jung, 1971), people can be characterized by their preference of general attitude:

**Extraverted (E) vs. Introverted (I),**

- their preference of one of the two functions of perception:

**Sensing (S) vs. Intuition (N),**

- and their preference of one of the two functions of judging:

**Thinking (T) vs. Feeling (F)**

- Isabel Briggs Myers, a researcher and practitioner of Jung's theory, proposed to see the judging-perceiving relationship as a fourth dichotomy influencing personality type (Briggs Myers, 1980):

**Judging (J) vs. Perceiving (P)**

(Source: <https://www.humanmetrics.com/personality/type>)

# Myers-Briggs Type Indicator® (MBTI®) personality inventory

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**Favorite world:** Do you prefer to focus on the outer world or on your own inner world? This is called [Extraversion \(E\)](#) or [Introversion \(I\)](#).

**Information:** Do you prefer to focus on the basic information you take in or do you prefer to interpret and add meaning? This is called [Sensing \(S\)](#) or [Intuition \(N\)](#).

**Decisions:** When making decisions, do you prefer to first look at logic and consistency or first look at the people and special circumstances? This is called [Thinking \(T\)](#) or [Feeling \(F\)](#).

**Structure:** In dealing with the outside world, do you prefer to get things decided or do you prefer to stay open to new information and options? This is called [Judging \(J\)](#) or [Perceiving \(P\)](#).

**Your Personality Type:** When you decide on your preference in each category, you have [your own personality type](#), which can be expressed as a code with four letters.

(Source: <https://www.myersbriggs.org>)



# Personality types

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## Analysts

Intuitive (**N**) and Thinking (**T**) personality types, known for their rationality, impartiality, and intellectual excellence.

Architect  
INTJ

Logician  
INTP

Commander  
ENTJ

Debater  
ENTP

## Diplomats

Intuitive (**N**) and Feeling (**F**) personality types, known for their empathy, diplomatic skills, and passionate idealism.

Advocate  
INFJ

Mediator  
INFP

Protagonist  
ENFJ

Campaigner  
ENFP

## Sentinels

Observant (**S**) and Judging (**J**) personality types, known for their practicality and focus on order, security, and stability.

Logistician  
ISTJ

Defender  
ISFJ

Executive  
ESTJ

Consul  
ESFJ

## Explorers

Observant (**S**) and Prospecting (**P**) personality types, known for their spontaneity, ingenuity, and flexibility.

Virtuoso  
ISTP

Adventurer  
ISFP

Entrepreneur  
ESTP

Entertainer  
ESFP

(Source: <https://www.16personalities.com>)

# Temperament traits

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- Researchers (e.g. Keltikangas-Järvinen) have recognized different temperament traits, for example, the following nine traits:

## **Activity**

Energy level and amount of movement (energetic vs. sedentary)

## **Regularity**

Natural patterns and schedules for biological functions (predictable vs. variable)

## **Adaptability**

Ability to adjust to changes (accommodating vs. resistant)

## **Initial reaction**

Reaction to new people and situations (open vs. hesitant)

# Temperament traits

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## **Intensity**

Emotional response to events (exuberant vs. lethargic)

## **Sensory threshold**

Reaction to sensory stimuli (e.g. texture, touch, brightness, volume, taste) (unaffected vs. irritated)

## **Mood**

Typical emotional outlook (positive vs. negative)

## **Distractibility**

Ability to focus (attentive vs. sidetracked)

## **Persistence/attention span**

Ability to stay with an activity (immersed vs. disinterested)

# Personality traits and entrepreneurship

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- Different personality traits have been listed and connected to entrepreneurship.

- Reading e.g.:

Entrepreneurs Reveal the 6 Personality Traits that Make Them Successful

- Persuasiveness
- Flexibility
- Creativity
- Self-motivation
- Tenacity
- Passion

(Source: <https://www.uschamber.com/co/grow/thrive/personality-traits-of-great-entrepreneurs>)



# Assignment: Personality test

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- Take one free personality test.

- **Big Five Personality Test**

Example tests:

English: <https://www.truity.com/test/big-five-personality-test>

Finnish: <https://www.evermind.fi/big-five-persoonaallisuustesti/>

- **MBTI**

Jung typology test / English: <https://www.humanmetrics.com/personality>

Personality types / English: <https://www.16personalities.com/>

Personality types / Finnish: <https://www.16personalities.com/fi/persoonaallisuustesti>

# CHARACTER STRENGTHS

# VIA Character Strengths

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- The VIA Institute on Character is a non-profit organization dedicated to bringing the science of character strengths to the world.
- The VIA Survey is a **psychometrically validated personality test that measures an individual's character strengths**. When you discover your greatest strengths, **you can use them to face life's challenges, work toward goals, and feel more fulfilled both personally and professionally**.
- **Character Strengths are the positive parts of your personality that impact how you think, feel and behave**. Scientists have identified 24 character strengths that you have the capacity to express.
- By taking the VIA Survey you will discover your unique character strengths profile. Knowing and applying your highest character strengths (signature strengths) is the key to you being your best self.

(Source: <https://www.viacharacter.org>)

# VIA Character Strengths

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## Why Do Character Strengths Matter?

Character strengths are the positive parts of your personality that make you feel authentic and engaged. You possess all 24 character strengths in different degrees, giving you a unique character strengths profile. Research shows that understanding and applying your strengths can help:

- ✓ Boost Confidence
- ✓ Increase Happiness
- ✓ Strengthen Relationships
- ✓ Manage Problems
- ✓ Reduce Stress
- ✓ Accomplish Goals
- ✓ Build Meaning and Purpose
- ✓ Improve Work Performance

(Source: <https://www.viacharacter.org>)

# VIA Character Strengths

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Copyright of VIA Classification of 24 VIA Character Strengths  
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# VIA - 6 virtue categories and 24 character strengths

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- **Wisdom** - creativity, curiosity, love of learning, judgment, perspective
- **Courage** - honesty, bravery, perseverance, zest
- **Justice** - fairness, leadership, teamwork
- **Humanity** - kindness, love, social intelligence
- **Temperance** - forgiveness, humility, prudence, self regulation
- **Transcendence** - appreciation of beauty and excellence, gratitude, hope, humor, spirituality

# Assignment: VIA Survey

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- Take the free survey:

[www.viacharacter.org](http://www.viacharacter.org)

<https://www.viacharacter.org/survey/account/register?registerPageType=popup#>

- Choose the language (left corner). The VIA Survey is free, but you need to register. When you have registered, your results will be saved, and you may take the survey again later on and compare your results. As a result of your survey, you will get a report identifying your character strengths profile.
- In case you don't want to take the survey, you may use the list of character strengths and try to figure out which 5-10 character strengths are the most characteristic and representative to you. Then you may choose which five of those would be the strongest in your opinion.

# Assignment: My personality traits and character strengths

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- Which personality traits represent you and are characteristic to you?
- If you took the VIA Survey, you may review your character strength profile by answering the following questions:
  - Do you consider something surprising? What and why?
  - Do you use your signature strengths (the strongest character strengths) in your life?
  - Which character strengths have helped/supported you in your life?
  - Which character strengths do you consider to be helpful/supportive in your working life?
  - Which character strengths would you like to use/benefit more and would be useful in your working life?
- Do you recognize other features characteristic to you?



# Personal characteristics - value in the working life

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- How do you fit in your working life? Your personal characteristics and your dream work – match or mismatch?
- What makes you stronger in your working life? What are your personal superpowers?
- What do you wish or need from others?
- Are you a leader or a creator? Do you need a leader or a creator to work with you?
  
- **Use different tests as a learning opportunity.** In addition to the results, pay attention to the characteristics, features and adjectives which describe you and are typical to you in order to discover your strengths.
- **Any test can help us to increase our self-knowledge, but it shouldn't be any determinant of ourselves.**
- **When we get to know and understand better ourselves, we also learn about differences, and we understand each other better.** We realize what we should concentrate on and what not, and we learn how to develop any work more interesting when using our strengths.

# Personal characteristics and working life

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- Readings:

How personality affects work behaviour and career success

<https://www.linkedin.com/pulse/how-personality-impacts-work-performance>

Personality Can Be Changed at Work: Why and How?

<https://www.psychologytoday.com/us/blog/work-and-personality-change/202105/personality-can-be-changed-at-work-why-and-how>

Keltikangas-Järvinen, Liisa: Hyvät tyypit, Temperamentti ja työelämä. WSOY, 2016.

# Building teams

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- Building high-performing teams is as important as leading the knowledge and competences.
- Nine team roles identified by Meredith Belbin.
- Each of the nine team roles needed and represented in teams at the appropriate times.
- “A good team leader treats members of a team like actors on a stage. There need to be exits and entrances. Not everyone is required to be on the stage at the same time.” (Meredith Belbin)
- Reading: The Nine Belbin Team Roles

<https://www.belbin.com/about/belbin-team-roles>

<https://www.mindtools.com/auf866u/belbins-team-roles>



(Source: <https://www.smartsheet.com/how-to-use-team-roles-to-boost-performance>)




# Building teams

 <b>Resource Investigator</b> <p>Uses their inquisitive nature to find ideas to bring back to the team.</p> <p><b>Strengths:</b> Outgoing, enthusiastic. Explores opportunities and develops contacts.</p>	 <b>Teamworker</b> <p>Helps the team to gel, using their versatility to identify the work required and complete it on behalf of the team.</p> <p><b>Strengths:</b> Co-operative, perceptive and diplomatic. Listens and averts friction.</p>	 <b>Co-ordinator</b> <p>Needed to focus on the team's objectives, draw out team members and delegate work appropriately.</p> <p><b>Strengths:</b> Mature, confident, identifies talent. Clarifies goals.</p>
 <b>Plant</b> <p>Tends to be highly creative and good at solving problems in unconventional ways.</p> <p><b>Strengths:</b> Creative, imaginative, free-thinking, generates ideas and solves difficult problems.</p>	 <b>Monitor Evaluator</b> <p>Provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way.</p> <p><b>Strengths:</b> Sober, strategic and discerning. Sees all options and judges</p>	 <b>Specialist</b> <p>Brings in-depth knowledge of a key area to the team.</p> <p><b>Strengths:</b> Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.</p>

(Source: <https://www.belbin.com/about/belbin-team-roles>)

# Building teams

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 <b>Shaper</b>	 <b>Implementer</b>	 <b>Completer Finisher</b>
<p>Provides the necessary drive to ensure that the team keeps moving and does not lose focus or momentum.</p> <p><b>Strengths:</b> Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.</p>	<p>Needed to plan a workable strategy and carry it out as efficiently as possible.</p> <p><b>Strengths:</b> Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.</p>	<p>Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control.</p> <p><b>Strengths:</b> Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.</p>

(Source: <https://www.belbin.com/about/belbin-team-roles>)

# TALENTS AND SKILLS

# Talents and skills

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- **Talent = an inborn/inherent ability of a person to do something.**
- **Skill = a learnt ability.**
  
- There is no general criteria to define and measure a talent.
- When recognizing talents, you may probably always find someone more talented in the world, so forget the comparison and use common sense.
- Talent can also be a combination of different skills, abilities, and features.
- Different talents and learnt skills may be useful in our lives in different ways depending on what we do and how we can use/benefit them.

# Gardner's theory of multiple intelligences

- The concept of multiple intelligences is a theory proposed by psychologist Howard Gardner.
- In recent years, other views of intelligence have emerged, including multiple different types of intelligence.

(Source: <https://www.verywellmind.com/gardners-theory-of-multiple-intelligences-2795161>)



Illustration by JR Bee, Verywell



# Assignment: My talents and skills

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- Recognize your talents and learnt skills/abilities.
- You may use the following questions in order to discover your individual talents and skills:
  - What are you good at?
  - As a child what were you good at?
  - What are you good at according to others?
  - Which talents or skills enable you to perform well?
- What kind of talents and skills may boost you in your working life and have influence on your success?
- If you want, you may ask one or several persons (who know you well) to point out your talents and skills.

# KNOWLEDGE, EXPERIENCE AND NETWORKS

# Knowledge, experience and networks

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- These topics are considered to represent our typical strengths.
- These strengths represent the more traditional competence:
  - what we know, what we have studied, what kind of work experience we have, etc.
- This information about our competence is usually included in our CVs.

# Assignment: My knowledge, experience and networks

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- Recognize what kind of knowledge, experience, networks and other competence you have.
- These competence areas don't need to relate directly to work. You may use and apply different competences in your work.
- Recognize what kind of knowledge and competence you need in your work at the moment (if applicable).

# Assignment: Value of different competence in the working life

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- In order to evaluate the needs in the working life, you may think about the following questions:
  - What competence is beneficial?
  - What competence is needed/required?
  - Which areas do you want to be an expert on?
  - What do you know?
  - What don't you know? Can you learn or do you need someone who knows? Do you need an expert or some general knowledge? Can you guess or are in the prison or bankrupt if you do so?
  - Can you learn by doing or are there risks involved (and how big) if you miss something and things go wrong?
  - If you try to learn, do you know how much you have learned?
  - Example areas: accounting – legal - marketing – script writing – financing – etc.