Requirement profile entrepreneurial coaches

Introduction

In the realm of effective talent acquisition, a fundamental process lies at the heart of identifying and securing the right individuals to fulfill specific job roles: requirement analysis. This methodical procedure involves a meticulous evaluation and delineation of the exact qualifications, skills, experience, and personal attributes that are imperative for successfully carrying out a given job role. This analytical undertaking lays the essential groundwork for creating comprehensive job descriptions, crafting precise interview inquiries, and establishing the benchmark against which potential candidates will be evaluated.

The crux of this analysis culminates in the precise identification of discrete behaviors, knowledge bases, and skills that are indispensably tethered to the targeted job. These facets, crucial to job success, are painstakingly categorized into distinct clusters through iterative rounds of thorough discussions and meticulous evaluations. This process bestows upon the analysis a robust structure, ensuring an exhaustive comprehension of the multifaceted demands inherent to the job in question. The outcome is a refined framework that aids in the discernment of candidates who align harmoniously with the requisites, thereby propelling the recruitment process towards more accurate and fitting selections.

Integral to this analysis is the evaluation of the frequency at which these behaviors are encountered. This insight shines a light on the routine expectations entailed within the role and discerns the degree of adeptness requisite for each behavior. Furthermore, a parallel examination probes the relevance of these behaviors in the broader context of job success. Some behaviors might possess direct links to core functions, while others might contribute to ancillary tasks. Through a calibrated evaluation of relevance, the quintessential behaviors essential for optimizing job performance emerge, thereby steering the focus towards critical attributes that candidates must possess.

The outcomes of the requirement analysis, conducted within the context of the TAKE UP project during April to May 2021, are available below. A total of 12 interviews were undertaken with entrepreneurial coaches in Pakistan. The primary goal of this analysis is to formulate a uniform framework for the training of entrepreneurial coaches in Pakistan.

Requirements and behaviors of entrepreneurial coaches in Pakistan.

Requirements	Frequency/Relevance (Scale 1-7)
Being able to keep knowledge up to date	4/6
Engage in further education independently and within the framework of advanced training courses and conduct research in: Marketing knowledge, Legal knowledge, Financial knowledge, Industry-specific knowledge and Copyright	
Engaging in exchanges with other professionals	
Being aware of legal aspects related to founding	3/6
Researching copyright (patents)	
Familiarizing oneself with the legal context (e.g., copyright, etc.)	
Being able to convey what is legal and what isn't	
Having knowledge about startup registration and incorporation	
Being able to create active learning environments	6/5
Providing space and time	
Creating opportunities for experimentation	
Being able to utilize startup tools	
Being able to independently acquire, apply, and convey expertise	6/7
Marketing: Knowing how to distribute products and strategically employ advertising strategies	
IT Skills: Being familiar with and adept at using IT programs (Excel, statistical programs, Teams, Moodle, Dropbox, operating accounting software)	
Finance/Accounting: Being able to estimate costs for the entire startup process, create a financial plan, and be aware of additional financing options	

Possessing and being able to apply entrepreneurial knowledge (phases of founding, Effectuation, Lean Model, Business Model Canvas, Business Planning)	
Leveraging unexpected events to one's advantage	
Enabling resource-oriented work	
Scientific work, data analysis: Being able to systematically and methodically acquire new knowledge, engage with academic texts, conduct thorough research on a topic	
Applying and explaining specialized knowledge/terms correctly Using terms within their specific domain and appropriate context Effectively explaining technological terms and supporting them with examples	
Being able to communicate professionally and engagingly interact with others	7/7
Presenting oneself in a friendly and courteous manner, being able to establish a confidential "relationship"	
Being attentive and actively listening	
Applying appropriate and professional communication during conflicts and negotiations	
Ensuring communication conditions: - Providing opportunities for confidential discussions (e.g., private rooms) - Establishing technical prerequisites (telephone, video conferencing…) - Setting regular conversation appointments to actively maintain close contact	
Customer acquisition	4/6
Self-promotion (e.g., in lectures)	
Favoring promising startups during selection	
Being able to lead and organize a team	5/6,5
Knowing the workflows of startup-teams and being able to intervene in a goal-oriented manner by delegating tasks	

Good insight into human nature, being aware of team members strengths and weaknesses + role allocation, ability to step back ("letting them take the lead")	
Providing specific milestones as instructions/guidance and conducting regular check-ins	
Being able to intervene in critical situations (e.g., startup team getting too immersed in details or focusing on the wrong aspects) (passive to active)	
Time management (setting deadlines), maintaining an overview of timelines	
Mediating conflicts, moderate and being able to promote compromise	
Knowing feedback rules and expressing both positive and negative criticism	
Critical inquiry and questioning	
Emotional resilience	2,5/4
Being able to endure conflicts	
Setting boundaries and maintaining professional distance (work/personal life)	
Handling frustration, disappointment, criticism	
Mental well-being (resilience, coping with stress)	
Networking ability	6/7
Providing connections between founders and other parties within one's network	
Encouraging sponsors and investors to invest, such as convincing companies to provide technology and labs for startups	
Social Media knowledge (Researchgate, LinkedIn) and using it for promotion	
Being able to apply as a startup consultant	
Establishing and maintaining contact with experts (further partners/experts, colleagues, sponsors like the government) - Attending networking events - Building a database of contacts (seeking out partners and writing to them)	

• Having a serious appearance, meaning having a professional language towards potential cooperation partners	
Being flexible and capable of finding adaptive solutions (for oneself)	5,5/6
Being reachable even outside of planned meetings for startup teams in emergencies and time-critical situations	
Being willing and able to work on the project outside regular office hours and in various locations (willingness to travel) as required by the project's demands and urgency	
Tailoring communication to meet the individual needs of each partner	
Anticipating problems and proactively avoiding them before they arise, and professionally resolving unexpected difficulties in the startup process (problem-solving skills)	
Managing the scheduling of appointments and setting, considering and meeting deadlines (time management)	
Ability to motivate oneself and others	4,5/6
Willingness to keep one's knowledge up-to-date and expand it, and being open to new ideas and alternative solutions, for example in relation to trends, technology, partners	
Encouraging founders to develop their own problem-solving strategies (help people to help themselves) and showing opportunities for the continued education of founders	
Motivating founders to act ethically responsible	
Being willing to compensate for lack of personal startup knowledge by learning from the mistakes of others, for example in key studies, visiting businesses to understand company structures	
Passion for the startup domain (willingness to invest time and effort)	

Embodying and passing on the startup mindset	5/6
Being able to pass on the own knowledge about founding, adapted to situations (e.g., phases of the startup process)	
Being familiar with and applying the Effectuation approach: surprises are good, being able to react flexibly to the future, you learn from mistakes, stepping out of the comfort zone --> entering the learning zone but not the panic zone, working with available resources	
Being able to apply startup tools (methods such as creativity methods, reflection methods, questioning techniques, etc.)	
Being able to convey the startup mindset (e.g., short-term nature, willingness to take risks, effectuation, using resources)	