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**Report of the collaboration with Yann Serreau  
work carried out during the 4 months of internship  
Master 2 IAE in the CESI in Arras for the project  
BENEFITS.**

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## Content

Introduction.....	3
Context.....	3
Role and posture of the attendant .....	4
Repository of tools to put at the disposal of the accompanied.....	8
Coach 5 .....	12
Recommendation.....	16
Conclusion .....	17



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## Introduction

The purpose of this internship is located later in the study the project BENEFITS. Work targets taking account of the balance of life of young entrepreneurs. Starting from the premise that there is a congruence and an inter action between personal and private life and professional life of the contractor, the creation of the enterprise has just impacting the other parts of the life of the young designer and destabilize his balance of life. As a result, his project of life can be put to evil on the one hand and the lack of family and/or personal balance could penalize his entrepreneurial project on the other hand.

The approach we have followed in this study was to carry out interviews with coaches English and French with the objective to guide the accompaniment of entrepreneurs taking into account the balance of life. Coaches first check the deep motivation of the contractor in order to validate or not his project. Once you have validated the project, coaches are implementing the process of accompaniment. They awaken entrepreneurs on the risk that exists on the impact of the project on the other parts of life. Therefore, they incorporate in their posture of the approaches attendant to help the balance between the personal, family and professional life of the contractor. They offer tools and recommendations to operationalize the process of accompaniment.

## Context

This work concerning the balance of life of the contractor builds on the previous stages of this study.

The approach we have followed to advance was to make interviews with coaches escorts, English and French.

- Interviews: 4 English coaches and 3 French
- Transcript of interviews



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- Analysis of transcripts
- Test with course tools of reflective work submitted to young engineers in the form of four workshops:
  - Sequence 1: profile of creator and its motivations
  - Sequence 2: management of its relational network
  - Sequence 3: time management
  - Sequence 4: communication tools (personal development)

### Role and posture of the attendant

All of the English coaches interviewed confirm the importance of the verification of the deep motivation of the contractor to validate its project and to accompany him on his achievement.

Coach 1 speaks of extremely high motivations of the contractor, of his total commitment, of his great thirst to undertake; the ability to change motivation throughout the creation process, adaptation to the reality of the situation, acquisition of situational management, and finally connecting to his deep " *ponder motivation* » motivation tools».

Coach 2 takes the image of DNA to demonstrate that entrepreneurship is in the genes of the contractor. For him, what characterizes a contractor, is to have the spirit of competition and love making things for oneself, to be comfortable with the management of problems, to love change, to do things differently to integrate change, to be ambitious and energetic, to focus on its business, to have the ability to be multitasking, to juggle between work and pleasure and to be fully engaged.

Coach 3 stresses the importance of having a two-way and interacting motivation: the motivation of the contractor which raises the motivation of the attendant and vis versa. The motivation of the contractor comes from an incident of life that leads to a change. A change in the psyche of the person. This is what becomes the engine to undertake. Moreover, it points out some values such as honesty as lowly in the life trajectory. The desire to create, build and succeed. The contractor is one who has a global vision of



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things " *see things in a macro scale*". It has the taste of risk-taking, of communication skills in order to communicate his ideals and vision.

For Coach 4, the contractor shall be totally committed to his ideal. His motivation must encourage him to keep the connection to its environment. It is essential that there is an Alchemy between the conductor and the contractor. The contractor must be enthusiastic, be totally committed, passionate and have confidence in itself. The motivation must be a lifestyle in itself. It must have the desire to accomplish his personal development. Motivation must be the basis of any undertaking and any decision you want to create. The decision to create should be taken with the partner, thus the entrepreneurial project becomes the project of life.

After validation of the project, the attendant must raise the contractor on the difficulties he will meet during the different stages of the creation of the company: indeed, it is always in motion, it is a path without return. Their motivation will adapt to the difficulties encountered.

Once the activity is launched, the attendant will take the role to put at the disposal of the contractor of devices such as tools and networking in order to give every chance to the contractor on the one hand to financially succeed his project and on the other hand to preserve his family and private life. It must ensure the maintenance of the balance between professional and private family life.

All of the coaches raised the fact that the line between working life and private life is more porous or difficult to determine.

Coach 1 makes clear, there is no clear line between work and other aspects of life. It notes the impact positive or negative of work on family life. Similarly, he pointed out that time granted to entrepreneurial activity and the time granted to the family merge. So that the great importance of having a supportive environment. This size depends on the cultural context. In some cultures, the entrepreneurial activity choice fits the style of family life. Thus the balance between work and family life is integrated and anchored in mentalities. But, it must be notified of the fact that the entrepreneurial project



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monopolizes all the life of the person and could become a source of relational destruction if attention is not paid to this balance because the entrepreneurial project is a long way from sacrifices.

Coach 2 also says, there is no border between personal privacy and entrepreneurial activity. All working together, it stresses the importance of acquiring a balance of reasonable life between work and the other parts of life.

It is the responsibility of the contractor to manager her time in a context where it is sought to be connected 24 hours.

The contractor must find the right balance between quality and the duration of the work. And have the ability to quantify his time between work and pleasure.

By the nature of his project, the contractor is focused on its business objective and is therefore exposed to vulnerability and insecurity where the importance of having an entourage family or friendly allowing him to think of himself as that human being.

Entourage plays an important role in taking care of his property be emotional and psychological.

Coach 3 talks about the concept of balance in terms of dilemma. Through its accompaniment, he is faced with the difficulty of students find a balance between their work, their university education (entrepreneurial course at the University of Greenwich), their entrepreneurial project and lead a private life next. The question is how to balance things together and how to manage these different spheres of the life of the entrepreneur.

It also emphasizes the interdependence between work and personal life, and the positive impact of family support.

Another important aspect to promote the balance of life is the communication of the contractor with his family. The contractor must sometimes know totally stop and take time with family. It must be also aware that the events and tensions experienced in the workplace can impact the family hence the importance of temper between his work and take pleasure in his life such as the Australians who have this discipline 8 h work, rest and 8 hours of relaxation.

In the process of accompaniment, must take into account the totality of the person " *Holistic approach* ", of the cultural, psychological aspect, consider the person as a whole.



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The contractor must be awoken to the fact that the balance point changes as the project advances. At each new stage of progress in the project, need to find a new balance. Indeed, the balance of life negatively begins with the creation of the project and increases positively that the project stabilizes and becomes profitable. (Metaphors of communicating vessels).

It stresses the importance of knowing to stop a project, even if it is profitable, if the balance of life cannot be taken into account. The contractor shall develop the art and skill to maintain this balance in the long term. The art also maintain a balance between making money and know to lose. The art of being able to take back from his draft and disassociate his business of the person.

Coach 4 also stresses the importance of having the support of family and friends to acquire the balance between work and the other parts of life. There is a major impact of the business on family life. It gives the example of a few entrepreneurs who brilliantly managed their project but who failed in their married life. It is sometimes expensive to reach this physical and emotional balance in the entrepreneurial work.

It is therefore important for the entrepreneur to learn to manage his family life faced with the massive impact of his business. The contractor must be awakened to pressures he will have to manage and which will impact his family life because the business can disrupt family and vice-versa.

It must ensure its balance of physical and emotional life to preserve his health capital hence the need for the commitment of the partner in the project. It is essential that the decision of creating the project be taken into family because the family members will be involved emotionally and financially.

To ensure that the transition be experienced positively between the front and the after, the attendant must be capable of making proposals to the contractor's device, tools and networks to anticipate:

- The time management.
- The management of the relational
- Communication



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In the early stages of the creation of the company, the other parts of life will inevitably be impacted and time management will be difficult to carry out.

Where the importance of encouraging entrepreneurs to have around them a supportive environment that will promote balance between his professional life and his family and private life.

The main danger facing the contractor is to be equated with its project. Indeed, by nature a contractor is someone passionate, whole, engaged. It is focused on his project. Indeed, in society, most of the support structures are centered on the technical dimensions of the business plan. The business leader, in its entirety, is not taken into account. The support structures focused on the personal, human and emotional development of the contractor are rare.

### **Repository of tools to put at the disposal of the accompanied**

A few support tools offered by coaches:

Coach 1. In his posture, the coach must have a moral responsibility reflected in his support for the contractor in the realization of his project. His role will be that of the vis-a-vis that allows the contractor to focus on key stages of his project to make it successful. The coach must be the one who will be hired by his presence in " *young embryonic contractor* " until the project is well established.

It is the responsibility of the attendant to awaken the entrepreneur to the reality and show him dark of this reality in which it grows in solitude and to show the importance of to surround themselves with a support network to cope with the difficulties.

In the coaching relationship, the attendant must not give the answers to the contractor but rather to ask the right questions.



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It offers as a tool to establish a network work and support for balance physical and emotional to maintain the contractor connected to the network and he is worn by members so that he does not isolate encountered difficulties.

On the other hand, put at the disposal of the contractor a framework allowing him to grow and maximize what he should run to succeed his project.

It proposes to put in place a tray of exchange, at the rate of once a month, to discuss certain sensitive subjects, to allow the contractor to bounce through these exchanges and the sharing of experiences.

Through the examination of specific cases of privacy of entrepreneurs, to identify a frame of a reflective work on situations experienced to acquire reflexes and act positively.

Encourage the contractor to choose and establish a personal network that is able to understand what he saw and what it passes through.

Coach 2 speaks of a helping relationship to the contractor in relation to the posture of the attendant. Indeed, one must always ensure that the contractor is in phase with his context and to draw his attention to the shadow areas.

The attendant must awaken the entrepreneur to listen to his body (need to do sport, need to sleep, need of relaxation) and acquire a healthy life which will allocate the time between work and the rest in order to preserve his health capital.

The attendant has the role of lead contractor to take command of the balance of his life and be master of his fate.

It also has the role of the good questions that are in connection with the aspects to which the contractor must pay particular attention. He shall also give advice in a way that the contractor is not error. He must advise to work more intelligently than hard. And learning how to use his time and resources intelligently even if it is difficult.



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Coach 2 offers such as device support a toolbox to work life balance and put references on 'you tube', attach video links with a small comment.

One of the tools also proposed concerning the priorities to be placed in the life of the contractor using the metaphor of pebbles to put in a jar. The objective is to sensitize the contractor for the management of his time in link with its priorities.

Coach 3 speaks of the posture of the attendant as a sports coach. As a psychologist, in his discussions in the form of usability with the contractor and his partner, he tries through serious conversations to address important matters progressively, ranging from more and more in depth, to discern the heart of deep motivation. He takes the image of the onion which he successively removes the different skins to get to the heart: '*Tring slowly to strip away lays of an onion and trying to find what the real core is*'. Indeed, he places his accompaniment in a global vision of the person. This is not to make coaching intellectually or by thinking but to know both contractor at a personal level and professionally. His approach is a holistic approach that takes into account the various aspects of the person. In doing so, Coach 3, by his posture allows the contractor to understand, to know himself as an entrepreneur and measure his risk-taking approach.

Coach 3 raises that there are few tools for this type of accompaniment which takes into account the contractor in its entirety. The shipyard is to explore.

He worked with the contractor in discerning the time where to continue or stop the project. Indeed, if the project comes to the '*break-even point*'. It is the point of balance between costs and profits. The point where the project begins to generate the "*cash flow*"  
.»

He insists in his accompaniment on the learning of distancing from the project or the contractor must separate between his business and his person. Indeed, the contractor may identify with his project.



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Coach 4, posture Advisor is to know how to create a relationship with the contractor based on authenticity, trust and honesty. In this context, the attendant will encourage the contractor to develop emotional and soft skills « *emotional and soft skills* .».

He ensures the development of the entrepreneur as a person. And he awakens him to subjects concerning his personal life he faces and which will impact and / or affect his business.

In his accompaniment, Coach 4 adopts the posture of the Adviser that highlights a form of assessment written through a personal interview.

He tries in his interviews to target general topics of life concerning the past, present and future of the contractor in order to verify the degree of his commitment in his proposal in connection with his life.

He emphasizes the intangible resources that the contractor incurs in his project. He awakens them their ability to manage their total commitment in their business without neglecting their privacy.

He also suggested talks with the contractor and his partner to ensure the accession of the partner in the project.

Coach 4 offers some tools to make his operational support.

Establishing workshops in small group on topics affecting about the personal life of the contractor and how these issues affect his business.

A second workshop is suggested where the contractor will be invited to share his experience with his peers in order to promote the human and professional development of each.

Make available online a few easy-to-use analysis tools that will enable the contractor to give advice in relation to his personal development.

## Coach 5

Apart from the two interviews at previous stages of the survey of trainers within the CESI coaches, in order to make analysis more complete and balanced with the number of interviews conducted among the English coaches, we made the choice to complete a third interview with a coach who gives courses at the awareness course entrepreneurship at the University. This is a woman who has a course of business school with a focus on distribution, products and human resources. She worked for several years in a group of sells by mail and she then decides to create her first business. She is today an entrepreneur selling online exotic products. We'll call her Coach 5.

According to Coach 5, the deep motivation of an entrepreneur is in connection with her deep and personal aspirations. (Lines 21 - 22). It is what you want to do. Making the choice to take her life in hand. (Line 31) She gives the example of her own experience of having always been interested in cross-cutting projects with a global and broad vision ' *macro scale* ' (line 33). She has always created according to her wishes, her skills and her links. (Lines 34 - 35). she stresses the importance of network as an entrepreneur and keeping and maintaining links with the network even after a failure or a termination of project. (Lines 62 - 63).

The network is extremely important because it allows the contractor to have the ability to bounce back even faster. (Lines 72 - 73).

For coach 5, her entrepreneurial activity allows her freedom in the management of her time and make choices according to the priorities of the moment. She gives the example of having accompanied for a year and a half her ailing husband. (Lines 98-100) She underlines the strength in personal balance having made the choice to be at the bedside of her husband. (Lines 108-109).

She joined one of the coaches English specifying that motivation changes according to the stages of the life of the entrepreneur. Indeed, after the death of her husband, she asks the questions over the motives of the time to bounce back. (Lines 112-113).

For Coach 5, personal balance is very important. She specified by taking the example of the experience of the creation of a new company with a friend. Although this company was profitable, they have made the choice to stop it because they had lost their balance of personal life and their health capital was initiated following the excessive fatigue. (Lines 143-144). The project was not compatible with the moments of life of each. (Lines 154-155).



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She gives another example to highlight as she watches over her balance of life: her company has enormous potential that it could make it a multinational. However, she made the choice to not develop to preserve this balance of life. (Lines 159-163)

The support and understanding of the spouse and / or family are important for the balance of the contractor. (Lines 173-174)

Although the motivation is not always financial, need to pay attention. She states that in this field, must be particularly treat women. (Lines 178-179)

She points out some features of the profile of the entrepreneur: the ability to bounce back, accept the difficulties, make choice, will be free, be ambitious, is challenging, have the taste for risk-taking. (Lines 187-197).

Undertake is a free choice of a mode or a lifestyle. And the balance of life is always based on moments and personal needs. Indeed the balance of life forces to make choices. (Lines 204-208).

Deep motivation of an entrepreneur must be in keeping with his deep desire, his professional career and do not undergo, be master of his own destiny. (Lines 297-298)

She insists on the importance of choosing her partner depending on her motivations as an entrepreneur. (Lines 251-256).

Coach 5 discusses the importance of balance in entrepreneurial activity and especially how to keep this balance. One of the objectives of the contractor is maintaining this balance. (290-292) He is always adapting to change and find a new balance against the vagaries of life. (Lines 301-302)

The contractor is still one that is projected in the future and in the future. In the accompaniment, it is important to encourage the creator to project themselves into the skin of a contractor and in the solitude of a contractor (322-333).

She stresses the importance of being careful in the choice of her attendant put at the disposal of entrepreneurs through support networks based much more on the technical side. (Lines 343-344) Indeed, often the companion role is restricted to the details of the business plan and all the part about. Motivations and constraints of the contractor are little or not developed even though there is importance of choosing her attendant according to the needs of the moment (lines 353-356).



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Through entrepreneurship awareness modules that it gives to the University, Coach relies heavily on the fact that these are students who are at the center of the entrepreneurial project and not their business plan. (Lines 358-360)

She offers a more personal than technical support type because she finds from her experience that chaperones who are connected to the balance of life do not know the technique of the business plan and those accompanying technically are not focused on personal development or personal balance to the contractor. According to her, should have more peers as companions because it is difficult to accompany if it was not self contractors. (Lines 373-376)

She talks about the positive impact of the entrepreneurial project on family life by giving the example have been able to accompany for a year and a half her husband at the end of life thanks to her entrepreneurial activity and the freedom of her time management. (Lines 535-537).

She gives another negative example on family life, that do not have a pay slip, which does not allow the contractor and his family to measure the cash contribution. This aspect is not tangible. (Lines 553-555). It is a false security. (Line 562).

She stressed that the positive side of mode project through entrepreneurial activity on the one hand allows to highlight a number of skills, and on the other hand it prepares the person chess and the vagaries of life. (Lines 572-574)

Entrepreneurial activity has a positive impact on financial activity, because what moves companies have projects where the importance of awareness of entrepreneurship. (Line 575)

For her, the positive aspect is project mode. (Lines 580-581)

It is not certain that divorces are generally more common among contractors than employees who undergo a professional failure. (Lines 602-604)

One of the negative aspects of entrepreneurial activity, the contractor does not pay and does not affect unemployment benefits if his project is not cost-effective and fails. (Lines 612-614)

In the choice of his attendant, the contractor must know that people who love him the most accompany him the less because they are made of fear and anxiety. (Lines 627-629)



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It is important for the contractor to say and to admit that on some days he is not in form. As a businessman he has responsibility not to communicate and arrange necessary to evacuate his State of ill be (sports, meditation, etc.): competence and life-skill. (Lines 649-660)

She distinguishes two different networks of support: technical guides network (some have never created an enterprise) and the network of entrepreneurs. Each of these networks comes at different times, that is why, sometimes, we are talking about mentor. (Lines 696-701)

One should guide the cover around the learning of communication. How to learn to communicate his project? How to speak in a positive way? How to acquire contractor over entourage's posture? (Lines 711-718)

Coach 5 puts at the heart of her entrepreneurship awareness courses the impact of the project on the balance of life. (Lines 725-726)

According to her, it is essential to talk about because the risk of lack of balance of life or family and financial risk are the two major risks threatening the contractor. (Lines 733-736).

One key in the accompaniment, is to invite the contractor to remember the situations, challenges, failures, but also of anchor points and which has promoted home spring bounce. (Lines 764-767)

She offers support tools oriented towards personal development and life balance.

Create a communication workshop: how to communicate his personal choice of entrepreneurship?

How to validate the adequacy of the entrepreneurial project against the personal constraints?

What is the action plan to be implemented? (Lines 880-886)

What are my gaps?

How am I comfortable or uncomfortable?

How do I pitch myself?

How to reattach the entrepreneurial project in the personal project?

How to work with entourage?

What posture to adopt with working partners? And with life partners?

Through these workshops learn to choose his communicative language.

Conduct interviews of communication of the personal project of the entrepreneur exactly the same way as its technical project. This is a factor of essential balance between professional life and personal life (946-951 lines)

Offer workshops around the personal balance to promote self-confidence, learning the anti-stress techniques, acceptance of difficult situations, meditation exercises that promote the concentration (mindfulness meditation, yoga), acceptance of fear exercises, tests, pain, difficulty etc.

Accept to look reality in the face in order to communicate (954-964 lines)

### Recommendation

As the way of life of an entrepreneur is a path with of pitfalls and difficulties, loneliness, risk-taking continuously, one of the tracks to secure or facilitate the transition of becoming an entrepreneur is the accompaniment. But then, what tools to accompany put at disposal of young entrepreneurs to foster better management of time in order to preserve the balance between work and personal life?

Devices this research proposed:

- Accompanying workshops to prepare to anticipate and better manage his project in relation to the other spheres of life.

The principle of a sequence would be around:

- Personal work to prepare upstream around tracks of reflection (reflexive courses)
  - Exchange during the meeting, possibly intake of simple tools.
  - Instructions for the work to prepare for the next session.
- Four thematic workshops at the rate of 1 h to 1 h 30

- Workshop 1: Coherence of the project with the motivations and values of the person.
- Workshop 2: Maintain its relational network. People who have an important role (by degrees).
- Workshop 3: How to manage his time: emergency, priority, importance, metaphor "large pebbles in a jar.
- Workshop 4: Communicate and negotiate with relatives: values, commitments, non-violent communication.

## Conclusion

At the end of this work, reflected interviews conducted with coaches English and French on the one hand and the literature on the other hand, leads us to the following conclusion:

The existing support structures are oriented towards the technical and operational business plan aspect. They take account of the accompaniment of the first phases of the creation.

The accompaniment in relation to the other parts of life (psychological and emotional) of the contractor is rarely taken into account.

Coaches confirm a real need in this area. They emphasize on the one hand the personalized support posture to be adopted throughout the process. They advocate tools to put at the disposal of entrepreneurs wishing to do that could be made available online.

The purpose of provision of these tools is to help the future contractor or creator to approach a prior reflective work that would allow him to anticipate intellectually prevent risks regarding:

- the articulation of his entrepreneurial project and his project of life,
- his time management
- the management of his relational network
- the management of the communication concerning his project.

And to integrate them into existing structures.



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The accompanying (pre-creation, create and post-creation) process will continue well beyond the phase early. The attendant will have ethical responsibility to awaken the entrepreneur through the learning of one act complex to find a new balance face to the difficulties and obstacles encountered and measure of the progress of his project.