

Chapter 6

The Business Idea– Individual Dyad: Experiences of a Psychological Support Program for Entrepreneurs

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ABSTRACT

Entrepreneurship has been considered a significant factor for socio-economic growth and development, and there has been a significant growth in the education on entrepreneurship in the world. The present study provides the experiences of different actors on the implementation of a psychological assistance program to new entrepreneurs in a university business incubator as well as its impact on them. The findings suggest that this program, in its time the first or one of the first of its kind as far as the literature review suggested, had a positive impact, gives entrepreneurs a space to reflect, motivation and perseverance, allows them to see themselves as integral and thus help to improve the chances of success of the startup by learning key psychological entrepreneurial competencies.

INTRODUCTION

Small and medium-sized businesses (SMEs) provide jobs faster than large companies in both developed and developing markets. Its founders (entrepreneurs) have been studied under the optic of several research streams of Psychology (organizational, the psychology of work, etc.). Different psychology approaches recently experienced a revitalization due to the importance of SMEs, for that, Rauch & Frese (2000) mention that all aspects of psychology are addressed when studying entrepreneurship. Drawing from the psychology of entrepreneurship literature, an intervention program was designed on the Universidad Autónoma de Ciudad Juárez's business incubator with the goal of helping its entrepreneurs improve its entrepreneurial competences with the positive effect might have in its efficiency indicators, namely, the elaboration of a business plan by the entrepreneurs, the final product of the incubation process. This paper will share the experiences and the impact of the psychological program on its entrepreneurs during this process.

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LITERATURE REVIEW

Frese (2010) argues that sustain a psychological approach is a requirement to understand entrepreneurship. The cognitive approach to the study of the dynamics of the entrepreneur emerged as an alternative to the approach of their characteristics since, even though the latter produced relevant search results, many of them are contradictory, so research began to consider other aspects (Boucknooghe, Van den Broeck, Cools & Vanderheyden, 2005). Such an approach may help to explain identification of opportunities for entrepreneurship and growth, the definition itself of an entrepreneur, success in the entrepreneurial project, and distinguish individuals from one another. These cognitive aspects include their beliefs and values, cognitive styles and mental processes (Sánchez, Carballo & Gutierrez, 2011).

Authors such as Boucknooghe et al. (2005) and Sanchez (2009) identify the structures of knowledge that entrepreneurs use to make decisions, judgments, or assessments, evaluate opportunities, create and grow their businesses. Krueger & Evans (2004) have been based on the idea that whatever a person thinks, says or does, is influenced by cognitive processes under which they acquire, use and process information. Sánchez et al. (2011) suggest that the above separates entrepreneurs from those who are not, to think and process information differently.

Recently, Nwankwo & Akam (2011, p. 257) have proposed a new construct called Psychopreneurship, defined as "...the socio-human conduct which facilitates the achievement and the creation of wealth, derived from psychology constructs and Entrepreneurship..." Functionally, they say, involves the psychological qualities which exploited, are the instrument in the proactive activation of achievement and entrepreneurial potential of individuals, so Psychopreneurship is the psychological dimension of entrepreneurship.

The level of poverty in a society usually manifests itself in a significant relationship between the conduct of people and entrepreneurship (Oghuvbu, 2007). So, the venture is sustained basically by the conduct, and its value is enhanced by the ability of the person to be flexible, pragmatic, and to adapt, as well as having the strategic thinking necessary to explore and exploit opportunities (Nwankwo & Akam, 2011). The need to articulate the psychological attributes and qualities that influence sustainable entrepreneurship motivations, as well as the socio-human audacity, constitute the main body of Psychopreneurship (Nwankwo & Akam, 2011).

Incorporate the psychology of entrepreneurship in students is important and can help awaken in them the spirit of enterprise (Archibong & Ejue, 2009). Nwankwo & Akam (2011) focus on the influence or roles of psychology that affect entrepreneurship, promote motivational propensities of people for achievements, articulates the social skills and competencies that provide assistance or induce success and redirects the individual impulses in productive projects, reiterating the fact that entrepreneurship is a function of the socio-human provisions based on the need for achievement (McClelland, 1969).

Nwankwo & Akam (2011) mention that the sense of entrepreneurship usually starts with a feeling of insufficiency and lack of achievement (deprivation), and as a result, the individual is encouraged to participate in actions that promote growth. Several authors note it is important to investigate positive and negative factors (Liñán, Urbano & Guerrero, 2011), intrinsic and extrinsic motivation (Huovinen & Koironen, 2011), perseverance/desire for achievement (Nurwahida & Abdul, 2011), emotional intelligence (Cross & Travaglione, 2003), resilience (Ayala & Manzano, 2010), entrepreneurship (Garcia del Junco, Alvarez & Reyna, 2007), success (Makhbul & Hasun, 2011) and dispute resolution (Shelton, Dane & Eisenman, 2008) in the new venture.

METHOD

The research strategy is the case study, non-experimental, exploratory, transversal, descriptive. It is an intrinsic case study (Stake, 2006). Purposeful sampling was used, working with 8 entrepreneurial projects offering 6 sessions (1 hour each month) to its team, in-depth interviews with 2 of the psychologists involved in carrying out the program, and another 8 entrepreneurs who carried out this program, using Atlas ti for analysis. Triangulation of data and analytic generalization was also used.

The Universidad Autónoma de Ciudad Juárez (UACJ) is located on the State of Chihuahua, Mexico, with nearly 30,000 students. The university's business incubator began in 2010. The program was implemented from 2011 to 2013. It provided business consulting in the following areas: marketing, finance and accounting, production processes, graphic and industrial design, legal, management, business model, Lean Canvas and later psychology were included. The latter consist of interventions on entrepreneurial projects individually, never grouping them, and the program has copyright. The graduation rate (number of entrepreneurs that ended their incubation process with a business plan as a final product) among those who took the program became 82.17%, vs. 29% of effectiveness (in line with Frese, Gielnik and Mensmann, 2016) that existed before its implementation. In its time, and according to a review of the current literature¹, it is estimated that it was the first or one of the first of its kind in the world.

RESULTS AND DISCUSSION

Table 1 shows the entrepreneurs' characteristics reflected throughout the sessions. The number refers to the number of people in the project, including gender. The capital letter is the name with which it is identified and the lowercase letters mark the city (the university have 3 campuses throughout the state) where the project was incubated.

The various concepts discussed in the sessions are shown in the table 2. The numbers represent the advancement or regression since the beginning of the interventions. Score scale is taken from 0-5, whereas the 0 as "no breakthrough", 1 as "light advance", 2 as "regular advance", 3 as "good progress", 4 "very good progress" and 5 "excellent progress". It was measured in relation to the formats that were filled in the first session and on the last, making a comparison of the results, where the entrepreneur was asked about what does he obtain throughout the interventions. On the sessions, a computer presentation was used to explain the entrepreneurial topics, the definition of each concept and elements that comprise it. Then they filled a format to reinforce the concept, containing an exercise or a series of questions on the application of the topic in its project.

The concepts of positive and negative factors, defining factor as a determinant element that contributes to or not for achieving a goal, were identified by the entrepreneur in its project, what were the positive and negative factors in it and filling a format (adapted from the SWOT analysis) tailored to the project and the entrepreneur, mentioning the factors that directly influenced the realization of their business. A table of the factors mentioned by the entrepreneurs it's not included since all of them pointed out very different factors. 4 entrepreneurs (An, Jn, GSj, and Gj) show a progress, but in three there is no change between the beginning and the end. Entrepreneur D shows a decline since he found new negative factors that prevent him from moving forward (mostly time) because for his current work he cannot devote so much to the project, as well as cope also to see his business partner.

Table 1. Entrepreneur's characteristics

ENTREPRENEURS	An	Jn	Dn	GSj	GZj	Gj	Yj	Hj
Quantity	5	1	2	1	2	1	1	1
Features								
Female	X	X	X	X	X	X	X	
Male			X					X
Clarity of objectives	X	X	X		X		X	
United (as)	X		X		X			
Enthusiastic	X	X		X	X	X	X	
Persevering	X			X	X		X	
Self-motivated (a)		X	X	X		X	X	X
Group motivation	X				X			
Strength	X	X	X			X	X	
Good communication	X		X		X			
Emotional intelligence	X		X	X			X	
Responsible	X	X		X		X		X
Competitive (a)	X				X		X	

Source: Montiel, Cervantes & Aldana (2012)

Table 2. Concepts addressed in sessions

Entrepreneurs	An	Jn	Dn	GSj	GZj	Gj	Yj	Hj
Positive and negative factors	1	1	-1	1	0	1	0	0
Intrinsic motivation	2	0	-2	0	2	2	1	0
Extrinsic motivation	0	0	-2	0	4	0	0	0
Perseverance / desires of achievement	0	1	0	2	4	2	1	0
Emotional intelligence	2	2	0	1	2	2	2	0
Resilience	1	3	1	2	0	2	3	1
Self-development	1	0	2	2	2	0	0	1
Entrepreneurial spirit	2	2	2	2	1	1	2	1
Success	1	1	-2	1	2	3	1	-1
Conflict resolution	1	2	0	2	0	2	1	1

Source: Montiel, Cervantes & Aldana (2012)

Intrinsic motivation, the desire to perform a behavior that arises from the same behavior that was performed (Morris & Maisto, 2009); increases two points in the entrepreneurs An, GZj and Gj, since they found more intrinsic factors such as personal, professional growth, and goal achievement, and entrepreneurs Dn with -2 since they find fewer factors that motivate them. Extrinsic motivation, the desire to perform a behavior to obtain an external reward or to avoid some punishment (Morris & Maisto, 2009), stands out more in entrepreneur GZj, and as for the remaining 6 entrepreneurs, they mention at the end

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of sessions the same motivating factor as in the beginning, and Dn entrepreneurs with -2 reduced their extrinsic motivation by factors that influenced at that moment their personal life.

Perseverance or desire of achievement, the constancy, and firmness in the achievement of an objective, 5 of the entrepreneurs strengthen this concept more and 3 of them (An, Dn and Hj) remain the same. Emotional intelligence, the ability to recognize feelings in oneself and others, being able to manage them when working with others, marks a favorable change in 6 of the entrepreneurs, showing them more clarity in the concept and management of it, as well as in its application. On resilience, the ability to adapt; elasticity and power of recovery in difficult situations (Consuegra, 2010), entrepreneurs Jn and Yj showed an advance, a new knowledge of the concept, application and great utility in entrepreneurship; GZj remained unchanged. Regarding self-development, an individual improvement process and without a follow-up guided by another person, which allows the participant to approach the optimal performance requirements in their current function within an organization, 5 of the entrepreneurs showed more self-knowledge and security.

The entrepreneur (approached in the intervention as an entrepreneurial spirit), mentioned by Elosua (1997) as a person who is constantly in search of new fields of action, this was strengthened in all entrepreneurs, commenting on the importance of being an entrepreneur, have that spirit and do not forget that they are an example of this concept. Success, understood as the fulfillment of reaching some goal or objective, decreases in entrepreneurs Dn and Hj because they show a lower motivation at the end of the process due to some personal and labor factors, such as the distribution of their time between the current job and their project, as well as their self-esteem or the support of the people around them, so this affects the fact that they can reach their goal successfully.

Entrepreneurs An, Jn, GSj, GZj, Gj and Yj, show progress on the concept of success, visualizing their business with positive aspects and that this will be achieved successfully. In the resolution of conflicts, suggested by Davis & Newstrom (2003) as the ability to propose strategies for solving problems, resolving them from an agreement between the parties involved and confronting them from a positive perspective, 6 of the entrepreneurs have advance, since they find different solutions and appropriate decision making for each problem that arises. Table 2 show what was measured according to what is mentioned by each entrepreneur in the formats for each concept.

The motivation (see table 3) was addressed in its two types, intrinsic and extrinsic, so that entrepreneurs could see the intrinsic and extrinsic factors that motivate them, understanding as intrinsic motivation factor the internal satisfaction that a person feels when performing a work, so that there is a direct and immediate connection between one and another, and the extrinsic motivation factor, understood as the external rewards that occur independently of work (Davis & Newstrom, 2003). According to the results obtained, out of 8 entrepreneurs, 6 agree that the extrinsic factor that moved them to start the project was the economic need or unemployment, following with 4 mentions the family factors and being a source of employment. Three mentioned the factor of having a business of their own and one mention the social support.

In relation to intrinsic factors, 5 mentions that the factor that motivates them is to achieve a goal, 4 coincide in the factor of personal growth and 2 refer that it is a professional growth or they do it to become independent. The strengthening of its intrinsic motivation is basic (Nwankwo & Akam, 2011), since it has a greater weight in the individual since it moves him to look for alternatives, to be persistent and to find solutions to conflicts so that the entrepreneurial project of can exist long-term.

Table 3. Intrinsic and extrinsic motivational factors

ENTREPRENEURS	An	Jn	Dn	GSj	GZj	Gj	Yj	Hj
INTRINSIC FACTORS								
Personal growth	X	X	X				X	
Achieving a goal	X			X	X	X		X
Professional growth	X							
Independence					X			
EXTRINSIC FACTORS								
Economic necessity / unemployment	X	X	X			X	X	X
Own business		X	X	X				
Be a source of employment	X		X		X		X	
Social support								X
Family	X	X			X		X	

Source: Montiel, Cervantes & Aldana (2012).

It is suggested that the extrinsic motivation has a lower weight in the entrepreneur, because they tend to discourage more quickly or find fewer alternatives since they will always be waiting for the external motivator and not their own, therefore the projects could be maintained only in the short term. These authors mention that the sense of entrepreneurship usually begins with a feeling of inadequacy and lack of achievement (deprivation).

As a result, the individual is encouraged to participate in actions that promote growth, events in projects and in life. For this reason, it was important to reinforce the intrinsic motivation of the entrepreneurs and it was done by asking them about the internal aspects and characteristics that they had as a person, which helped to continue advancing in their objective and incubation.

Table 4 shows the qualities entrepreneurs mentioned a person with an entrepreneurial spirit must have. Similarities are found with the findings (in parentheses) by Rozell, Meyer, Scroggins & Guo (2011) in Chinese culture: perseverance (persistent, worker, passion), motivation and initiative (exploratory, adventurous, visionary), discipline, strength (determined) assertiveness, responsibility, loyalty, (strong character, grateful, integrity).

Table 5 shows the tools referred by the entrepreneurs that were obtained by the program. 6 refer that they open their general panorama and a reflection on various concepts in the application to their future business, 5 mentioned that gave them greater security or confidence to undertake, 3 cited makes them more persistent and with a greater application of emotional intelligence, 2 see application in their personal life and have greater motivation and one that obtains learning about resilience and application of it.

The analysis carried out during the sessions by the entrepreneurs is considered to create a broader idea of what it means to be one, as well as various factors immersed in the realization of the project. It is suggested that the sessions meet some of the objectives of psychoentrepreneurship (Nwankwo & Akam, 2011), how to explore and understand socio-human paradigms that affect entrepreneurship, promote people’s motivational propensities for achievement, redirect individual impulses in productive projects, inculcate in individuals a business sense as lifestyle and habit, constructively restructure the cognitive

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Table 4. Qualities that a person with an entrepreneurial spirit should have

ENTREPRENEURS		An	Jn	DN	GSj	GZj	GJ	Yj	HJ
1	Discipline	X							X
2	Assertiveness	X							
3	Responsibility	X							
4	Strengthen		X		X				
5	Loyalty	X							
6	Enthusiasm			X					X
7	Tolerance	X							
8	Motivation	X	X	X				X	
9	Perseverance		X	X		X	X	X	
10	Initiative			X		X		X	X
11	Leadership								X
12	Creativity						X		

Source: Montiel, Cervantes & Aldana (2012)

Table 5. Tools obtained by the entrepreneurs at the end of the psychology program

ENTREPRENEURS	An	Jn	DN	GSj	GZj	GJ	Yj	HJ
Application in the personal development	X	X						
Perseverance			X				X	X
Motivation			X			X		
Trust / security	X			X	X	X		X
Open the panorama / reflection	X	X			X	X	X	X
Emotional intelligence	X	X	X					
Resilience			X					

Source: Montiel, Cervantes & Aldana (2012).

dispositions that inhibit business motivation, promote in individuals the correct perception and attitudes so as not to be dissuaded by failures, develop in individuals sensitivity towards creating or finding opportunities and articulate social skills and competencies that induce success.

On the pedagogical foundation of the program, this was carried out through the change management in the cognition schemes, which was a fundamental part of the work with the entrepreneur. The exercises were based on the cognitive theory or perspective, in which the thought and the mental schemes that the entrepreneur presented could be molded, working the assimilation and accommodation of this theory, both pedagogical and psychological. The entrepreneur under this form of work, could make changes in his mind and new cognitive processes, which, not only consisted in “processing information” or “solving problems”, but to make sense of the information with respect to reality, as well on how to incorporate the discovery of new knowledge in the exercises carried out.

Interviews With Psychologists and Entrepreneurs

Table 6 presents archetypal fragments of the interviews conducted with the two psychologists responsible for developing and/or implement the psychological support program. Table 7 shows the entrepreneurs' profiles.

The following are the archetypal fragments generated in the interviews with the entrepreneurs (Source: Montiel, Rodríguez, and Martínez (2017), their experiences and learning:

- Assessment of psychology counseling

In conclusion, it was a great and excellent subject.

It helped us integrate in a more organized way what each partner is going to do. We agree that all decisions will be made for the project's sake and that any decision will not be taken personally. It helped to assess our strengths of each partner and strengthen the weak.

It helped me a lot because I feel that I have learned constantly. I learned the motivation, decision making, self-development, business integration, the failure to start a business, success.

I like it very much especially in relation to my project. It is very important to have a boss-employee optimization, to be able to handle both programmed and unscheduled situations with a high index.

Thank you for giving me the intellectual tools I needed to put in place, starting my project and for letting me know something about me that I did not know. I take the concept of the Entrepreneur.

It was a great help, to realize aspects in my person that I must change so that enriching things flow.

Through the tests applied to me, I observed that the determination is basic for the development and growth of the company.

- Tools that you obtain the program

We agree on which codes we are going to handle internally as partners to respect ourselves in any situation with the client, that if there is something that we are not doing well, we will fix it among ourselves, not in front of it. We define points to benefit our employees in the short, medium and long-term.

Self-development, resilience, extrinsic and intrinsic motivation, decision making, how to resolve a conflict, foda, emotional intelligence and failure, perseverance. Sometimes even personal therapy, when exposing my situation and the teacher gave me tools so that the situation does not return. I leave with a good taste in my mouth and I appreciate the advice.

They were of great importance to me, today I have more confidence in myself. Today I understand and use communication tools and strategies that will be very useful to relate with employees and clients at

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Table 6. Interviews with psychologists

Codes	Psychologist A	Psychologist B
Impact	"Favorable, extremely positive results due to the relevance of the issues"	"they liked it so much, it was a great compliment for them to achieve a successful project"
Blocking of the entrepreneur	"Low tolerance to frustration or failure, and little self-security"	
Value of the program	"This area of psychology is of utmost relevance within the incubation of these entrepreneurs"	"it seemed very interesting, innovative... because we are accustomed to being employees...a change of mental structure"
Support locally		"I realized that no colleague performs this kind of support, a situation which caused a genuine interest to investigate"
Mental structure		"In relation to company business or projects, is that they are only for those who have or inherited financial resources, or for those to get lucky"
Vision		"The program allows anyone who may be able to generate an idea displayed in actions for a specific purpose, may be able to achieve it. Many of our entrepreneurs never imagined sitting in a university institution taking administrative, financial, legal, as well as the psychology of entrepreneurship consulting, because their careers have been truncated or they have a minimum education grade required for employment. They visualize themselves in projects or in small businesses, thinking that with much difficulty they could transcend, identifying that the major obstacle is its fear of failure. This causes lack of constancy, unfinished projects, lack of motivation, negative attitudes that could lead them to desist from its dream"
To the psychology of the entrepreneur		"Support the change of distorted attitudes and thinking, the topics are designed to be approached in a practical way, with a direct contribution to what it implies to start a business, based on the pedagogy of role play, trial, and error, practical training for expression of fears, emotions and/or management of frustrations that are accompanied by written assignments that reinforce what is seen during the hour of counseling, and help to generate a reflection from the most primitive of the human being as are their own emotions and the management of them, so they allow themselves not to see them as an obstacle and translate into practical actions to generate greater ability to communicate, self-confidence as well as the identification of conducts to change as an individual, that he recognize or will not have repercussions on the scope of the project or the business in which it is being undertaken"
The knowledge base	"Every entrepreneur has to do with self-awareness, in clearly see their strengths and weaknesses, to know where can advance and avoid. The development goes as you know or realize their abilities and strengths, and acquires empirical tools or experience them, if this is the case, or perhaps if he can and have the opportunity of professional training"	
Something that the entrepreneur has	"The process has to do with the concern or the exploration of ideas or new things"	
Desire to undertake	"Trace paths that each entrepreneur follows, contrasting stories of life and be able to better understand this complex process"	
Entrepreneurship genesis	"It has to do with a virtue that is told in an innate way or that develops throughout life, and has to do more with that spirit that moves the person to innovate or create alternatives that improve something or some process, this related to their way of acting, thinking and feeling, that is, an integral connection of the whole being"	
The motivation of an entrepreneur	"I believe that the motivation has to develop in him, in fact, I consider that the motivation exists in any entrepreneur, but must consider what motivation keeps him undertaking, whether an external motivation (extrinsic) or mostly internal (intrinsic), since, having a mostly internal motivation, it will be able to be more resilient and will face the obstacles in a better way, because it will not lose sight of the objective and will look for alternatives to achieve what it is looking for"	
Evolution	"I believe that their ideas are advancing at the same time as the context and the world in general changes, since the entrepreneurs have had similarity in characteristics over time, what they have done is that they look for ideas based on innovative technologies or products, that is, ideas that adjust to the moment of time in which he lives"	
Entrepreneurial capacities	"He has the ability to understand what he wants to achieve, to identify his strengths and weaknesses, to be able to begin to differentiate the motivation that moves him and to begin to be assertive"	
Psychology program improvements	"I consider implementing more questions of self-knowledge, to work more hours with each subject and to give a brief follow-up to see how the problems are faced when beginning to implement the project"	"Dynamics for managing stress and another of negotiation and social skills" "More hours were missing"

continued on following page

Table 6. Continued

Codes	Psychologist A	Psychologist B
Personal experience	“Very pleasant, great learning and above all know the ways in which an idea is born or how it was formed as an entrepreneur”.	“Great experience, completely different to what I was accustomed to working in therapy, although it was not itself therapy”
Weaknesses in entrepreneurial competencies	“Decision-making area because that’s where they, for example, if they had a low score so that’s where you had to strengthen the decision-making process. That’s where you worked on them”	“The decision-making area”
Objectivity of the entrepreneur	“Their intrinsic motivation with the knowledge of the risks, costs (not only those related to the economic factor) and benefits that you will have because of the project”	

Source: Montiel, Rodriguez & Martinez (2017)

Table 7. Entrepreneurs’ profile

	E1	E2	E3	E4	E5	E6	E7	E8
Start of the project	2009	2012	2012	2009	2012	2012	2012	2012
Operates	yes	yes	no	yes	no	no	no	yes
Sex	Woman	Woman	Man	Woman	Woman	Woman	Man	Woman
Age	56	40	45	50	50	35	22	25
Economic level	High	Medium	Under	High	Under	Medium	Medium	Medium
Graduate	yes	yes	yes	yes	yes	No	yes	yes

Source: Montiel, Rodriguez & Martinez (2017)

the end of the incubation, it also helped me to learn more about my weaknesses and how to work those negative aspects that could stop me and not let me reach my goals. But I also know what my strengths are and how to take advantage of them. Today I know what motivates me and that this motivation arises within me, that I am a creative and enterprising person and that all those ideas that arise suddenly and between dreams should not remain in my imagination, if I do not have to work so that makes it happen, because nobody will do it for me.

Multiple tools, especially because I had little knowledge on the development of a company. I learned management, marketing, finance, professional development of projects.

- The benefit of the program

As a final, I was very happy, I felt very comfortable and with a lot of freedom in all the counseling and I learned I must be more assertive, I will never forget it! I thank you very much for your time and may God continue to bless you.

It was very worthwhile because they are concepts that I personally did not know and with this, I feel I have learned a lot, so I made the decision to start my fumigation business.

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I finish the module, and I'm not a different person, I'm the same. Only that I discovered a part of me that I did not know. The creative and entrepreneurial part, the part that dreams, and I finish the program very conscious that working those dreams can be possible if I want it.

It benefited me by maturing and strengthening my idea; to date, I keep looking at details that I need to improve, but that has been according to the march, I learned the basics.

- The main factor of the entrepreneur

I know that after the incubation process I can have very good times, but also very bad ones, and I know the tools and concepts that can help me not to give up, not to enter periods of depression that make me feel defeated.

Passion, passion is what keeps you alive, the essence of your vision. It's what makes you daydream, fall asleep late and wake up early. It makes you not give up when it is what you most want.

- Improvements to the program

Be careful and confidential with the entrepreneur information, that the advisers know each other.

DISCUSSION AND CONCLUSIONS

Following the proposal of Nwankwo & Akam (2011), the objective of the program implied the development of the psychological qualities which, taken advantage of, were the instrument in the proactive activation of the achievement and entrepreneurial potential of the individuals. Entrepreneurs analyze through each session and reinforcement formats, the various factors that influence their lives, showing greater motivation to do things to consolidate the idea and in turn make a reality their goal. This reiterates the fact that entrepreneurship is a function of socio-human dispositions based on the need for achievement (McClelland, 1969).

It was found that the sessions managed to address some of the objectives that Nwankwo & Akam (2011) postulate, it is relevant to emphasize that the strengthening of intrinsic motivation is basic, something also suggested by Nwankwo & Akam (2011) where intrinsic motivation has a greater weight in the individual, since it moves him to look for alternatives, to be persistent and find solutions to the conflicts, for which the entrepreneurial project can exist in the long term.

It is suggested that the extrinsic motivation has a lower weight in the entrepreneur because they tend to be discouraged more quickly or find fewer alternatives since they will always be waiting for the external motivator and not their own, therefore the projects tend to remain only in the short term. Nwankwo & Akam (2011) mention that the sense of entrepreneurship usually begins with a feeling of inadequacy and lack of achievement (deprivation). As a result, the individual is stimulated to participate in actions (that promote growth, events in projects and in life). For all this, it was important for the program to reinforce the intrinsic motivation of entrepreneurs. Reinforcement of the intrinsic motivation was done by emphasizing the importance of the intrinsic factors and asking them about the internal aspects and characteristics that they had as a person, which helped them to continue advancing in their goal and

incubation work. This work was reinforced at the end of the sessions; however, it was only to return to the topic briefly. Therefore, the fact of a limited counseling time could be a limitation, since this concept was not widely reinforced.

Regarding the limitations of the program, personal aspects may influence, which were not addressed, as there was no previous clinical history (its application to entrepreneurship it's an opportunity area for the program and as a future research stream), there may be several personal problems that might prevent to finish the incubation process.

Within the characteristics of each entrepreneur, other information could affect certain concepts worked along the sessions and the entrepreneurial project itself (marital status, socioeconomic level, self-esteem, personal or family problems, cultural or educational level, among others).

Another limitation is that there could be more negative factors than those found during the incubation process once their project has been started, so it is suggested to reinforce this area in the medium and long-term. Other concepts such as decision making, risk factors, failure, assertiveness, were discussed throughout the consultations with the entrepreneurs, however, for this investigation, they have not been mentioned, because they were not seen in greater depth or we could not show changes or results regarding them. The results suggest that psychology should be a support area for entrepreneurs.

Due to the results obtained from this exploratory study, an Inventory of Entrepreneur Competencies (ICE) was build (see Appendix, in Spanish in order to not violate translating research protocols). The ICE contains 38 questions, designed to measure the psychological competencies of the entrepreneur at the beginning and end of the incubation process.

Finally, it is suggested to implement a psychology of entrepreneurship program within the classrooms and on the incubation processes, since it would help to create or reinforce competencies, contributing to a more solid process of training new and current entrepreneurs. An acknowledgment to Carmen Aldana, Diana Cervantes, Zoila Arámbula and Claudia Heredia, the psychologists who believe on the proposal (the author was the former director of the incubator), took the risk, develop and worked on this project. The program was implemented (the incubator closed operations from 2014 to 2017 because of federal institutional changes and lack of financial support, and when open, the new management did not follow up the program) despite heavy resistance. Even within the entrepreneurs, who were skeptical about it, confuse from the belief that they believed at the beginning that the program would address personal issues, problems with their partner, children, etc. After they saw that was not the goal of the program, they took the sessions and keep coming back asking for more sessions that originally were scheduled.

There is a psychological side of a startup, a program of this nature can be a tool that could help strengthen the possibilities of success of the entrepreneurial project and more important, of the individual or team behind it, with the positive effects on the territories and ecosystem.

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ENDNOTES

- ¹ It draws attention that still today there are few experiences in this field, see Frese, M., Gielnik, M.M., & Mensmann, M. (2016). Psychological Training for Entrepreneurs to Take Action, Contributing to Poverty Reduction in Developing Countries, *Current Directions in Psychological Science*, 25(3), 196-202. <https://doi.org/10.1177/0963721416636957>, and Campos, F., Frese, M., Goldstein, M., Iacovone, L., Johnson, H.C., McKenzie, D. & Mensmann, M. (2017). Teaching personal initiative beats traditional training in boosting small business in West Africa. *Science*, 357(6357), 1287-1290. DOI:10.1126/science.aan5329

APPENDIX

Table 8.

INVENTARIO DE COMPETENCIAS DEL EMPRENDEDOR

Nombre del incubado: _____
 Nombre del proyecto: _____
 Fecha: _____
 Aplicador: _____

INSTRUCCIONES: Calificar cada enunciado del 1 al 5 de acuerdo a las siguientes categorías:

1 Muy en desacuerdo 2 En desacuerdo 3 Regularmente de acuerdo 4 De acuerdo 5 Muy de acuerdo

CUESTIONAMIENTO:	
1.	Tengo una idea de lo que significa emprender un negocio
2.	Me considero capaz de crear y mantener una empresa
3.	Siento confianza y seguridad de crear mi propia empresa
4.	Me siento motivado y seguro de mi mismo ante este nuevo proyecto
5.	Cuento con el apoyo y motivación familiar para emprender mi propio negocio
6.	Para mi desarrollo personal, mis habilidades y destrezas son suficientes
7.	El conocer mis debilidades ayuda a mi autodesarrollo
8.	Tengo facilidad para relacionarme con los demás
9.	Soy capaz de expresar de manera asertiva mis emociones, ideas y sentimientos
10.	Tengo el interés suficiente y la facilidad para emprender cualquier cosa
11.	Digo lo que pienso, sin dañar a otros
12.	Tengo facilidad para encontrar soluciones a los conflictos o problemas que se me presentan?
13.	Soy responsable y comprometido en todo lo que hago
14.	Generalmente termino lo que empiezo
15.	El futuro me parece alentador
16.	Tengo metas y aspiraciones en la vida
17.	Me gusta asumir riesgos
18.	Se me facilita controlar mis emociones
19.	Tiendo a controlar mi impulsividad y explosividad
20.	Supero los obstáculos de manera exitosa sin pensar en la derrota
21.	Puedo sobreponerme a periodos de dolor emocional como pérdidas
22.	Tengo la capacidad para reconocer mis propios sentimientos y emociones y diferenciarlos de los demás
23.	Actualmente me siento satisfecho con mis logros
24.	Las situaciones problemáticas no me hacen caer totalmente en el dolor emocional y encuentro salida
25.	Tengo vocación y espíritu de servicio
26.	Generalmente mis metas y objetivos son alcanzables
27.	Requiero de constante motivación de los demás para realizar proyectos personales y profesionales
28.	Generalmente logro lo que me propongo
29.	Constantemente puedo controlar los pensamientos de tristeza, desesperación y angustia
30.	Me considero una persona con iniciativa, empeño y dedicación
31.	Mi familia es una fuente de motivación
32.	Suelo ponerme en el lugar de los demás
33.	Mantengo relaciones duraderas y estables
34.	Busco formular los objetivos y generar las soluciones en los conflictos
35.	Suelo tomar conciencia de los problemas buscando diferentes opciones para solucionarlos
36.	El factor económico me motiva para alcanzar mis metas
37.	Actualmente mi nivel de autoestima se encuentra alto
38.	Siento que en la mayoría de las cosas que hago no están encaminadas al fracaso

NOTA: El inventario evalúa las siguientes áreas

- Motivación Intrínseca: 2, 4, 10, 15
- Motivación Extrínseca: 5, 27, 31, 36
- Emprendedor: 1, 13, 16, 30
- Resiliencia: 20, 21, 24
- Inteligencia emocional: 19, 22, 23, 29
- Perseverancia: 14, 17, 25, 28
- Asertividad: 9, 18, 11
- Fracaso: 3, 26, 38
- Resolución de conflictos: 12, 34, 35
- Autodesarrollo: 6, 7, 37
- Habilidades sociales: 8, 32, 33