



## DIST PROJECT

07-A5 E-TRAINING COURSE ADDRESSED TO ENTREPRENEURS



## Index and Structure

The course is structured with 1 unit base and 4 units:

**Unit base** : *Introduction*

**Unit 1** : *Thinking about the own business*

**Unit 2** : *Refurbishing a company*

**Unit 3** : *The qualities of an entrepreneur*

**Unit 4** : *How to manage the life*

In accordance with the DIST Application Form, this **e-course will be 40 hours** of direct delivery plus work in autonomy. Each unit includes many PPT slides with the explanation of main contents, suggested learning materials, such as links and articles, information from the videos. After for each unit will be planned an Assessment activity and different recommended activities.





- **Unit base:** [Introduction](#)

A general explanation of DIST project and the training course

- Who is addressed
- Aim of the course
- Moodle platform



# Who is addressed?

- **DIST project:** <http://www.distproject.eu/>

DIST is a project funded by ERASMUS+ programme, Key Action 2 “Cooperation for Innovation and the Exchange of Good Practices” Action “Strategic Partnership”, which started on September 2015 and will end on August 2018.



- **Objectives of the project:**

DIST project aims to **promote the sense of initiative and entrepreneurship (SIE)** by increasing entrepreneurial education and training **based on the methodology of storytelling.**

DIST promotes the innovative use of the digital storytelling for:

- spreading sense of initiative and entrepreneurship among unemployed;
- supporting aspirant entrepreneurs to set up their business;
- supporting entrepreneurs to improve their performance.



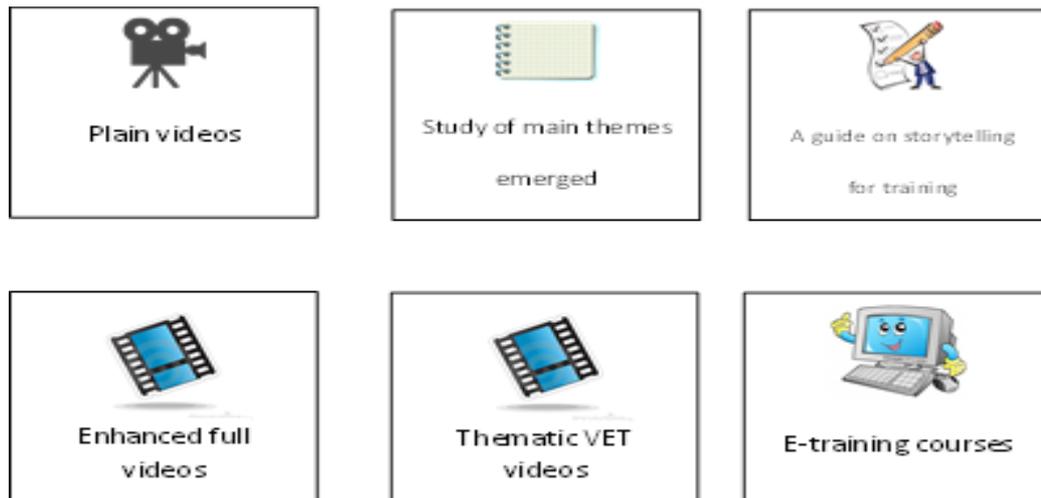
**Entrepreneurship is a competence for everyone, helping people to be more creative and self-confident in whatever they undertake.**



## Results of the project

Digital storytelling will be used by creating a set of **open educational resources**.

Main Intellectual Outputs produced during project:



The tools developed within DIST project could be used directly at a distance by the final target groups and mediated by the trainers in face to face training setting.



## Target group

This project will benefit the following main target groups:

- lay people, aspirant entrepreneurs and entrepreneurs willing to improve their SIE
- VET trainers willing to improve their skill in developing the SIE of their learners
- VET organizations and organizations supporting entrepreneurs and aspirant entrepreneurs such as employers' associations, decision makers, involved with entrepreneurship,
- researchers of the field of entrepreneurship, etc.

# This e-training course is addressed to ENTREPRENEURS



# Aim of the courses

The e-courses referred on the content of the **Guide Storytelling for Training** and on the videos , explaining how to improve the **Sense of Initiative and Entrepreneurship (SIE)**. The aims of the e-courses in the project are to assure a better exploitation of the Guide and to offer an **overview of the entrepreneurship world** explaining the most of the aspects of an entrepreneur, those characteristics to be owned and those to be improved.

Be careful, because **in these e-courses there are slides originated from videos** (you can read at the bottom of the slide "source : the interviews from videos") in which we express the opinion of the entrepreneurs interviewed. **The bigger the ball with the phrase, the more responses were given by the interviewed entrepreneurs.** When the color of the balls becomes clearer , it means that also the number of answers also decreases.



# Moodle platform

Moodle is a free, online Learning Management system enabling educators to create their own private website, filled with dynamic courses that extend learning, any time, anywhere.

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





## • **Unit 1: Thinking about the own business**

What can be improved in the consolidate business and how to innovate both the company and the business

- a) Motivations / Reasons to improve and refurbish a company
- b) The educational and professional path
- c) The development of the strategy



## a) Motivations / Reasons to improve and refurbish a company

**Vocational  
Motivations**

entrepreneurs who want  
to improve and modernize  
their company also using  
new technologies to  
prevent trouble and to  
create new business  
opportunities

**Necessity  
Reasons**

entrepreneurs who have  
trouble in their company,  
and need to improve  
their turnover, using new  
strategies in search of  
new business  
opportunities



## Self refurbishment

Self-refurbishment means for innovating your business or your own company or the two both.

Many companies needs to refurbish their business searching new aims.

The entrepreneur must become a researcher of new ideas, new strategies, and consequently finding new motivation.

Advantages	Disadvantages
Trouble prevention New motivation Creation of better environment Improvement of turnover	Risk Responsibility Dedication Investment



## Motivations to refurbish

- When an entrepreneur loses motivation in managing his / her company
- When his / her business idea has lost strength
- When the job bites his / her private life
- When the work environment into the company becomes difficult
- When the risks of a failure become too high

## Reasons to refurbish

- When a company loses or acquires some partners
- When the investments increase and the profits decrease
- When the business sector of the company loses attractiveness
- When the business model don't provides satisfactory benefits
- When there's a generation change



## b) The educational and professional path

### General profiles

The education profiles and skills that an entrepreneur needs to manage a company, are in general very similar and we'll see it better in the Unit 3. Also speaking about a refurbishment these aspects aren't very different.

Roughly speaking we can say that an entrepreneur has a profile for refurbishing a company when he / she has some skills and competencies that facilitate leading new initiatives, in business field, and also in others.

Many of these skills are linked to personality, but others come from their experiences and learning, and consequently can be enhanced and improved.

### Technical profiles

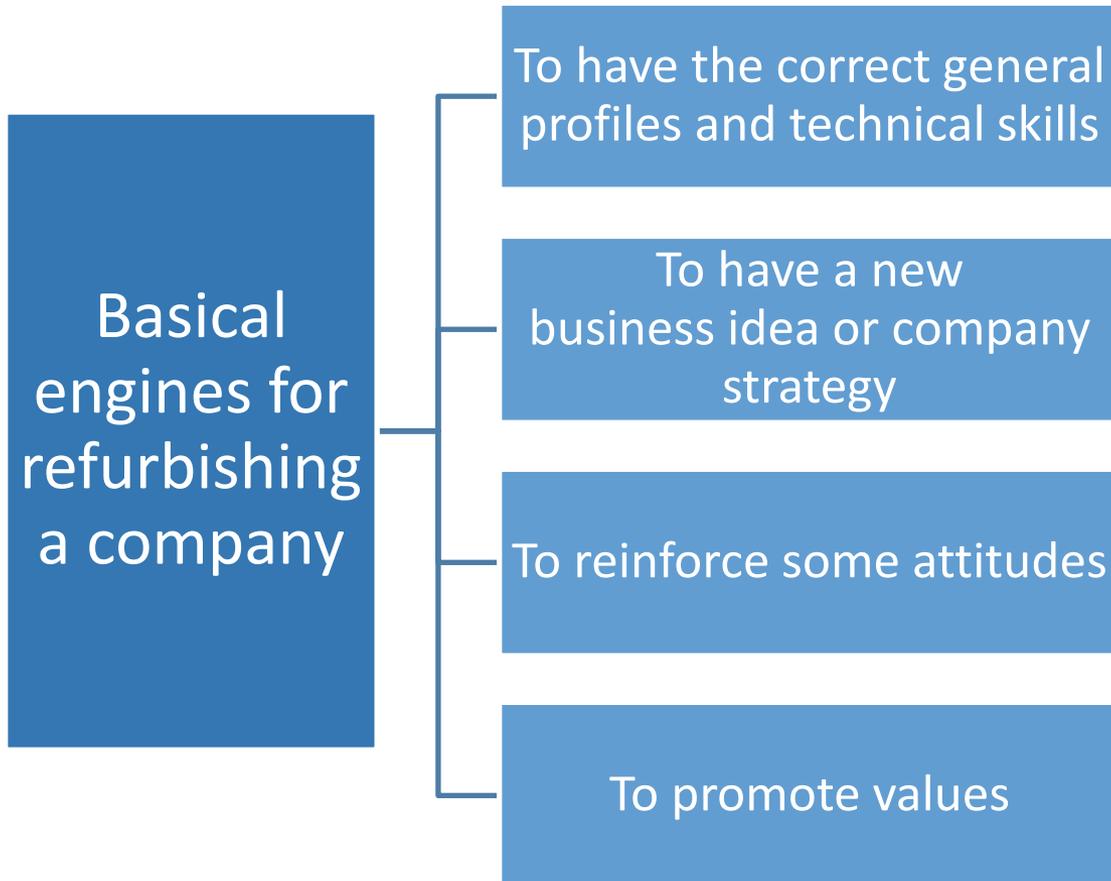
He / She should have some specific competencies into the new refurbishing strategy.

When an entrepreneur decides to add new activities he / she must recruit the adequate technical profiles, hiring them as new employees or as new partners.

When he / she wants to change the business model one of the most important thing is to share with the staff this new business idea, trying to explain the best possible the new strategy.

It 's very important that all employees are highly motivated, also using the story telling.





## The “P O L C” framework

“P” means <b>PLANNING</b>	“O” means <b>ORGANIZATING</b>	“L” means <b>LEADING</b>	“C” means <b>CONTROLLING</b>
1. Vision & Mission	1. Organization design	1. Leadership	1. Systems & Processes
2. Strategizing	2. Culture	2. Decision making	2. Strategic human resources
3. Goals & Objectives	3. Social networks	3. Communications	
		4. Groups & Teams	
		5. Motivation	



## The “S W O T” analysis

### What is the “SWOT”

Is a strategic planning technique used to help the management of a company, identifying the **Strengths, Weaknesses, Opportunities**, and **Threats** related to business competition or project planning. Users of a SWOT analysis often ask and answer questions to generate meaningful information for each category to make the tool useful and identify their competitive advantage.

### The four elements of the “SWOT” are

**Strengths:** characteristics of the business or project that give it an advantage over others

**Weaknesses:** characteristics of the business that place the business or project at a disadvantage relative to others

**Opportunities:** elements in the environment that the business or project could exploit to its advantage

**Threats:** elements in the environment that could cause trouble for the business or project

### The origin of “SWOT”

**Internals** caused from the organization

External caused from the environment



The “S W O T” graphic



## c) The development of the strategy

Some keys to success to look for in a company

- 1. Bet on innovation and development:** products or services offered must be the best for customers, therefore a company can never stop to innovate.
- 2. Update the sales strategy:** to offer incentives, offers, prices, to boost internet presence. It is required a deep and interactive analysis of new trends
- 3. Keep costs at bay:** to identify which areas allow to reduce costs and to optimize resources in most efficient way
- 4. Offer a good service to customers:** it is important to maintain and retain customers
- 5. Teamwork:** to promote the collaboration between departments, headquarters, teams... for a common effort to achieve goals.
- 6. To be update and detect opportunities:** to be able to anticipate, to adapt to new demands and to launch new products and services



Some keys factors of a failure are:

- 1. Wrong business:** any new business, needs strong reasons to be started, but at the same time needs a strong motivation from the entrepreneur, with realistic expectations.
- 2. Be not persistent:** any change needs a strong persistence in managing both the business and the company, but also in finding the right partners and managers.
- 3. Losing size of costs:** the risk is that the emotion takes over on the entrepreneur and consequently also his / her staff spends more than necessary chasing a dream and being consequently with insufficient resources
- 4. Think that success depends on an idea:** it is important to maintain a correct relationship between thought and action. The success of an idea in entrepreneurial field, depends from many factors, such as industrialization, commercialization, administration, general managing, etc.
- 5. Failure of the team:** everybody needs to work with a motivated team. All the crew must row in the same direction to achieve goals and must have the adequate knowledge transfer.
- 6. To create a non-sustainable business model :** to write a correct and trustable business plan, is strategic. Any business who doesn't provide satisfactory profits and benefits do a mistake that can be deadly.
- 7. To have not self-critical spirit:** when the new road chosen, both for the business and the company, becomes too much steep, need the courage of stopping
- 8. To have old and poor methodology and planning :** to day is basic planning with the right methodology



## The global trends to inspire a refurbishment

### The top 5 challenge trends

1. Increasing concern for the environment
2. Greater personalization and customization
3. Faster pace of innovation
4. Increasing complexity
5. Increasing competition for talent

### The top 5 solution trends

1. *Becoming more connected*
1. *Becoming more global*
1. *Becoming more mobile*
1. *Rise of creative class*
1. *Increasing collaboration*



Attitudes, skills and values that the Guide allows to reinforce

**Through the  
Guide you can  
reinforce....**

Enhancing past experience

Ability development through life experience

Strong discipline, perseverance and tenacity

Passion and confidence

Curiosity and risk inclination

Adaptability and creativity

Awareness about the possibility to fail

*Through the Guide  
you can  
valorize .....*

*Vision of the future*

*Innovative intelligence*

*Research and creativity*

*Culture of change*

*Social conscience*

*Openness to the world*



- **Unit 2: Refurbishing a company**

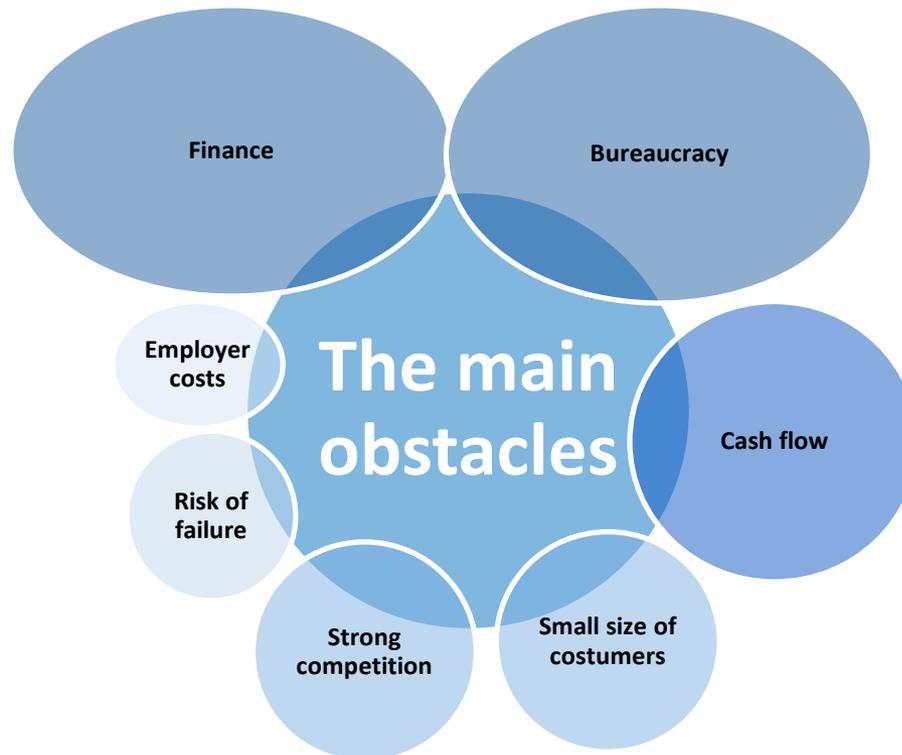
What we must do to refurbish a company in an innovative way

- d) The main obstacles incurred and kind of support received
- e) Personal competencies requested in developing and managing a business



## d) The main obstacles and kind of support

### The main obstacles



Kind of support received



## e) Personal competencies required

### The main competencies to refurbish

Decision making

Creativity/ Problem Solving

Setting goals/ Planning

Communication/ Listening/ Negotiation

Leadership/ Team building

Monitoring/ Diagnosing

Learning from experience

Managing

Recruiting



Other profiles and technical skills of an entrepreneur are:

**Commercial spirit**

**Intuition and  
future  
anticipation**

**Market analysis**

**Analysis and  
synthesis skill**

**Knowledge of new  
techniques,  
methods and  
materials to use**

**Flexibility**

**Business criterion**

**Innovator**

**Adaptability**

**Resilience**

**Ability to focus**

**Ability to define  
and achieve  
objectives**



## Seven traits of successful entrepreneur

### TENACITY

Tenacity is n° 1. So much of entrepreneurship is dealing with failure. It happens many times each week

### PASSION

Most entrepreneurs believe they will change the world. There's an excitement and belief in what they're doing that gets them through the hard times

### TOLERANCE

It all boils down to being able to successfully manage fear. Fear of humiliation, fear of missing payroll, running out of cash, bankruptcy, the list can go on

### VISION

Entrepreneurs often face opponents, because they see the future before it plays out. An entrepreneur must be several steps ahead of the market

### SELF – ESTEEM

An entrepreneur must have a lot of self-confidence. He has to be willing to take a risk but also to be conservative.

### FLEXIBILITY

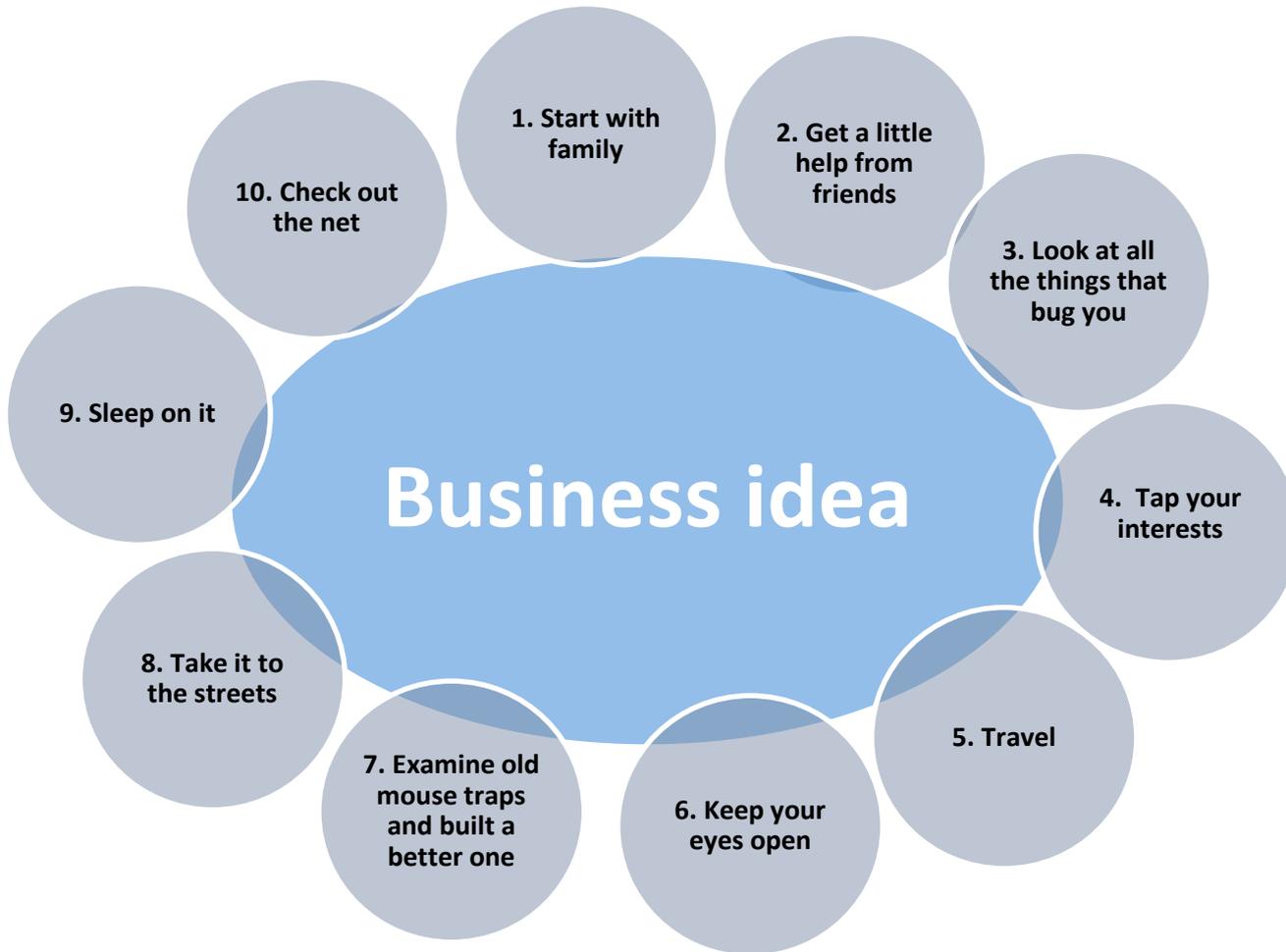
An entrepreneur has to have a willingness to be honest with himself and say "this isn't working". He has to be able to pivot

### RULE BREAKING

Entrepreneurs exist to defy conventional wisdom. A survey of many economic universities found that among entrepreneurs there's a characteristic combination of smart and a proneness in risk-taking activities



Suggestions to develop a new business idea:



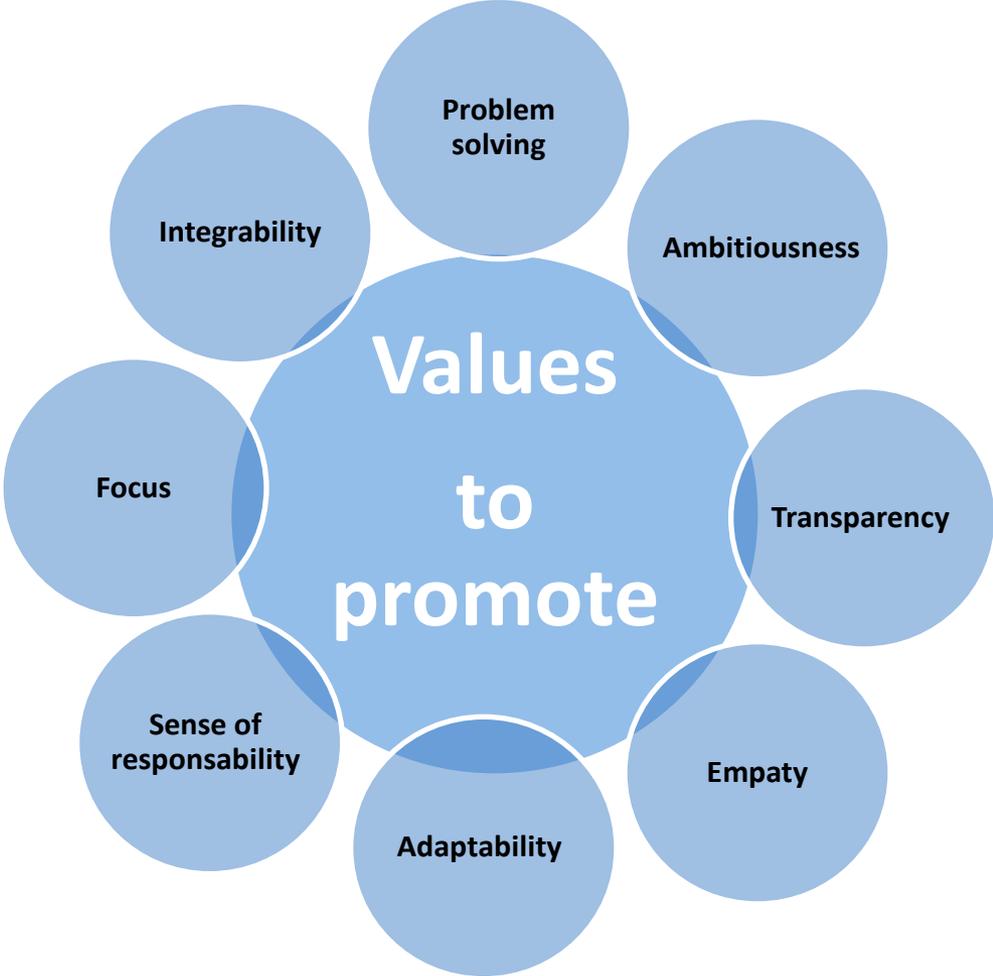
What an entrepreneur needs to renew a company:



Some attitudes to reinforce for refurbishing the business:



Some values to promote, which are:





## • **Unit 3: The qualities of an entrepreneur**

Which are the main characteristics that an entrepreneur must have or improve

- f) Decision Making
- g) Creativity/Problem Solving
- h) Setting goals/Planning
- i) Communicating/Listening/Negotiating
- j) Leadership/Team Building
- k) Monitoring/Diagnosing
- l) Learning form experience



## Definition of entrepreneur

An entrepreneur is someone who exercises initiative by organizing a venture to take benefit of an opportunity and, as the decision maker, decides what, how and how much of a good or service will be produced.

He / She supplies risk capital as a risk taker, and monitors and controls the business activities. The entrepreneur is usually a sole proprietor, a partner, or the one who owns the majority of shares in an incorporated venture.

He / She has the aptitude and the method to create a business, combined with the risk, creativity and innovation with a solid management, in a new organization or already existing one.

He / She is focused to start the change, he / she contributes to society growth, its productivity, providing technology, products and services.

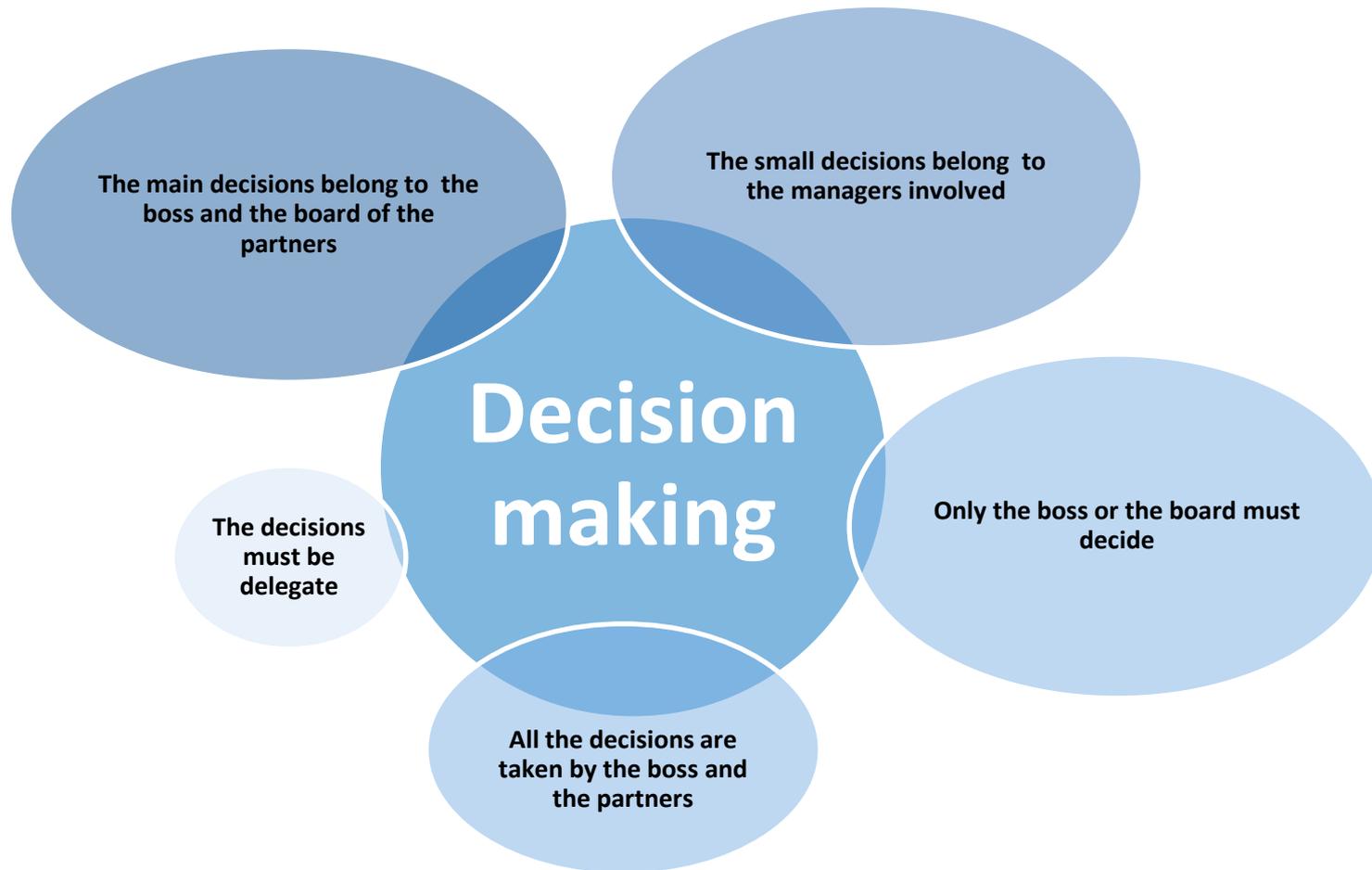


## f) Decision Making

Principles	Activities
Identify the decision	Define the nature of any decision to take, is the first step.
Gather information	Collect any pertinent information before elaborate the decision
Identify alternatives	List all possible and alternatives both desirable and not.
Weigh the evidence	Imagine what it would be like if you carried out each of the alternatives to the end and place the alternatives in a priority order, based upon your own value system.
Choose among alternatives	Once you have weighed all the evidence, select the alternative that seems to be best, also choosing a combination of alternatives.
Take action	Now take the positive beginning to implement the alternative you choose.
Review your decision	Final step considering the results of the decision, if it hasn't met the identified need, you may repeat certain steps of the process to make a new decision, such as gather more detailed or explore additional alternatives.

Link : <https://www.umassd.edu/fycm/decisionmaking/process/>

## Decision making in the enterprise from interviewees



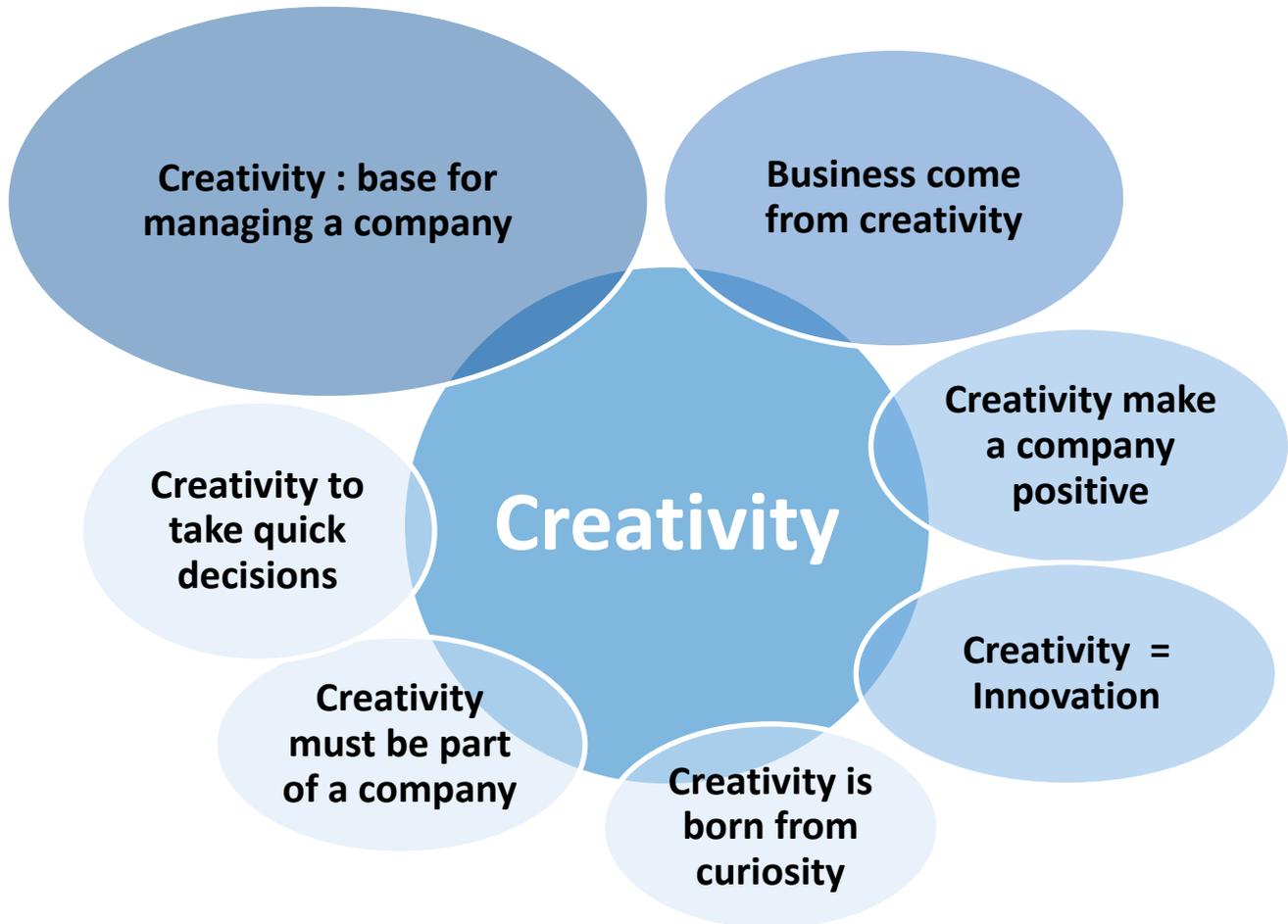
## g) Creativity / Problem Solving

### Creativity

- \* In the modern and globalized society, creativity become increasingly important.
- \* To follow the rapid changes in a competitive way, it's strategic to be creative, produce ideas, new learnings, new technologies, being innovative in general.
- \* Even modern social-economic transformations depend on the creative capacity of the human beings.
- \* Creativity is very often used to give answers to the majority of the complex problems of the modern society.
- \* Creativity into the technological progress can have two different aspects :
  - a) revolutionary when new technologies introduce a radical innovation first in a specific sector, but later, they also revolutionize in other fields of application;
  - b) adaptation and improvement when the new technologies are used for regulate a process and which, time by time, provoke a significant transformation.
- \* The individual's creative ability that produces fruitful ideas and the entrepreneur's ability to make him profitable and productive, are the combination that allows companies to position themselves on the market and compete with highly integrated systems.



**Creativity in the enterprise from interviewees**



## Problem solving

Problem Solving is strategic in a company, and it can be defined as the art to solve difficult personal, interpersonal or from complex organization (such as a company) problems, by using techniques and tactics which have maximum effectiveness and efficiency.

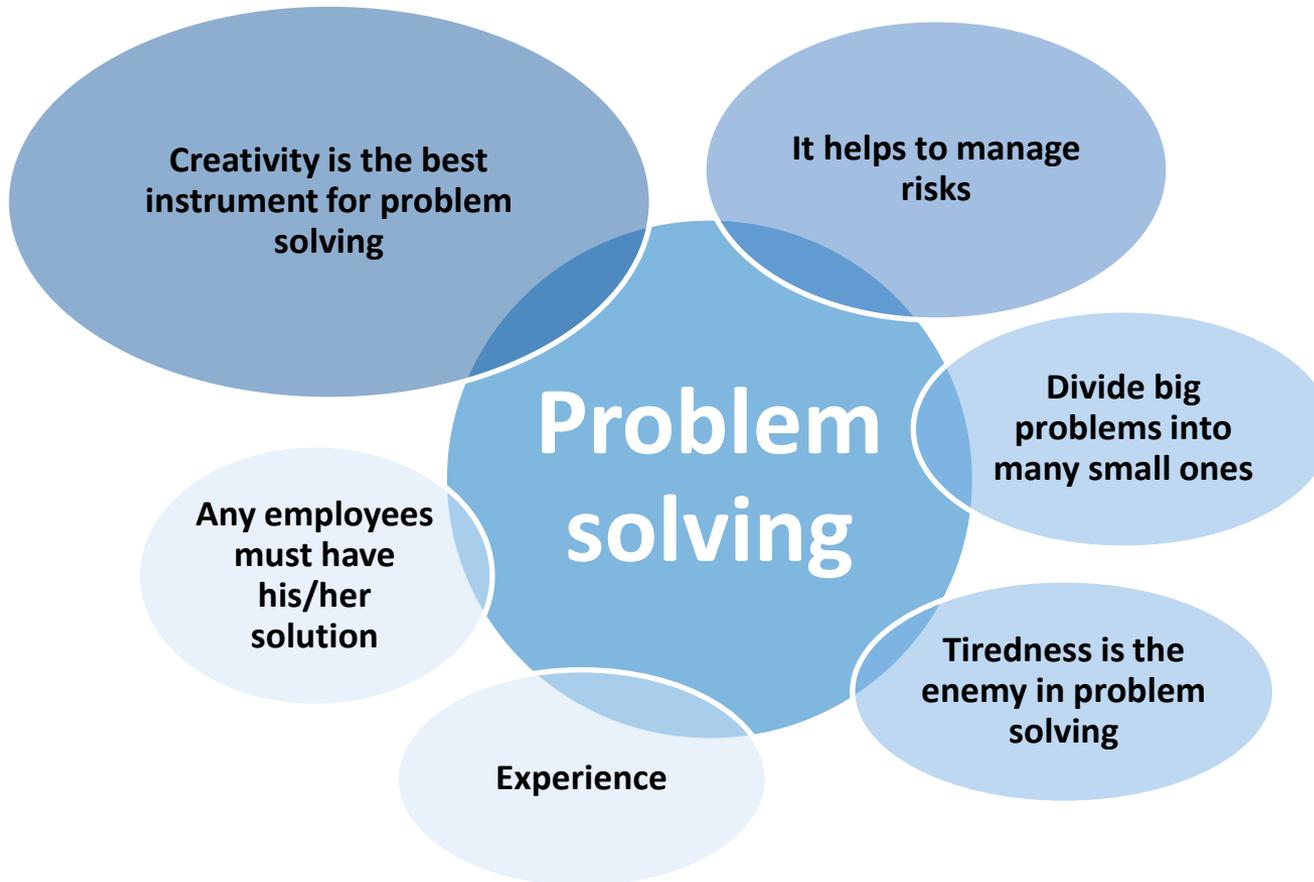
We could say that the goal is to get the best result with the least expenditure of energy. To solve the problems it's necessary to act basing on the specific characteristics of the problem at hand, rather than on the basis of a strong underlying theory.

### Decalogue of Problem Solving (Zurich University)

1. Do one thing at a time
2. Know the problem
3. Learn to listen
4. Learn to ask questions
5. Distinguish sense from nonsense
6. Accept change
7. Admit mistake
8. Say it simply
9. Be calm
10. Smile



## Problem solving in the enterprise from interviewees



## h) Setting goals / Planning

- \* All the companies which are in the business life cycle, needs goals to keep moving forward, being motivated to do more, and keep the success of their businesses.
- \* Goals provide direction, motivation and a clear way to measure progresses.
- \* Without goals, a company can suffer to find the path from where it is right now to where it wants to be.
- \* Strategic planning is the process for deciding company goals.
- \* A company needs strategic planning to define its objectives.
- \* The analysis of the possible future scenarios helps businesses, determine their future direction and future strategies.
- \* Strategic planning facilitates smooth operational activities in any organization.
- \* Planning and goal setting helps the organization see its long-term future and thus help managers take the necessary measures accordingly.
- \* Planning helps in policy formulation to clarify the goals of the organization.
- \* Whether a company is a 50-employees company or an “empire” of only one, the business success depends on its ability to set and achieve its goals.
- \* Don’t forget that a pleasant environment favors the success of the objectives.



## h) Setting goals / Planning



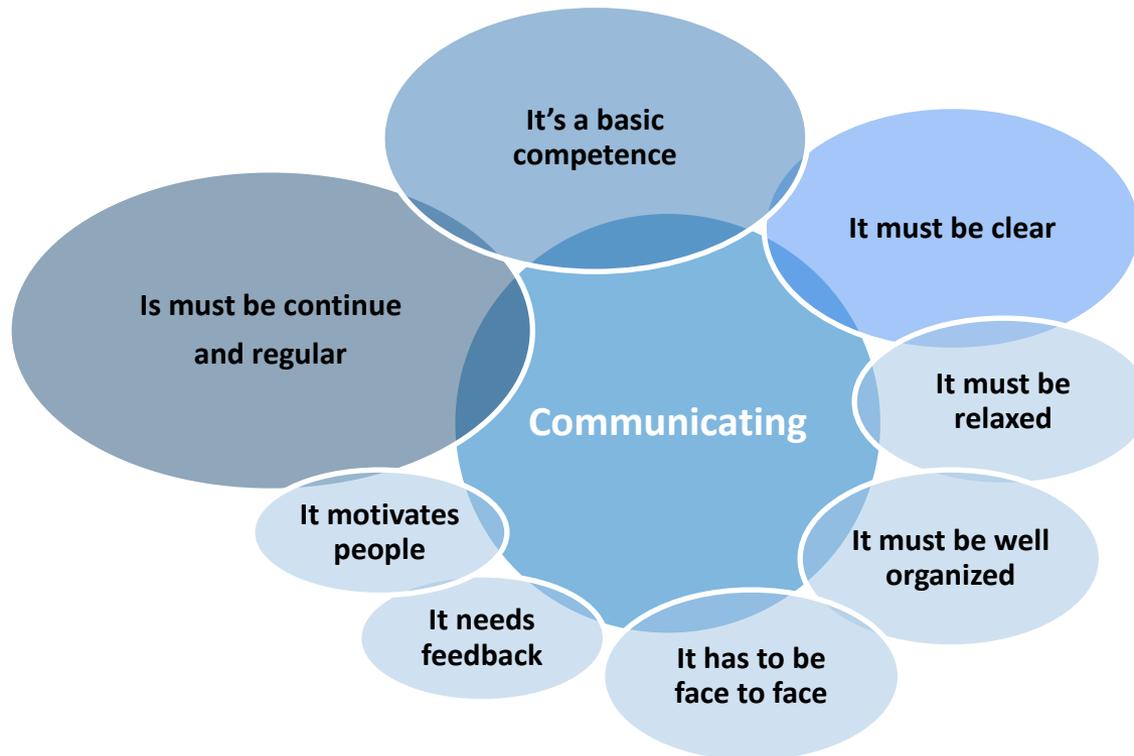
# i) Communicating / Listening / Negotiating

## Communicating

- \* The two main forms of communication are: **one-way** communication and **two-way** communication. **One-way** is when someone sends out a message but doesn't need or accept the answer. Advertising is one of the most common forms of one-way communications in the business world. **Two-way** communication occurs when there is a response to a message. Social media marketing is a form of two-way communication.
- \* There is a good communication when the message sent is received by the audience without any distortions in meaning.
- \* Good business communication helps get the job well done, on time and on budget.
- \* If the communication is clear, concise and coherent, it contributes to a company's success.
- \* Good business communication is simple and easily understood, because simple and concise language wins over language that is obtuse and hard to understand
- \* Good communication creates a win-win situation, but don't forget that perception plays a pivotal role in good communication.

# i) Communicating / Listening / Negotiating

Communicating from interviewees



# i) Communicating / Listening / Negotiating

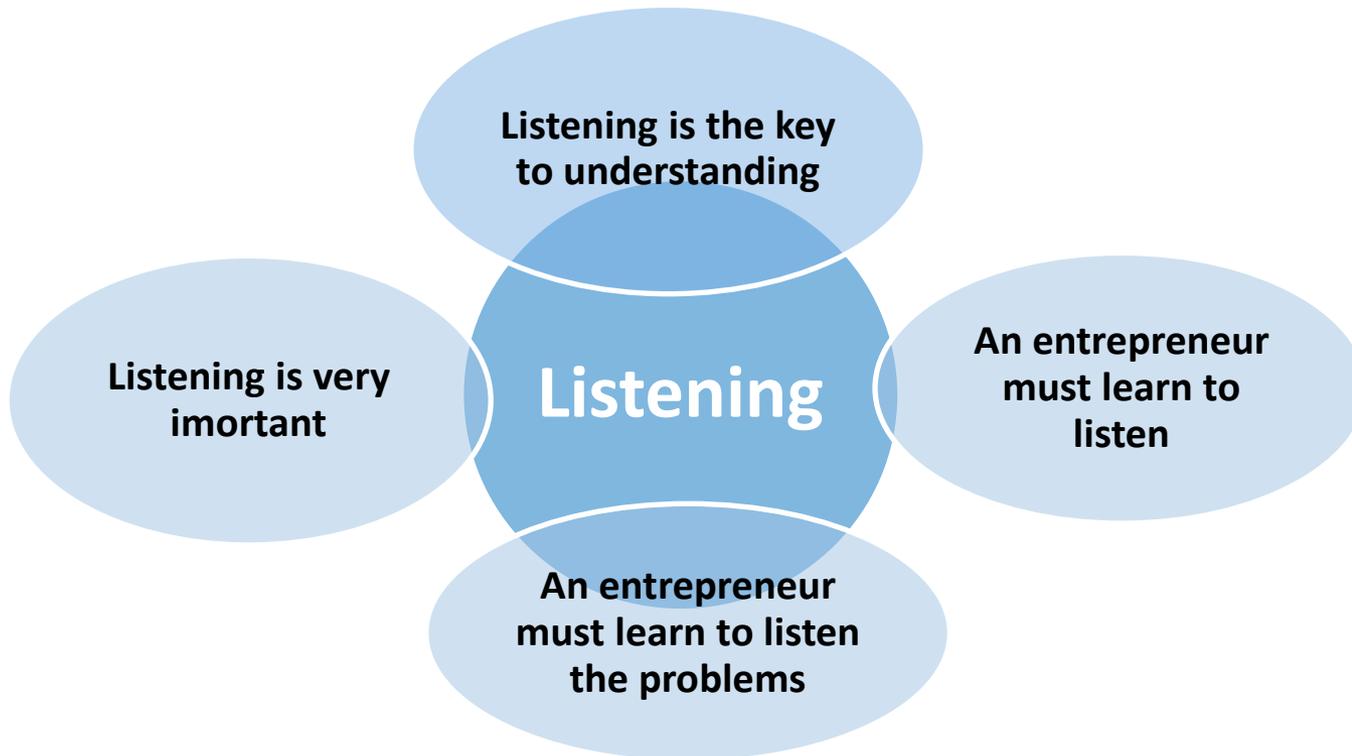
## Listening

- \* The ability not only to listen, but to listen actively, is essential to working creating a pleasant team environment.
- \* Active listening takes place when a listener focuses his full attention on the speaker.
- \* The attention is very important because it allows the listener to understand nonverbal clues of body language and facial expressions that sometimes may contradict verbal words.
- \* Listening is a key component in establishing effective working relationships between employees groups and between management and staff.
- \* Listening is an important part in creating efficient working relationships.
- \* The ability to listen can turn a disruptive situation into an opportunity for growth.
- \* Good listening skills can prevent misunderstandings, ensure a positive first encounter, create a positive impression and helps to maintain a good reputation.
- \* Listening is an important part of communication.
- \* Without listening there cannot be any negotiation.



# i) Communicating / Listening / Negotiating

Listening from interviewees



# i) Communicating / Listening / Negotiating

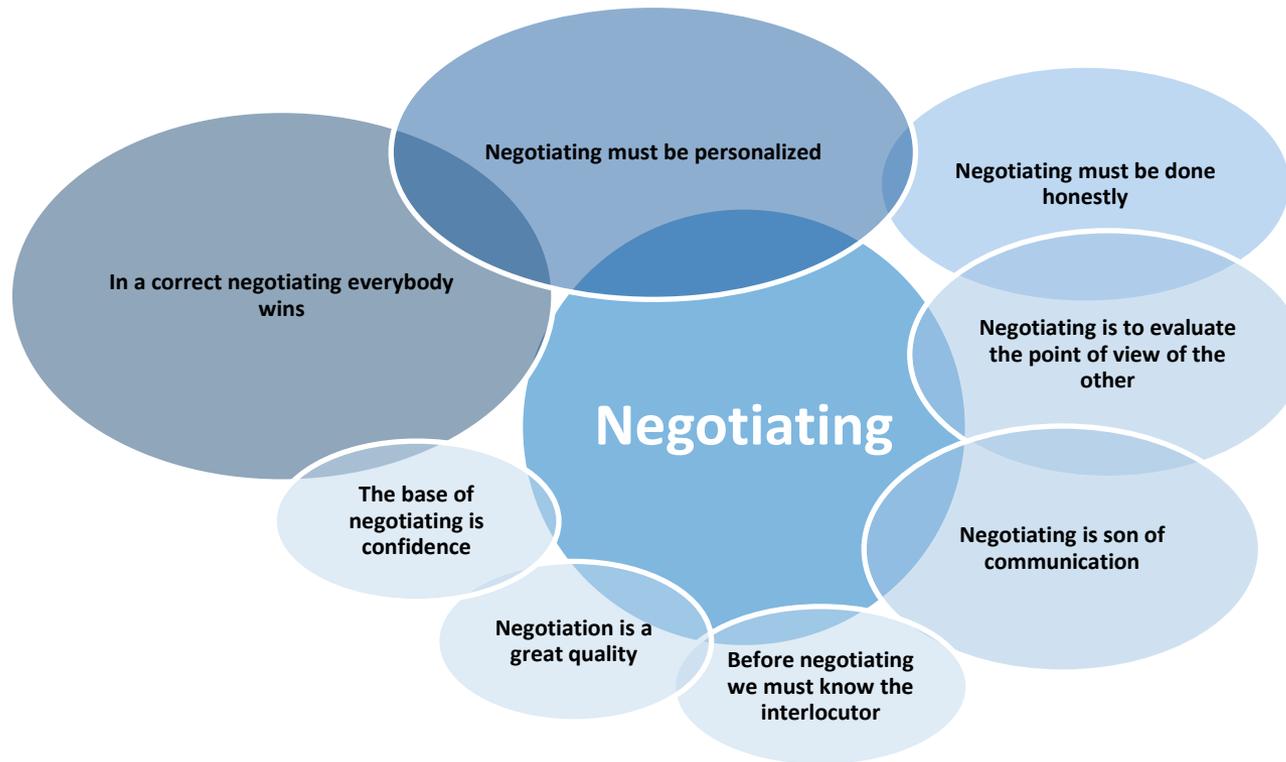
## Negotiating

- \* Negotiating is a part of everyday life, but in business it's absolutely critical to the success.
- \* An entrepreneur must negotiate regularly.
- \* A poor negotiation can cripple a company.
- \* To negotiate effectively, an entrepreneur must check his / her ego and keep the eyes on the “big picture” at all times.
- \* Know about the subject whom you're negotiating with, helps to capitalize on the strengths against the subject's weaknesses.
- \* Psychology plays a crucial role in the ability of negotiating.
- \* Every persons who's negotiating must believe to be the winner, so if you want to have a successful negotiation you must be ready to let the other winning in some parts.
- \* Before starting negotiating, an entrepreneur must know exactly where and what he can lose and where and what he wants absolutely win.
- \* To negotiating, an entrepreneur must have always something to give away without hurting his / her negotiating position.

Link : [https://www.youtube.com/watch?v=lz\\_AsnpYGic](https://www.youtube.com/watch?v=lz_AsnpYGic)

# i) Communicating / Listening / Negotiating

## Negotiating from interviewees



## j) Leadership / Team Building

### Leadership

- \* A leaderless organization is like an army without generals.
- \* The four fundamental factors of production are: **land, labor, capital** and **entrepreneurship**.
- \* The leadership acts as the catalyst that makes all these elements working together.
- \* Without leadership, all the business resources lie dormant.
- \* Mainly, the leaders are responsible for:
  - a) training employees to perform their tasks effectively;
  - b) supervising the completion of the tasks;
  - c) inspire employees to get excited about the company and their work.
- \* There are three types of leaders:
  - 1) leaders with a command and control style, who dictate actions to their employees;
  - 2) collaborative leaders, who come up with ideas with the assistance of employees from all levels of the company;
  - 3) facilitative leaders, who delegate almost all productive tasks to the subordinates.
- \* Leaders and leadership styles may need to be changed to suit specific situations.

Link : <http://open.lib.umn.edu/principlesmanagement/chapter/1-4-leadership-entrepreneurship-and-strategy/>

# j) Leadership / Team Building

## Leadership from interviewees



## j) Leadership / Team Building

### Team building

\* The five main reasons why team building is important in the workplace:

1. It facilitates better communication preventing discussions among employees, and between employees and management;
2. It motivates employees. Team leadership and team building go hand in hand. The more comfortable the employees are to express their opinions, the more confident they will become;
3. It promotes creativity. Working together with other team members can ignite creativity and fresh ideas, which are great qualities to use in a company;
4. It develops problem-solving skills. Teams that are able to determine when a problem arises and know what they can do about it, can effectively take charge when a real crisis occurs;
5. It breaks the barriers. Thanks to team, the leader has the opportunity to be seen as a colleague rather than a boss;

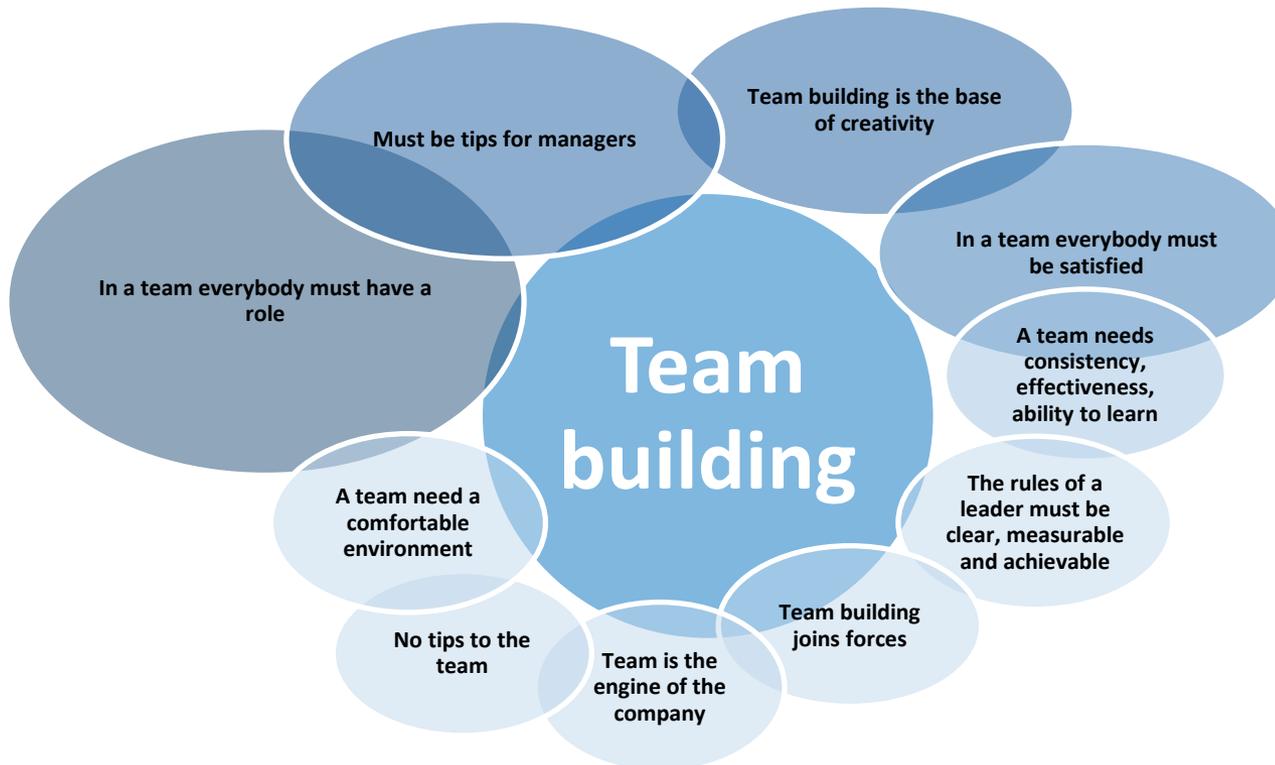
\* Team building and specially planned activities, not only boosts morale of employees, but it can also increase the success of the corporate business.



Link : <https://www.forbes.com/sites/brianscudamore/2016/03/09/why-team-building-is-the-most-important-investment-youll-make/#3e2f3b2617fc>

# j) Leadership / Team Building

## Team building from interviewees



# k) Monitoring / Diagnosing

## Monitoring and diagnosing

\* The top seven reasons why a company should implement a network monitoring system are:

- 1 - Document visually the network
- 2 - Doing more with less
- 3 - Monitoring from anywhere
- 4 - Troubleshoot issues more easily
- 5 - Planning the future growth
- 6 - Improve network security
- 7 - Track trends without hours of data digging

\* Any diagnosis is son of a good monitoring

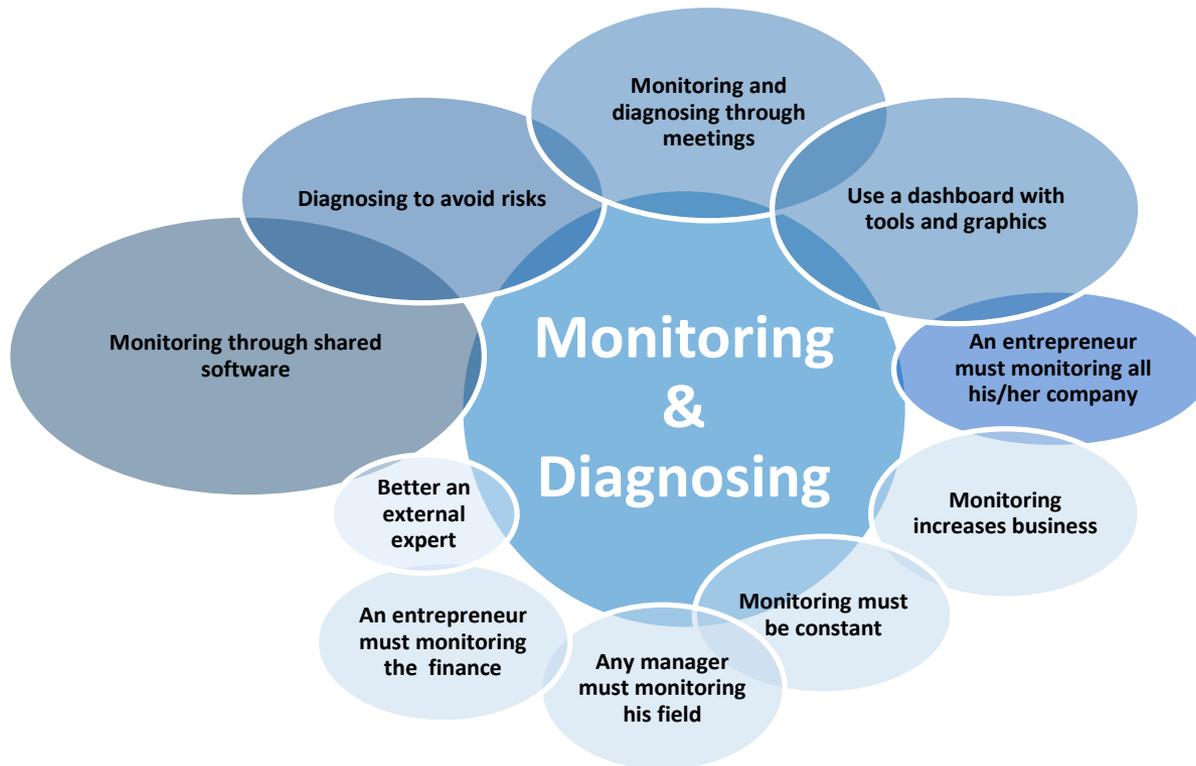
\* The four matters in which diagnosing is very important in a company are:

- 1 - Marketing
- 2 - Management
- 3 - Accounting and finance
- 4 - Leadership



# k) Monitoring / Diagnosing

Monitoring and diagnosing from interviewees



# 1) Learning from experience





## • **Unit 4: How to manage the life**

The aspects of everyday life to manage when you have your own company

- m) Time management
- n) Stress management
- o) Life work balance



## m) Time management

- \* Time Management refers to managing time effectively so that the right time is allocated to the right activity.
- \* Effective time management allows individuals to assign specific time slots to activities, as per their importance.
- \* Time Management refers to making the best use of the time, considering that it's always limited.
- \* Time Management plays a very important role not only in a company or in an organization, but also in our personal lives.
- \* A big time-saver, is delegating and putting trust into your team.
- \* Remember that the job of an entrepreneur is to manage the team, not to make the finished product.
- \* A step to a better time management system, is to create, evaluate and spend time, revising the project plan.
- \* Set deadlines for ourselves and strive hard to complete tasks ahead of the deadlines.
- \* To achieve all the goals and become a successful entrepreneur, we must get our time under control.



# m) Time management



# m) Time management



## n) Stress management

- \* Stress in the workplace reduces productivity, increases management pressures, and makes people ill.
- \* Stress is dependent on personal reactions to pressures, and the person's reactions to pressures are influenced by many different things.
- \* Workplace stress affects the performance of the brain, including functions of work performance, memory, concentration, and learning.
- \* Therefore when stress is becoming a problem for staff, the entrepreneur should provide a stress-free work environment.
- \* The key to de-stressing in a specific moment, is getting away from the stressor, or removing yourself from it.
- \* Developing new habits which regularly remove you and distract you from stressors and stressful situations and pressures. What we can do then, is change and reduce our exposure to the stressful situations.
- \* Humor is one of the greatest and quickest devices for reducing stress.
- \* Going for a short quick really brisk walk outside, leaving the building or go getting a big cup or drinking bottle of water, can be good solutions.



## The cause of stress : THE STRESSORS

### External Stressors

1. Physical conditions (such as a very cold temperature)
2. Stressful psychological environment (such as working conditions)
3. Abusive relationship (such as bullying)

### Internal Stressors

1. Physical ailments (such as infection or inflammation)
2. Psychological problems (such as worrying about something)
3. Affective problems (such as family, friends, etc.)

sometimes

More frequent stress causes and more relevant consequences

Cause of Stress - Stressors	Consequence of Stress
long working hours, responsibilities and pressures disrupting life-balance	sleep difficulties and loss of appetite
excessive time away from home and family	nervous habits
bullying or harassment, by anyone, not necessarily a manager or a boss	poor concentration or poor memory retention
office politics and conflict among staff	performance drop
a feeling that one's reward is not commensurate with one's responsibility	uncharacteristic errors or missed deadlines
feeling powerless and uninvolved in determining one's own responsibilities	anger or tantrums
continuous unreasonable performance demands	violent or anti-social behaviour
lack of effective communication and conflict resolution	emotional outbursts
lack of job security	alcohol or drug abuse



# n) Stress management



## o) Life-work balance

The correct life-work balance is a comfortable state of equilibrium achieved between an employee's primary priorities of their employment position and their private lifestyle. You must always try to have the perfect work-life balance so that you do not get bogged down with either. Work/Life balance can be described as the 'fit' between multiple roles in a person's life. Source: [McCartney - 2002](#)

It is the need of all individuals to achieve and maintain the balance between their paid work and their life outside of work. Source: [Locket - 2008](#)

Work/life balance is generally associated with maintaining an overall sense of harmony in life Source: [Clarke - 2008](#)

Studies of work/life balance generally consider one's ability to manage simultaneously the multiple demands of life. The best results is lower stress in the work place and greater enjoyment in the home Source: [Guest - 2002](#)

Many work-life balance policies and practices rely on a more imaginative approach to everyday working conditions such as flexible working arrangements Source: [Hughes - 2007](#)

Work/life balance strategies enhance the autonomy of workers in coordinating and integrating the work and non-work aspects of their lives Source: [Felstead - 2002](#)



# o) Life-work balance

