



Module No.1: Learning how to learn – continuous self-driven life-long learning



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Learning how to learn

- Refers to the process of developing the skills and strategies to enhance the learning process itself.
- Involves understanding how you learn best, being aware of your own thinking and learning processes, and applying effective techniques to acquire and retain knowledge.





Types of learning

Cognitive Learning: This type of learning involves acquiring knowledge, understanding concepts, and developing problem-solving skills. It focuses on mental processes such as perception, attention, memory, and reasoning. Examples include learning through reading, lectures, or discussions.

Behavioral Learning: Behavioral learning emphasizes the relationship between behaviors and their consequences. It involves acquiring new behaviors through reinforcement, punishment, or observation.

Social Learning: Social learning emphasizes learning through observation, imitation, and modeling the behavior of others. It recognizes that individuals can acquire knowledge, attitudes, and skills by observing and imitating role models or through social interactions and collaborative activities.

Experiential Learning: Experiential learning involves learning through direct experiences, reflection, and active engagement. It emphasizes hands-on activities, problem-solving, and reflection on those experiences to gain insights and apply learning to real-life situations. Experiential learning can occur through experiments, simulations, field trips, or practical projects.





Types of learning

Constructivist Learning: Constructivist learning emphasizes the active construction of knowledge and understanding by learners. It suggests that individuals create meaning by integrating new information with their existing knowledge and experiences. Constructivist learning involves problem-solving, critical thinking, and collaborative activities that encourage learners to construct their own knowledge.

Inquiry-Based Learning: Inquiry-based learning focuses on active exploration, investigation, and questioning to stimulate curiosity and promote deep understanding. Learners engage in inquiry, formulate questions, and seek answers through research, experimentation, and problem-solving activities.

Formal and Informal Learning: Formal learning refers to structured learning that takes place in formal educational settings such as classrooms, courses, or training programs, where learning objectives and assessments are defined. Informal learning, on the other hand, occurs outside formal settings and is self-directed, incidental, and driven by personal interests and experiences.

Online and Blended Learning: Online learning involves using digital platforms, resources, and tools for learning, often in a self-paced and flexible manner. Blended learning combines online and face-to-face instruction, incorporating both virtual and traditional classroom elements to enhance learning experiences.





The VARK model

There are different learning styles that each person uses to understand and learn new information.

The 4 predominant learning styles are: **V**isual, **A**uditory, **R**ead/Write, and **K**inesthetic. These are part of the most popular style known as the **VARK** learning model.

The VARK model was introduced by Neil Fleming in 1987 and it was designed to help students and others learn more about their individual learning preferences.





The VARK model





Learning styles in the workplace

- **Visual** □ Use of infographics, charts, graphs, flowcharts.
- **Auditory** □ preference in reading documents out loud, participation in lectures, discussions and hearing podcasts, recording.
- **Read / Write** □ taking notes in the meetings, writing down the tasks that need to be completed on time, reading articles, read / write reports.
- **Kinesthetic** □ use of simulations, interactive learning material, role-playing of certain workplace scenarios.

! Whatever your learning style may be, it will help you form solutions and retain the newly acquired knowledge. It will also result to your upskill and professional development. !





Ways to enhance your ability to learn

- **Set Clear Learning Goals:** Start by identifying your specific learning goals. Having clear objectives helps you stay focused and motivated throughout the learning process.
- **Understand Your Learning Style:** Discover your preferred learning style, whether it's visual, auditory, or kinesthetic. Understanding how you best process and retain information can guide you in selecting appropriate learning materials and study techniques.
- **Practice Active Learning:** Actively engage with the learning material rather than passively consuming it. Take notes, summarize information, ask questions, and participate in discussions. Engaging actively helps reinforce understanding and retention.
- **Develop Effective Study Techniques:** Experiment with different study techniques to find what works best for you. This may include techniques such as flashcards, mind mapping, summarizing, self-quizzing, or teaching the material to someone else.
- **Manage Time Effectively:** Create a study schedule or plan to allocate time for learning activities. Break down your learning tasks into smaller, manageable parts and set realistic deadlines to avoid procrastination and ensure consistent progress.





Ways to enhance your ability to learn

- **Seek Help and Collaborate:** Don't hesitate to seek assistance or collaborate with others. Engage in discussions, form study groups, or seek guidance from teachers, mentors, or peers. Collaborative learning can provide different perspectives, enhance understanding, and promote deeper learning.
- **Use Technology and Learning Resources:** Take advantage of technology tools and digital resources that can enhance your learning experience. Online courses, educational websites, interactive apps, and online communities can provide access to a wealth of knowledge and facilitate interactive learning.
- **Cultivate a Growth Mindset:** Adopt a growth mindset, believing that intelligence and abilities can be developed through effort and learning. Embrace challenges, persevere through obstacles, and maintain a positive attitude towards learning.
- **Practice Self-Reflection:** Regularly reflect on your learning process and progress. Evaluate what strategies are effective and what areas need improvement. Adjust your approach accordingly and celebrate your achievements along the way.
- **Embrace Mistakes and Learn from Failures:** Recognize that mistakes and failures are an essential part of the learning process. Embrace them as opportunities for growth and learning. Analyze what went wrong, make adjustments, and apply lessons learned to future learning endeavors.





What you have learned in a nutshell

Learning is the process of acquiring new understanding, knowledge, behaviors, skills, values, attitudes and preferences.

There are 4 main categories of learning style: visual, auditory, reading/write and kinesthetic

Find and apply effectively your learning style at workplace and gain the most of it





Check your knowledge

Learning is...

true or false?

an ongoing process.

a one-time event.

our link to become better in gaining expertise.

an effortless process requiring the least of work.



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Correct Answers

Learning is

... an ongoing process not an event

Yes, correct! In order to know what the other person thinks or feels and to determine their reactions, we need to listen!

... is our link to become better in gaining expertise

Yes, correct! Being methodological, focused, putting effort and practicing the newly gained knowledge are the steps of becoming better at gaining expertise.

... an effortless process requiring the least of work

No, this is not correct! Learning requires a lot of work and time invest. Find the learning style that best suits you, set your learning goals and stay motivated to enjoy the journey!





Continuous lifelong learning

The term "**lifelong learning**" refers to the idea according to which education is seen as a long-term process that begins at birth and continues throughout a person's life.

It is:

- the continuous and self-motivated pursuit of knowledge and personal development throughout one's life.
- the process of acquiring new skills, expanding knowledge, and gaining insights beyond formal education and professional training.
- the way to boost your profile, gain confidence and change your perspective.





Continuous lifelong learning

According to Heraclitus, "The only thing that is constant is change".

Staying curious and keep learning is crucial for your everyday life but also your professional life since it is the only way to follow the numerous changes (technological, personal, community, career..) and enables you to embrace new opportunities and stay relevant.





Continuous lifelong learning – Characteristics

Life-long learning is:

Self-driven

Lifelong learners take responsibility for their own learning process. They set their learning objectives, identify relevant resources, and choose appropriate learning methods.

voluntary

Each person seeks for learning opportunities based on his interests and goals. It is a process basically driven by personal motivation and willingness to learn.

Providing formal and informal learning opportunities

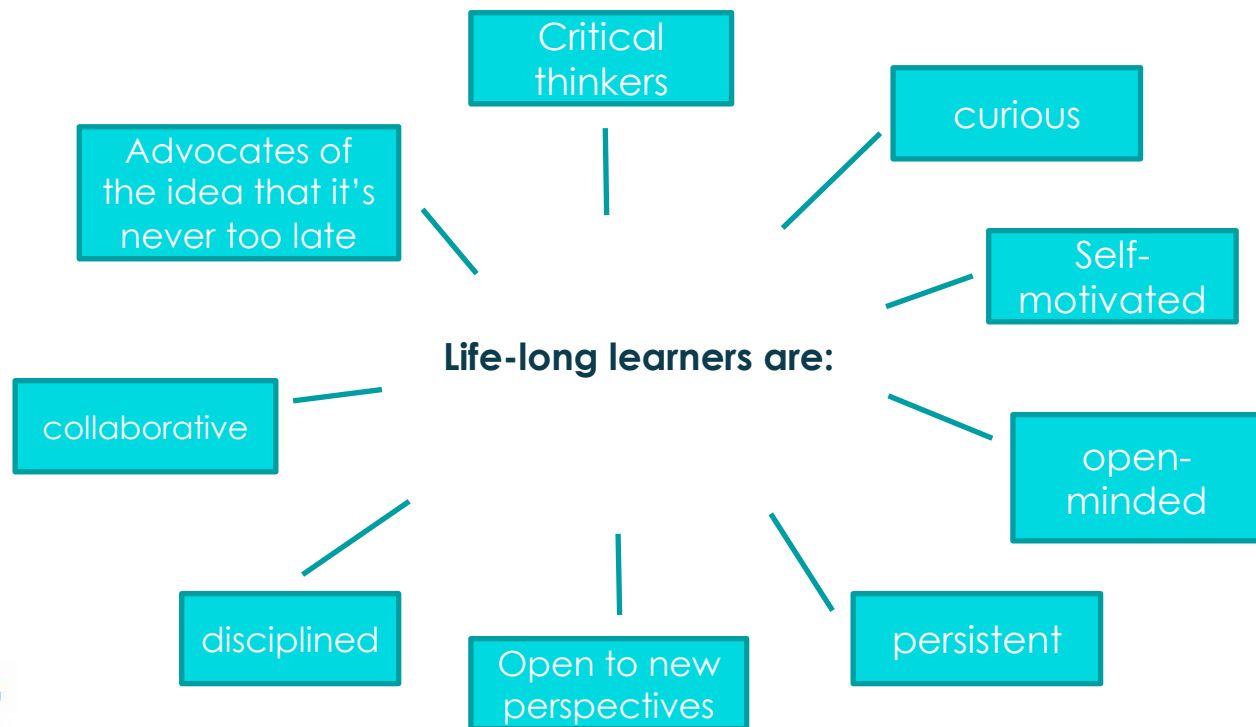
- Informal learning opportunities such as reading, practical experience, and conversations with friends, colleagues, etc.
- Formal learning opportunities such as structured courses, workshops, seminars, and other educational programs.

Flexible and adaptive

Lifelong allows for flexibility in terms of time, location, and learning methods. It is also adaptive to the individuals' needs and preferences which are constantly changing.



Continuous lifelong learning – Characteristics





Continuous lifelong learning – Advantages

The impact of life-long learning in the professional life is profound as it positively affects the following aspects:

1. Career advancement: Lifelong learning is essential for professional growth and advancement. It helps you acquire new skills, stay updated with industry trends, and remain competitive in the job market. Continuous learning enhances your employability and gives you access to new opportunities for career development.

2. Adaptation to change: Industries and job requirements are constantly evolving. Lifelong learning enables you to adapt to these changes, acquire new competencies, and remain relevant in your field. It positions you as a valuable asset to employers and increases your chances of professional success.



Continuous lifelong learning – Advantages

3. Professional networking: Engaging in lifelong learning provides opportunities for networking and connecting with professionals in your field. This networking can lead to collaborations, mentorship, job opportunities, and access to valuable resources and insights.

4. Innovation and creativity: Lifelong learning fuels innovation and creativity. By staying curious, exploring new ideas, and continuously expanding your knowledge, you can bring fresh perspectives and innovative solutions to your work.

5. Leadership development: Lifelong learning is essential for leadership development. It enhances your ability to adapt to change, inspire and motivate others, and make strategic decisions based on a well-rounded understanding of your field.

6. Professional satisfaction: Continuous learning contributes to job satisfaction and fulfillment. It allows you to take on new challenges, contribute meaningfully to your work, and experience personal growth within your professional role.



Continuous lifelong learning – Barriers

Lifelong learning can be **expensive** – usually there is a tuition fee for most of the courses intended to acquire new knowledge and gain more qualifications.

Lifelong learning can be **time-consuming** and it can be an obstacle in maintaining the balance between work, personal life and learning.

Lifelong learning can be a **tiring** process since it requires discipline, motivation and dedication to continue with the self-driven learning.





Continuous lifelong learning – Barriers

There may be **limited availability** and **access** to resources resulting in difficulties in the learning process.

Lifelong learning may lead to **overqualification**. This could have a negative impact since it may be harder to find a job or even think of a promotion or recognition in the workplace.

Lack of a supportive **network** of mentors, peers or learning communities which can provide motivation, guidance and opportunities for collaboration.





What you have learned in a nutshell

Life-long learning is the key driver of personal and professional growth, adaptability, and success.

Life-long learning enhances personal fulfillment, career prospects, cognitive abilities, and interpersonal skills.

There are barriers that a person has to overcome to become a self-directed lifelong learner.





Check your knowledge

True or false?

Learning stops at school.

One should be curious and self-motivated to pursue learning opportunities.

Lifelong learning favors professional life rather than personal life.

Overqualification could be a restraint for learning.





Correct Answers

Learning stops at school.

No, this is not correct! Learning never stops! It is an ongoing process during an individual's life.

One should be curious and self-motivated to pursue learning opportunities.

Yes, correct! Always trying to learn something new and keep asking in order to learn is the key to lifelong learning.

Lifelong learning favors professional life rather than personal life.

No, this is not correct! Life-long learning enhances both personal and professional life.

Overqualification could be a restraint for learning.

Yes, correct! Continuous learning could lead to overqualification that may result in difficulties in your career and professional involvement.





Continuous learning at the workplace – The employee perspective

According to the Workplace Learning Report, published by LinkedIn in 2022, employees' top three reasons to learn are:

1. If it helps them stay up to date in their field;
2. If it is personalized specifically for their interests and career goals; and
3. If it helps them get another job internally, get promoted, or get closer to reaching their career goals.





Continuous learning at the workplace – The employee perspective

Today, an employee's career growth and professional development is not only about getting a promotion and moving up. It is also about moving **across** the organization to pursue new opportunities.

A lot of organizations are investing on the promotion and implementation of training programs focused on **internal mobility**.

This gives employees the ability to take advantage of on-the-job opportunities to learn and grow so they can move into new roles within the organization.



Continuous learning at the workplace – The employee perspective

Besides professional growth and advancement, some of the reasons that employees opt for continuous learning at the workplace are:

Increased Employability:

By acquiring new knowledge and skills, employees can adapt to changing job requirements and remain competitive in the job market.

Job Satisfaction:

The ability to grow and progress within their roles increases engagement and loyalty towards the organization.

Building Confidence and Self-Efficacy:

As employees acquire new skills and knowledge, they feel more capable and empowered to take on challenges and contribute effectively to their roles.

Personal branding:

Lifelong learning establishes them as knowledgeable and skilled professionals in their field, which can open doors to new opportunities, partnerships, and recognition.





Continuous learning at the workplace – The employee perspective

Suggested learning ways to use at the workplace:

- ✓ Join current or upcoming learning programs that are running in your workplace
- ✓ Ask your manager for a course recommendation or professional organization
- ✓ Suggest new learning opportunities such a seminar relevant to your department



What you have learned in a nutshell

Continuous learning in the workplace is essential not only for the professional and career growth but also for personal branding, increased employability, job satisfaction and increased confidence and self efficacy

Look for seminars, trainings or even suggest a learning program to your manager to keep learning at the workplace.

The continuous and active search for learning opportunities gives employees the chance to improve their skills and remain competitive.





Check your knowledge

Continuous learning at the workplace:

True or false?

Is out of question in case an employee wants to continue working in the same position/department.

Can be a door to new working opportunities and a robust professional network.

Can help employees remain competitive in the job market.



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Continuous learning at the workplace...

Correct Answers

...Is out of question in case an employee wants to continue working in the same position/department.

No, this is not correct! Even if the employee is not willing to change his job post, he has to keep on learning in order to adapt to changing job requirements.

... Can be a door to new working opportunities and a robust professional network.

Yes, correct! Lifelong learning enhances the employees' personal branding and provides them with a powerful professional profile.

... Can help employees remain competitive in the job market.

Yes, correct! Increased employability is one of the main reasons that employees should turn to learning activities as by acquiring new knowledge and skills, they are more inclined to embrace change and, in this way, remain competitive in the job market.





Continuous learning at the workplace – The employer perspective

According to McKinsey & Company, 87% of companies worldwide have skill gaps or expect to within five years.

This is a critical weakness that companies should address to boost and secure their growth.

□ Companies should turn to the creation of a robust and effective **learning culture environment** to drive the company's success.





Continuous learning at the workplace – The employer perspective

Strategies to improve training and development at the workplace

- **Assess training needs:** Identify the areas that require improvements. This could be achieved through interviews, performance evaluation and feedback from employees and managers.
- **Align Training with Organizational Goals:** key to the company's overall performance.
- **Provide Customized Training:** Customization ensures that training is relevant and directly applicable to the employees' roles and responsibilities.



Continuous learning at the workplace – The employer perspective

- **Provide Coaching and Mentoring:** Mentoring programs help employees apply their learning in real work situations and facilitate knowledge transfer within the organization.
- **Evaluate Training Effectiveness:** Regularly assess the effectiveness of training programs through evaluations, surveys and feedback mechanisms. Gather data on learning outcomes, skill acquisition, and the application of new knowledge in the workplace. Use this feedback to make necessary improvements and adjustments to future training initiatives.



Continuous learning at the workplace – The employer perspective

- **Support Continuous Improvement:** Encourage trainers, managers, and employees to provide feedback and suggestions for enhancing the training programs. Regularly review and update training materials, content, and methodologies to ensure relevance and effectiveness.
- **Recognize and Reward Learning Achievements:** Celebrate milestones, certifications, and successful application of newly acquired skills. Recognition encourages ongoing participation and motivates employees to engage in continuous learning.



Continuous learning at the workplace – The employer perspective

- **Be an example to your employees:** Employees will not be convinced to invest in training programs if they see that their boss doesn't care about his professional development and does not believe in re-training methods.
- **Encourage Continuous Learning:** Promote a culture of continuous learning and professional development within the organization. Encourage employees to take ownership of their learning journeys and provide resources for self-directed learning, such as online courses, webinars, and industry publications. You should also consider inviting speakers from within and outside your organization to share their knowledge and expertise.





Learning in the flow of work

One of the top challenges for the Learning and Development strategy of each company is how to incorporate learning in the workplace.

Learning 'in the flow' is an effective way to deliver training whilst reducing disruption to employees' regular work.

It makes learning a natural part of their working day and employees do not have to give up on personal time in order to attend for example, an online seminar.





Learning in the flow of work

According to a research made by Josh Bersin (the person who coined the phrase '[Learning in the flow of work](#)') and his team which was addressed on over 4.000 L&D and business professionals, **getting employees to make more time for learning was the #1 challenge** they cited. Among the learners who responded, 58% wanted to learn at their own pace and 49% wanted to learn in the flow of work.

Another survey conducted by Josh Bersin and LinkedIn, pointed out that employees who spend time at work learning are 47% less likely to be stressed, 39% more likely to feel productive and successful, 23% more ready to take on additional responsibilities, and 21% more likely to feel confident and happy.





Continuous learning at the workplace – Reasons to turn employees to lifelong learning

Companies can benefit from the investment in lifelong learning activities since it is a key tool for the company's future.

When a company focuses on learning and development (L&D) programs, makes it automatically competitive in emerging fields and topics and enables it to confront future or rising demands.

Employees who are committed to continuous learning contribute to the organization's ability to stay ahead in a rapidly changing market.



Continuous learning at the workplace – Reasons to turn employees to lifelong learning

Engaging in life-long learning activities is also cost effective for a company as the recruitment cost of new staff is much higher than using the already trained and upskilled staff who are quite productive and fill any skill gaps that may exist within the organization.

A common aim for all companies should be the employees' personal growth since as long as they are satisfied with their job environment, the more they will be willing to stay at this job and not searching for a better position.





Continuous learning at the workplace – Reasons to turn employees to lifelong learning

A learning program should not be considered like just a few hours of a class time, but it should be based on a whole learning strategy which is continuous and not left aside by managers.

What is also important is that employees' soft skills (communication, team-work, problem solving, etc.) should be also cultivated besides technical skills.

By encouraging employees to engage in continuous learning, organizations ensure that their workforce is equipped with the skills needed to thrive in the future.





Continuous learning at the workplace – Reasons to turn employees to lifelong learning

Another reason to invest in lifelong learning activities is that it fosters **innovation** and **creativity** within the organization. Employees who engage in continuous learning are more likely to think critically, explore new ideas, and contribute innovative solutions to challenges faced by the organization.

Organizations that promote lifelong learning become **attractive to top talent**. Prospective employees are more likely to be drawn to organizations that offer robust learning and development opportunities. Lifelong learning programs can be a significant differentiator in attracting and retaining high-performing individuals.





Continuous learning at the workplace – Reasons to turn employees to lifelong learning

Managers are also thinking about the company's **succession**. By investing in lifelong learning, employers can identify and develop future leaders from within the organization.

Continuous learning programs support succession planning efforts by **preparing employees for leadership roles**. This reduces the risk of leadership gaps and ensures a smooth transition of responsibilities when key positions become vacant.





What you have learned in a nutshell

There are many ways to introduce and promote continuous learning at the workplace.

Employers should focus on L&D programs and on the job training activities to make it easier for the employees to follow.

Continuous learning at the workplace fosters creativity, innovation and makes the company an attraction pole for top talents.





Check your knowledge

True or false?

Employers should not be concerned with training programs as long as they provide a respectable number of them.

Employees of today could be the future employers due to continuous learning.



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Check your knowledge

True or false?

Employers should not be concerned with training programs as long as they provide a respectable number of them.

No, this is not correct! Besides promoting the training culture in the workplace, employers should also get the appropriate feedback so to make adjustments if needed.

Employees of today could be the future employers due to continuous learning.

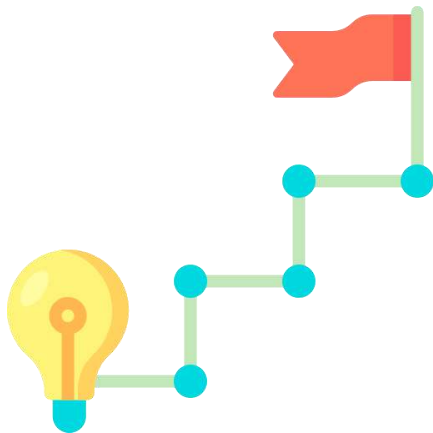
Yes, correct! By investing in lifelong learning, employers can identify and develop future leaders from within the organization. The succession plan could be implemented much easier when the company's strategy is based on the creation and establishment of a learning culture which in turn reduces the risk of leadership gaps.





Next Step

Congrats! You have just gained new knowledge.



To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!



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“Learning how to learn – Continuous self driven life-long learning” - Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

What I have learned

Where I apply the newly
acquired knowledge

The first step I take and
(what and when)





Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more '**natural**' and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough, and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



“Learning how to learn – Continuous self driven life-long learning” - Monitor Your Progress

Name: _____

Date: _____

Here I applied the newly
acquired knowledge

This is what I did

This is the outcome and
what I learned from this
experience





Congratulations!

You have just **finished module number 1** on
Learning how to learn

Well done! You can be proud of yourself!

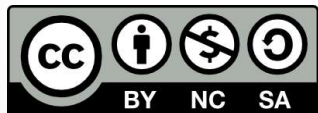
But we never stop learning, as you know...

The next interesting module is already waiting for you:

module n. 2 on Time and Self-Management



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Module n. 2

Time and Self-Management



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Time and Self-Management

In today's fast-paced world, managing your time effectively is more crucial than ever. Whether you're a student, a professional, an entrepreneur, or a homemaker, efficient time management can help you better organize your day, achieve your goals, and balance your personal and professional life.





Mastering Time Management: Techniques and Tools

Effective time management is a crucial skill in today's fast-paced world, regardless of your role or profession. When used properly, time management techniques can lead to higher efficiency, increased productivity, less stress, and better work-life balance.

Understanding Time Management

Time management is the process of organizing and planning how to divide your time between specific activities. Good time management allows you to work smarter – not harder – so that you get more done in less time, even when time is tight, and pressures are high.



Time Management Techniques

There are various time management techniques that you can use to manage your time more effectively. Here are a few common ones:

- 1. The Eisenhower Matrix:** This method helps you decide on and prioritize tasks by urgency and importance, sorting out less urgent and important tasks which you should either delegate or not do at all.
- 2. The Pomodoro Technique:** This technique uses a timer to break down work into intervals, traditionally 25 minutes in length, separated by short breaks. This helps maintain high productivity levels while avoiding burnout.
- 3. Time Blocking:** Time blocking is the practice of planning out every moment of your day in advance and dedicating specific time 'blocks' for certain tasks and responsibilities.



Time Wasters

Time wasters are activities that do not contribute to your productivity or the achievement of your goals. Common time wasters include excessive use of social media, frequent interruptions from colleagues, or attending unnecessary meetings. It's essential to identify and manage these time-wasting activities to improve your efficiency.





Time Management Tools

There are numerous time management tools available to help you manage your time more effectively. Digital calendars, project management software, timers, and productivity apps can all aid in better time management.





What you have learned in a nutshell

In this section, we have discussed the importance of time management and explored several techniques to manage time effectively. We also discussed common time wasters and reviewed various tools that can aid in better time management.



Check your knowledge

True or false?

Time management is only important for professionals in the workplace.

The Eisenhower Matrix helps prioritize tasks based on urgency and importance.

Time blocking is a practice of leaving your schedule open-ended and spontaneous.

Productivity apps and timers are examples of time management tools.





Correct Answers

Time management is only important for professionals in the workplace.

False! Time management is crucial for individuals in various roles, including students, entrepreneurs, homemakers, and professionals. It helps in organizing tasks, achieving goals, and balancing personal and professional life.

The Eisenhower Matrix helps prioritize tasks based on urgency and importance.

Yes, correct! The Eisenhower Matrix is a time management technique that categorizes tasks into four quadrants: urgent and important, important but not urgent, urgent but not important, and neither urgent nor important. This method helps in identifying priorities and allocating time accordingly.



Correct Answers

Time blocking is a practice of leaving your schedule open-ended and spontaneous.

False! Time blocking is the practice of planning out your day in advance by allocating specific time blocks for different tasks and responsibilities. It involves creating a structured schedule, which helps in prioritizing and managing time effectively.

Productivity apps and timers are examples of time management tools.

Yes, correct! Productivity apps and timers are commonly used time management tools. Productivity apps can assist in task organization, goal tracking, and eliminating distractions. Timers, such as those used in the Pomodoro Technique, help in managing work intervals and breaks effectively.



Goal Setting and Prioritization: Your Path to Efficiency

Setting clear, attainable goals and prioritizing tasks are crucial components of effective time management. These skills allow you to focus your efforts on what matters most, reduce feelings of overwhelm, and move more efficiently toward your desired outcomes.

Understanding Goal Setting

Goal setting involves establishing specific, measurable, achievable, relevant, and time-bound (SMART) objectives. SMART goals provide a clear direction for your efforts and make it easier to measure progress and achievements.



Techniques for Setting Goals

- 1. SMART Goals:** Specific, Measurable, Achievable, Relevant, Time-bound goals offer a clear, concise direction and make it easier to track progress and stay motivated.
- 2. Vision Boards:** A vision board is a visual representation of your goals. It serves as a constant reminder of what you're working towards.
- 3. Journaling:** Regularly writing about your goals can help clarify your thoughts, deepen your understanding, and reinforce your commitment.



Understanding Task Prioritization

Task prioritization involves ordering your tasks based on their relative importance and urgency. Effective prioritization ensures that you focus on high-value activities that align with your goals.





Techniques for Prioritizing Tasks

- 1. Eisenhower Matrix:** The Eisenhower Matrix, also known as Urgent-Important Matrix, helps you decide on and prioritize tasks by urgency and importance.
- 2. ABC Method:** This technique involves categorizing tasks into three groups (A, B, C) based on their importance. 'A' tasks are most important, 'B' tasks are important but not as much as 'A' tasks, and 'C' tasks are least important.
- 3. The Ivy Lee Method:** At the end of each workday, write down the six most important things you need to accomplish tomorrow. Rank these in order of their true importance.



What you have learned in a nutshell

In this section, we've explored the significance of goal setting and task prioritization in time management. We've discussed several techniques for setting SMART goals and prioritizing tasks effectively.



Check your knowledge

True or false?

SMART goals are an effective way to set clear and measurable objectives.

Vision boards are physical boards used to organize and prioritize tasks.

The ABC Method suggests categorizing tasks based on their alphabetical order.

The Ivy Lee Method recommends writing down six important tasks to accomplish the next day.



Correct Answers

SMART goals are an effective way to set clear and measurable objectives.

Yes, correct! SMART goals are specific, measurable, achievable, relevant, and time-bound objectives that provide clarity and allow for better tracking of progress and success.

Vision boards are physical boards used to organize and prioritize tasks.

False! Vision boards are visual representations of goals, typically created using images, words, and other visual elements. They serve as a constant reminder of what you're working towards, helping to reinforce motivation and focus.



Correct Answers

The ABC Method suggests categorizing tasks based on their alphabetical order.

False! The ABC Method involves categorizing tasks into three groups: A, B, and C. Tasks in the A category are the most important, B tasks are important but not as critical as A tasks, and C tasks are the least important. This method helps in prioritizing tasks effectively.

The Ivy Lee Method recommends writing down six important tasks to accomplish the next day.

Yes, correct! The Ivy Lee Method suggests selecting and ranking the six most important tasks that need to be accomplished the following day. By focusing on a limited number of essential tasks, this method helps in prioritizing and maintaining productivity.



Distraction and Interruption Management: Staying Focused in a Busy World

In today's world, distractions and interruptions are everywhere, making it harder to stay focused and productive. However, with the right strategies, you can manage these potential obstacles and maintain a high level of efficiency.



Understanding Distractions and Interruptions

Distractions and interruptions can come in many forms, from phone notifications and emails to spontaneous meetings or loud environments. These can disrupt your workflow, decrease your productivity, and increase stress levels.





Strategies for Managing Distractions and Interruptions

- 1. Pomodoro Technique:** This technique encourages you to work for a set amount of time (typically 25 minutes), then take a short break (5 minutes). This cycle helps maintain focus and prevent burnout.
- 2. 80/20 Rule (Pareto Principle):** This principle suggests that 80% of results come from 20% of efforts. Identifying and focusing on high-impact tasks can help manage distractions and improve efficiency.
- 3. Time Blocking:** Dedicate specific time slots for particular activities or tasks. During these blocks, you focus only on the assigned task, which helps minimize distractions.
- 4. Digital Detox:** Reducing the use of digital devices, especially during work hours, can significantly decrease distractions.



What you have learned in a nutshell

In this section, we've explored the impact of distractions and interruptions on productivity and focus. We've discussed several strategies to effectively manage these disturbances and maintain a productive workflow.



Check your knowledge

True or false?

Distractions and interruptions have no impact on productivity and stress levels.

Time blocking involves dedicating specific time slots for different tasks and activities.

Engaging in a digital detox can help reduce distractions by limiting the use of digital devices.

The Pomodoro Technique involves working for a set amount of time followed by a long break.



Correct Answers

Distractions and interruptions have no impact on productivity and stress levels.

False! Distractions and interruptions can significantly disrupt workflow, decrease productivity, and increase stress levels, making it important to manage them effectively.

Time blocking involves dedicating specific time slots for different tasks and activities.

Yes, correct! Time blocking is a strategy where you allocate dedicated time slots for specific tasks or activities. During these blocks, you focus solely on the assigned task, minimizing distractions and increasing productivity.



Correct Answers

Engaging in a digital detox can help reduce distractions by limiting the use of digital devices.

Yes, correct! A digital detox involves reducing the use of digital devices, especially during work hours, to minimize distractions. This practice can significantly improve focus and productivity.

The Pomodoro Technique involves working for a set amount of time followed by a long break.

False! The Pomodoro Technique involves working for a specific period, typically 25 minutes, followed by a short break of 5 minutes. This cycle is repeated to maintain focus and prevent burnout.



Productivity and Organisation: Maximizing Efficiency

Staying organised and maintaining high productivity levels go hand in hand. An organised work environment reduces time wasted on searching for resources, prevents task duplication, and creates a conducive atmosphere for increased productivity.



Understanding Productivity and Organisation

Productivity is about accomplishing more in less time. It's not just about being busy; it's about being busy with purpose. Organisation, on the other hand, is about maintaining order and structure in your work environment, schedule, and tasks.





Tips for Staying Organised and Productive

- 1. Getting Things Done (GTD) Method:** The GTD method involves capturing all tasks and ideas in one place, clarifying and organizing them, reviewing them regularly, and taking the next action.
- 2. Two-minute Rule:** If a task takes two minutes or less to complete, do it immediately rather than putting it off. This rule, a part of the GTD method, helps in avoiding procrastination and keeping your task list manageable.
- 3. Eisenhower Box:** This is a powerful tool to prioritize tasks based on their importance and urgency. It helps in deciding which tasks require immediate attention, which tasks to schedule for later, which tasks to delegate, and which tasks to eliminate.



What you have learned in a nutshell

In this section, we've explored the correlation between productivity and organisation. We've also discussed several strategies to enhance productivity and stay organised.



Check your knowledge

True or false?

Productivity is solely about being busy, regardless of the purpose or outcome of the tasks.

The Eisenhower Box is a tool used to prioritize tasks based on their importance and urgency.

The GTD method emphasizes capturing, clarifying, organizing, and reviewing tasks and ideas regularly.

The Two-minute Rule suggests that tasks taking two minutes or less should be postponed for later completion.



Correct Answers

Productivity is solely about being busy, regardless of the purpose or outcome of the tasks.

False! Productivity is not just about being busy; it's about accomplishing meaningful tasks efficiently. It involves focusing on tasks that contribute to goals and objectives rather than being busy for the sake of it.

The Eisenhower Box is a tool used to prioritize tasks based on their importance and urgency.

Yes, correct! The Eisenhower Box is a time management tool that categorizes tasks into four quadrants based on their urgency and importance. It helps in prioritizing tasks, determining which tasks require immediate attention, which tasks to schedule, delegate, or eliminate.



Correct Answers

The GTD method emphasizes capturing, clarifying, organizing, and reviewing tasks and ideas regularly.

Yes, correct! The GTD method involves capturing all tasks and ideas in one place, clarifying and organizing them, and regularly reviewing them to determine the next actions. This method helps improve organization and productivity.

The Two-minute Rule suggests that tasks taking two minutes or less should be postponed for later completion.

False! The Two-minute Rule suggests that tasks taking two minutes or less should be completed immediately rather than postponing them. This rule helps in avoiding procrastination and keeping the task list manageable.



Self-awareness and Self-regulation: The Core of Emotional Intelligence

Understanding and managing our emotions is crucial for success in every aspect of life. Self-awareness and self-regulation, two core components of emotional intelligence, equip us with the skills to navigate our emotions effectively and respond appropriately to different situations.





Benefits of Self-awareness and Self-regulation

- 1. Emotional Intelligence:** High emotional intelligence enables us to understand and manage our emotions better, leading to improved relationships, performance, and overall well-being.
- 2. Mindfulness:** Being present and aware of our thoughts, feelings, and actions without judgment helps us respond more thoughtfully to situations rather than reacting impulsively.
- 3. Self-reflection:** Regular self-reflection helps us understand our strengths, weaknesses, and areas for improvement, which aids in personal and professional growth.



What you have learned in a nutshell

In this section, we've delved into the concept of self-awareness and self-regulation and their role in emotional intelligence. We've also discussed the benefits of becoming more self-aware and self-regulated.



Check your knowledge

True or false?

Self-reflection is not beneficial for personal and professional growth.

Mindfulness involves being present and aware of our thoughts, feelings, and actions without judgment.

Self-regulation involves managing disruptive emotions and impulses and adapting to changing circumstances.

Self-reflection is not beneficial for personal and professional growth.



Correct Answers

Self-reflection is not beneficial for personal and professional growth.

False! Self-awareness not only involves recognizing and understanding our own emotions but also understanding how our emotions impact others. It plays a crucial role in effective interpersonal interactions.

Mindfulness involves being present and aware of our thoughts, feelings, and actions without judgment.

Yes, correct! Mindfulness is the practice of being fully present in the current moment, observing thoughts, emotions, and actions without judgment. It promotes a thoughtful response rather than impulsive reactions.



Correct Answers

Self-regulation involves managing disruptive emotions and impulses and adapting to changing circumstances.

Yes, correct! Self-regulation is the process of managing and controlling our emotions, impulses, and reactions, allowing us to adapt to different situations more effectively.

Self-reflection is not beneficial for personal and professional growth.

False! Regular self-reflection is highly beneficial for personal and professional growth. It helps us gain insights into our strengths, weaknesses, and areas for improvement, facilitating continuous development.



Self-awareness and Self-regulation: The Core of Emotional Intelligence

Understanding and managing our emotions is crucial for success in every aspect of life. Self-awareness and self-regulation, two core components of emotional intelligence, equip us with the skills to navigate our emotions effectively and respond appropriately to different situations.





Understanding Self-awareness and Self-regulation

Self-awareness is the ability to recognize and understand our moods, emotions, and drives, as well as their effect on others. Self-regulation, on the other hand, is about managing disruptive emotions and impulses and adapting to changing circumstances.





Benefits of Self-awareness and Self-regulation

- 1. Emotional Intelligence:** High emotional intelligence enables us to understand and manage our emotions better, leading to improved relationships, performance, and overall well-being.
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Stress and Work-Life Balance: Maintaining Harmony in Your Life

Balancing work responsibilities with personal life is a challenge that many face. Finding this equilibrium, while managing stress effectively, can significantly enhance your overall quality of life and productivity.



Understanding Stress and Work-Life Balance

Stress is a normal part of life, but when it becomes chronic, it can affect your health, happiness, and productivity. Work-life balance, on the other hand, is the state of equilibrium where the demands of work and personal life are reasonably equal.





How to Manage Stress and Maintain Work-Life Balance

- 1. Stress Management Techniques:** Regular exercise, healthy diet, adequate sleep, mindfulness, and relaxation techniques can help manage stress effectively.
- 2. Importance of Breaks:** Regular breaks help prevent burnout, improve focus, and increase productivity.
- 3. Work-Life Integration:** This concept encourages blending work and personal life in a way that fits your needs, resulting in a more flexible and less segmented lifestyle.





What you have learned in a nutshell

In this section, we've examined the concepts of stress and work-life balance. We've also explored several strategies for managing stress and achieving a balanced work-life integration.



Check your knowledge

True or false?

Chronic stress can negatively impact your health, happiness, and productivity.

Regular breaks are essential for preventing burnout, improving focus, and increasing productivity.

Work-life balance refers to having an equal amount of time dedicated to work and personal life.



Correct Answers

Chronic stress can negatively impact your health, happiness, and productivity.

Yes, correct! Chronic stress, when experienced over a prolonged period, can have detrimental effects on physical and mental health, overall happiness, and work productivity.

Regular breaks are essential for preventing burnout, improving focus, and increasing productivity.

Yes, correct! Taking regular breaks throughout the workday helps prevent burnout, enhances focus and concentration, and ultimately leads to increased productivity.



Correct Answers

Work-life balance refers to having an equal amount of time dedicated to work and personal life.

False! Work-life balance refers to finding a reasonable equilibrium between work responsibilities and personal life. It doesn't necessarily mean an equal division of time, but rather a state where both areas are given appropriate attention.



Next Step

Congrats! You have just gained new knowledge. To make learning sustainable, it is important to apply the newly gained knowledge in you day-to-day (work) life.

Please think about what you have learned, where you are going to apply you new knowledge, and what is the first step you take to do so.

On the next slide you will find a little strategic help to do so.
Check it out!



Time and self-management - Action Plan to Implement my Newly Acquired Knowledge

Name:

Date:

| <i>What I have learned</i> | <i>Where I apply the newly acquired knowledge</i> | <i>The first step I take and (what and when)</i> |
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Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost impossible at the beginning, becomes more and more 'natural' and we forget to celebrate our success.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you monitor your progress and celebrate your achievements, we prepared a little help for you to do so.

Check it out on the next slide!



Feedback – Monitor Your Progress

Name:

Date:

*Here I applied the newly
acquired knowledge*

This is what I did

*This is the outcome and what I
learned from this experience*





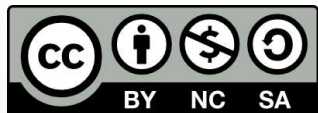
Congratulations!

You have just finished module number 2, on time and self-management.

Well done! You can be proud of yourself!

But we never stop learning, as you know...

The next module interesting module is already waiting for you:
module n. 3 on computer literacy and extended technical skills



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Module n. 3

Computer Literacy and Extended Technical Skills



**Co-funded by
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Computer Literacy and Extended Technical Skills

In our rapidly evolving digital age, computer literacy and technical skills are not just optional, but vital to navigate and succeed in the professional world. This module has been carefully designed to provide a comprehensive understanding of basic and advanced computer skills, along with specific software and tools required in today's workplaces.





Computer Literacy: Embracing the Digital World

We live in an increasingly digital world. This makes computer literacy no longer an optional skill, but a fundamental necessity. Here, we explore the importance of computer literacy in the workplace and lay out the basic and advanced skills you'll need to thrive.



Understanding Computer Literacy

Computer literacy is the ability to use computers and related technology efficiently. This includes an understanding of operating systems, applications, and internet functionalities.





Importance of Computer Literacy in the Workplace

In the modern workplace, nearly every job requires some level of computer proficiency. From communication and research to data management and document creation, computer literacy aids in many aspects of work. Additionally, it can increase your marketability as a candidate, boost your efficiency, and open doors to more job opportunities.



Basic Computer Skills

Basic computer skills include, but are not limited to:

1. **Operating systems knowledge** (Windows, macOS, Linux).
2. **Proficiency in office suites** (Word processors, Spreadsheets, Presentation software).
3. **Internet browsing and email management.**
4. **Basic troubleshooting.**



Advanced Computer Skills

As you delve deeper into the computer world, you'll come across a number of advanced skills, such as:

- 1. Data analysis and management.**
- 2. Advanced spreadsheet functionalities.**
- 3. Software and application development.**
- 4. Network and system administration.**



What you have learned in a nutshell

In this section, we've discussed the fundamental importance of computer literacy in the workplace and laid out the spectrum of skills from basic to advanced.



Check your knowledge

True or false?

Computer literacy is now considered a fundamental necessity in today's digital world.

Nearly every job in the modern workplace requires advanced computer skills.

Computer literacy involves the ability to efficiently use computers, operating systems, applications, and internet functionalities.





Correct Answers

Computer literacy is now considered a fundamental necessity in today's digital world.

Yes, correct! In today's increasingly digital world, computer literacy is no longer optional but has become a fundamental necessity for individuals to navigate and thrive in various aspects of life.

Nearly every job in the modern workplace requires advanced computer skills.

False! While many jobs require some level of computer proficiency, not all jobs require advanced computer skills.



Correct Answers

Computer literacy involves the ability to efficiently use computers, operating systems, applications, and internet functionalities.

Yes, correct! Computer literacy encompasses the skills and knowledge required to effectively utilize computers, including operating systems, applications, and internet functionalities.



Word Processing and Spreadsheet Software: Mastering Essential Office Tools

Mastering word processing and spreadsheet software is critical to succeeding in today's digital workplace. These tools allow you to create, edit, format, and share documents and data, thereby enhancing productivity and efficiency.



Word Processing Software

Word processing software, such as Microsoft Word and Google Docs, allows users to create, format, and edit text documents. Skills you'll need include:

1. **Creating, saving, and printing documents.**
2. **Formatting text and paragraphs** (alignment, indentation, bullets, and numbering).
3. **Adding images, shapes, and tables.**
4. **Checking spelling and grammar.**
5. **Track changes and make comments.**



Spreadsheet Software

Spreadsheet software, such as Microsoft Excel and Google Sheets, is used to store, organize, and manipulate data. Essential skills encompass:

- 1. Creating, saving, and formatting worksheets.**
- 2. Using basic formulas and functions.**
- 3. Sorting and filtering data.**
- 4. Creating charts and graphs.**
- 5. Using pivot tables.**



Presentation Software

Presentation software like Microsoft PowerPoint and Google Slides is key for delivering information effectively in meetings or conferences. You'll want to know how to:

- 1. Create and format slides.**
- 2. Add and manipulate text, images, shapes, and charts.**
- 3. Apply transitions and animations.**
- 4. Incorporate multimedia, like audio and video files.**
- 5. Deliver a slideshow presentation.**



What you have learned in a nutshell

In this section, we have covered the essential word processing, spreadsheet, and presentation software tools. These are foundational for your everyday tasks in the workplace, enabling you to create documents, manage data, and deliver compelling presentations.



Check your knowledge

True or false?

Word processing software allows users to create, format, and edit text documents.

Spreadsheet software is primarily used for creating and delivering presentations.

Presentation software is used for creating, formatting, and editing text documents.

Spreadsheet software allows users to use basic formulas and functions, sort and filter data, and create charts and graphs.





Correct Answers

Word processing software allows users to create, format, and edit text documents.

Yes, correct! Word processing software, such as Microsoft Word and Google Docs, enables users to create, format, and edit text documents.

Spreadsheet software is primarily used for creating and delivering presentations.

False! Spreadsheet software, such as Microsoft Excel and Google Sheets, is used to store, organize, and manipulate data.



Correct Answers

Presentation software is used for creating, formatting, and editing text documents.

False! Presentation software, such as Microsoft PowerPoint and Google Slides, is specifically designed for delivering information effectively in meetings or conferences.

Spreadsheet software allows users to use basic formulas and functions, sort and filter data, and create charts and graphs.

Yes, correct! Spreadsheet software provides functionality for using formulas and functions, sorting and filtering data, and creating charts and graphs.



Data Analysis and Visualisation: Interpreting the Language of Data

Data is the new language of the digital age. Knowing how to analyze and visualize data is a critical skill, enabling you to uncover insights, drive decision-making, and communicate complex information in an accessible way.



A collection of various 3D data visualization charts, including bar charts, line graphs, area charts, and stacked bar charts, all rendered in a vibrant, multi-colored style against a dark background. The charts are arranged in a grid-like fashion, showcasing different data representation techniques. Some charts feature multiple series, while others focus on a single data set over time or across categories. The colors used include bright yellow, orange, red, pink, purple, blue, and green, creating a visually striking and modern aesthetic.



Data Analysis Software and Programming Languages

There are various data analysis software and programming languages available.

1. ***R*** is a programming language for statistical computing and graphics, ideal for data manipulation, statistical modelling, and graphics.
2. ***Python*** is a general-purpose programming language, widely used in data science for its readability and a wide range of data analysis libraries.
3. ***SAS*** is a software suite used for advanced analytics, business intelligence, and data management.



Data Visualisation Tools

Data visualisation tools help to make sense of vast amounts of data, identify patterns, and communicate insights effectively.

1. ***Tableau*** is a powerful tool for creating interactive data visualizations.
2. ***Power BI*** is a business analytics tool by Microsoft, offering interactive visualizations with self-service business intelligence capabilities.
3. ***Looker*** is a data-discovery app that provides data teams the ability to explore and share real-time business insights.



What you have learned in a nutshell

In this section, we've introduced the fundamentals of data analysis and visualisation. We've also explored some popular software and programming languages used for these purposes.



Check your knowledge

True or false?

R, Python, and SAS are all examples of data analysis software and programming languages.

Tableau is a programming language commonly used for data analysis and visualization.

Data analysis involves inspecting, cleaning, transforming, and modeling data to discover useful information.



Correct Answers

R, Python, and SAS are all examples of data analysis software and programming languages.

Yes, correct! R, Python, and SAS are widely used data analysis software and programming languages, each with its own strengths and applications.

Tableau is a programming language commonly used for data analysis and visualization.

False! Tableau is a powerful data visualization tool, not a programming language, that allows users to create interactive visualizations.



Correct Answers

Data analysis involves inspecting, cleaning, transforming, and modeling data to discover useful information.

Yes, correct! Data analysis involves various processes, including inspecting, cleaning, transforming, and modeling data to uncover valuable insights.



Project Management and Collaboration Tools: Boosting Productivity and Teamwork

The way we work is changing, and with more teams working remotely or on flexible schedules, project management and collaboration tools have become a necessity. These tools not only help us manage our tasks but also streamline communication and collaboration within teams.



Project Management Software

Project management software helps you manage projects efficiently, track tasks, and coordinate team efforts. Popular options include:

1. ***Asana:*** This platform helps teams organize and manage tasks and projects. It offers features like to-do lists, time tracking, and collaboration tools.
2. ***Trello:*** Trello uses a card-based system for organizing and prioritizing projects. It's flexible, easy-to-use, and great for managing more simple or personal projects.
3. ***Jira:*** Designed for agile teams, Jira offers powerful tools for tracking issues, assigning work, and managing project progress.



Collaboration and Communication Tools

Collaboration and communication tools help teams connect and collaborate in real-time, regardless of location. Key tools include:

1. ***Slack:*** A communication platform that allows for instant messaging, file sharing, and integration with other productivity tools.
2. ***Microsoft Teams:*** Part of the Office 365 suite, Teams enables chats, video meetings, and file sharing within your organization.
3. ***Zoom:*** Primarily a video conferencing tool, Zoom also allows for screen sharing, real-time annotations, and breakout rooms.



What you have learned in a nutshell

In this topic, we have explored essential project management and collaboration tools, which can streamline your work processes, enhance team collaboration, and improve productivity.



Check your knowledge

True or false?

Asana, Trello, and Jira are all examples of collaboration and communication tools.

Zoom is primarily a document collaboration tool that enables real-time annotations and breakout rooms.

Project management software helps teams organize and manage tasks, track progress, and coordinate efforts.



Correct Answers

Asana, Trello, and Jira are all examples of collaboration and communication tools.

False! Asana and Trello are project management software, whereas Jira is a project management tool designed for agile teams.

Zoom is primarily a document collaboration tool that enables real-time annotations and breakout rooms.

False! Zoom is primarily a video conferencing tool that allows for video meetings, screen sharing, and breakout rooms, but it is not focused on document collaboration.



Correct Answers

Project management software helps teams organize and manage tasks, track progress, and coordinate efforts.

Yes, correct! Project management software is designed to help teams effectively organize tasks, track progress, and coordinate efforts within projects.



Workplace Management Software: Streamlining Facility Operations and Enhancing Work Experience

As companies grow and their office spaces become more complex, workplace management software has become crucial in optimising office spaces, facilities, and services. These tools help companies manage resources efficiently, enhance the employee experience, and make data-driven decisions.



Understanding Workplace Management Software

Workplace management software supports the coordination of all the facilities and services that support a business. This includes space planning, infrastructure maintenance, real estate portfolio management, and more.





Key Workplace Management Software

Here are some notable software options used for workplace management:

1. ***Integrated Workplace Management Systems (IWMS):*** These are used to manage building portfolios, facilities and infrastructure, and real estate activities. IWMS can help you plan space use, manage facility maintenance tasks, and control real estate assets.
2. ***Smart Space:*** This is a digital platform that helps manage flexible workspaces, meeting rooms, and real estate assets. It provides real-time data on space use, occupancy, and resources.
3. ***Workspace ONE:*** A digital workspace platform by VMware, Workspace ONE integrates device management, application delivery, and identity management. It helps businesses manage and secure end-user computing resources.



What you have learned in a nutshell

In this section, we've taken a look at workplace management software and its importance in managing facilities and enhancing the work experience. We've also explored a few popular software options.



Check your knowledge

True or false?

Workplace management software helps companies optimize office spaces, manage resources efficiently, and make data-driven decisions.

Smart Space is a digital platform that provides real-time data on space utilization, occupancy, and resources in flexible workspaces and meeting rooms.

Workplace management software is primarily used to enhance the employee experience and support coordination of facilities and services.



Correct Answers

Workplace management software helps companies optimize office spaces, manage resources efficiently, and make data-driven decisions.

Yes, correct! Workplace management software is designed to help companies optimize office spaces, efficiently manage resources such as facilities and infrastructure, and make informed decisions based on data.

Smart Space is a digital platform that provides real-time data on space utilization, occupancy, and resources in flexible workspaces and meeting rooms.

Yes, correct! Smart Space is a digital platform designed to manage flexible workspaces, meeting rooms, and real estate assets. It provides real-time data on space utilization, occupancy, and resource availability.



Correct Answers

Workplace management software is primarily used to enhance the employee experience and support coordination of facilities and services.

Yes, correct! Workplace management software plays a crucial role in enhancing the employee experience by streamlining facility operations and supporting the coordination of various facilities and services that contribute to the smooth functioning of the workplace.



Business Intelligence and Analytics Tools: Unleashing the Power of Data

Data is at the heart of decision-making in the modern workplace. Business Intelligence (BI) and Analytics tools allow us to gather, analyze, and visualize data to provide insights, identify trends, and support data-driven decisions related to workplace innovation.



Unpacking Business Intelligence and Analytics Tools

Business Intelligence and Analytics tools convert raw data into meaningful, actionable insights. They are used for tracking KPIs, visualizing data, generating reports, and aiding decision-making processes.





Prominent Business Intelligence and Analytics Tools

Here are some widely-used tools in the domain of Business Intelligence and Analytics:

1. ***Tableau:*** This tool allows users to create and share interactive visualizations and dashboards. It's user-friendly and doesn't require a strong background in programming.
2. ***Power BI:*** Microsoft's Power BI provides interactive visualizations with an interface simple enough for end users to create their own reports and dashboards.
3. ***Looker:*** Looker is a data exploration tool that makes it easy to create, explore, and share real-time business analytics.



What you have learned in a nutshell

In this section, we've explored the significance of Business Intelligence and Analytics tools in data-driven decision-making. We've also introduced key tools like Tableau, Power BI, and Looker that you can utilize in your workspace.





Check your knowledge

True or false?

Business Intelligence and Analytics tools convert raw data into meaningful insights, aid in decision-making, and support tracking of key performance indicators (KPIs).

Looker is a widely-used tool in the domain of Business Intelligence and Analytics, known for creating and sharing interactive visualizations and dashboards.

Business Intelligence and Analytics tools primarily focus on gathering and storing data rather than analyzing and visualizing it.



Correct Answers

Business Intelligence and Analytics tools convert raw data into meaningful insights, aid in decision-making, and support tracking of key performance indicators (KPIs).

Yes, correct! Business Intelligence and Analytics tools are designed to convert raw data into meaningful insights, help in making informed decisions, and facilitate the tracking of key performance indicators (KPIs).

Looker is a widely-used tool in the domain of Business Intelligence and Analytics, known for creating and sharing interactive visualizations and dashboards.

False! Looker is the data exploration tool that simplifies the creation, exploration, and sharing of real-time business analytics. Power BI, on the other hand, is a Microsoft tool that provides interactive visualizations and allows end users to create their own reports and dashboards.



Correct Answers

Business Intelligence and Analytics tools primarily focus on gathering and storing data rather than analyzing and visualizing it.

False! Business Intelligence and Analytics tools are specifically designed to gather, analyze, and visualize data. While they may involve data storage, their main purpose is to extract insights, identify trends, and provide data-driven decision support.



Next Step

Congrats! You have just gained new knowledge. To make learning sustainable, it is important to apply the newly gained knowledge in you day-to-day (work) life.

Please think about what you have learned, where you are going to apply you new knowledge, and what is the first step you take to do so.

On the next slide you will find a little strategic help to do so. Check it out!



Computer Literacy and Extended technical skills - Action Plan to Implement my Newly Acquired Knowledge

Name:

Date:

| <i>What I have learned</i> | <i>Where I apply the newly acquired knowledge</i> | <i>The first step I take and (what and when)</i> |
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Feedback – Monitor Your Progress

Name:

Date:

*Here I applied the newly
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This is what I did

*This is the outcome and what I
learned from this experience*





Congratulations!

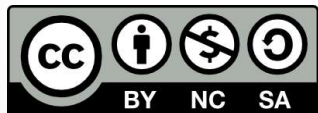
You have just finished module number 3, on computer literacy and
extended technical skills.

Well done! You can be proud of yourself!

But we never stop learning, as you know...

The next module interesting module is already waiting for you:

module n. 4 on ?



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Module no. 4

How to keep up to date with available workplace innovations



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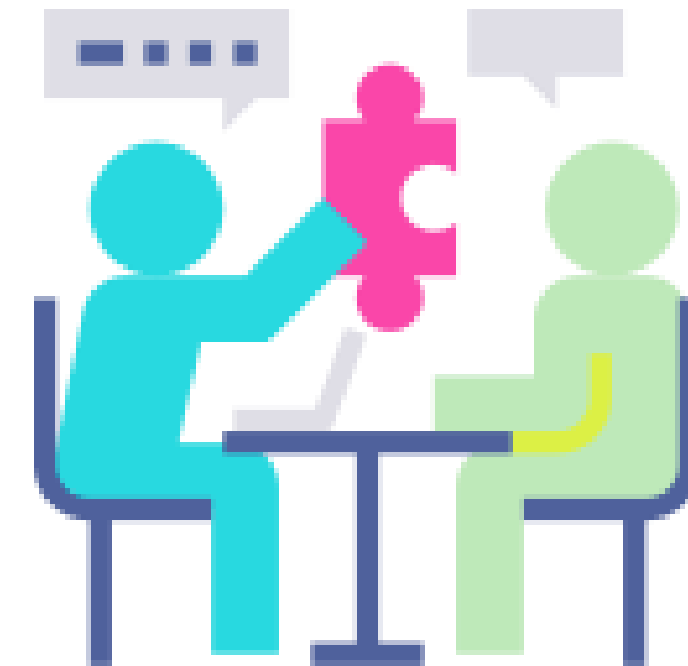




1. How to keep up to date with available workplace innovations

Keeping up to date with available workplace innovations is crucial for professionals who want to stay competitive and enhance their skills.

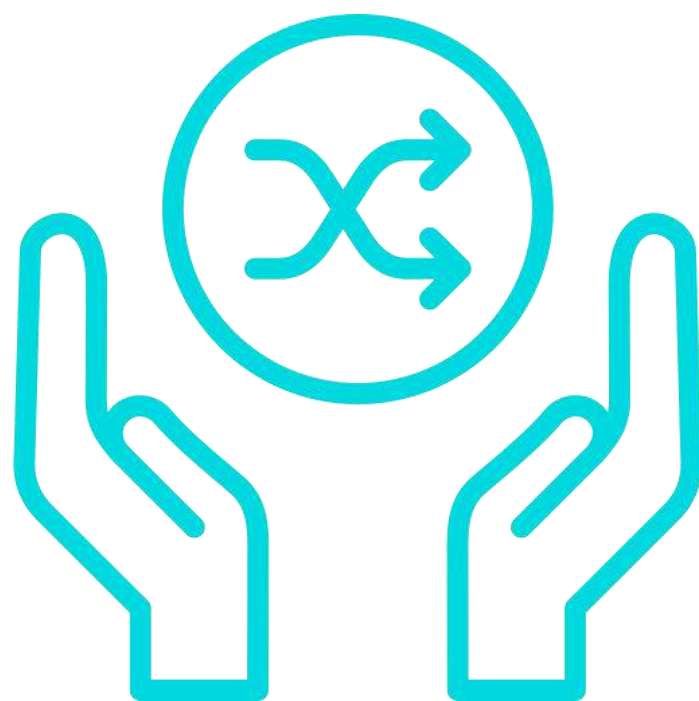
Productivity is what matters most in business. Research shows that **people who are happy are much more reliable and productive.**



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Creativity and idea generation are not possible, or at least there are lots of impediments to it, if we are not able to listen actively to our counterpart and their ideas.



Change management is also about dealing with resistance and interaction with people who might not always be happy about all the changes.

This is not possible without active listening and meaningful, constructive feedback.



Where to Keep Up with Trends



- Stay competitive, increase productivity, and adapt to changing market dynamics.
- Key Challenges: Rapid technological advancements and evolving customer demands.

Strategies for Keeping Up: Continuous learning, collaboration and cross-functional teams, embrace technology, market research and customer feedback, networking and industry events.



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Example where to find and keep up with trends

- Online Learning Platforms: Udemy, Coursera, LinkedIn Learning.
- Innovation Labs and Incubators: Facilitate experimentation and idea generation.
- Innovation Management Software: IdeaScale, Spigit, JIRA.
- Collaboration and Communication Tools: Slack, Microsoft Teams, Google Workspace.
- Technology Research and News: Follow technology-focused publications, websites, and blogs.
- Professional Networks: Join industry associations and online communities.

Note: These are just general guidelines and suggestions. The specific tools and resources for workplace innovation may vary depending on the industry, organizational goals, and available resources.





What you have learned in a nutshell

Workplace innovation is vital for organizations to remain competitive and adapt to market changes.

Utilizing tools and resources like online learning platforms, innovation labs, and collaboration tools can support individuals and organizations in their pursuit of workplace innovation.

Strategies such as continuous learning, collaboration, and embracing emerging technologies are key to keeping up with workplace innovation.



Check your knowledge

Keeping up with innovations

Right or wrong?

Workplace innovation helps organizations stay competitive and adapt to changing market dynamics.

Market research and customer feedback play no role in identifying emerging trends for workplace innovation.

Collaboration and communication tools like Slack, Microsoft Teams, and Google Workspace have no role in workplace innovation.





Keeping up with innovations

Correct Answers

Workplace innovation helps organizations stay competitive and adapt to changing market dynamics.

Yes, correct.

Market research and customer feedback play no role in identifying emerging trends for workplace innovation.

No, this not correct. Market research and customer feedback play big role in identifying emerging trends for workplace innovation.

Collaboration and communication tools like Slack, Microsoft Teams, and Google Workspace have no role in workplace innovation.

No, this is not correct. Collaboration and communication tools like Slack, Microsoft Teams, and Google Workspace are recommended in workplace innovation.





How to Recognize the Opportunity for Improvement



Recognizing opportunities for improvement is crucial for organizations to enhance efficiency, productivity, and overall performance.

Discuss techniques for identifying areas that could benefit from innovation, such as conducting regular audits, analyzing performance metrics, and soliciting feedback from

- Provide examples of employees and customers that have recognized and capitalized on opportunities for improvement.



- **Strategies for Identifying Improvement Opportunities**

- **Continuous Improvement Culture:** Foster a culture that encourages all employees to be proactive in identifying improvement opportunities and rewarding innovative ideas.

2. **Cross-Functional Teams and Collaboration:** Form cross-functional teams to collaborate and evaluate processes from different perspectives, enabling the identification of improvement opportunities.

3. **External Expertise:** Seek external expertise through consultants, industry experts, or partnerships to gain fresh perspectives and identify improvement opportunities.

4. **Regular Reviews and Assessments:** Conduct periodic reviews and assessments of organizational processes, systems, and performance to identify improvement opportunities and prioritize them





- **Key Indicators of Improvement Opportunities**

- **Employee Feedback and Complaints:** Pay attention to employee feedback, complaints, and suggestions, as they can reveal areas where improvements are needed.

2. **Process Bottlenecks:** Identify bottlenecks or inefficiencies in existing processes that hinder workflow and productivity.

3. **Employee Suggestions:** Encourage employees to share their ideas and suggestions for improvement, as they are often on the front lines and can provide valuable insights.

4. **Industry Trends and Benchmarking:** Stay updated with industry trends and benchmark against competitors to identify areas where improvements can be made.

5. **Data Analysis:** Analyze relevant data, such as performance metrics, customer satisfaction scores, and employee feedback, to identify patterns and areas for improvement.





What you have learned in a nutshell

Encourage a culture of feedback and open communication to actively seek input and ideas from employees at all levels of the company.

Embrace a mindset of continuous learning and proactively challenge existing processes and norms to uncover opportunities for improvement.

Continuously analyze data and metrics to identify patterns, trends, and areas where improvements can be made.



Check Your Knowledge

How to Recognize the Opportunity for Improvement

Right or wrong?

Recognizing improvement opportunities is a one-size-fits-all approach that applies equally to all industries.

Employee suggestions are relevant for identifying improvement opportunities.

Recognizing improvement opportunities often involves analyzing data and metrics to identify patterns and areas for enhancement.

Recognizing improvement opportunities is a one-time process that does not require ongoing assessment.



Check Your Knowledge

How to Recognize the Opportunity for Improvement

Recognizing improvement opportunities is a one-size-fits-all approach that applies equally to all industries.

No, this is not correct. Every industry and workplace has its own needs and requirements, so you need to know the company and its values.

Employee suggestions are relevant for identifying improvement opportunities.

No, this is not correct. Employee suggestions are important for identifying improvement opportunities

Recognizing improvement opportunities often involves analyzing data and metrics to identify patterns and areas for enhancement.

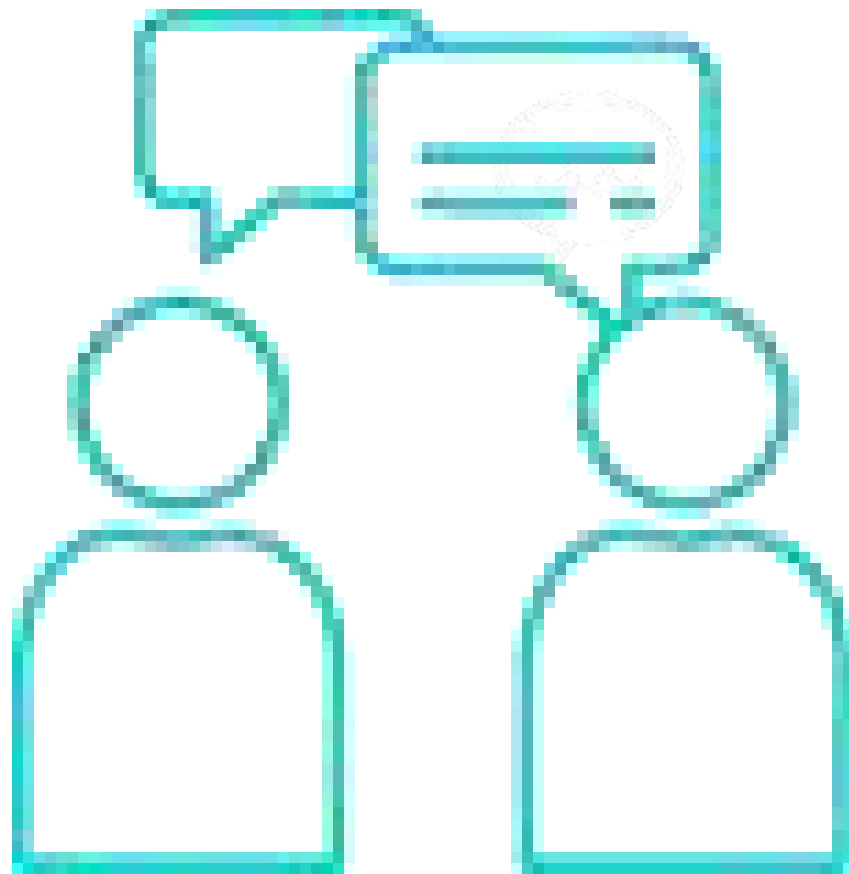
Yes, correct.

Recognizing improvement opportunities is a one-time process that does not require ongoing assessment.

No, that is not correct! One speaks of continuous improvement processes. It is not a one-time task.



How to Prepare a Strategy to Implement a Novelty



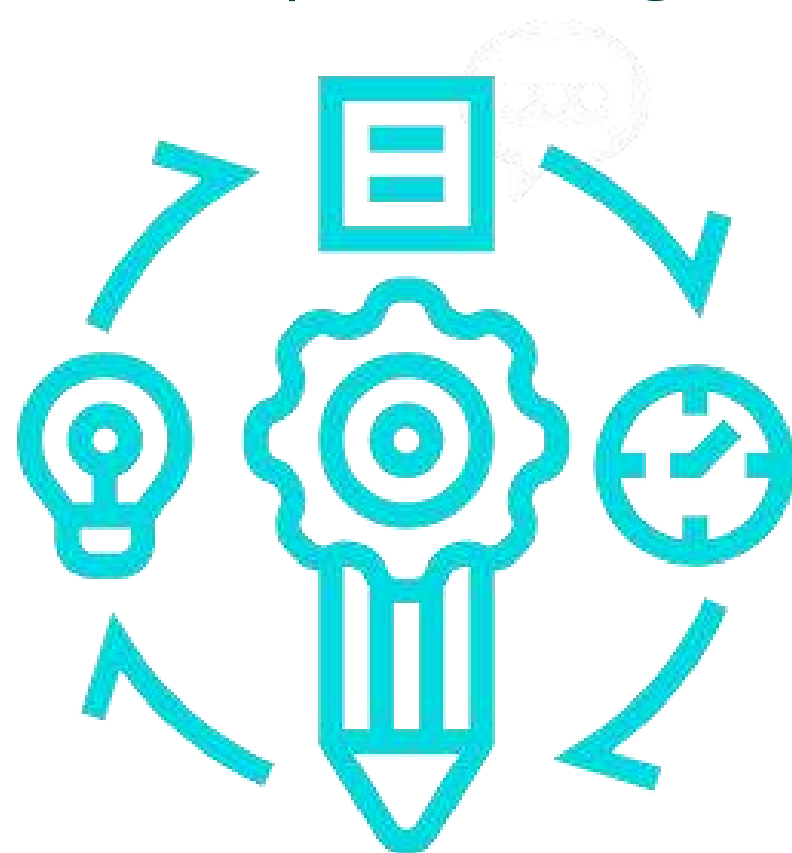
Discuss the steps involved in preparing a strategy to implement workplace innovations.

Guide participants on how to conduct a feasibility assessment, define objectives, set SMART goals, allocate resources, and create a timeline for implementation.





1. **Assess Company Readiness:** Evaluate our company's capabilities, resources, and culture to determine readiness for embracing the novelty.
2. **Define Clear Objectives:** Clearly define the objectives and expected outcomes of implementing the novelty within our specific organizational context.



3. **Conduct workplace research:** A systematic approach to gather relevant information and insights about various aspects of a workplace, including its processes, policies, employee satisfaction, and overall performance.
4. **Develop an Action Plan:** Create a detailed action plan that outlines the specific steps, timeline, responsible parties, and required resources for implementing the novelty in our company.



5. **Effective Communication:** Establish clear and transparent communication channels to disseminate information about the novelty's purpose, benefits, and progress throughout the organization.
6. **Training and Development:** Provide training and development programs to equip our employees with the necessary skills and knowledge to embrace and leverage the novelty effectively.



7. **Pilot Testing and Iterative Implementation:** Consider piloting the novelty in a specific department or area of our company to gather feedback, identify challenges, and make necessary adjustments before full-scale implementation.
8. **Monitoring and Evaluation:** Establish monitoring and evaluation mechanisms to track the progress, measure the impact of the novelty, and make data-driven decisions for continuous improvement.



9. **Change Management:** Implement change management practices to address potential resistance, foster employee engagement, and create a positive environment for embracing the novelty.

10. **Continuous Learning and Adaptation:** Encourage a culture of continuous learning, innovation, and adaptability to foster ongoing improvement and optimization of the novelty's implementation in our company.





What you have learned in a nutshell

Importance of a well-prepared strategy in successfully implementing a novelty in your company.

Effective strategies involve transparent communication, employee training, and iterative improvement through pilot testing and continuous learning.

Key steps include assessing company readiness, defining clear objectives, and securing stakeholder support.





Check your knowledge

Strategies for implementing innovations

Right or wrong?

Implementing a novelty does not require aligning it with the organization's overall goals and objectives.

Setting SMART goals is essential for defining clear objectives and ensuring effective implementation.

Creating a timeline for implementation helps ensure that the novelty is rolled out in a timely manner.





Strategies for implementing innovations

Correct Answers

Implementing a novelty does not require aligning it with the organization's overall goals and objectives.

No, this is not correct. Alignment with the organization's goals and objectives is critical to ensure that the novelty contributes to the overall strategic direction.

Setting SMART goals is essential for defining clear objectives and ensuring effective implementation.

Yes, correct!

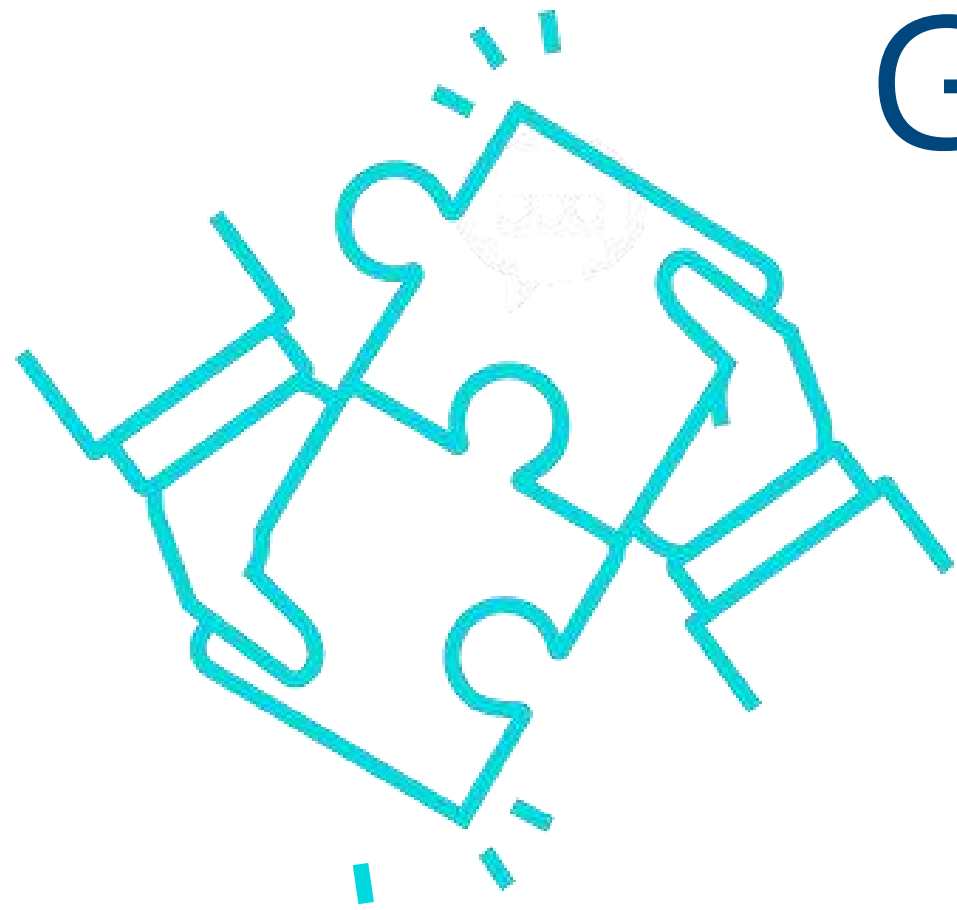
Creating a timeline for implementation helps ensure that the novelty is rolled out in a timely manner.

Yes, correct!





The Importance of Collaboration and Sharing of Good Practices



Collaboration among employees **fosters a culture of innovation**, allowing for the exchange of ideas, diverse perspectives, and collective problem-solving.

Efficiency and Effectiveness: By sharing successful practices, teams can leverage proven methods, tools, and strategies to improve efficiency, enhance productivity, and achieve better results.



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1. **Encouraging Open Communication:** Foster an environment that promotes open communication and encourages employees to share their ideas, experiences, and successful practices.
2. **Establishing Knowledge Sharing Platforms:** Implement digital platforms or systems that facilitate the sharing of good practices, lessons learned, and best-in-class approaches across teams and departments.
3. **Recognition and Rewards:** Recognize and reward employees who actively contribute to collaboration and the sharing of good practices, encouraging others to follow suit.
4. **Cross-Functional Collaboration:** Encourage cross-functional collaboration and team integration to facilitate the exchange of ideas, experiences, and good practices across different areas of the company.
5. **Learning and Development Initiatives:** Provide learning and development opportunities, such as workshops, training sessions, or mentoring programs, to enhance collaboration skills and promote the sharing of good practices.





What you have learned in a nutshell

Collaboration drives innovation, fosters a culture of collective problem-solving, and encourages the exchange of diverse ideas and perspectives.

Sharing good practices promotes knowledge transfer, enhances efficiency and effectiveness, and supports continuous improvement within the company.

Strategies for facilitating collaboration and sharing of good practices include fostering open communication, establishing knowledge sharing platforms, and recognizing and rewarding employees who actively contribute to collaboration efforts.



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Check your knowledge

**Collaborate and
share good
practices**

Right or wrong?

Collaborative environments promote employee engagement and satisfaction, leading to higher levels of productivity and retention.

Collaboration and sharing of good practices do not contribute to employee satisfaction and engagement.

Sharing good practices creates a culture of continuous learning and improvement within an organization.



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Correct Answers

Collaborate and share good practices

Collaborative environments promote employee engagement and satisfaction, leading to higher levels of productivity and retention.

Yes, correct.

Collaboration and sharing of good practices do not contribute to employee satisfaction and engagement.

No, it's not correct. Collaboration and sharing of good practices does contribute to employee satisfaction and engagement.

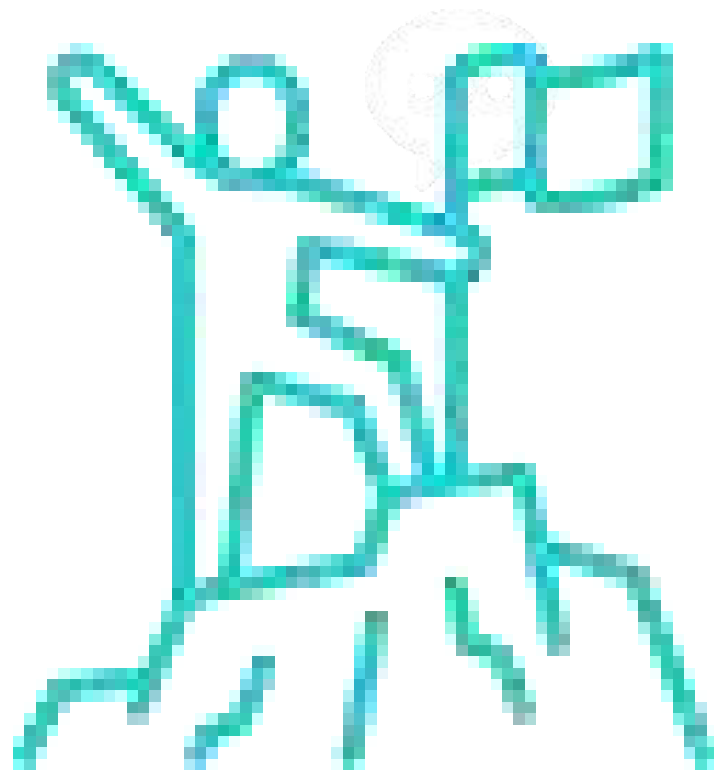
Sharing good practices creates a culture of continuous learning and improvement within an organization

Yes, correct!





How to Make Sure the Implementation is Successful



Define a clear vision and specific objectives for the implementation to provide direction and align efforts.

Effective Planning and Resource Allocation:

- Develop a comprehensive implementation plan that includes key milestones, timelines, and allocated resources.
- Ensure adequate resources, including personnel, budget, and technology, are allocated to support the implementation process.
- Establish effective communication channels to keep stakeholders informed, address concerns, and celebrate milestones.



1. Strong Leadership and Change Management:

- Provide strong leadership to guide the implementation, set a positive example, and manage resistance to change.
- Implement change management strategies to support employees through the transition, address their concerns, and foster a culture of acceptance.

3. Employee Training and Support:

- Provide comprehensive training programs to equip employees with the necessary skills and knowledge for successful implementation.
- Offer ongoing support and resources to address any challenges or questions that may arise during the implementation process.

2. Continuous Monitoring and Evaluation:

- Regularly monitor the progress of the implementation against established milestones and objectives.
- Collect and analyze data to evaluate the effectiveness of the implementation and make necessary adjustments.



What you have learned in a nutshell

Define a clear vision and objectives, and develop a comprehensive implementation plan with allocated resources.

Provide strong leadership, implement change management strategies, monitor progress, and offer training and ongoing support to employees.

Engage stakeholders, establish effective communication channels, and address concerns throughout the implementation process.





Check your knowledge

**How to make
sure the
implementation
is successful**

true or false?

Change management strategies are only necessary for large-scale implementations and not for smaller novelties.

A thorough evaluation of the implementation results helps in identifying areas of success and areas for improvement, leading to enhanced future implementations.

Employee training and support are unnecessary as employees will naturally adapt to the novelty on their own.





Correct Answers

How to make sure the implementation is successful

Change management strategies are only necessary for large-scale implementations and not for smaller novelties.

No, this is not correct. Collaboration and sharing of good practices does contribute to employee satisfaction and engagement.

A thorough evaluation of the implementation results helps in identifying areas of success and areas for improvement, leading to enhanced future implementations.

Yes, correct!

Employee training and support are unnecessary as employees will naturally adapt to the novelty on their own.

No, this is not correct. Providing proper training and support to employees during the implementation phase increases their confidence, competence, and acceptance of the novelty, leading to smoother adoption and implementation.



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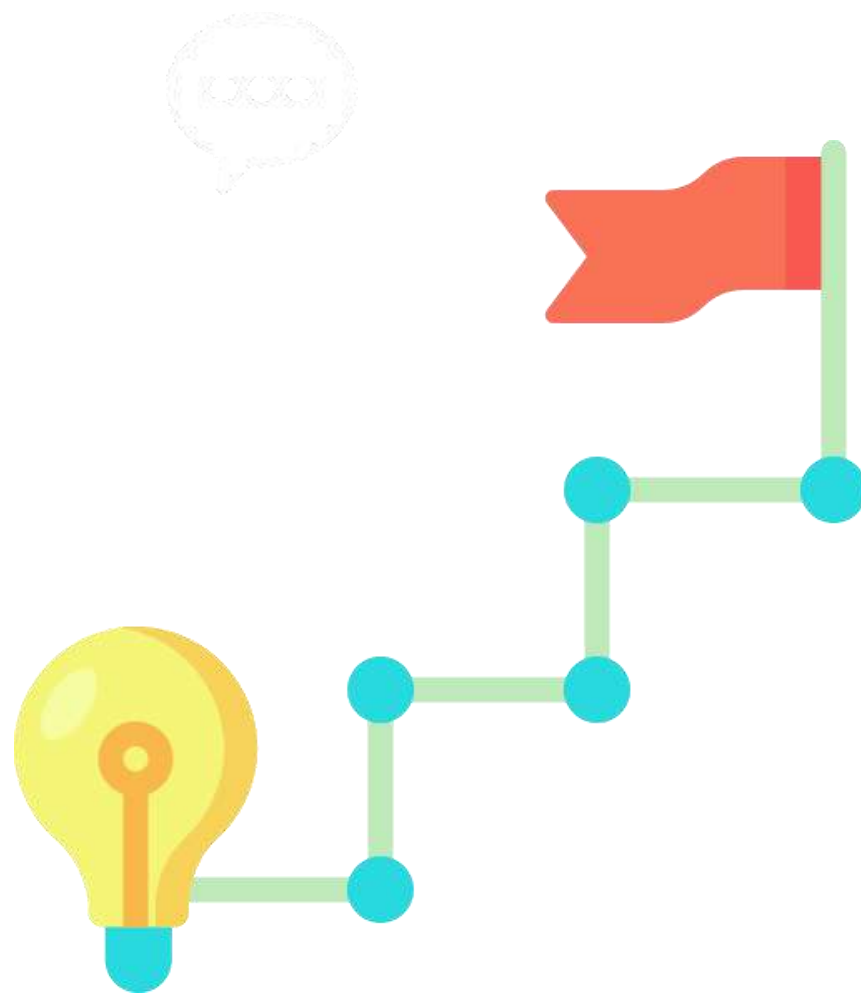
Conclusion: Keeping up to date with workplace innovations is essential for organizations and professionals seeking **continuous improvement and competitive advantage**. By leveraging trusted sources, recognizing opportunities for improvement, preparing robust implementation strategies, fostering collaboration, and employing effective implementation techniques, participants can drive a successful and productive workplace environment. Applying the principles and strategies learned in this module will empower participants to stay at the forefront of industry trends, implement novelties, and foster a culture of innovation and continuous improvement in their workplaces.





Next Step

Congrats! You have just gained new knowledge.



To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!



Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

What I have learned

Where I apply the newly
acquired knowledge

The first step I take and
(what and when)



Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more **'natural'** and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



How to keep up to date with available workplace innovations - Monitor Your Progress

Name: _____

Date: _____

Here I applied the newly
acquired knowledge

This is what I did

This is the outcome and
what I learned from this
experience



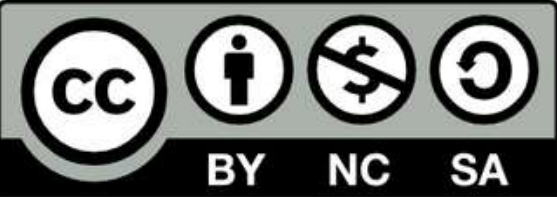
Congratulations!

You have just finished module number 4 on How to keep up to date with available workplace innovations
Well done! You can be proud of yourself!

But we never stop learning, as you know...

The next module interesting module is already waiting for you:

module n. 5 on Green Workplace Approaches.



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Module no 5

GREEN WORKPLACE APPROACHES

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2. Sustainable practices to be introduced in daily workplace environments
3. How to develop energy efficiency strategies in the workplace
4. Eco requirements and targets for the European SMEs
5. Smart technologies driving the green workplace



What is a Green Workplace?

A **green workplace** is a work environment that promotes **sustainability** and environmentally friendly practices. It involves implementing measures to reduce the **environmental impact** of the workplace, such as reducing energy consumption, conserving water, minimizing waste generation, promoting sustainable transportation, and using environmentally friendly products and materials.





What is a Green Workplace?

Promoting **sustainable commuting** is also a green workplace approach that involves encouraging employees to choose **environmentally friendly transportation options** for their daily commute, such as walking, cycling, carpooling, using public transportation, or utilizing electric vehicles. By promoting sustainable commuting practices, workplaces can reduce carbon emissions, alleviate traffic congestion, improve air quality, and contribute to a **greener and more sustainable future**.



What is a Green Workplace?

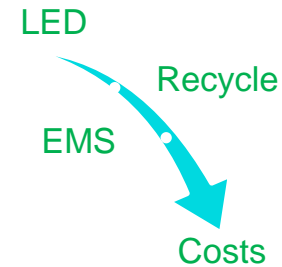
A **green workplace** may also involve creating a culture of environmental awareness among employees, encouraging them to adopt sustainable practices both at work and in their personal lives. By promoting sustainability in the workplace, companies can reduce their environmental impact, lower operating costs, and contribute to a healthier, more sustainable future for all.



What is a Green Workplace?

A **green workplace can lower costs** through various means. Some of them could be implementing energy-efficient practices and technologies such as energy-efficient lighting, optimizing heating and cooling systems, and energy management strategies.

Moreover, by promoting recycling, reusing materials, and implementing efficient waste management practices, businesses can reduce waste-related expenses.





What you have learned in a nutshell

A green workplace is a work environment that promotes sustainability and environmentally friendly practices.

Green Workplace help for creating a culture of environmental awareness, and contributes to a healthier and more sustainable future

Green Workplace is benefiting companies through cost reduction.



Check your knowledge

Green Workplace

.....

True
or
False?

Promoting sustainable transportation is an important aspect related to the green workplace

Green workplace approaches are strictly focused on the working environment

Promoting sustainability in the workplace help lowering operating costs



Correct Answers

True
or
False?

Promoting sustainable transportation is an important aspect related to the green workplace?

Correct! It involves encouraging employees to sustainable commuting options such as walking, cycling, carpooling, using public transportation, or utilizing electric vehicles.

Green workplace approaches are strictly focused on the working environment

Not correct! Green workplace approaches aim to create a culture of environmental awareness among employees, encouraging them to adopt sustainable practices both at work and in their personal lives.

Promoting sustainability in the workplace help lowering operating costs

Correct ! By adopting sustainable practices, businesses can lower their operational costs, improve efficiency, and contribute to a more sustainable future.



Sustainable practices to be introduced in daily workplace environments

Recycling and waste reduction: Implementing a recycling program and encouraging employees to reduce waste by using reusable cups and containers, printing double-sided, and minimizing paper usage can reduce landfill waste and conserve natural resources.





Sustainable practices to be introduced in daily workplace environments

Green purchasing: Also known as sustainable procurement, is a green workplace approach that involves making environmentally conscious choices when procuring goods and services for the workplace. It entails considering the environmental impact of products throughout their lifecycle, from **production to disposal**. By prioritizing sustainable and socially responsible suppliers, implementing green criteria in procurement policies, and fostering transparency and accountability, green purchasing can contribute to a more sustainable workplace and **support the growth of environmentally friendly industries.**



Sustainable practices to be introduced in daily workplace environments

Telecommuting and virtual meetings: Telecommuting and virtual meetings as a green workplace approach utilize technology to reduce commuting and the need for physical meetings. It leads to **decreased carbon emissions**, energy conservation, paperless communication, resource efficiency, and promotes flexibility, **global collaboration, and technological advancements** in creating a more sustainable work environment.



Sustainable practices to be introduced in daily workplace environments

Green landscaping: It involves the use of sustainable and environmentally friendly practices in the design and maintenance of outdoor spaces within a workplace. It focuses on incorporating elements that promote sustainability, conserve resources, and **support the overall well-being of employees and the environment**. This can include features such as native plantings, water-efficient irrigation systems, permeable surfaces, and environmentally friendly maintenance techniques. Green landscaping creates a **harmonious and eco-friendly outdoor environment**, fostering a sense of connection with nature and promoting a healthier and more sustainable workplace.



What you have learned in a nutshell

Green purchasing is making environmentally conscious choices when procuring goods and services for the workplace.

Virtual telecommunication utilizes technology to reduce commuting and the need for physical meetings.

Green Landscaping focuses on incorporating sustainable elements for supporting the overall well-being of employees and the environment.



Check your knowledge

Sustainable on the Workplace

.....

True
or
False?

Green purchasing is considering the products' impact from production to disposal

Paperless communication is fundamental part of the green telecommunication

Green landscaping has no impact on improving the aesthetic appeal of outdoor spaces in a workplace



Correct Answers

True
or
False?

Green purchasing is considering the products' impact from production to disposal

Correct! It takes under consideration the environmental impact of products throughout their lifecycle

Paperless communication is fundamental part of the green telecommunication

Correct! It enhances global collaboration and technological advancements while creating a more sustainable work environment.

Green landscaping has no impact on improving the aesthetic appeal of outdoor spaces in a workplace

Not Correct! Green landscaping creates a harmonious and eco-friendly outdoor environment, fostering a sense of connection with nature



How to develop energy efficiency strategies in the workplace

Step 1: Conducting an energy audit

The first step in developing energy efficiency strategies is to conduct an energy audit. Conducting an energy audit is a systematic process of assessing and analyzing energy usage in an organization to identify areas of inefficiency and potential energy-saving opportunities.





How to develop energy efficiency strategies in the workplace

Step 2: Setting energy reduction targets

Once the baseline is established, targets can be set based on reduction percentages or specific energy intensity metrics. These targets should be **ambitious yet achievable**, considering factors such as industry standards, energy efficiency opportunities, and financial feasibility. An action plan should then be developed, outlining specific measures and strategies to achieve the targets, such as implementing **energy-efficient technologies**, **optimizing equipment**, **educating employees**, and **monitoring progress** through regular energy audits.



How to develop energy efficiency strategies in the workplace

Step 3: Encourage employee engagement

Encourage employees to participate in energy efficiency efforts by educating them on the benefits of energy conservation and providing training on energy-saving practices. This can help create a **culture of energy efficiency in the workplace** and empower employees to contribute to energy reduction efforts.

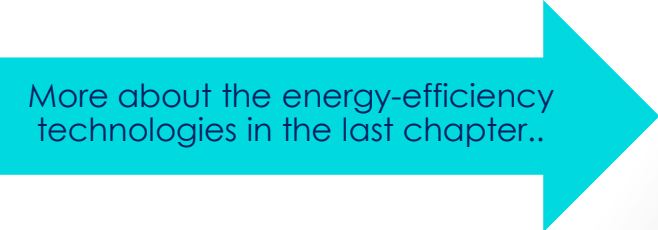


How to develop energy efficiency strategies in the workplace

Step 4: Implement energy-efficient technologies

Energy-efficient technologies refer to technologies and systems designed to reduce energy consumption and improve energy efficiency. These technologies aim to **minimize energy waste** and **maximize the utilization of energy** resources.

By adopting energy-efficient technologies, workplaces can significantly reduce energy consumption, lower operating costs, and contribute to environmental sustainability by reducing greenhouse gas emissions and reliance on fossil fuels.



More about the energy-efficiency technologies in the last chapter..



What you have learned in a nutshell

Energy audit is a systematic process of assessing and analyzing energy usage

Energy reduction targets should be ambitious yet achievable, considering industry related factors

Encouraging employees to participate in energy efficiency efforts is important for the implementation of green strategies in the workplace



Check your knowledge

Energy efficiency strategies

.....

True
or
False?

Conducting an energy audit is the baseline for developing energy efficiency strategies in the workplace

Setting energy reduction targets should be based on external indicators

Employees' engagement is crucial for energy efficient workplace



Correct Answers

True
or
False?

Conducting an energy audit is the baseline for developing energy efficiency strategies in the workplace

Correct! Energy audit helps in identifying the areas of inefficiency that should be targeted in Step 2!

Setting energy reduction targets should be based on external indicators

Not Correct! The energy reduction targets should be aligned with the industry standards, energy efficiency opportunities, and financial feasibility of the particular company/organization.

Employees' engagement is crucial for energy efficient workplace

Correct! By educating the employees, a culture of energy efficiency in the workplace could be created contributing to the overall energy reduction efforts



Eco requirements and targets for the European SMEs

The EU Green Deal: The EU Green Deal is a set of policy initiatives aimed at transforming the EU by reducing its greenhouse gas emissions by at least **55%** compared to 1990 levels **by 2030** and **by 2050** being **completely climate-neutral**, sustainable economy. It includes a number of measures to reduce greenhouse gas emissions, promote energy efficiency, and transition to renewable energy sources.



Eco requirements and targets for the European SMEs

- **The Energy Efficiency Directive** (Directive 2012/27/EU)

This directive establishes measures to promote energy efficiency and energy conservation in various sectors, including SMEs. It sets binding energy-saving targets, encourages energy audits, and promotes energy management systems to improve energy efficiency in SME operations.



Eco requirements and targets for the European SMEs

- **Waste Framework Directive** (Directive 2008/98/EC)

The Waste Framework Directive sets out a framework for waste management in the EU, including waste prevention, recycling, and resource efficiency. It promotes the circular economy approach and encourages SMEs to adopt waste reduction and recycling practices.



Eco requirements and targets for the European SMEs

- **The Environmental Liability Directive** (Directive 2004/35/EC)

The Environmental Liability Directive requires businesses to prevent and **remediate environmental damage** that they may cause, and to **pay for the costs of such damage**.

It aims to promote environmental protection and discourage activities that cause environmental harm. While it applies to all operators, including SMEs, its implementation and enforcement may **vary across EU member states**.



Eco requirements and targets for the European SMEs

- **The Circular Economy Package**

The Circular Economy Package consists of several directives and regulations aimed at promoting the circular economy, resource efficiency, and waste reduction. It encourages SMEs to adopt circular economy principles, such as product design for durability and recyclability, and supports the development of eco-innovative business models.



Eco requirements and targets for the European SMEs

- **The Circular Economy Package**

The circular economy principles encourage innovation, job creation, and the development of new business models that can generate economic opportunities. The Circular Economy Package seeks to create a more sustainable and resilient economy that benefits both businesses and the environment.



Eco requirements and targets for the European SMEs

- **Eco-design Directive** (Directive 2009/125/EC)

This directive sets requirements for energy-related products placed on the EU market, including energy-efficient design and labeling. It aims to improve the energy efficiency and environmental performance of products, which can benefit SMEs involved in manufacturing or selling energy-related products.



What you have learned in a nutshell

EU

Commission's directives promote energy efficiency and energy conservation in various sectors

The Circular Economy Package aims promoting the circular economy, resource efficiency, and waste reduction

The overall framework of The EU Green Deal aims Europe being completely climate-neutral and sustainable economy by 2050





Check your knowledge

European directives

.....

True
or
False?

The Waste Framework Directive sets out a framework for waste management in the EU

The Environmental Liability Directive only applies to large corporations

The Circular Economy Package is hindering economic growth and competitiveness



Correct Answers

True
or
False?

The Waste Framework Directive sets out a framework for waste management in the EU

Correct! It encourages SMEs to adopt waste reduction and recycling practices.

The Environmental Liability Directive only applies to large corporations

Not Correct! the Environmental Liability Directive applies to all operators, including small businesses and SMEs, that cause environmental damage within the scope of the directive.

The Circular Economy Package is hindering economic growth and competitiveness

Not Correct! The circular economy principles encourage innovation, job creation, and the development of new business models that can generate economic opportunities.



Smart technologies driving the green workplace

Benefits

By leveraging smart technologies, businesses can enhance energy efficiency, optimize resource utilization, reduce carbon emissions, and improve overall sustainability performance. The integration of these technologies not only drives the green workplace but also contributes to cost savings, operational efficiency, and a positive environmental impact.



Smart technologies driving the green workplace

Smart lighting

Smart lighting systems use sensors and automation to **adjust lighting levels** and turn off lights when they are not needed. This can help **reduce energy consumption** and costs, while also promoting a more comfortable and productive work environment





Smart technologies driving the green workplace

Energy Management Systems

EMS software collects and analyzes energy data from various sources to identify energy-saving opportunities and enable better control over energy consumption. It offers features like energy monitoring, benchmarking, and reporting to support energy management efforts.





Smart technologies driving the green workplace

Energy Management Systems

When considering EMS comparison models, it is important for businesses to evaluate their **specific requirements and priorities**. This will help them align the features and capabilities of different EMS solutions with their unique needs and make an informed decision that best fits their energy management goals.



Smart technologies driving the green workplace

Smart HVAC systems

Smart HVAC (**h**eating, **v**entilation, and **a**ir **c**onditioning) systems use sensors and automation to optimize temperature and air quality in buildings. This can help reduce energy consumption and costs, while also improving comfort and indoor air quality for employees.



Smart technologies driving the green workplace

Mobile Apps and Dashboards

Mobile applications and intuitive dashboards are user-friendly tools that provide employees and facility managers with access to **real-time energy consumption data**, sustainability **tips**, and personalized **recommendations** for reducing environmental impact.





What you have learned in a nutshell

The integration of Smart Green technologies not only drives the green workplace but also contributes to significant cost savings

Smart Green Apps provide real-time energy consumption data with tips, and personalized recommendations for reducing environmental impact

EMS offer features like energy monitoring, benchmarking, and reporting to support energy management efforts.



Check your knowledge

Smart Green Technologies

.....

True
or
False?

Smart Green technologies improve overall sustainability performance but burden the company's budget

Energy Management Systems offer a wide range of solutions for the specific needs of the SMEs

The Circular Economy Package is hindering economic growth and competitiveness



Correct Answers

True
or
False?

Smart Green technologies improve overall sustainability performance but burden the company's budget

Not Correct! Implementing smart green technologies is a long-term investment that can lead to significant cost savings in the near future

Energy Management Systems offer a wide range of solutions for the specific needs of the SMEs

Correct! EMS offer solutions tailored to address SMEs' unique requirements and resources

Smart Green Apps enable individuals and organizations to make informed sustainable decisions

Correct! Smart green Mobile Apps and Dashboards are user-friendly applications that provide real-time access to energy data and sustainability metrics inspiring greener workplace decisions



Next Step

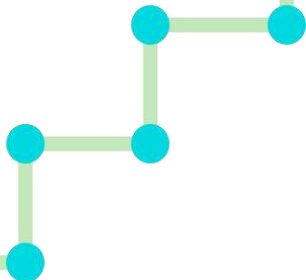
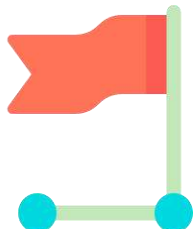
Congrats! You have just gained new knowledge.

To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!





Green Workplace Approaches- Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

| What I have learned | Where I apply the newly acquired knowledge | The first step I take and (what and when) |
|---------------------|--------------------------------------------|-------------------------------------------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |



Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more '**natural**' and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



Green Workplace Approaches- - Monitor Your Progress

Name: _____

Date: _____

Here I applied the newly
acquired knowledge

This is what I did

This is the outcome and
what I learned from this
experience





Congratulations!

You have just finished **Module n. 5** on how to promote Green Workplace Approaches.

Well done! You can be proud of yourself!

But we never stop learning, as you know...

The next interesting module is already waiting for you:

Module N. 6: Communication and respectful communication





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Module No.6: Communication and respectful communication



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Author: Christos Baltadoros – Larissa Chamber of Commerce and Industry

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Communication

According to Cambridge dictionary:

Communication is the process by which messages or information is sent from one place or person to another. It could be the message itself.

It is also the exchange of information and the expression of feeling that can result in understanding.





Communication in everyday life

Communication holds a vital role in our everyday life. Without it, we would not be able to exchange all kind of information and express what we feel and what we want to say to the other person. It helps us build relationships and stay in touch with everyone surrounding us.

There are many ways of communication besides typical speech. Body language, gestures, facial expressions, the use of hands to point at something, eye contact but also emails, instant messages, texts, online meetings, social media etc., are considered as communication tools.





The communication process

The communication process consists of 5 steps-stages:

1) Idea formation: formation of the idea or selection of the message to be communicated. it starts with what we want to say to others (an opinion, feeling, suggestion) and how we want it to be communicated.

2) Message encoding: refers to the way we want to transfer the message. It includes the selection and use of the right words, gestures, use of the right tone of our voice so that we are not getting misunderstood.

3) Channel selection: quite important for a successful communication policy. We should carefully choose the communication channel (verbal, non-verbal, written or visual) basically considering the target audience and the strengths and weaknesses of each communication channel.

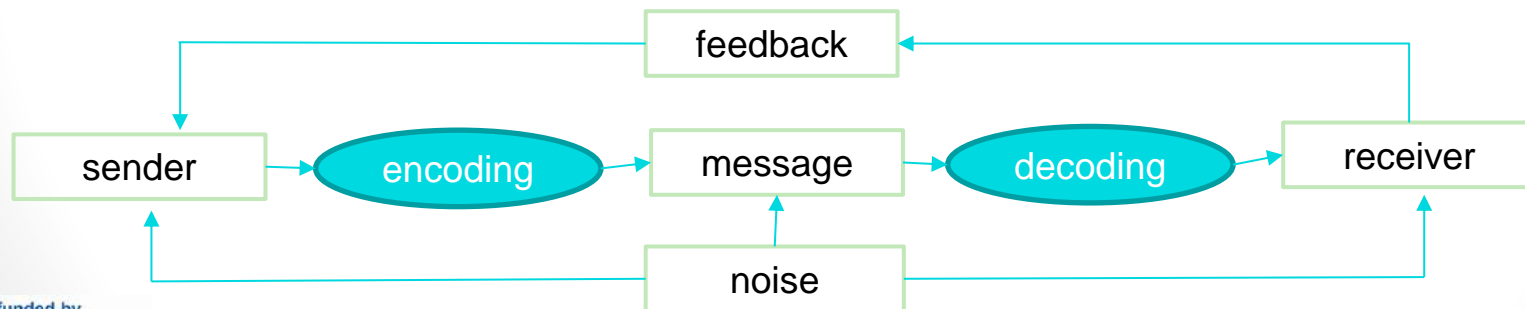




The communication process

4) Decoding: it's the receiver's turn to interpret the message from the sender as it was intended to be received and understood. A successful decoding is a skill.

5) Feedback: Another crucial stage in the communication process, as it helps to ensure that both sides are on the same page and the message – information is clear and understood. Without feedback, communication is nothing more than information.





The communication process

The message, the communication channel and the receiver can be affected by noise and result in bad communication.

Communication noise is any kind of disruption that leads to an ineffective communication process. It can be expressed in various forms. It can be:

- physical: anything disturbing from an external source.
- physiological: when in hunger for example, we can not pay full attention to someone talking to us.
- psychological: current psychological situation can affect our ability to listen attentively and get the right message.
- cultural: the message may not be well-received due to cultural differences, ethics, etc.
- semantic: bad communication result due to wrong choice of the language used.
- technical: technical issues such as facing problems with web camera or microphone, slow internet connection, server out of order, etc.





What you have learned in a nutshell

Communication is a vital part of our daily life regarding both personal and professional life.

The communication process consists of 5 steps: idea, message encoding, selection of communication channel, decoding and feedback.

Communication noise can affect the whole process resulting in errors in message delivery.





Check your knowledge

True or false?

The sender can be sure that his message will be delivered correctly if he chooses the right communication channel.

Body language can be considered as a communication tool.



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Correct Answers

The sender can be sure that his message will be delivered correctly if he chooses the right communication channel.

No, this is not correct! Even if the communication channel is correct, the sender can not be sure that his message will be delivered successfully due to possible communication noise and misinterpreting by the receiver.

Body language can be considered as a communication tool.

Yes, correct! Body language, gestures, facial expressions, eye contact, voice tone and many other non-verbal signs are considered as communication tools.



Principles of communication

There are some specific principles - guidelines to use for an effective and efficient communication:

Clarity:

Communication should be clear and easy to understand. The message should be concise, well-organized, and free from ambiguity, jargon, or technical language that might confuse the recipient.

Conciseness:

Being concise helps prevent information overload and increases the likelihood of the message being retained and understood. Avoid unnecessary or redundant details.

Listening:

Good listening skills contribute to better comprehension and meaningful dialogue. Pay attention to the speaker, understand his perspective, and provide feedback or ask questions when necessary.





Principles of communication

Feedback:

Encouraging feedback allows for clarification, confirmation and addressing any misunderstandings.

It also demonstrates that the message has been received and understood.

Nonverbal

Communication:

Facial expressions, body language, tone of voice and gestures play a significant role in communication. Being aware of and appropriately using nonverbal signals can enhance the message's meaning and emotional impact.

Empathy:

Effective communication involves understanding and empathizing with the perspectives, feelings, and experiences of others. By showing empathy, one can create a supportive and open environment for communication, fostering trust and mutual understanding.

Timing:

Delivering a message at the right time increases its relevance and the chances of being received and processed by the recipient effectively.





Principles of communication

Consistency:

Consistency in communication is crucial to avoid confusion and maintain credibility. The message conveyed should align with previous communications and actions, ensuring reliability and trustworthiness.

Medium Selection:

Different situations may require different channels to be used (face-to-face conversations, phone calls, emails, or other forms of written communication). Selecting the right medium helps to ensure that the message reaches the intended audience effectively.

Cultural Awareness:

Cultural differences can significantly impact communication. Being aware of cultural norms, values, and customs helps to avoid misunderstandings and promotes respectful and inclusive communication across diverse backgrounds.





What you have learned in a nutshell

There are communication strategies that we should take into consideration for being effective in our interactions with others.

Be clear, concise, straight forward, choose the right time and channel, show empathy and give feedback.

Do not forget to actually listen to others. It is quite crucial in order to truly understand others' aspects and feelings.





Check your knowledge

True or false?

Good communication can be achieved when you are giving a detailed description so that the other party understands everything clearly.

Providing feedback is unnecessary in all communication interactions.

Being a good and active listener is key element for having an effective communication with others.





Correct Answers

Good communication can be achieved when you are giving a detailed description so that the other party understands everything clearly.

No, this is not correct! We should avoid unnecessary or redundant details so that there is not an information overload and the core message gets lost.

Providing feedback is unnecessary in all communication interactions.

No, this is not correct! Providing feedback is quite crucial as it can overcome misunderstandings and get everyone on the same board. Feedback is needed even if the message has been delivered successfully.

Being a good and active listener is key element for having an effective communication with others.

Yes, correct! Having good listening skills results in better comprehension and therefore in better interaction with others.



Types of communication



We tend to consider verbal communication as the only type of communication but there are more aspects of communication that emerge in our effort to share ideas and feelings with others.

In fact, research has shown that non-verbal signs and body language, facial expressions and tone of voice account for almost 55% of all communication.



Types of communication

There are five main types of communication:

- **Verbal:** conducted orally. It is faster and more precise.
- **Non-verbal:** body language, facial expressions, gestures, eye contact. Some of the characteristics are voice tone, speed of talking, pauses and the proper word selection.
- **Written:** text, instant messages, email
- **Visual:** use of photographs, images, videos, emoticons
- **Listening:** active listening is critical since if we are not paying full attention to others and what they want to tell us, we are not going to understand them and show our perspective on the topic.



Communication skills

In order to communicate effectively, strong communication skills are required. Some of them are:

Confidence: Speaking with confidence, maintaining eye contact, and using assertive but respectful language contribute to effective communication and the ability to convey your message effectively.

Verbal communication: This involves speaking clearly, using appropriate language, and organizing your thoughts coherently. It also includes being an active listener and responding appropriately to others.

Adaptability: It allows you to adjust your approach based on the needs and preferences of your audience. Adapting your tone, language, and style to match the situation and the people you are communicating with, enhances understanding and promotes effective communication.





Communication skills

Conflict resolution: Effective communication skills are crucial in resolving conflicts and disagreements. Being able to express your opinions calmly, actively listening to others' perspectives, and finding common ground contribute to successful conflict resolution.

Persuasion and negotiation: Learn techniques to persuade others and negotiate for mutually beneficial outcomes. Understand the needs and interests of all parties involved, communicate your points persuasively, and find common ground for agreement.

Friendliness: Being approachable, polite in every interaction with others by using a friendly tone, smiling, showing interest in the person itself by making for example a personal question etc., are some of the techniques that will encourage others to join you in an interesting and fruitful dialogue and not trying to avoid you.

Being open minded and showing respect: Key skills for having an effective communication as being open to opinions different to yours and showing respect even when you disagree is essential.





Communication skills – ways to improve

Some of the strategies to enhance your communication abilities are:

Be an active listener: Try to really listen to what the others are saying to you. Do not be distracted by trying to communicate something else as for example writing an email or reading something irrelevant to the topic of discussion.

Practice public speaking: Engage in opportunities to speak publicly, such as presenting in front of small groups. Practice helps build confidence and improves your ability to articulate your ideas effectively.

Practice constructive feedback: Provide feedback in a constructive and respectful manner. Focus on specific behaviors or actions and offer suggestions for improvement. Similarly, be open to receiving feedback and consider it as an opportunity for growth.

Be brief and concise: When describing a situation, be specific and keep it short so to provide enough information in a few words.





What you have learned in a nutshell

There are 5 types of communication: verbal, non-verbal, written, visual and listening.

Strong communication skills are needed such as confidence, adaptability and open-mindedness.

There are ways to improve your communication skills that will facilitate you in everyday and professional life.





Check your knowledge

True or false?

Use of physical space – distance is an example of non-verbal communication style.

Strong communication skills enables you to easily address conflicts and eliminate inequalities.

You can improve your communication skills by performing and practicing privately on your own.



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Correct Answers

Use of physical space – distance is an example of non-verbal communication style.

Yes, correct! Everyone seeks physical space, although that need differs depending on the culture, the situation, and the type of relationship with the other party.

Strong communication skills enables you to easily address conflicts and eliminate inequalities.

Yes, correct! By expressing your opinions calmly, actively listening to others' perspectives, and finding common ground even if you disagree, contribute to successful conflict resolution.

You can improve your communication skills by performing and practicing privately on your own.

No, this is not correct! It is much better when you practice in front of others as it boosts your confidence and ameliorates your ability to present and support your ideas.





Workplace communication

Communication in the workplace is **essential** for fostering a positive and productive environment.

Effective workplace communication helps build **strong relationships, promotes collaboration, ensures clarity in tasks and expectations and contributes to overall organizational success.**



Workplace communication

Statistics show that 86% of employees and managers think of poor workplace communication and lack of effective collaboration as the two main failures in the workplace.

Research carried out by McKinsey shows that well-connected teams can **increase** their **productivity** by 20-25%.

Further research was undertaken by Think Talent and CMS Wire and the results shown that on a daily basis, 97% of employees believe communication has an impact on their task efficacy.





Workplace communication – Strategies

Besides the communication principles that were mentioned in previous section, there are also some other strategies for succeeding in workplace communication:

Professional written communication:

Develop strong written communication skills for emails, memos, reports, and other written correspondence. Use proper grammar, spelling, and formatting. Be concise, clear, and professional in your written communication.

Use of visual aids:

When appropriate, utilize visual aids like graphs, charts, or slides to enhance understanding and engagement during presentations or discussions.

Collaboration and team communication:

Foster effective team communication by encouraging collaboration and knowledge sharing. Use communication tools and platforms that promote collaboration, such as project management software or shared documents.





Workplace communication - Strategies

Choose appropriate communication channels:

Utilize the right communication channels for different types of messages. Face-to-face conversations, emails, phone calls, instant messaging, and collaborative tools all have their place. Choose the most effective channel for the specific situation.

Presentation skills:

Delivering effective presentations is crucial for conveying information and ideas to colleagues and clients. Prepare well, use visual aids effectively, and engage your audience to ensure your message is clear and impactful.

Active participation in meetings:

Actively participate in meetings by contributing ideas, asking questions, and listening attentively to others. Be prepared, organized, and respectful of others' time.





Workplace communication

- Companies should foster a positive communication culture based on a solid workplace communication strategy.
- Companies should also encourage respectful and inclusive communication, where everyone's opinions are valued.
- Managers should clearly communicate expectations for tasks, deadlines, and performance standards. This helps avoid misunderstandings and ensures everyone is on the same page.
- Organizations should promote clear and open communication channels and provide training on communication skills so to mitigate the negative effects of bad communication and create a more productive and positive work environment.





What you have learned in a nutshell

Communication in the workplace is essential for fostering a positive and productive environment.

All members of a company can contribute to an effective and efficient workplace environment by implementing different strategies.

Improving communication skills is an ongoing process. Regular practice, self-reflection, and seeking opportunities to apply these strategies will help you become a more effective and confident communicator.





Check your knowledge

True or false?

Effective workplace communication result in increased productivity and employee engagement.

You don't have to be strong enough in written communication skills if you are strong in other types of communication.

Companies should invest in the development and constant advancement of their communication strategy.





Correct Answers

Effective workplace communication result in increased productivity and employee engagement.

Yes, correct! Communication is key for effectively run a business and when done appropriately, employees perform better.

You don't have to be strong enough in written communication skills if you are strong in other types of communication.

No, this is not correct! Strong written communication skills are quite useful in how to write an email, use of the right words and grammar and helps you be precise and professional with your network.

Companies should invest in the development and constant advancement of their communication strategy.

Yes, correct! Encouraging open dialogue, providing training on effective communication, promoting active listening, and fostering an inclusive and respectful work environment can enhance a company's communication effectiveness.





Effective communication in the workplace

Motivation

Increased productivity

Satisfaction

are some of the most important consequences of effective communication in the workplace that can lead to both company's and personal success.



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Effective communication in the workplace

...But there are more:

Increases **fame** and **brand representation** of the company

Improves **employee engagement**

Improves **quality of ideas**

Reduces **workplace stress**

enhances **creativity** and **coordination**

Enhances **collaboration** and **teamwork**

can bring **innovation** and **growth**

Leads to effective **conflict resolution**

Makes **managing employees easier**

Improves **customer relations**





Poor communication in the workplace

On the other hand, miscommunication in the workplace is also present due to many factors.

Miscommunication refers to instances where information is not effectively transmitted or received, leading to misunderstandings, errors, and negative consequences.

It may occur as a result of information overload where excessive information, emails, or meetings can overwhelm employees, making it difficult to absorb and process the necessary information accurately.





Poor communication in the workplace

Poor communication causes a lack of predictability and stability within the workplace, leading to an uneasy environment for employees to work in.

Collaboration and communication go hand in hand. If employees are unable to communicate effectively, it is very likely for collaboration to be ineffective as well.

Miscommunication, misunderstandings, and incomplete information can result in delays, errors, and rework, reducing overall productivity and efficiency.





Poor communication in the workplace

Poor communication can hinder effective decision-making processes. When information is not shared or different perspectives are not considered, decisions may be made based on incomplete or biased information.

Another effect is that poor communication internally can spill over into external interactions with customers or clients. Inaccurate or inconsistent information provided to customers can result in dissatisfaction, loss of trust, and damage to the organization's reputation.





Poor communication in the workplace

To minimize miscommunication in the workplace, it is important to promote a culture of clear and open communication.

Encouraging active listening, providing clear instructions, seeking clarification when needed, fostering an inclusive and respectful environment, and using multiple communication channels can all help mitigate the risk of miscommunication.

Additionally, promoting effective communication skills through training and providing opportunities for feedback and clarification can further enhance workplace communication and reduce the likelihood of misunderstandings.



Effective communication in the workplace - Barriers

The most common communication barriers in the workplace are:

- **Physical barriers:** workplace environment, background noise, distractions
- **Geographical barriers**
- **Cultural and diversity barriers:** especially in an international team, involving cultural norms, beliefs, values and stereotypes about other cultures
- **Language barriers:** different mother tongues, wrong pronunciation, unfamiliarity with idiomatic expressions





Effective communication in the workplace - Barriers

- **Generational barriers:** age gap among staff
- **Hierarchical barriers**
- **Emotional/psychological barriers:** anger, pride, social anxiety, etc.
- **Perception and assumptions:** People often make assumptions about what others mean or expect, which can lead to miscommunication.
- **Time constraints:** Busy schedules and time pressure can limit the opportunity for thorough and thoughtful communication.





What you have learned in a nutshell

Effective communication in the workplace has a lot of advantages both for staff and the company itself.

Poor communication can result in delays, errors and rework, reducing overall productivity and efficiency.

Communication barriers in the workplace are obstacles that hinder effective communication between individuals or within teams which can lead to a negative work environment.





Check your knowledge

True or false?

Effective communication can lead to improved employee engagement.

Customers are not affected by the company's communication policy.

Hierarchical barriers do not exist within a workplace environment.



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Correct Answers

Effective communication can lead to improved employee engagement.

Yes, correct! Effective communication promotes employee engagement by keeping employees informed and involved in organizational activities. When employees feel valued and well-informed, they are more likely to be motivated, committed, and loyal to the organization.

Customers are not affected by the company's communication policy.

No, this is not correct! Poor communication with customers can result in misunderstandings, unmet expectations, and dissatisfaction. Negative customer experiences can damage the business's reputation and lead to lost opportunities.

Hierarchical barriers do not exist within a workplace environment.

No, this is not correct! Organizational hierarchies and power dynamics can create barriers to effective communication. Employees may hesitate to share information or express their opinions due to fear of retribution or perceived consequences.



Respectful communication

Respect is a lot more than just saying “please” and “thank you”.

Respectful communication is everyone’s responsibility, at all levels, in all interactions. When communicating, we should be polite and show respect to others even if their opinions are not the same as ours.

Respectful communication creates a positive and inclusive environment where individuals feel valued, heard, and respected.

“I speak to everyone in the same way, whether he is the garbage man or the president of the university.” — Albert Einstein





Respectful communication in the workplace

Respectful communication in the workplace is essential for maintaining a positive and inclusive environment.

It involves treating colleagues and team members with dignity, valuing their perspectives, and fostering mutual understanding.

Respectful communication is a two-way process. It requires both giving and receiving respect. By practicing the principles of communication consistently, everyone can contribute to a positive and respectful workplace culture that promotes collaboration, trust, and productivity.





Respectful communication in the workplace

- R** – recognize the work of your colleagues
- E** – encourage open communication and listen to your colleagues
- S** – speak *with* your colleagues, not *about* them
- P** – practice kindness and politeness
- E** – earn respect from others
- C** – consider dissenting opinions
- T** – treat everyone fairly and equally





Respectful communication in the workplace – effective strategies

Creating a respectful environment in the workplace requires a collective effort from everyone involved. Some strategies that contribute towards this direction are:

1) **Lead by example**: Set a positive example by demonstrating respectful behavior in your interactions with coworkers and supervisors. Treat others with kindness, empathy, and professionalism, and others are likely to follow.

2) Acknowledge and appreciate the efforts and achievements of your coworkers even if they are small. **Show appreciation** through words of encouragement, gratitude, or rewards.





Respectful communication in the workplace – effective strategies

3) Promote a healthy work-life balance by **respecting personal boundaries** and encouraging employees to take breaks, utilize their vacation time, and maintain a sustainable workload. Recognize the importance of well-being and the need for rest and rejuvenation.

4) **Address disrespectful behavior**: Swiftly address any instances of disrespectful behavior in the workplace. Encourage individuals to report incidents and take appropriate action to investigate and address the situation. Ensure that consequences are applied consistently.





Types of communication in the workplace

Colleagues in the workplace engage in various types of communication to collaborate, share information, and coordinate their work.

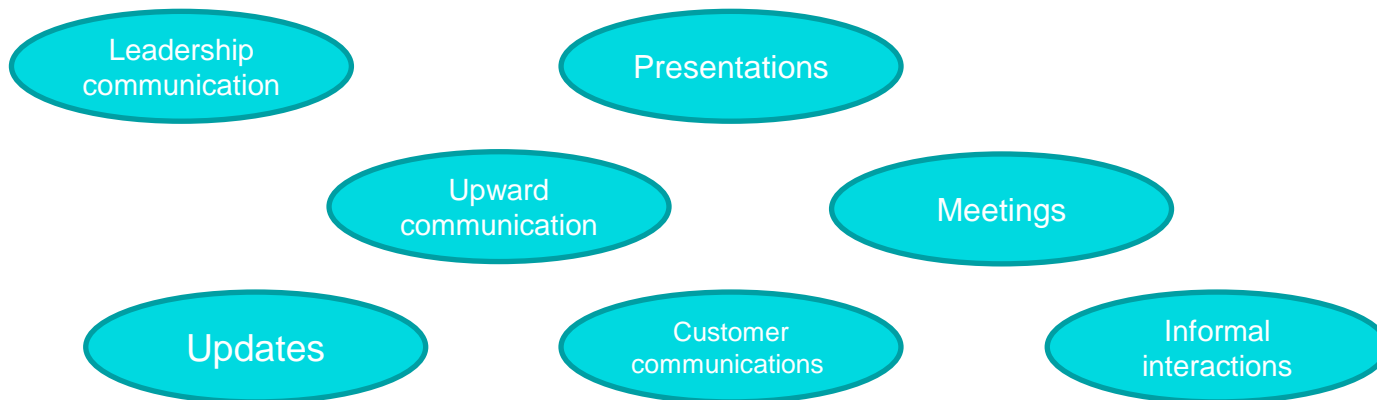
The types of communication used between colleagues may vary depending on the workplace culture, the nature of the work, and the preferences of individuals and teams.





Types of communication in the workplace

The most common types of communication between colleagues are:





Types of communication in the workplace

Leadership communication is often one way communication of the leaders to their teams. The goal is to inspire, persuade or encourage the team basically through stories and not through data.

Upward communication is the process by which employees communicate and share their thoughts and feedback with higher levels of hierarchy.

Then, there is **updates**. They are brief, describing the current status. Not a strong communication tool.

Presentations are a way to formally communicate a message to a larger audience.





Types of communication in the workplace

The most well-known way of communication in the workplace is **meetings**. Meetings should be highly collaborative as they form a main part of internal communication strategy. Regular team meetings are a common form of communication where colleagues come together to discuss work progress, share updates, brainstorm ideas, and make decisions.

Customer communications have to do with customers' needs and the fame of the company and the product or service that the company sells.

Finally, **informal interactions** include every kind of daily communication between team members, such as phone calls, in-person conversations, break room or lunchtime conversations.





What you have learned in a nutshell

Respectful communication in the workplace is essential for fostering a positive and inclusive work environment. It involves treating colleagues, superiors, and subordinates with dignity, empathy, and professionalism.

Practicing respectful communication in the workplace leads to improved relationships, increased collaboration, higher productivity, and a positive work environment.

In the workplace, various types of communication are used to convey information, ideas, and messages among employees and stakeholders.





Check your knowledge

True or false?

In a company, respect should be shown from lower to higher hierarchical positions.

One way to eliminate disrespectful behaviors is to make employees feel free to report such incidents.

Communication in the workplace mainly includes formal communication style between coworkers.



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Correct Answers

In a company, respect should be shown from lower to higher hierarchical positions.

No, this is not correct! There is no distinction regarding who has to show respect to whom. It is a principle that should be applied by everyone, whether they are employees or supervisors.

One way to eliminate disrespectful behaviors is to make employees feel free to report such incidents.

Yes, correct! Establishing clear reporting channels and assuring confidentiality to promote trust and transparency is key to address such behaviors as soon as possible so to prevent it from escalating or becoming a recurring issue.

Communication in the workplace mainly includes formal communication style between coworkers.

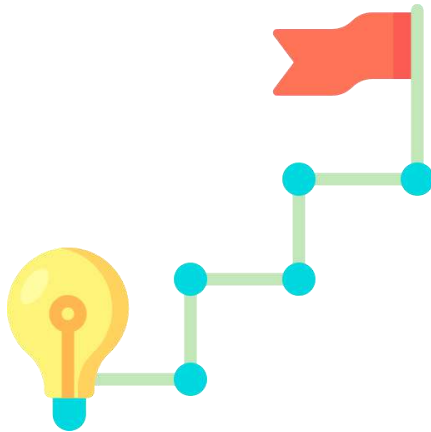
No, this is not correct! Employing a mix of verbal, written, nonverbal, formal, and informal communication methods can help ensure clear and effective communication in the workplace.





Next Step

Congrats! You have just gained new knowledge.



To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!



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“Communication and respectful communication” - Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

What I have learned

Where I apply the newly
acquired knowledge

The first step I take and
(what and when)





Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more '**natural**' and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough, and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



“Communication and respectful communication” - Monitor Your Progress

Name: _____

Date: _____

Here I applied the newly
acquired knowledge

This is what I did

This is the outcome and
what I learned from this
experience



Congratulations!

You have just **finished module number 6** on
Communication and respectful communication



Well done! You can be proud of yourself!

But we never stop learning, as you know...

The next interesting module is already waiting for you:

module n. 7 on Active listening and feedback





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Module n. 7

Active Listening and Feedback



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Author: Sylvie Schoch - IP-International GmbH - Creative
Corporate Training

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1. Listening – Consider the value of listening.
2. Learn the listening process.
3. Open all channels: Listening occurs on all levels.
4. Understand body language.
5. Body language speaks volumes.
6. Watch body language.
7. Become a better listener.
8. Listen respectfully.
9. Overcome external and internal distractions.
10. Active listening.
11. The benefits of active listening.
12. How to listen actively.
13. Feedback – Consider the value and purpose of feedback.
14. The value of feedback in communication.
15. The value of giving, receiving and asking for feedback.
16. Constructive and respectful feedback - Basic rules.
17. How to provide constructive and respectful feedback.
18. How to receive feedback.
19. How to ask for feedback.



Listening and Feedback

Listening and feedback are an essential part of every communication.

However, the importance of listening and feedback goes beyond the communication act.

It shapes the **organizational culture**.

It helps create and implement **innovation processes**.

It is an important asset of leaders and managers.





Listening and Feedback

Creativity and idea generation are not possible, or at least there are lots of impediments to it, if we are not able to listen actively to our counterpart and their ideas.

Change management is also about dealing with resistance and interaction with people who might not always be happy about all the changes.

This is not possible without active listening and meaningful, constructive feedback.



Consider The Importance of Listening



However, as the saying goes, we have two ears to listen, but only one mouth to speak. So, considered the value of listening, we will start off with the **listening skills**, before talking about how to provide feedback.

As stated before, listening is an essential part of every communication.

In every successful communication, the **speaker** and the **listener** have had the opportunity to **play both roles**.

Effective listening skills enable us to reach the other person and determine their reactions to our message.





What you have learned in a nutshell

Listening is
an essential part
of every
communication.

To reach the other
person and
determine their
reactions to our
message, we need
to listen.

The speaker
and the listener
need to play
both roles.





Check your knowledge

Listening is...

true or false?

an essential part of every communication

necessary to reach the other person

part of the speaker's role

part of the listener's role



Correct Answers

Listening

... is necessary to reach the other person

Yes, correct! In order to know what the other person thinks or feels and to determine their reactions, we need to listen!

... is an essential part of every communication

Yes, correct! There is no such thing as communication without listening!

... is part of the listener's role
... is part of the speaker's role

Yes, correct! When you are in the listener's role, you are supposed to listen, but listening is also part of the speaker's role. Both, the speaker and the listener need to play both roles.





Learn the Listening Process

Human sounds bombard us from every direction: meetings, pick up voicemail messages, watch television and receive information over the internet, to name just a few.

We hear the sounds, but we don't always listen to them.

Listening involves **processing the sounds** through our **brains**.



First, the message we hear must hold some **interest** for us. Otherwise, we simply ignore what is being said. Much of what occurs in meetings, for example, falls into this category.

Second, we must begin to **process** these messages, which means visualising what they mean, putting them into our own words, and thinking about them.



Learn the Listening Process

Then we begin to **connect** the new messages with other information we've heard in the past, or seen, or read about in a variety of sources, such as company reports, newspapers, television, conversations with coworkers, formal presentations and so on.





Learn the Listening Process

With our past knowledge and our unique experience, we put our own spin in the material we receive.

Suppose you're attending a presentation and the speaker has just made an important statement about workplace innovation. You might use this new idea to:

- **Change your perspective or reinforce the current one.**
- **Decide to do some research to find out more information.**
- **Respond to what you've heard by saying something to the speaker.**



What you have learned in a nutshell

We are always
bombarded with
sounds, but this does
not mean that we are
listening.

We must process the
message to get
meaning out of it, and
be able to change
perspective, to decide
to do some research, or
to answer to the
speaker.

To listen, the
message we hear
must hold some
interest for us.





Check your knowledge

Listening process

true or false?

The Listening process is made of sounds that bombard us, but just hearing sounds does not mean we get the message. To do so, we must process it.

We cannot not listen to the message, even if it is not interesting to us.

It is our past knowledge and our unique experience, that helps us put our own spin in the material we receive.

Elaborating actively the message we receive helps us to:
reinforce our current perspective and prove the other person wrong
Decide to do some research to find out more information.
Respond to what we have heard by saying something to the speaker





Correct Answers

Listening process

The Listening process is made of sounds that bombard us, but just hearing sounds does not mean we get the message. To do so, we must process it.

Yes, correct! In order to get the message and decode its meaning, we need to process it, which means visualising what it means, putting it into our own words, and thinking about it.

We cannot not listen to the message, even if it is not interesting to us.

No, this is not correct! The message must hold some interest for us. Otherwise, we simply ignore it.





Correct Answers

Listening process

It is our past knowledge and our unique experience, that helps us put our own spin in the material we receive.

Yes, correct! In order to connect the new messages with other material information, we've heard in the past, or seen, or read about in a variety of sources.

Elaborating actively the message we receive helps us to:
reinforce our current perspective and prove the other person wrong
Decide to do some research to find out more information.
Respond to what we have heard by saying something to the speaker

No, this is not correct! Elaborating actively the message we receive does helps us to reinforce our current perspective, but it may help us also to change it and take the one of the other person into consideration. This can be very enriching, even if we do not share the other person's opinion.





Read The Body Language

The Body Language Speaks Volumes

When people talk, their body language often speaks volumes; far more than their words can say.

Take the example of a co-worker of yours recounting a seemingly unimportant incident that happened many years in the past.



His **mouth** may begin to troop, his **eyes** may grow said, and he may start twisting the ring on his finger.

This **body language** may tell you that the event is still very much in life for him and still costing a dark shadow over his life.





Read The Body Language

Watch The Body Language

Watch the body language of your counterparts when conversing.

As people are speaking what do you see on their face?

Sometimes their **facial expressions** may reveal that an organizational problem, or an issue, generally speaking, is far more serious than their words are revealing, or than you could ever have imagined.

Focus your attention on the speaker, and **observe with your eyes as well as your ears**, and you'll get all, not just part, of the message.



Read The Body Language

Watch The Body Language

Reading your counterparts' body language can also tell you **how they are reacting to your message.**

Is the listener smiling and nodding his or her head?

Is the listener - may be during a presentation - taking assiduous notes as you speak?

Did a key decision-maker respond to your last point with a look of knowing appreciation?

If so, then your message is having a positive impact on your listeners.



What you have learned in a nutshell

When people talk,
their body language
speaks more than
words can ever say.

Reading your
counterparts' body
language can also
tell you what kind of
impact has your
message.

It is important to
focus your attention
on the speaker,
and observe with
your eyes as well as
your ears to get all
of the message





Check your knowledge

Read the body language

true or false?

When people talk it is important to focus mainly on their words in order to get the whole message, and not just part of it.

The facial expression of your counterpart may reveal if there is a problem, or how they react to your message.

If a key decision-maker responds to your last point with a look of knowing appreciation, it is very likely that your message has a positive impact on the listener.





Correct Answers

Read the body language

When people talk it is important to focus mainly on their words in order to get the whole message, and not just part of it.

No, this is not correct! To get all the message and not just part of it, it is important to focus your attention on the speaker, and observe with your eyes as well as your ears.

The facial expression of your counterpart may reveal if there is a problem, or how they react to your message.

Yes, correct! The facial expressions reveal a lot of information: if there is a problem, if the listeners are interested, if they appreciate or if they are doubtful, to name just a few.

If a key decision-maker responds to your last point with a look of knowing appreciation, it is very likely that your message has a positive impact on the listener.

Yes, correct! A look of knowing appreciation shows that your counterpart appreciates your message.





Become a Better Listener

Listen Respectfully

Good listening begins when you **put yourself in someone else's shoes**. How many times has you caught yourself growing impatient while someone is relating an experience or asking a question? You want him or her to hurry up and finish. Try to imagine that you are that person. How would you like to be treated? Respond to that person the same way.

Tip

*Most people speak at 160 words per minute. But you can listen at a rate that's three times faster. During dialogue or a question-and-answer session **wait for the person who is speaking to finish**. Fight the tendency to stop listening, cut the person off, or let a look of impatience cross your face.*





Become a Better Listener

Listen Respectfully

Have you ever found yourself biasing your reaction to people on their surface appearances?

The way they are dressed? The accents in their voices?

All of us have probably been guilty of doing it from time to time.

Unfortunately, the **tendency to jump to conclusions** can undermine the quality of our listening. It's too easy to write off people because they're different from us, and to fail to give them our full attention when they ask questions.

Give every listener the same thing you would expect: your complete interest in what they are saying.





Become a Better Listener

Overcome distractions

Effective listening can only take place in the absence of distractions.

The distractions can be external or internal.

Listening is a
critical
component of
every
successful talk.

External distractions

Perhaps people in the audience are talking to each other while someone else is asking a question. One way to deal with the problem is to position yourself so that you can look at them, making eye contact with one of them may be enough to stop the conversation. If not, you might also say: *"Excuse me I can't quite hear the question."*

That's usually enough to handle the problem.



Become a Better Listener

Overcome distractions

Internal distractions

Some distractions can be internal.

As a listener is asking a question, you may be thinking about something else. Consequently, you may not hear the question and may give a response that's incomplete, or even completely irrelevant. This will reflect badly on you. Remember, often your presentation doesn't end until you've dealt with all the questions from your audience. So banish the distractions and don't start thinking about your next meeting before you finished with the current one.

Listening is a
critical
component of
every
successful talk.



What you have learned in a nutshell

Good listening begins when you put yourself in someone else's shoes. Respond to that person the same way you would like to be treated.

It is important to not jump to conclusions and write off people because of the way they are dressed, or accents in their voice, or simply because they're different from us. This can undermine the quality of our listening.

It is important to overcome external and internal distractions, because effective listening can only take place in the absence of distractions.





Check your knowledge

**Become a
better listener**

true or false?

You can listen at a rate that's three times faster than most people speak. It is important to put yourself in their shoes without getting impatient.

The way a person dresses and speaks tells you at first sight who you are dealing with.

Effective listening can take place only if there are no external distractions, such as noise or other people talking.



Become a better listener

Correct Answers

You can listen at a rate that's three times faster than most people speak. It is important to put yourself in their shoes without getting impatient.

Yes, correct! Most people speak at 160 words per minute, but since you can listen three times faster, it is important to avoid cutting the person off or to become impatient.

The way a person dresses and speaks tells you at first sight who you are dealing with.

No, this is not correct! It is too easy to bias our reaction to people on their surface appearances. However, jumping to conclusion can undermine effective listening. It is important to give them our complete interest when they are speaking, no matter how they are dressed or what kind of accent they speak with.

Effective listening can take place only if there are no external distractions, such as noise or other people talking.

No, this is not correct! It is true, that effective listening can take place if there are no distractions, be it external or internal distractions.





ACTIVE Listening

The Benefits of Active Listening

Active listening skills promote warm and honest communication. But even more important, they help **strip away superficial levels of communication** by encouraging the other person to talk about their experiences or points of view and the deeper personal meanings that often accompany them.

Active listening demonstrates to the interlocutor that the other person is intensely interested in what's being said.



ACTIVE Listening

The Benefits of Active Listening

Active listening demonstrates that the other person has not only been heard, but also **understood**:

"If I'm hearing you correctly you would like to improve your workplace, taking advantage of new technologies to make your work easier and more efficient at the same time".

It provides an opportunity for the person who is asking questions to discover and correct any **misunderstandings or inaccurate interpretations** that may develop during the course of the conversation.

"If I understand you correctly you like the company, but you would appreciate some changes to improve your workplace. Is that correct?"

It communicates **acceptance** to the other person, which encourages further exploration.

"You feel there is room for improvement in here".



ACTIVE Listening

The Benefits of Active Listening

It provides an opportunity to discover and correct any **misunderstandings or inaccurate interpretations** that may develop during the course of the conversation.

"If I understand you correctly, you like your job, but you dislike some of the people of your team, is that correct?"



ACTIVE Listening

The Benefits of Active Listening

It communicates unconditional **acceptance** to the other person, which may encourage further exploration, and it keeps the focus where it belongs – on the interlocutor.

“You feel your suggestions are not heard. Is that correct?”



ACTIVE Listening

The Benefits of Active Listening

It encourages **deeper levels of communication**, and an open and honest communication:

"You feel your suggestions are not heard. Tell me about the things you would love to change or do? What do you like, and what do you dislike, or is there anything that you resent?"



What you have learned in a nutshell

Active listening demonstrates to the interlocutor that the other person is intensely interested in what's being said. Active listening skills promote warm and honest communication.

Active listening makes sure that the other person has not only been heard, but also understood. It provides an opportunity to discover and correct any misunderstandings or inaccurate interpretations that may develop during the course of the conversation.

It communicates unconditional acceptance to the other person, which may encourage further exploration, as it keeps the focus where it belongs – on the interlocutor.





Check your knowledge

ACTIVE listening

true or false?

Active listening provides an opportunity to discover and correct inaccurate interpretations that may develop during the course of the conversation.

Active listening limits further exploration, because it is very time consuming.

It encourages an open and honest communication.





ACTIVE listening

Correct Answers

Active listening provides an opportunity to discover and correct inaccurate interpretations that may develop during the course of the conversation.

Yes, correct! It demonstrates that the other person has not only been heard, but also understood, and it provides an opportunity to discover and correct misunderstandings or inaccurate interpretations.

Active listening limits further exploration, because it is very time consuming.

No, this is not correct! If you listen actively, you communicate acceptance to the other person, which encourages further exploration, and makes reciprocal understanding easier.

It encourages an open and honest communication.

Yes, correct! It encourages deeper levels of communication, and therefore fosters an open and honest communication.





How to Listen Actively

Active Listening

Active listening, as the term implies, requires **active participation** on the part of the listener.

The listener does more than just listen!

It calls for the listener to become actively involved in the process of communication by periodically confirming understanding of what's being said by the speaker.

Developing active listening skills demands **practice**.



How to Listen Actively

A synthesis of the most important points to remember

1. **Be genuinely curious** about what the other person is saying even if you're tempted to tune out because you've heard the question and the usual response 100 times force yourself to be curious about what the other person is saying.
1. **Don't be judgmental.** When the other person makes statements that you disagree with, don't voice your disagreement. Remember that this is the other person's opportunity to express an opinion. Reserve your judgment for another phase of the process that's where it belongs, don't jump to early conclusions. When actively listening focus only on making sure that you understand exactly what the other person is saying.
1. **Make a conscious effort to resist distractions**, whether internal or external. Active listening requires total concentration on what's being said. Control those distractions that are controllable so that the concentration of everyone participating in the communication process remain remains unbroken.
1. **Reflect contents back to the person.** When you tell the other person what you think they are saying, you encourage them to continue speaking, you show sincere interest in their presentations, and you demonstrate concern for the accuracy of the message they are conveying.





How to Listen Actively

A synthesis of the most important points to remember

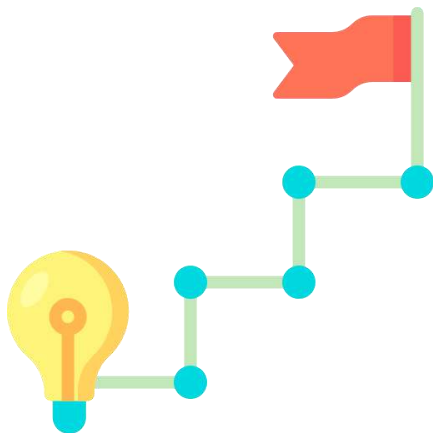
5. **Listen for the emotions behind the other person's words.** Those emotions can include happiness, sadness, fear, disappointment, frustration, anxiety, and every other emotion. When you hear the person talking in emotional terms, learn more about why the emotional response is there by saying, "You sound frustrated. What is that about it that frustrates you most?".
5. **Don't interrupt the other person with a follow-up question.** Sometimes while actively listen to a person, you'll suddenly think of an important follow-up question that simply must be asked. When that happens, jot it down and ask it later. Interrupting the person who is attempting to explain you something or to answer a specific question is a little like throwing cold water on a fire.
5. **While on the subject of notetaking, whenever possible, plan to take plenty of notes about what the other person says.** Not only does notetaking demonstrate the importance of what's being said, but it also will prove invaluable when it comes time to evaluate what the other person has said or suggested.





Next Step

Congrats! You have just gained new knowledge.



To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!





Active Listening - Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

What I have learned

Where I apply the newly
acquired knowledge

The first step I take and
(what and when)





Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more '**natural**' and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



Active Listening - Monitor Your Progress

Name: _____

Date: _____

Here I applied the newly
acquired knowledge

This is what I did

This is the outcome and
what I learned from this
experience





Feedback

The Power of Feedback.
How to give, receive and ask for feedback.



Co-funded by
the European Union



The Power of Feedback

Consider the Value and Purpose of Feedback

Feedback is one of the most powerful tools to guide human behavior and one of the strongest influences on learning and achievement.

However, the impact of feedback can be either positive or negative.

But **what is feedback?**



The Value of Feedback in Communication



**is a fundamental tool
to guide human behavior**

People tend to adopt the
behaviors that produce
POSITIVE feedback, and avoid
the behaviors that produce
NEGATIVE feedback.

However, it can be challenging to give and receive feedback.





The Value of Feedback in Communication

Feedback is neither advice, nor praise, nor evaluation.

Feedback is information about how one is doing in effort to reach a goal.

There are **three types** of feedback:

- giving,
- receiving and
- asking for feedback.

All three of them are not the easiest!

Understanding of how to give feedback, to receive feedback and asking for it is important, but even more so in a leadership role.

Feedback can have **different aspects**. It can be:

- o **Written** comments
- o **Electronic** Comments
- o **Meetings** with individuals
- o **Suggestions** from peers.



What you have learned in a nutshell

Feedback is one of the most powerful tools to guide human behavior.

Feedback is neither advice, nor praise, nor evaluation.
It is information about how one is doing in effort to reach a goal.

People tend to adopt the behaviors that produce **POSITIVE** feedback, and avoid the behaviors that produce **NEGATIVE** feedback.





The Value of Giving, Receiving and Asking for Feedback

Effective feedback is

- given in a time of **learning** when there is still time to change or improve;
- used to provide **constructive criticism** or to receive **positive suggestions** to better oneself, a team, or an organization.

If feedback is given in a correct and constructive way, improvements can be made from the information that is either provided or received.

Individuals can grow from the information, either through positive reinforcement or through the correction of negative behaviors.

Just remember:

- Feedback should always be given in a way that **does not attack or judge the person**, but focuses on the (undesired) behavior.
- It is important to remember that feedback **is not always constructive**, and that it can be positive and/or negative



Check your knowledge

The value of feedback in communication

true or false?

People always behave the way they want, no matter what you tell them. Feedback cannot influence human behavior.

Feedback is neither advice nor praise.

Effective feedback is given in a time of learning when there is still time to change or improve.



The value of feedback in communication

Correct Answers

People always behave the way they want, no matter what you tell them. Feedback cannot influence human behavior.

No, this is not correct! People tend to adopt the behaviors that produce POSITIVE feedback, and avoid the behaviors that produce NEGATIVE feedback.

Feedback is neither advice nor praise.

Yes correct! Feedback is information about how one is doing in effort to reach a goal.

Effective listening can take place only if there are no external distractions, such as noise or other people talking.

Yes, correct! Feedback has to be given timely!



Constructive and Respectful Feedback – Basic Rules

No matter if you give, receive or ask for feedback, avoid:

- judgments or offenses
- inappropriate non-verbal body language
- sounding accusatory
- using “you”, and always start off using “I”
- giving or asking for feedback in the wrong setting
- ignoring the other person talking
- being close-minded



How to Provide Constructive and Respectful Feedback

Feedback is a powerful tool to guide human behavior, but it is also an art to provide, receive and ask for constructive and respectful feedback.



Start off with yourself providing the feedback you would like to get.



How to Provide Constructive and Respectful Feedback

- **Begin with "I" instead of "you".**
→ Starting with I, it is more likely that your counterpart will listen to you and accept critical notes.
- Time the feedback close to the event and **talk about the subject not the person.**
→ We can ask to change a person's behavior, not their way of being.
- **Clearly define the topic** you would like to talk about and concisely explain it to the other person without presuppositions offer suggestions, answer questions, and offer the individual concrete input about what could be done better, and in case also how.
→ Lump-sum feedback does not tell you what you did well and where you can improve, nor does it tell you what I want you to do for concrete.





How to Provide Constructive and Respectful Feedback

- **Ask "if you could go back, would you do it the same way or differently?"** then expand if necessary with further explanation.
→ If we find out for ourselves where we went wrong, we are more likely to correct the error.
- **Provide feedback with both constructive and positive suggestions** to express clearly what you expect the other person to do or improve. List all the positive first, then the negative.
→ Receiving only negative feedback spoils the willingness to go ahead



What you have learned in a nutshell

Whenever giving or asking for feedback avoid any kind of judgments or offenses or sounding accusatory, body language included.

Provide feedback with both constructive and positive suggestions to express clearly what you expect the other person to do or improve. List all the positive first, then the negative.

When providing feedback it is important to start off using "I" and to absolutely avoid using "you".





Check your knowledge

How to provide constructive and respectful feedback

true or false?

When you have to provide feedback, start off with „you“ to make sure the other person understands you are talking about him or her.

Whenever giving or asking for feedback avoid any kind of judgments or offenses or sounding accusatory, body language included.

Provide feedback with both constructive and positive suggestions to express clearly what you expect the other person to do or improve.



Correct Answers

How to provide constructive and respectful feedback

When you have to provide feedback, start off with „you“ to make sure the other person understands you are talking about him or her.

No, this is not correct! When providing feedback it is important to start off using “I” and to absolutely avoid using “you”.

Whenever giving or asking for feedback avoid any kind of judgments or offenses or sounding accusatory, body language included.

Yes correct! Judgments, offenses or accuses, even those expressed through body language, create a barrier and defensive behavior instead of openness to what you expect the other person to do.

Provide feedback with both constructive and positive suggestions to express clearly what you expect the other person to do or improve.

Yes, correct! Generic feedback is not good enough. It is very important to not only give constructive feedback, but to make positive, hands-on suggestions on what you want the other person to do.





How to Receive Feedback Effectively

Every single person wants to get feedback. It is just the way we get it, we might not appreciate.

However, even if the feedback is not provided the way we would like to get it, it always provides us with useful information about our counterpart along with a **different perspective or opinion**.

It is important to know how to receive feedback effectively.



How to Receive Feedback Effectively

- **Listen actively** to what the other person has to say, using all your channels, and keep your calm, even in case of negative feedback or criticism.
- **Repeat critical statements** in your own words and ask questions to see if you have understood correctly.
- Acknowledge that **feedback does not always have to be formal**.
- **Ask for feedback** from others to get more perspectives
- Knowing **how to listen to even negative criticism** without immediately countering makes one more powerful and can provide valuable information.





How to Receive Feedback Effectively

- Sometimes we misunderstand or misinterpret the message we receive. **Asking for more clarification** helps to understand and often to put it into perspective. Ask what the other person expects from you, in practical terms.
- Feedback always provides interesting and important information about **other people's perspective or opinion**, no matter if formal or not.
- This is important to gather more views and opinions.



What you have learned in a nutshell

Every single person wants to get feedback. It is just the way we get it, we might not appreciate.

Repeat critical statements in your own words and ask questions to see if you have understood correctly.

Keep your calm, listen actively, using all your channels, to what the other person has to say, even in case of negative feedback or criticism.





Check your knowledge

How to provide constructive and respectful feedback

true or false?

Everybody wants to get feedback. It is just the way we get it, we might not appreciate.

In case of negative feedback or criticism, just peacefully walk away! It is important to give the other person time to let the bad mood pass and think it over.

Repeat the critical statements you get in your own words and ask questions to see if you have understood correctly.



Correct Answers

How to provide constructive and respectful feedback

Everybody wants to get feedback. It is just the way we get it, we might not appreciate.

Yes, correct! 72% of employees say their performance would improve if their managers provided constructive feedback. (Interact/ Harris Poll).

In case of negative feedback or criticism, just peacefully walk away! It is important to give the other person time to let the bad mood pass and think it over.

No, this is not correct! On the contrary, it is important to, listen actively, to what the other person has to say, even in case of negative feedback or criticism. Always keep your calm and listen.

Repeat the critical statements you get in your own words and ask questions to see if you have understood correctly.

Yes, correct! It may well be that we have not properly understood what the other person is trying to tell us. Repeating what we have understood in our own words helps clarify any misunderstandings and, if necessary, obtain further specific information.





How to ASK For Feedback

Feedback is an important tool to gather information about how our counterpart perceives our performance and/or our behavior.

However, **giving feedback is always risky**. It could harm the relationship, and/or spoil the collaboration, to name just a few. So, often times people avoid giving feedback.

It can be very helpful **to be proactive and go ask for feedback**, if you follow some simple rules.



How to ASK For Feedback

Clearly define what you want to talk about and ask specific questions

If you ask: "Do you understand?", most people will say yes. Ask the person to tell you WHAT they understood.

Time the request for feedback as close as possible to the behavior, the event, etc., you want to talk about.

Be timely. If too much time passes, people might no longer remember and are likely to evaluate differently.

Ask for an explanation for the feedback

Ask for suggestions, and for concrete input about what you could have done better, and in case also how.

Only purposeful feedback helps you understand and improve in a goal- and action- oriented way.





What you have learned in a nutshell

Everybody wants feedback. However, giving feedback is always risky. It could harm the relationship, and/or spoil the collaboration.

Ask for suggestions, explanations and for concrete input about what you could have done better, and in case also how.

When asking for feedback, clearly define what you want to talk about and ask specific questions.





Check your knowledge

How to ask for feedback

true or false?

Giving feedback is always risky. It could spoil the relationship and harm the collaboration. This is why nobody wants to get feedback.

When asking for feedback, be as generic as possible in order to make sure the other person does not have to take an uncomfortable position.

Ask for suggestions, explanations and for concrete input about what you could have done better, and in case also how.





Correct Answers

How to ask for feedback

Giving feedback is always risky. It could spoil the relationship and harm the collaboration. This is why nobody wants to get feedback.

No, this is not correct! Everybody wants to get feedback. It is just that it is always risky to give feedback. So, often times people do not provide feedback, and you have explicitly to ask to get it.

When asking for feedback, be as generic as possible in order to make sure the other person does not have to take an uncomfortable position.

No, this is not correct! Always clearly define what you want to talk about and ask specific questions, when asking for feedback. Generic feedback does not add value, and does not tell you what the other person wants you to do or improve.

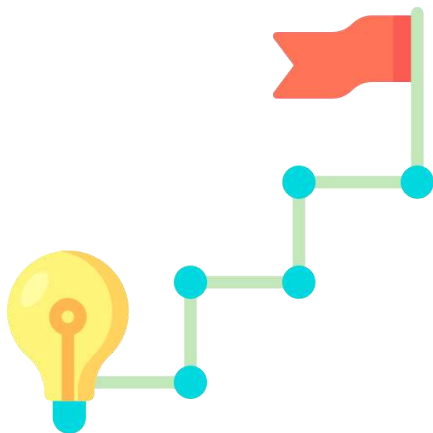
Ask for suggestions, explanations and for concrete input about what you could have done better, and in case also how.

Yes, correct! It is always important to be specific, not matter if you are providing or asking for feedback.



Next Step

Congrats! You have just gained new knowledge.



To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!





Feedback - Action Plan to Implement my Newly Acquired Knowledge

Name:

Date:

| <i>What I have learned</i> | <i>Where I apply the newly acquired knowledge</i> | <i>The first step I take and (what and when)</i> |
|----------------------------|---------------------------------------------------|--------------------------------------------------|
| | | |
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Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more '**natural**' and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



Feedback – Monitor Your Progress

Name:

Date:

*Here I applied the newly
acquired knowledge*

This is what I did

*This is the outcome and what I
learned from this experience*





Congratulations!

You have just **finished module number 7** on **how to listen actively** and **how to provide, receive and ask for feedback**.

Well done! You can be proud of yourself!

But we never stop learning, as you know...



The **next interesting module** is already waiting for you:

module n. 8 on conflict transformation



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Module n. 8

Conflict Transformation



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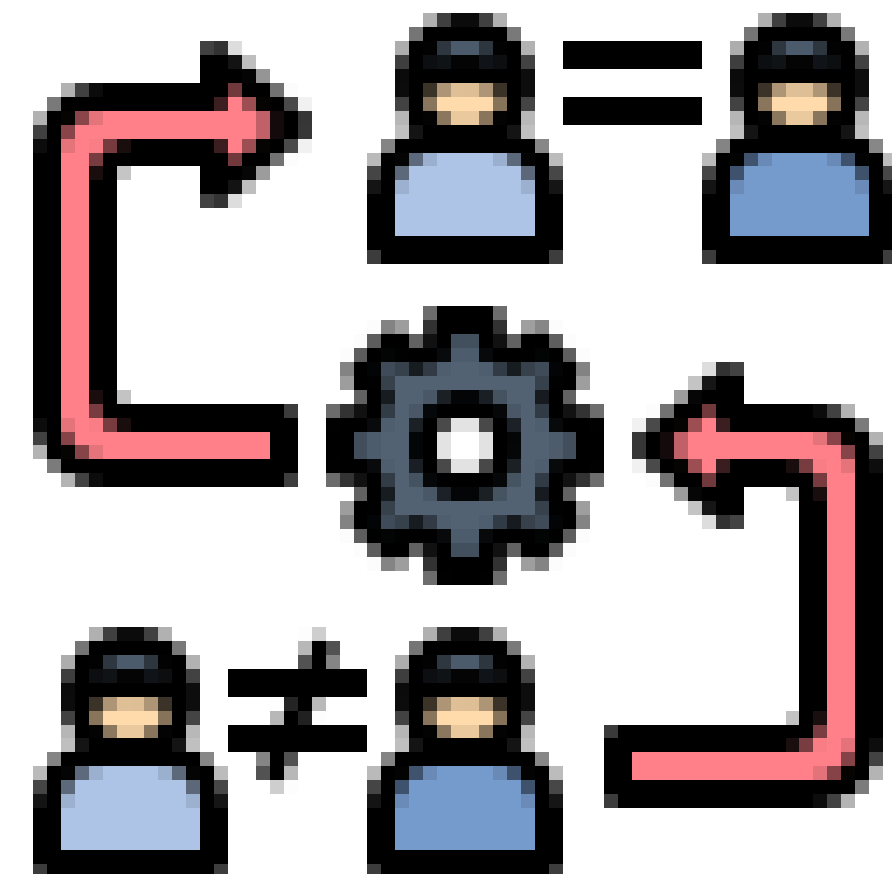
Conflict Transformation

Any workplace will inevitably experience conflict, but with the appropriate approaches, it may be turned into **a chance for development and constructive change.**

Therefore, it is essential to learn practical tactics and ways to build a harmonious work environment where **conflicts are effectively addressed and resolved** to create a balanced workplace.

There should be a work environment that promotes
**EMPLOYEE HAPPINESS,
PRODUCTIVITY, AND INNOVATION**

by putting certain techniques into practice.



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Nature of Workplace Conflict

UNDERSTANDING ITS ORIGINS AND DYNAMICS

Conflicts are an inevitable part of human interaction, and the workplace is no exception.

Understanding the nature of workplace conflicts is crucial for effectively managing and resolving them.

These conflicts arise from a **variety of factors** and can take **different forms** within the organizational setting.



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Nature of Workplace Conflict

One key aspect of workplace conflict is the **diverse perspectives, interests, and personalities of individuals** within the organization.

Each employee brings their **unique background, experiences, and beliefs** to the workplace, which **can result in clashes and differences of opinion.**

These divergent viewpoints can lead to **misunderstandings, disagreements,** and ultimately, **conflicts.**



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Nature of Workplace Conflict

In addition to differing perspectives, conflicts can stem from

VARIATIONS IN COMMUNICATION STYLES.

People have distinct ways of **expressing themselves, interpreting information, and conveying their ideas.**

When **communication styles clash**, it can lead to **miscommunication, frustration, and conflicts** within teams or between individuals.



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Nature of Workplace Conflict

Workplace conflicts can also arise from

DIFFERENCES IN WORK METHODS AND APPROACHES.

Employees may have **different ways of accomplishing tasks, managing projects, or prioritizing work.**

These **differences can create tension**, as individuals may feel that their methods are superior or that others are not meeting expectations.

This can result in **conflicts over preferred work practices** and the best way to achieve organizational goals.



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Nature of Workplace Conflict

Conflicts can also emerge from

DISPARITIES IN GOALS AND VALUES

Each employee may have their **own set of objectives and personal aspirations** within the workplace.

When these goals conflict with the goals of others or the overall organizational objectives, it can lead to clashes and conflicts of interest.

DIFFERENCES IN VALUES, SUCH AS ETHICAL OR CULTURAL VALUES

can also contribute to conflicts if they are not properly addressed and managed.



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Nature of Workplace Conflict

UNDERSTANDING THE NATURE OF WORKPLACE CONFLICT...

HELPS TO DEVELOP STRATEGIES FOR CONFLICT RESOLUTION AND PREVENTION.

Organizations can create an environment where conflicts are managed
constructively by

ACKNOWLEDGING AND RESPECTING DIVERSE PERSPECTIVES, PROMOTING EFFECTIVE
COMMUNICATION, AND FOSTERING A CULTURE OF COLLABORATION

Open dialogue, active listening, and the willingness to find common ground
are essential for addressing conflicts and promoting a harmonious work
environment.



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Types of Workplace Conflict

Workplace conflicts can also be manifested at **various levels** within the organization. We identify mainly four different levels:

ORGANIZATIONAL CONFLICT

TEAM CONFLICT

INTERPERSONAL CONFLICTS

PERSONAL CONFLICT



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Types of Workplace Conflict

ORGANIZATIONAL CONFLICT

Conflicts within an organization can arise between several divisions, departments, or levels of the hierarchy.

These disagreements frequently result from **opposing priorities, a lack of resources, or divergent tactics.**

Organizational conflicts can also be sparked by **power struggles, territorial disputes, or disparities in organizational cultures.**

Strong leadership, efficient communication, and group decision-making are necessary for resolving organizational conflicts.





Types of Workplace Conflict

TEAM CONFLICT

Team disputes happen when members of a team or group are cooperating to achieve a common objective.

These disagreements could result from **opposing work habits, divergent visions of the future, or divergent approaches to achieving goals.**

Team conflicts may be caused by **unclear roles and duties, poor communication, or a mismatch in expectations.**

To overcome these obstacles, effective teamwork and conflict resolution techniques are crucial.





Types of Workplace Conflict

INTERPERSONAL CONFLICTS

Interpersonal conflicts occur between individuals within the organization. These conflicts **can stem from disagreements, personality clashes, or conflicts of interest.**

Tensions and conflicts may result from **disparities in communication styles, working methods, or values.**

To maintain a productive workplace, it's crucial to resolve interpersonal disputes quickly.





Types of Workplace Conflict

PERSONAL CONFLICT

Personal conflicts are conflicts that spill over into the workplace from personal issues outside of work.

Personal problems, unresolved conflicts, or emotional baggage **can impact work relationships and productivity.**

These conflicts can **disrupt teamwork, communication, and overall employee well-being.**

Encouraging a supportive work environment and providing resources for personal development and conflict resolution can help mitigate personal conflicts.





The Impact of Workplace Conflict

Conflict is like a storm that disrupts the calmness of any workplace.

It **hampers communication, collaboration, and overall productivity**. Employees may experience **stress, frustration, and dissatisfaction**, leading to decreased motivation and engagement. In extreme cases, conflicts can escalate to such a degree that talented individuals choose to leave the organization. Thus, it is imperative for organizations to **address conflicts promptly and effectively**.



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The Impact of Workplace Conflict

IMPACT ON EMPLOYEE WELL-BEING AND PRODUCTIVITY

EMPLOYEE WELL-BEING:

Conflict creates stress, tension, and anxiety, affecting job satisfaction and mental health.

REDUCED PRODUCTIVITY:

Unresolved conflicts disrupt workflow, collaboration, and communication, hindering decision-making and problem-solving.

NEGATIVE WORK ENVIRONMENT:

Lingering conflicts foster a toxic work environment, leading to increased turnover, absenteeism, and decreased employee loyalty.



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The Impact of Workplace Conflict

EMPLOYEE WELL-BEING:

Workplace conflicts create a **stressful and tense atmosphere** that can have detrimental effects on employee well-being.

Constant exposure to conflict leads to increased levels of stress, anxiety, and job dissatisfaction. It can also contribute to **mental health issues such as depression or burnout.**

When employees experience conflict, their **overall job satisfaction and motivation** are **significantly affected, leading to decreased productivity and engagement.**



The Impact of Workplace Conflict

REDUCED PRODUCTIVITY:

Unresolved conflicts **disrupt the workflow and create barriers to effective collaboration and communication.**

As conflicts escalate or linger, employees may spend more time dealing with interpersonal issues rather than focusing on their tasks and responsibilities.

This hinders productivity by **slowing down decision-making processes, impeding problem-solving, and compromising the quality of work.**

Moreover, conflicts often lead to a **breakdown in teamwork and coordination, further reducing overall productivity.**



The Impact of Workplace Conflict

NEGATIVE WORK ENVIRONMENT:

When conflicts persist and remain unresolved, they contribute to a **toxic work environment**.

Lingering conflicts can create a **culture of hostility, mistrust, and negativity among employees**. This toxic environment affects not only those directly involved in the conflict but also other team members who witness or are indirectly affected by it.

In such an environment, employees may feel **demotivated, anxious, and disengaged**, leading to **increased turnover rates, higher levels of absenteeism, and decreased loyalty to the organization**.



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What you have learned in a nutshell

NATURE OF WORKPLACE CONFLICT

Diverse perspectives, work methods, and values contribute to conflicts in the workplace. Communication styles, goals, and personality clashes play a role.

TYPES OF CONFLICT

Interpersonal, team, organizational, and personal conflicts are common in the workplace, arising from disagreements, conflicting goals, and hierarchical differences.

IMPACT OF CONFLICT

Conflict creates stress, reduces productivity, and fosters a negative work environment. It affects employee well-being, job satisfaction, communication, collaboration, and can lead to high turnover rates.



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Check your knowledge

Conflict Transformation focuses on resolving conflicts when they arise rather than proactively reducing conflict levels.

Conflict in the workplace can lead to decreased employee motivation and engagement.

Conflict Transformation helps create a work environment that avoids conflicts altogether

Conflict Transformation enhances workplace performance and can lead to increased employee turnover.

**Conflict
Transformation**

...

true or false?



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Correct Answers

Conflict Transformation focuses on resolving conflicts when they arise rather than proactively reducing conflict levels.

No, this is not correct! The statement incorrectly suggests that conflict transformation focuses on resolving conflicts when they arise. In fact, conflict transformation emphasizes proactively reducing conflict levels and transforming negative dynamics into positive outcomes, rather than just addressing conflicts as they occur.

Conflict in the workplace can lead to decreased employee motivation and engagement.

Yes, correct! Conflict in the workplace can result in decreased motivation and engagement among employees. This is because conflicts can create stress, frustration, and dissatisfaction, which negatively impact employee morale and overall engagement.

**Conflict
Transformation**

...

true or false?



Correct Answers

Conflict Transformation

...

true or false?

Conflict Transformation helps create a work environment that avoids conflicts altogether

No, this is not correct! conflict transformation aims to create a work environment that avoids conflicts altogether. However, conflict transformation focuses on addressing conflicts effectively and transforming negative dynamics, rather than avoiding conflicts entirely. It encourages open dialogue, understanding, and constructive problem-solving to create a positive work environment.

Focusing on mental health is contraproductive for the workplace.

No, this is not correct! In reality, effective conflict management and transformation can contribute to higher employee retention rates. When conflicts are managed proactively and employees feel supported, valued, and heard, they are more likely to remain committed and loyal to the organization.



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Understanding Conflict Transformation

Conflict transformation goes beyond conflict resolution or management.

It emphasizes **proactively reducing conflict levels** and **transforming negative dynamics into positive outcomes.**

Instead of allowing conflicts to fester and escalate, organizations focus on **creating an environment that promotes open dialogue, understanding, and constructive problem-solving.**

By addressing conflicts at their core, organizations can cultivate a **culture of mutual respect, trust, and collaboration.**



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Benefits of Conflict Transformation

ENHANCED WORKPLACE PERFORMANCE:

By actively addressing conflicts, organizations can **boost employee morale and job satisfaction**. When conflicts are managed effectively, **employees feel heard and valued**, leading to **improved performance and increased productivity**. Teams can work synergistically towards common goals, leveraging their diverse perspectives and skills.

POSITIVE WORK ENVIRONMENT:

Conflict transformation **fosters a supportive and inclusive work environment**. Instead of avoiding conflicts or resorting to destructive behaviors, **employees learn to address issues assertively and respectfully**. This approach **encourages open communication, trust-building, and teamwork**, creating a **positive atmosphere** where **everyone feels empowered** to contribute their best.



Benefits of Conflict Transformation

STRONGER LEADERSHIP AND MANAGEMENT:

Conflict transformation **equips managers and leaders with essential skills to navigate and resolve conflicts.** They gain the **ability to identify conflict triggers, mediate disputes, and facilitate constructive conversations.**

Effective conflict management enhances their leadership prowess and establishes them as trusted guides who can steer their teams towards success.

RETENTION OF TALENT:

When conflicts are managed proactively, **employees feel supported and valued** within the organization. They are more likely to **remain committed and loyal, reducing turnover rates.** By creating a conflict-sensitive environment, organizations can **retain top talent, fostering long-term growth and success.**



Embracing Conflict Transformation

To embrace conflict transformation, organizations can provide employees with

SPECIALIZED TRAINING AND RESOURCES.

These initiatives can **enhance conflict resolution skills, promote effective communication techniques, and cultivate a culture of empathy and understanding.**

By investing in conflict transformation, organizations lay the foundation for a

HEALTHIER AND MORE PRODUCTIVE WORKPLACE.



What you have learned in a nutshell

BENEFITS OF CONFLICT TRANSFORMATION

By addressing conflicts proactively, organizations reduce their negative effects on employees, teams, and the entire organization. It equips leaders and employees with skills to navigate disputes, foster stronger relationships, and promote a positive work culture.

Embracing conflict transformation minimizes the impact of conflicts on employees and teams. It empowers leaders and employees with the necessary skills to navigate disputes effectively, leading to improved relationships and a more positive work environment.

Conflict transformation turns conflicts into opportunities for growth, collaboration, and success in the workplace. By adopting proactive approaches and building stronger relationships, organizations can transform conflicts into catalysts for positive change and achieve long-term success.



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Check your knowledge

Workplace Conflict...

true or false?

Workplace conflicts can arise from differences in communication styles, work methods, and values.

Conflict in the workplace is solely caused by personality clashes.

Interpersonal conflicts can occur between individuals within a team.

Organizational conflicts only arise between different hierarchical levels.

Conflict in the workplace has no impact on employee well-being.

Unresolved conflicts do not affect productivity and teamwork.



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Correct Answers

Workplace conflicts can arise from differences in communication styles, work methods, and values.

Yes, correct! Differences in communication styles, work methods, and values contribute to conflicts in the workplace. When individuals have diverse perspectives and approaches to work, conflicts can arise due to miscommunication, misunderstandings, or conflicting expectations.

...

Conflict in the workplace is solely caused by personality clashes.

No, this is not correct! While personality clashes can be one factor contributing to workplace conflicts, they are not the sole cause. Conflicts can also stem from differences in work styles, goals, values, or organizational structures. It's important to recognize that conflicts can have multiple underlying causes.

Conflict Transformation

true or false?



Correct Answers

Conflict Transformation

...

true or false?

Interpersonal conflicts can occur between individuals within a team.

Yes, correct! Interpersonal conflicts can indeed occur between individuals within a team. Disagreements, differences in opinions, or conflicts of interest can lead to tensions and conflicts between team members, affecting collaboration and team dynamics.

Organizational conflicts only arise between different hierarchical levels.

No, this is not correct! Organizational conflicts can arise between different departments, divisions, or hierarchical levels within an organization. These conflicts can be related to resource allocation, power struggles, goal misalignment, or differing priorities. It is not limited to conflicts between hierarchical levels alone.



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Correct Answers

Conflict Transformation

...

true or false?

Conflict in the workplace has no impact on employee well-being.

Yes, correct! Workplace conflicts create stress, tension, and anxiety, which can have a negative impact on employee well-being. They can affect job satisfaction, increase emotional exhaustion, and even lead to mental health issues if left unresolved.

Unresolved conflicts do not affect productivity and teamwork.

No, this is not correct! Unresolved conflicts can significantly impact productivity and teamwork. They can disrupt workflow, hinder effective communication, create barriers to collaboration, and impede decision-making processes. Team members may become disengaged, and the overall productivity of the team or organization may suffer as a result.



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Conflict Resolution Styles

UNDERSTANDING THEIR IMPLICATIONS FOR WORKPLACE DYNAMICS

Conflict is a natural part of human interaction, and **how conflicts are resolved greatly impacts workplace dynamics and relationships.**

Identifying different conflict resolution styles is key to effectively managing conflicts and fostering a positive work environment. Each style has its **own strengths and implications**, which can **influence the outcomes and long-term dynamics** within the workplace.





Conflict Resolution Styles

COLLABORATIVE STYLE

Here, individuals seek middle-ground solutions through concessions from each party. This style aims to find a fair and acceptable resolution for everyone involved. It promotes a sense of fairness and maintains relationships, making it useful when preserving harmony is important.

However, compromising may result in suboptimal solutions and unresolved underlying issues.

COMPROMISING STYLE

Emphasizes open communication, active listening, and seeking win-win solutions. It encourages individuals to work together, consider multiple perspectives, and find mutually beneficial outcomes. It promotes cooperation, creativity, and long-term relationship building.

However, this approach may require more time and effort to reach consensus, making it less suitable for time-sensitive or urgent situations.





Conflict Resolution Styles

ACCOMMODATING STYLE

Involves prioritizing the needs and desires of others over personal interests. Individuals who use this style tend to be cooperative and selfless, aiming to maintain relationships and minimize tension. This approach can be beneficial in situations where preserving harmony and goodwill are crucial. However, excessive accommodation may lead to personal dissatisfaction and the suppression of individual needs and concerns.

COMPETITIVE STYLE

Is characterized by assertiveness and pursuing one's own interests at the expense of others. This style often involves power struggles, confrontation, and a win-lose mentality. It can be effective in certain situations that require quick decision-making or when standing up for important principles. However, the competitive style may create a hostile work environment, damage relationships, and hinder long-term collaboration.



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Conflict Resolution Styles

AVOIDING STYLE

The avoiding conflict resolution style involves sidestepping or ignoring conflicts altogether. Individuals may choose to withdraw, change the subject, or delay addressing the issue. While this style may temporarily reduce tension and maintain a sense of harmony, it can also perpetuate unresolved conflicts, leading to resentment and further complications.



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Conflict Management Strategies

PROACTIVE APPROACHES TO PREVENT AND MANAGE CONFLICTS

Conflict is an inevitable part of any workplace, but how organizations approach and manage conflicts can significantly impact their overall productivity and employee well-being.

By **adopting proactive conflict management strategies**, organizations can prevent conflicts from escalating and transform them into **opportunities for growth and collaboration**.

Let's explore some essential strategies for conflict transformation and resolution.

**EFFECTIVE
COMMUNICATION
TECHNIQUES**

**CONFLICT
RESOLUTION
FRAMEWORKS**

**TEAM-BUILDING
EXERCISES**

**CONFLICT
PREVENTION
STRATEGIES**



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Conflict Management Strategies

EFFECTIVE COMMUNICATION TECHNIQUES

Clear and open communication is crucial for preventing and managing conflicts. Encouraging **active listening, promoting dialogue, and fostering a culture of transparency** can help address issues before they escalate.

Organizations should provide **COMMUNICATION TRAINING** to employees, emphasizing the importance of **RESPECTFUL AND CONSTRUCTIVE COMMUNICATION** to prevent misunderstandings and resolve conflicts peacefully.



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Conflict Management Strategies

CONFLICT RESOLUTION FRAMEWORKS

Implementing structured conflict resolution frameworks can provide a systematic approach to manage conflicts.

Techniques such as **negotiation, mediation, and arbitration** offer effective ways to find mutually beneficial solutions and facilitate compromises.

These frameworks enable parties involved in conflicts to

EXPRESS THEIR CONCERNS, UNDERSTAND DIFFERENT PERSPECTIVES, AND WORK TOWARDS RESOLVING THE UNDERLYING ISSUES.



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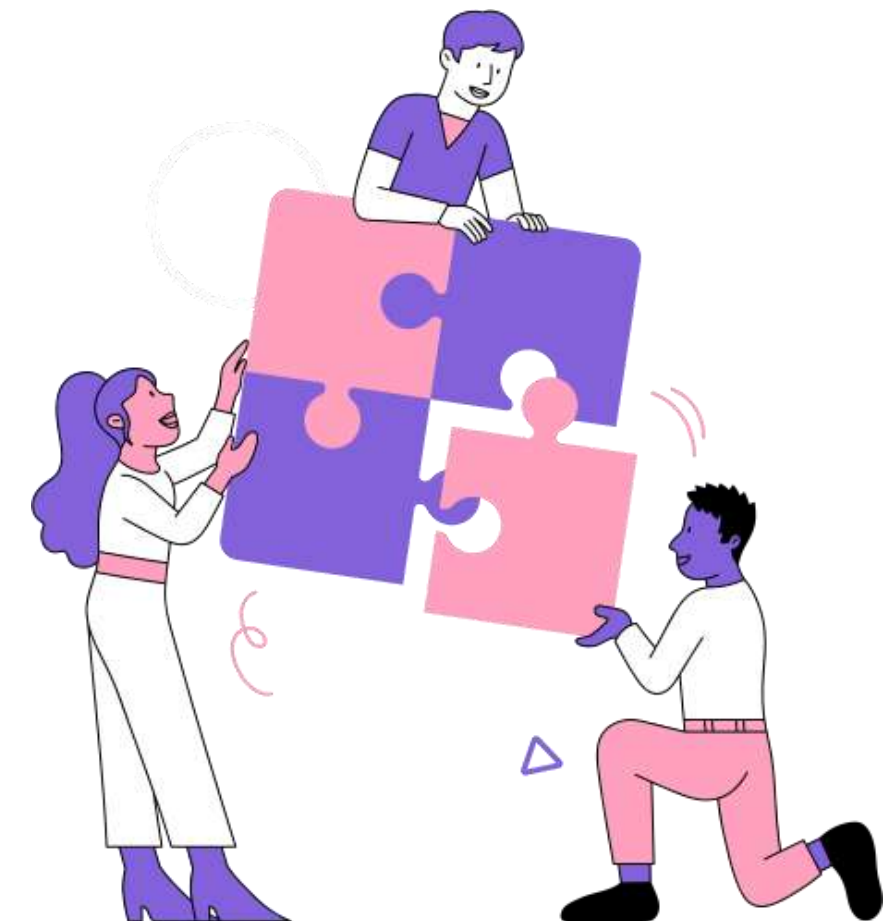
Conflict Management Strategies

TEAM-BUILDING EXERCISES

Building strong and cohesive teams can help prevent conflicts by **fostering positive relationships and promoting mutual understanding**. Team-building exercises, such as

TRUST-BUILDING ACTIVITIES, PROBLEM-SOLVING WORKSHOPS, AND COLLABORATIVE PROJECTS encourage employees to **work together, appreciate diversity, and develop effective communication and conflict resolution skills**.

By fostering a sense of camaraderie and shared goals, teams become better equipped to navigate conflicts when they arise.



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Conflict Management Strategies

CONFLICT PREVENTION STRATEGIES

Preventing conflicts before they occur is equally important. Organizations can establish clear **policies, procedures, and guidelines** to address potential sources of conflicts, such as role ambiguity, resource allocation, and goal misalignment.

REGULAR TEAM MEETINGS, FEEDBACK
SESSIONS, AND PERFORMANCE EVALUATIONS

provide opportunities to identify and **address underlying issues and promote a proactive approach** to conflict prevention.



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What you have learned in a nutshell

CONFLICT MANAGEMENT STRATEGIES

Adopt conflict management strategies to view conflicts as growth opportunities. Emphasize effective communication, structured resolution frameworks, and conflict prevention to enhance collaboration and productivity.

Use conflict management strategies to turn conflicts into catalysts for positive change. Invest in team-building exercises and promote open communication to foster collaboration and employee satisfaction.

Implement conflict management strategies to boost productivity and overall success. Embrace structured resolution frameworks, effective communication, and conflict prevention for a positive work environment and employee satisfaction.



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Check your knowledge

Conflict Management Strategies

true or false?

Conflict resolution strategies emphasize finding mutually beneficial solutions to conflicts.

Avoiding conflicts altogether is an effective strategy for managing workplace disputes.

Effective conflict management can contribute to improved teamwork and collaboration.

Ignoring conflicts and hoping they will resolve themselves is a proactive approach to conflict management.



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Correct Answers

Creating a Positive Work Environment

true or false?

Conflict resolution strategies emphasize finding mutually beneficial solutions to conflicts.

Yes, correct! Conflict resolution strategies aim to find mutually beneficial solutions by actively addressing and resolving conflicts. These strategies focus on open communication, negotiation, compromise, and finding win-win outcomes that satisfy the needs of all parties involved.

Avoiding conflicts altogether is an effective strategy for managing workplace disputes.

No, this is not correct! Avoiding conflicts altogether is not an effective strategy for managing workplace disputes. Ignoring or suppressing conflicts can lead to unresolved issues, increased tension, and potential escalation of conflicts over time. It is important to address conflicts proactively rather than avoiding them.



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Correct Answers

Creating a Positive Work Environment

true or false?

Effective conflict management can contribute to improved teamwork and collaboration.

Yes, correct! Effective conflict management strategies promote open communication, active listening, and collaboration. By addressing conflicts constructively, teams can improve their understanding, resolve differences, and foster a positive work environment that encourages teamwork and collaboration.

Ignoring conflicts and hoping they will resolve themselves is a proactive approach to conflict management.

No, this is not correct! Ignoring conflicts and hoping they will resolve themselves is not a proactive approach to conflict management. Unresolved conflicts can have negative impacts on relationships, team dynamics, and overall productivity. It is important to address conflicts proactively, providing a platform for open dialogue and seeking resolution in a timely manner.



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Creating a Conflict-Aware Culture

FOSTERING OPEN COMMUNICATION, EMPATHY, AND CONSTRUCTIVE FEEDBACK

In a healthy and thriving workplace, conflicts are not seen as disruptive obstacles but as opportunities for growth and collaboration. Cultivating a conflict-aware culture is crucial for creating an environment where open communication, empathy, and constructive feedback are valued. Here are some essential aspects to consider when fostering such a culture:

**PROVIDING
CONFLICT
RESOLUTION
TRAINING**

**PRACTICING
ACTIVE
LISTENING**

**PROMOTING
EMPATHY AND
UNDERSTANDING**

**EMPHASIZING
CONSTRUCTIVE
FEEDBACK**

**ENCOURAGING
OPEN
COMMUNICATION**

**LEADING BY
EXAMPLE**



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Creating a Conflict-Aware Culture

PROVIDING CONFLICT RESOLUTION TRAINING

Invest in conflict resolution training for employees at all levels of the organization. Equip them with the necessary skills, techniques, and frameworks to manage conflicts effectively.

Training programs can cover
**NEGOTIATION SKILLS, MEDIATION
TECHNIQUES, AND STRATEGIES FOR
COLLABORATIVE PROBLEM-SOLVING**

empowering individuals to navigate conflicts
with confidence.





Creating a Conflict-Aware Culture

PRACTICING ACTIVE LISTENING

Active listening plays a pivotal role in conflict-aware cultures.

Encourage employees to **LISTEN ATTENTIVELY** to another, **seeking to understand different perspectives.**

By actively listening, individuals can develop **EMPATHY, GAIN INSIGHTS INTO UNDERLYING ISSUES, AND FIND COMMON GROUND FOR RESOLUTION.**



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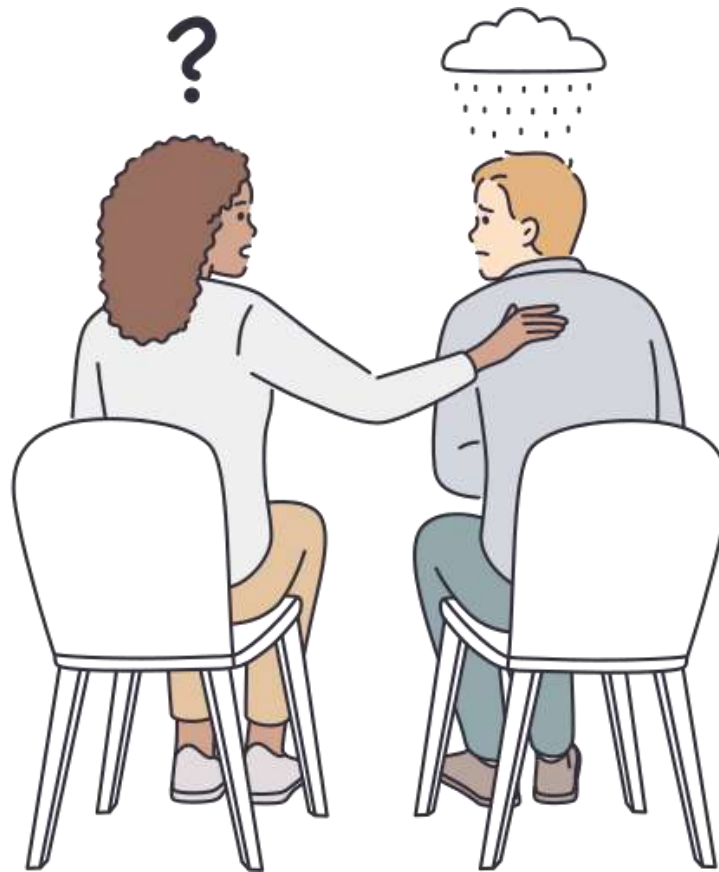


Creating a Conflict-Aware Culture

PROMOTING EMPATHY AND UNDERSTANDING

EMPATHY is a key ingredient in conflict resolution. Encourage employees to **put themselves in others' shoes, understanding their viewpoints and emotions.**

Promote empathy through **training programs, workshops, and team-building activities** that help individuals **RECOGNIZE AND APPRECIATE THE DIVERSE PERSPECTIVES** within the organization.



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Creating a Conflict-Aware Culture

EMPHASIZING CONSTRUCTIVE FEEDBACK

Constructive feedback is crucial for **PERSONAL AND PROFESSIONAL GROWTH.**

Encourage employees to **PROVIDE FEEDBACK IN A RESPECTFUL AND CONSTRUCTIVE MANNER.**

Establish feedback mechanisms that focus on

SPECIFIC BEHAVIORS, HIGHLIGHT STRENGTHS, AND SUGGEST AREAS FOR IMPROVEMENT.

By fostering a feedback culture, conflicts can be addressed constructively and opportunities for growth can emerge.



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Creating a Conflict-Aware Culture

ENCOURAGING OPEN COMMUNICATION

Establish a culture that promotes **OPEN AND TRANSPARENT COMMUNICATION.**
Encourage employees to **EXPRESS THEIR THOUGHTS, CONCERNS, AND IDEAS FREELY,**
fostering an environment where everyone feels heard and valued.

OPEN COMMUNICATION CHANNELS

allow conflicts to be addressed proactively
and resolved before they escalate.



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Creating a Conflict-Aware Culture

LEADING BY EXAMPLE

LEADERS PLAY A VITAL ROLE IN SHAPING THE CULTURE OF AN ORGANIZATION.

Demonstrate conflict-aware behavior by embracing
OPEN COMMUNICATION, ACTIVELY LISTENING, SHOWING EMPATHY, AND PROVIDING CONSTRUCTIVE FEEDBACK

When leaders lead by example, employees are more likely to follow suit, creating a culture that values conflict resolution and collaboration.



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Workplace Innovation and Conflict Transformation

At first glance, workplace innovation and conflict transformation may appear contradictory. However, they are **interconnected and can reinforce each other** in several ways:

ENCOURAGING OPEN COMMUNICATION

RESOLVING DIFFERENCES CREATIVELY

BUILDING TRUST AND COLLABORATION

**REINFORCING POSITIVE CHANGE AND ORGANIZATIONAL
SUCCESS**



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Workplace Innovation and Conflict Transformation

ENCOURAGING OPEN COMMUNICATION

Workplace innovation promotes open communication and encourages employees to share their ideas and opinions.

This **transparency and inclusiveness** create an environment where conflicts can be brought to the surface and addressed constructively through conflict transformation techniques.

RESOLVING DIFFERENCES CREATIVELY

Conflict transformation techniques, such as **brainstorming and collaboration**, align with the principles of workplace innovation.

By leveraging the diverse perspectives and skills of team members, conflicts can be resolved in innovative ways, leading to **creative solutions** that drive organizational progress.





Workplace Innovation and Conflict Transformation

BUILDING TRUST AND COLLABORATION

Conflict transformation fosters **trust, respect, and understanding among employees**. This foundation of trust is **crucial for successful workplace innovation**, as it encourages **risk-taking, idea-sharing, and collaboration**. Conversely, workplace innovation **initiatives that prioritize teamwork and collaboration** can help mitigate conflicts by promoting a shared sense of purpose and common goals.

REINFORCING POSITIVE CHANGE AND ORGANIZATIONAL SUCCESS

By integrating conflict transformation and workplace innovation, organizations can **reinforce positive change and drive long-term success**. When conflicts are addressed through transformation techniques, **innovative ideas can flourish** without being hindered by unresolved tensions. Likewise, workplace innovation initiatives can help prevent conflicts by creating an **inclusive and collaborative work environment** that **values and respects diverse perspectives**.





What you have learned in a nutshell

CONFLICT MANAGEMENT STRATEGIES

Creating a positive work environment is crucial for employee engagement, motivation, and satisfaction. Effective communication prevents conflicts from escalating, fostering a harmonious workplace culture.

Recognizing employee contributions and promoting appreciation reduces conflicts. Supporting work-life balance and offering growth opportunities enhance motivation and satisfaction.

Leading by example and establishing clear policies and procedures create a positive work environment. It strengthens collaboration, prevents conflicts, and contributes to organizational success.



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Check your knowledge

Creating a Positive Work Environment

true or false?

Effective communication is a key strategy for creating a positive work environment and preventing conflicts.

Recognizing employee contributions and providing growth opportunities can decrease motivation and satisfaction.

Leading by example has no impact on fostering a positive work environment or conflict prevention.

Clear policies and procedures play a role in establishing stability and fairness in the workplace, reducing the likelihood of conflicts.



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Correct Answers

Creating a Positive Work Environment true or false?

Effective communication is a key strategy for creating a positive work environment and preventing conflicts.

Yes, correct! Effective communication is crucial for creating a positive work environment and preventing conflicts. Open and transparent communication allows employees to express their ideas, concerns, and feedback, reducing misunderstandings and resolving conflicts at an early stage.

Recognizing employee contributions and providing growth opportunities can decrease motivation and satisfaction.

No, this is not correct! Recognizing employee contributions and providing growth opportunities typically increase motivation and satisfaction. When employees feel valued and have opportunities for development, they are more likely to stay engaged and committed to their work.



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Correct Answers

Creating a Positive Work Environment

true or false?

Leading by example has no impact on fostering a positive work environment or conflict prevention.

No, this is not correct! Leading by example has a significant impact on fostering a positive work environment and conflict prevention. When leaders demonstrate positive behaviors, effective communication, and conflict resolution skills, they set a tone of respect, collaboration, and inclusivity that can positively influence the entire organization.

Recognizing employee contributions and providing growth opportunities can decrease motivation and satisfaction.

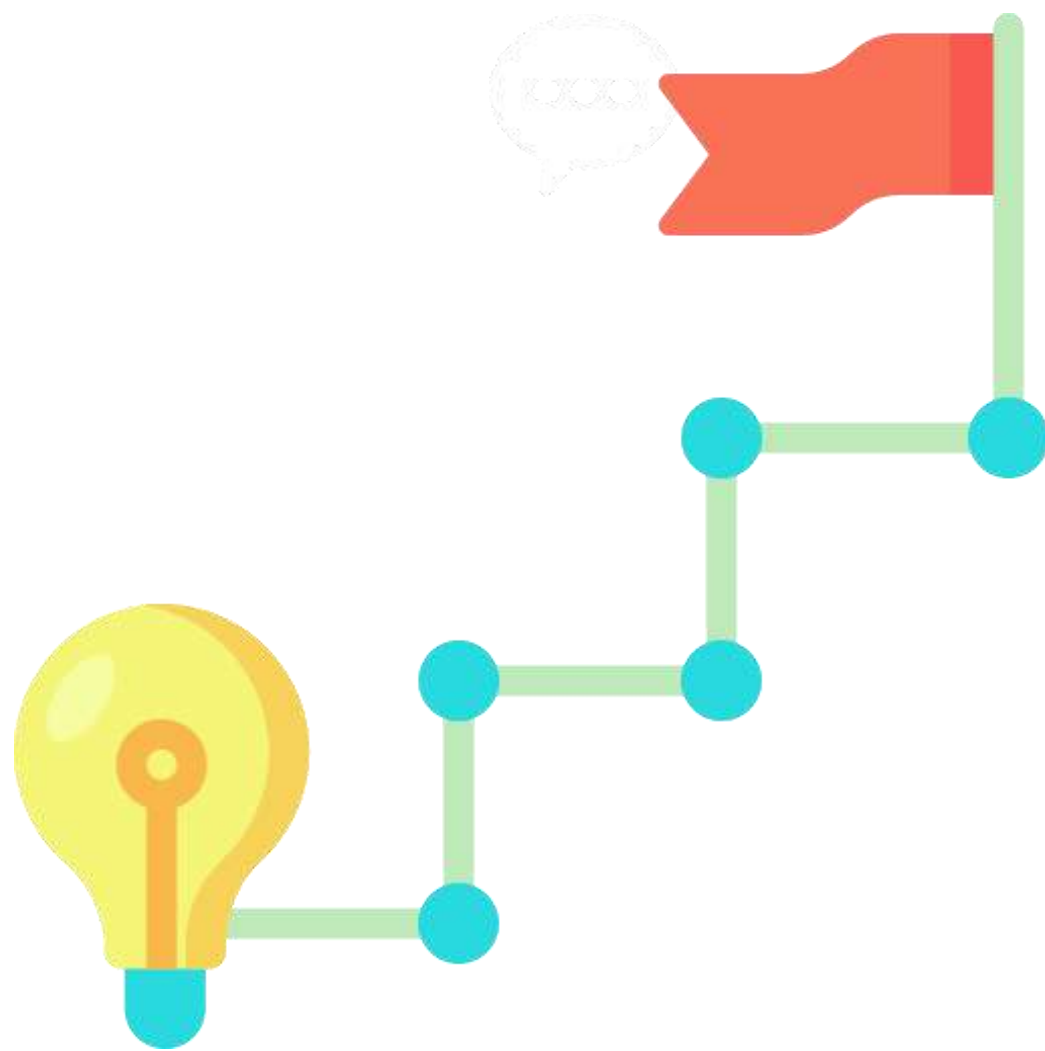
Yes, correct! Clear policies and procedures establish stability and fairness in the workplace. They provide guidelines for conflict resolution, emphasizing open communication, mediation, and finding mutually beneficial solutions. By having clear expectations and processes in place, conflicts can be addressed and resolved in a constructive manner.



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CONGRATULATIONS



Next Step

You have just gained new knowledge.

To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply you new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!



Active Listening - Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

| What I have learned | Where I apply the newly acquired knowledge | The first step I take and (what and when) |
|---------------------|--------------------------------------------|-------------------------------------------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |



Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more **'natural'** and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



Monitor Your Progress

Name: _____

Date: _____

Here I applied the newly
acquired knowledge

This is what I did

This is the outcome and what I
learned from this experience



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Congratulations!

You have just finished

Module N° 8 on Conflict Transformation



**You can be proud of
yourself!**

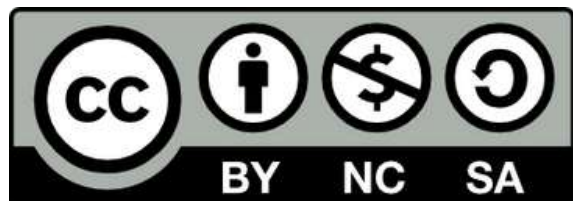
But we never stop learning, as you know...

The next interesting module is already waiting for you:

Module N° 9 on How to motivate and persuade



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Module n. 9

How to motivate and persuade



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Author: Fenia Kalantzi - Innovation Hive

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6. Persuasion Tips
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8. Few extra Persuasion Tips
9. Persuasion Exercise
10. Characteristics of a good leader-Case study



Meaning of motivation

Motivation is the driving force that energizes, directs, and sustains an individual's behavior towards achieving a goal.

In the context of **companies**, motivation plays a crucial role in influencing employees' **attitudes, performance,** and overall **job satisfaction**. When employees are motivated, they are more likely to be engaged, productive, and committed to their work.

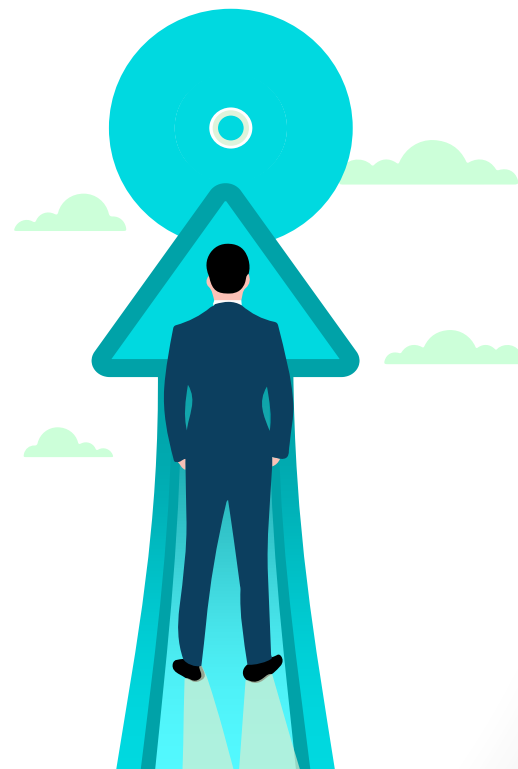




Why is motivation important in the workplace?

Increased productivity: Motivated employees are more likely to be productive and perform at their best. When employees are motivated, they have a higher level of commitment, focus, and energy, which leads to improved productivity levels. Motivated employees are willing to go the extra mile, take initiative, and actively seek opportunities to contribute to the company's goals.

Enhanced job satisfaction and retention: Motivation is closely linked to job satisfaction. When employees feel motivated, they experience a sense of fulfillment and accomplishment in their work. This, in turn, leads to higher levels of job satisfaction and increases the likelihood of employees staying with the company for the long term. Motivated employees are less likely to seek employment elsewhere, reducing turnover rates and associated costs.

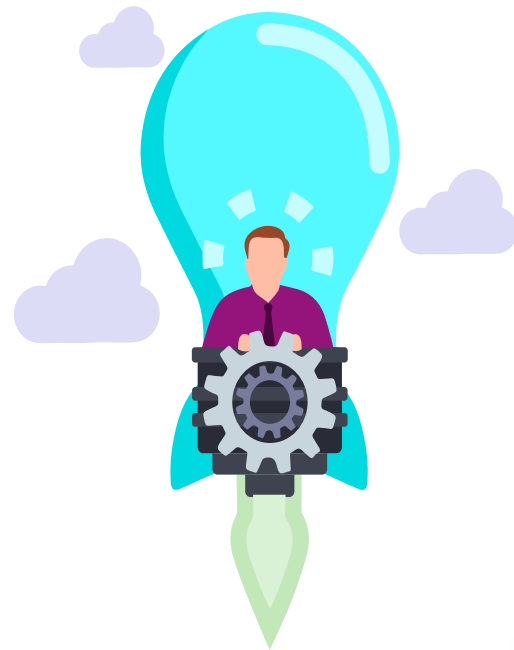




Why is motivation important in the workplace?

Improved quality of work: Motivation has a positive impact on the quality of work produced. When employees are motivated, they are more likely to take pride in their work and strive for excellence. Motivated employees are driven to deliver high-quality results, meet or exceed expectations, and continuously improve their skills and performance.

Increased creativity and innovation: Motivated employees are more likely to think creatively, generate new ideas, and contribute to innovation within the company. When employees are motivated, they feel empowered to express their ideas, take risks, and explore innovative solutions to challenges. This can lead to improvements in processes, products, and services, giving the company a competitive edge.





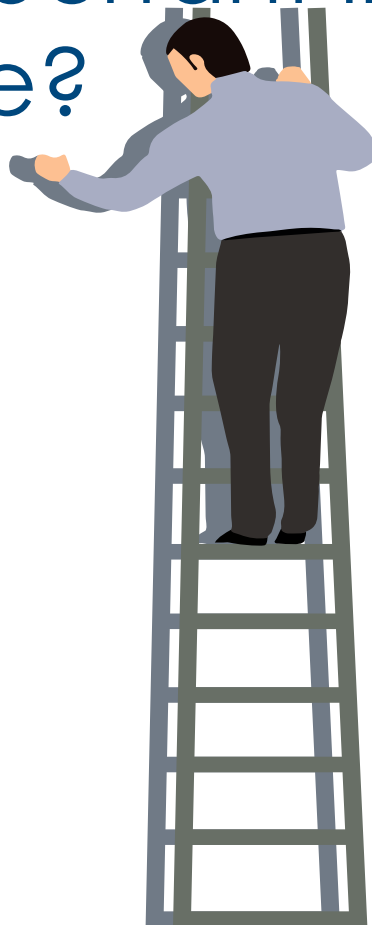
Why is motivation important in the workplace?

Employee loyalty and advocacy:

Motivated employees become loyal ambassadors for the company. They are more likely to speak positively about their workplace, recommend the company as an employer, and promote its products or services. Motivated employees can become brand advocates, positively influencing the company's reputation and attracting top talent.

Adaptability and resilience:

In a dynamic and ever-changing business environment, motivated employees are more adaptable and resilient. They are willing to embrace change, learn new skills, and navigate challenges with a positive attitude. Motivated employees can help the company stay agile and responsive to market demands, making them valuable assets in times of uncertainty.





How to motivate as a manager?

Employee motivation contributes to a positive work environment, strengthens employee-manager relationships, and fosters a positive organizational culture.

As a manager, investing in employee motivation is essential for driving individual and team success, as well as the overall growth and prosperity of the company.

Let's see ways managers could keep their colleagues motivated!



How to motivate as a manager?

Goal setting



- ✓ Setting clear and challenging goals can motivate employees by providing a sense of direction and purpose.
- ✓ Goals should be specific, measurable, attainable, relevant, and time-bound (SMART)
- ✓ When employees have clear objectives to work towards, it helps them focus their efforts and stay motivated.

Recognition and rewards



- Implementation of reward systems such as
- ✓ performance-based bonuses,
 - ✓ promotions,
 - ✓ public recognition,
 - ✓ non-financial rewards like employee of the month programs

These incentives provide employees with a sense of accomplishment and reinforce desired behaviors.

Performance feedback



- ✓ Providing feedback helps employees understand their strengths and areas for improvement, enabling them to make necessary adjustments and grow professionally.
- ✓ Feedback should be specific, timely, and balanced, focusing on both positive aspects and areas that need development.

Work-life balance



- ✓ Supporting work-life balance can contribute to employee motivation. Companies that prioritize employee well-being by offering flexible work arrangements, time-off policies, and promoting a healthy work-life balance show that they value their employees' personal lives.



How to motivate as a manager?

Employee development



Offering opportunities for growth and development can motivate employees to perform at their best.

Companies can provide
✓ training programs, mentorship opportunities, and career advancement paths to help employees enhance their skills, knowledge, and expertise.

Employee involvement and empowerment



✓ Allowing employees to participate in decision-making processes, giving them autonomy, and empowering them to take ownership of their work can boost motivation.

When employees feel valued, respected, they become more motivated to contribute their ideas and efforts to the company's success.

Positive work environment



✓ Creating a positive work environment is crucial for fostering motivation. This includes promoting a culture of open communication, teamwork, and collaboration, as well as providing a supportive and inclusive atmosphere.



What you have learned in a nutshell

What motivation stands for

A good manager should be able to motivate the employees through the usage of various techniques

Motivation is crucial in many aspects and areas of a business





Check your knowledge

Motivation is...
true or false?

Necessary in the work field

Not an important value of each person

Sth that can be acquired only through personal effort

a force that directs an individual's behavior towards achieving a goal.





Correct Answers

Motivation is...

Necessary in the work field

Yes, correct! As we mentioned before is crucial to inspire and motivate your employees to achieve better productivity in a your company.

Not an important value of each person

No, this is not correct! First of all, motivation is not a value, but self motivation is a skill. However, motivation is important and can be activated by a skilled manager too.



Correct Answers

Motivation is...

Sth that can be acquired only through personal effort

No, this is not correct! Motivation can be activated through our personal perspective but also by a leader/manager that wants to assist us in progress

a force that directs an individual's behavior towards achieving a goal.

Yes, correct! In the first page we mentioned that "Motivation is the driving force that energizes, directs, and sustains an individual's behavior towards achieving a goal" and that's exactly what it is.



Meaning of persuasion

Persuasion is the act of influencing or convincing others to adopt a particular belief, attitude, or behavior.

In the context of **companies**, persuasion techniques are used to effectively **communicate** messages, **influence** decisions, and **motivate** individuals or groups to take desired actions.

Persuasion can be employed in various aspects of a company's operations, including marketing, sales, negotiations, and leadership.





Areas persuasion is used in companies

Marketing and advertising:



Persuasion techniques are extensively utilized in marketing and advertising to influence consumer behavior. Companies employ strategies such as persuasive messaging, emotional appeals, social proof (e.g., testimonials, reviews), and scarcity (creating a sense of limited availability) to persuade consumers to purchase their products or services.

Sales and negotiations:



Persuasion is a key component of successful sales and negotiations. Sales professionals employ persuasive tactics such as building rapport, identifying customer needs, highlighting product benefits, and addressing objections to convince potential customers to make a purchase. In negotiations, persuasive techniques like finding common ground, presenting compelling arguments, and using persuasive language are used to reach mutually beneficial agreements.





Areas persuasion is used in companies

Leadership and management:



Persuasion is an essential skill for leaders and managers to influence their teams, gain support for initiatives, and drive organizational change. Effective leaders use persuasive techniques such as storytelling, providing a compelling vision, offering incentives, and building trust to inspire and motivate employees, encourage collaboration, and achieve organizational goals.

Internal communications:



Persuasion is employed in internal communications to gain employee buy-in, rally support for initiatives, and encourage behavior change. Companies may use persuasive techniques like clear and compelling messaging, emphasizing the benefits of new policies or processes, providing evidence and data, and involving employees in decision-making to persuade employees to adopt new behaviors or embrace organizational changes.



Areas persuasion is used in companies

Public relations and crisis management:



Persuasion plays a role in public relations efforts and crisis management situations. Companies aim to influence public opinion, build trust, and shape the narrative surrounding their brand or products. Persuasive communication strategies are employed to address and manage public concerns, mitigate reputational damage, and present the company's viewpoint in a favorable light.

Employee engagement and motivation:



Persuasion techniques are used to engage and motivate employees within the organization. Companies may employ persuasive tactics such as framing tasks as meaningful, connecting work to a larger purpose, offering incentives or rewards, and providing recognition to encourage employee commitment, productivity, and positive attitudes towards their work.





Areas persuasion is used in companies



However.....It's important to note that while persuasion can be a powerful tool, it should be used ethically and responsibly.

Companies should prioritize transparency, honesty, and respect for individuals' autonomy when employing persuasive techniques. Building trust and fostering genuine relationships are key to maintaining credibility and long-term success in persuasive efforts.



What you have learned in a nutshell

What persuasion stands for

Ethics is an important aspect to consider during the implementation of persuasion techniques

There are multiple areas in a company where persuasion techniques can be applied



Check your knowledge

Persuasion is...

true or false?

the act of forcing someone to do something against their will

only about manipulating others for personal gain

effective when it relies solely on logical reasoning and facts

Irrelevant with the understanding of the needs and motivations of the audience





Correct Answers

Persuasion is...

the act of forcing someone to do something against their will

No, this is not correct! Persuasion is not about forcing someone against their will. It involves influencing and convincing others willingly

only about manipulating others for personal gain

No, this is not correct! Persuasion can be used for both personal gain and mutual benefit. It is not limited to manipulation





Correct Answers

Persuasion is...

effective when it relies solely on logical reasoning and facts

No, this is not correct! While logical reasoning and facts are important, effective persuasion also takes into account emotional appeals and other influencing factors

Irrelevant with the understanding of the needs and motivations of the audience

No, this is not correct! Understanding the needs and motivations of the audience is essential in tailoring persuasive messages and increasing the chances of success





Persuasion tips

Effective persuasion skills are essential for **managers** to influence and inspire their teams. By honing these **persuasion skills**, managers can effectively communicate their vision, inspire their teams, and achieve desired outcomes through influence and collaboration.

Let's review some things to consider as a manager to use persuasive skills effectively.





Persuasion tips

Seek win-win solutions

Demonstrate how your proposal or idea benefits both the organization and the individuals involved. Emphasize shared goals, collaboration, and the potential for positive outcomes for all parties.



Appeal to emotions

Frame your message to evoke positive emotions such as excitement, hope, or pride, or address negative emotions like fear or frustration that might motivate action.



Provide evidence and logical reasoning

Back your arguments with logical reasoning and evidence to enhance your persuasive efforts. Use facts, statistics, research findings, or real-life examples to support your claims.



Follow up and adapt

Follow up with your audience, address any lingering concerns, and provide additional information if needed. Be open to feedback and adjust your approach if it's not yielding the desired results. Continuous refinement and adaptation can enhance your persuasive skills over time.

Build credibility

People are more likely to be persuaded by those they trust and perceive as knowledgeable. Demonstrate expertise, share relevant experiences, and provide evidence or data to support your arguments.



Understand your audience

Tailor your message to resonate with their interests and values. Consider their background, preferences, and any potential barriers to acceptance.



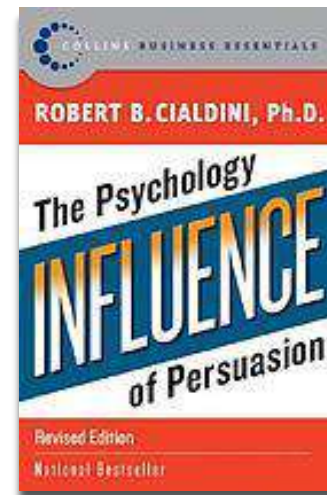


The art of persuasion



The 6 principles of Cialdini's science of persuasion and influence

Dr. Robert B. Cialdini, a pioneer in the study of influence and persuasion, reveals the psychology behind why people agree in this much praised New York Times bestseller. He also shows how to use these ideas responsibly in professional and everyday settings.



[Source](#)

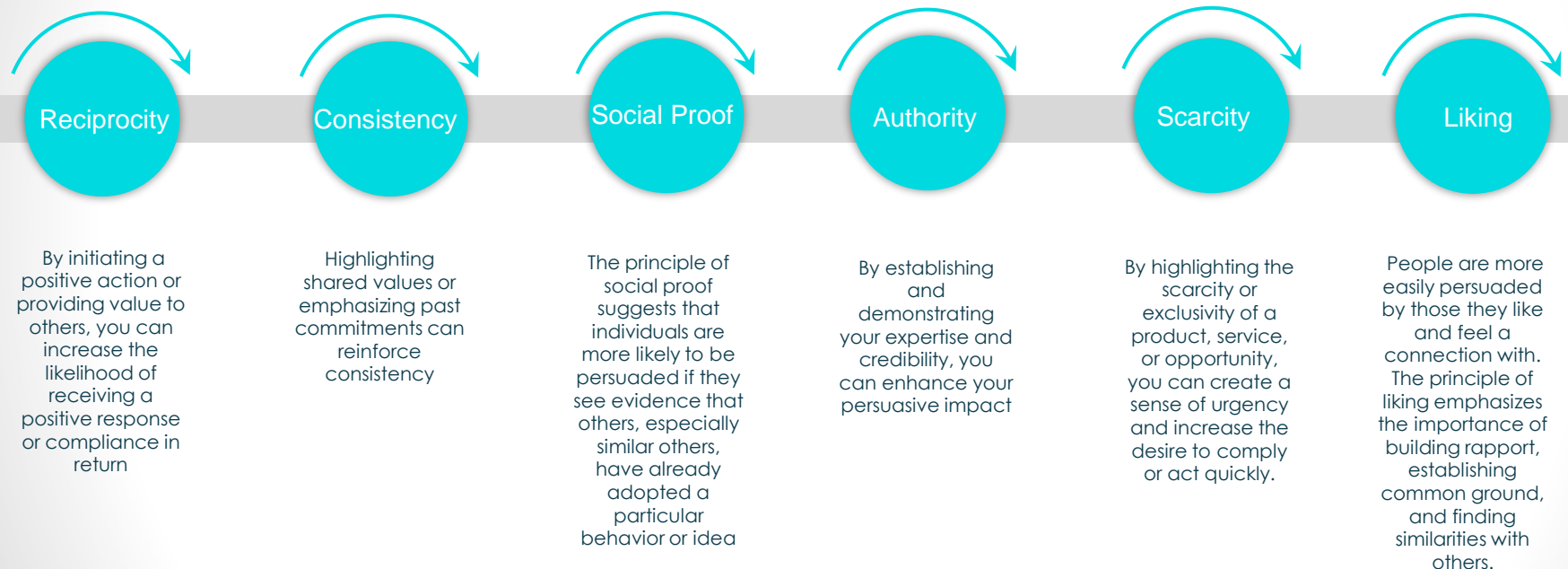


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The art of persuasion

Case study-The 6 principles of Cialdini's science of persuasion and influence





The art of persuasion

Case study-*The 6 principles of Cialdini's science of persuasion and influence*

Watch the video below for an overview of the six principles of persuasion





Few extra persuasion tips

Case study-*The 6 principles of Cialdini's science of persuasion and influence*

Combined Influence

While each principle can be effective on its own, their power can be amplified when used in combination. For instance, by incorporating **social proof** and **authority**, you can leverage the credibility of experts and showcase how others have benefited from a particular product or service.





Few extra persuasion tips

Case study-*The 6 principles of Cialdini's science of persuasion and influence*

Context Matters

The effectiveness of the principles can vary depending on the context and individuals involved. Cultural, social, and situational factors can influence how people respond to persuasion attempts. It's important to consider the specific context and adapt your persuasive strategies accordingly.





Few extra persuasion tips

Case study-*The 6 principles of Cialdini's science of persuasion and influence*

Ethical Considerations:

While the principles can be powerful tools, ethical considerations should always be at the forefront. Persuasion should be used responsibly and respect the autonomy and well-being of others. Avoid manipulative tactics that exploit vulnerabilities or deceive individuals.





Persuasion exercise



Role playing persuasion exercise scenario

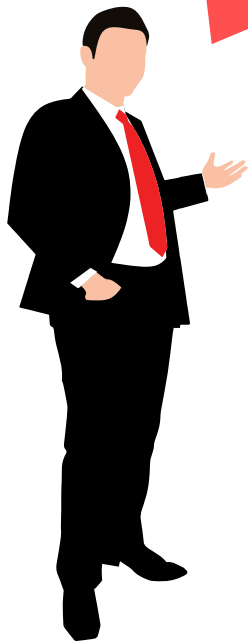
Let's engage in a role-playing exercise to practice persuasion. Let's imagine a scenario where you are trying to persuade a colleague to join a new project that you believe would benefit both the company and the individual. Here's how the role-playing exercise could unfold:



Persuasion exercise

Role playing persuasion exercise scenario

Sure, I'm curious to know more.
What's the project about?



Hi Peter. I hope you're doing well. I
wanted to talk to you about a new
project opportunity that I think would be
a great fit for your skills and expertise.

Can we have a few minutes to discuss
it?

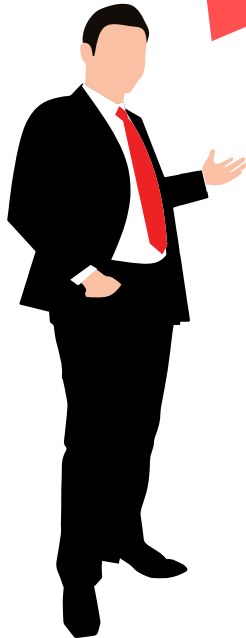




Persuasion exercise

Role playing persuasion exercise scenario

That sounds interesting, but I'm already quite busy with my current responsibilities. I'm not sure if I can take on additional work.



The project involves developing a new software application that aligns perfectly with our company's strategic goals.

It's an exciting opportunity to work on cutting-edge technology and make a significant impact. Your experience with coding and UI design would be incredibly valuable in bringing this project to life.

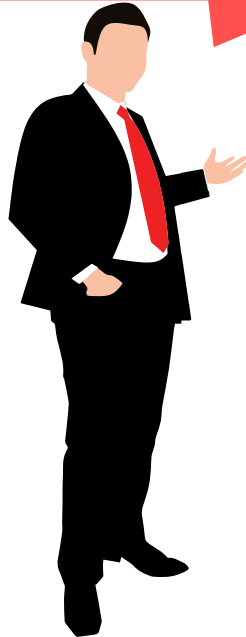




Persuasion exercise

Role playing persuasion exercise scenario

I see the potential benefits, but I'm concerned about the workload and potential conflicts with my existing projects.



I completely understand that you have other commitments, and your work is important. However, this project presents a unique chance for you to showcase your skills and creativity on a high-profile initiative.

Your involvement would not only contribute to the project's success but also provide you with an opportunity to expand your professional portfolio and enhance your reputation within the company.

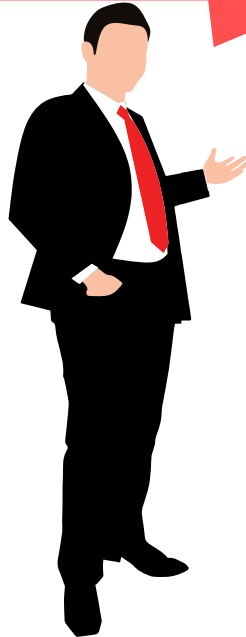




Persuasion exercise

Role playing persuasion exercise scenario

Well, that does sound tempting. I guess I'm worried about the additional pressure and meeting deadlines.



I appreciate your concerns, and I believe we can find a way to manage your workload effectively. We can collaborate closely to ensure a smooth transition and minimize any conflicts.

Additionally, this project offers a chance for cross-departmental collaboration, allowing you to work with experts from various teams and broaden your network within the organization.

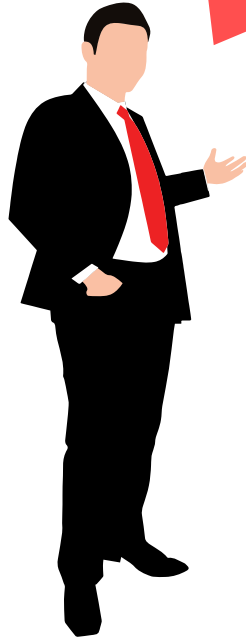




Persuasion exercise

Role playing persuasion exercise scenario

Alright, I'm willing to give it a try. Let's discuss the details and how we can manage my current workload effectively



I understand the pressure of meeting deadlines, and we'll work together to create a realistic timeline that accommodates your existing commitments. We'll ensure proper resources and support are in place to help you succeed

In fact, the successful completion of this project will demonstrate your ability to handle challenging situations and deliver results under pressure, which will further enhance your professional growth and open doors for future opportunities

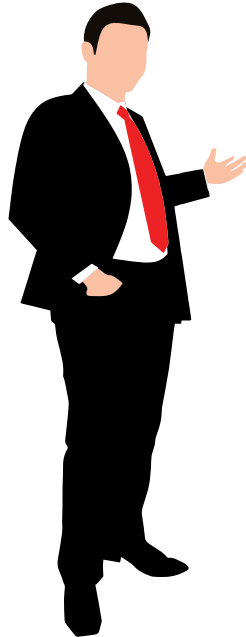




Persuasion exercise

Role playing persuasion exercise scenario

I That's fantastic! I appreciate your openness and willingness to consider this opportunity. Let's schedule a follow-up meeting where we can delve into the project details, address your concerns, and establish a plan to integrate this project into your existing workload seamlessly.





Persuasion exercise

Role playing persuasion exercise scenario

In this role-playing exercise, you showcased

- ✓ the benefits of the project,
- ✓ acknowledged your colleague's concerns,
- ✓ and addressed them by emphasizing the value it brings to their professional growth, reputation, and network within the company.

By demonstrating understanding and providing reassurance, you successfully persuaded your colleague to consider joining the project. Remember, effective persuasion involves active listening, empathy, and tailoring your message to address the specific needs and interests of the person you're trying to persuade.





What you have learned in a nutshell

6 important tips on persuasion and 6 principles by an expert

Role play example of an everyday situation at work showcasing the importance of persuasion skills

Persuasion is a form of art and how can you combine the acquire knowledge



Check your knowledge

true or false?

Emotion has no role to play in the persuasive process.

Persuasion techniques are unethical and manipulative by nature

Active listening is an important skill in persuasive communication

Building trust and credibility is important in the process of persuasion.





Correct Answers

Emotion has no role to play in the persuasive process

No, this is not correct! Emotion plays a significant role in persuasion, as it can evoke empathy and create a connection with the audience.

Persuasion techniques are unethical and manipulative by nature

No, this is not correct! Persuasion techniques can be ethical and based on mutual benefit, focusing on creating win-win situations



Correct Answers

Active listening is an important skill in persuasive communication

Yes, correct! Active listening helps in understanding the concerns, objections, and viewpoints of the audience, allowing for better adaptation of persuasive strategies

Building trust and credibility is important in the process of persuasion

Yes, correct! Building trust and credibility is crucial in persuading others to believe and accept your message





Characteristics of a good leader

Motivation and **Persuasion** are necessary skills for a leader, however good leaders possess a range of characteristics that enable them to effectively lead and inspire their teams. Here are some key characteristics of a good leader:



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Vision: A good leader has a clear and inspiring vision for the future. They are able to articulate this vision to their team and align their efforts towards achieving common goals.

Emotional Intelligence: Good leaders have high emotional intelligence. They are aware of their own emotions and those of their team members. They can manage their emotions, empathize with others, and build strong relationships based on trust and respect.



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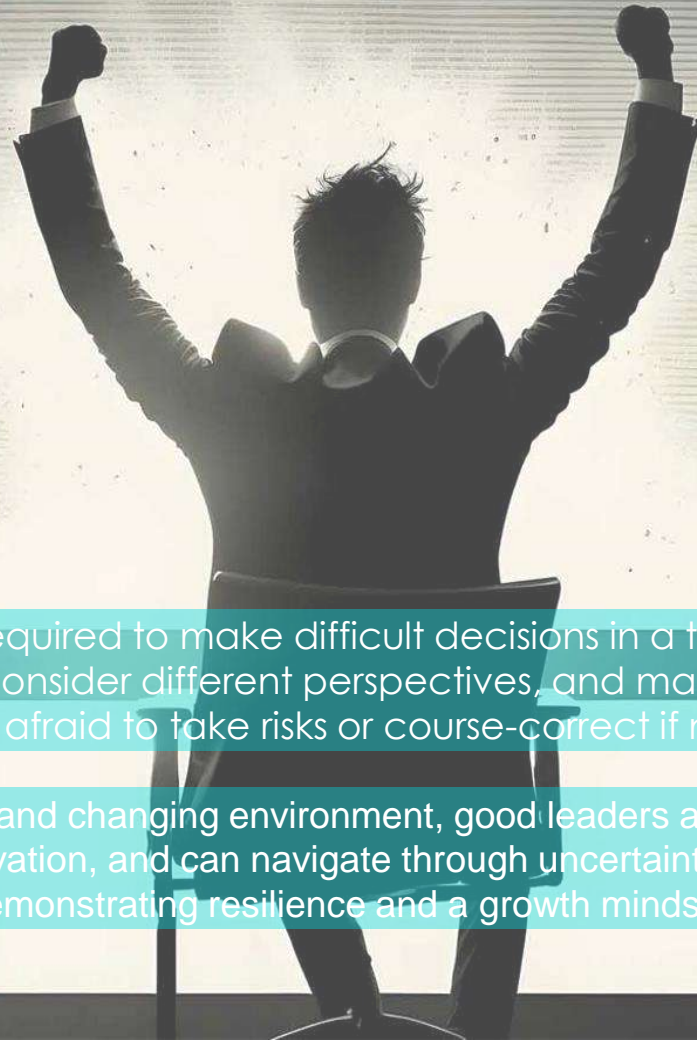


Integrity: Good leaders demonstrate integrity in their actions and decisions. They act ethically, honestly, and consistently with their values. They are trustworthy and inspire trust in others.

Strong Communication: Effective communication is essential for a good leader. They can convey their ideas, expectations, and feedback clearly and actively listen to their team members. They foster open and transparent communication channels, ensuring everyone is informed and engaged.



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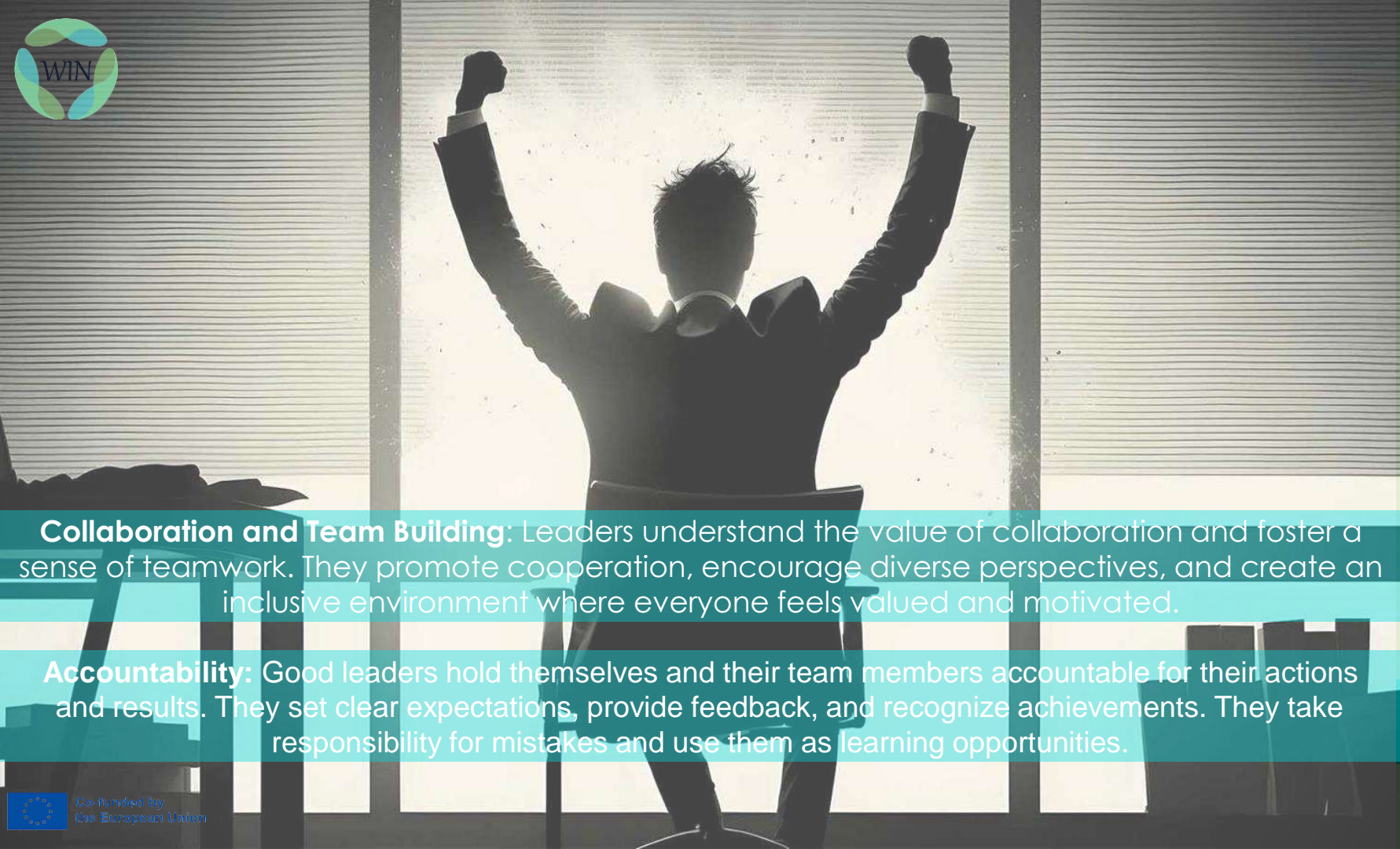


Decisiveness: Leaders are required to make difficult decisions in a timely manner. Good leaders can analyze information, consider different perspectives, and make informed decisions. They are not afraid to take risks or course-correct if needed.

Adaptability: In a dynamic and changing environment, good leaders are adaptable. They embrace change, encourage innovation, and can navigate through uncertainty. They lead by example, demonstrating resilience and a growth mindset.



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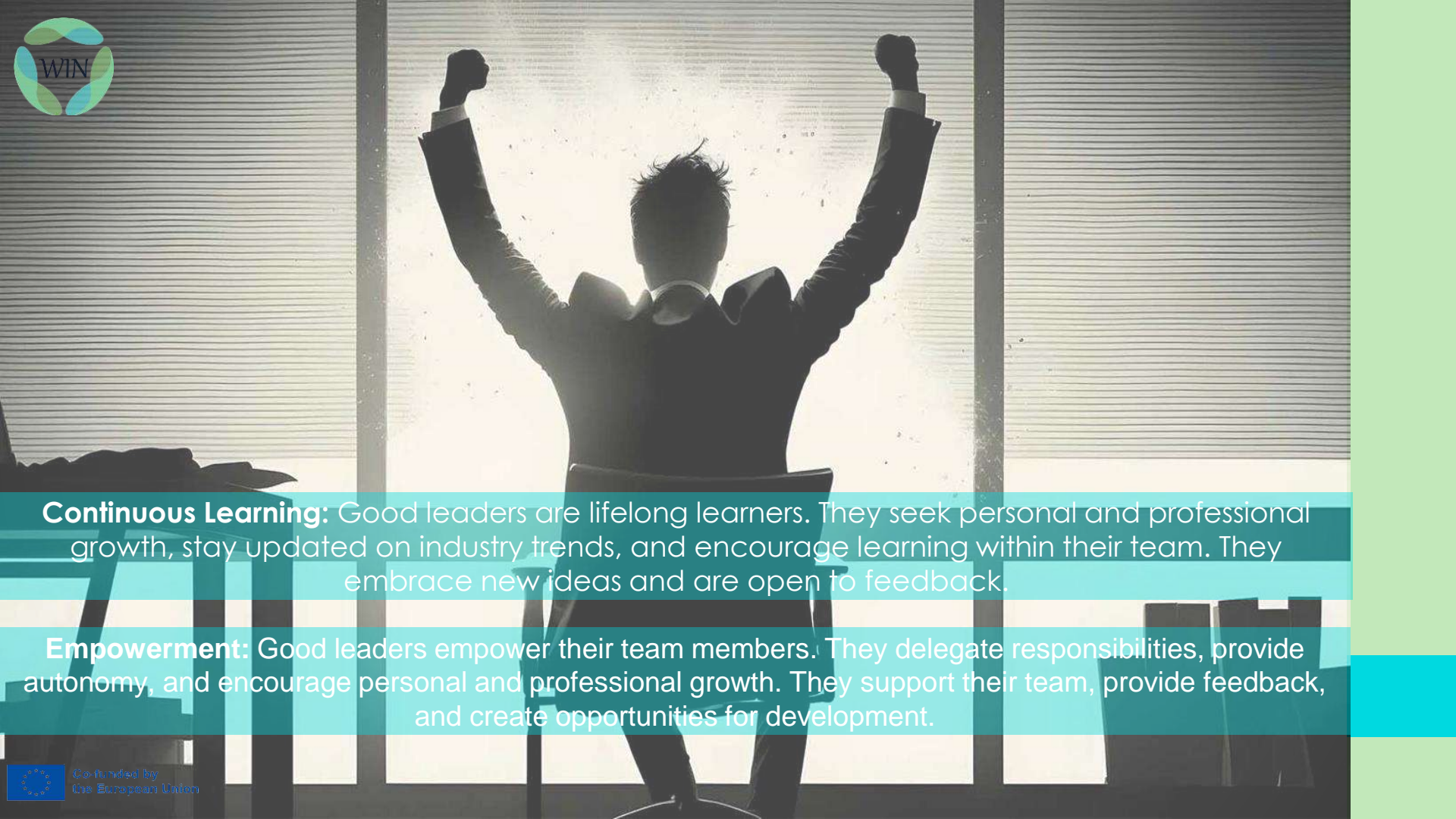


Collaboration and Team Building: Leaders understand the value of collaboration and foster a sense of teamwork. They promote cooperation, encourage diverse perspectives, and create an inclusive environment where everyone feels valued and motivated.

Accountability: Good leaders hold themselves and their team members accountable for their actions and results. They set clear expectations, provide feedback, and recognize achievements. They take responsibility for mistakes and use them as learning opportunities.



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Continuous Learning: Good leaders are lifelong learners. They seek personal and professional growth, stay updated on industry trends, and encourage learning within their team. They embrace new ideas and are open to feedback.

Empowerment: Good leaders empower their team members. They delegate responsibilities, provide autonomy, and encourage personal and professional growth. They support their team, provide feedback, and create opportunities for development.



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Characteristics of a good leader



Microsoft under Satya Nadella's Leadership

Satya Nadella took over as the CEO of Microsoft in 2014, and his leadership has been widely regarded as transformative for the company.

The results of Nadella's leadership have been remarkable. Microsoft's market value has more than tripled since he became CEO, and the company has regained its position as a technology industry leader. Nadella's strategic vision, cultural transformation, focus on innovation, and customer-centric approach have been instrumental in Microsoft's success.





Characteristics of a good leader

Case study-Microsoft under Satya Nadella's Leadership

Here are some key aspects that showcase his effective leadership:

Visionary Leadership:

Nadella brought a clear vision to Microsoft, emphasizing a "mobile-first, cloud-first" strategy. He recognized the need for Microsoft to adapt to the changing technology landscape and positioned the company to be a leader in cloud computing and artificial intelligence.





Characteristics of a good leader

Case study-Microsoft under Satya Nadella's Leadership

Here are some key aspects that showcase his effective leadership:

Cultural Transformation:

Nadella led a significant cultural shift at Microsoft. He fostered a growth mindset, encouraging employees to embrace learning and innovation. He emphasized collaboration and teamwork, breaking down silos and promoting a more inclusive and diverse work environment.





Characteristics of a good leader

Case study-Microsoft under Satya Nadella's Leadership

Here are some key aspects that showcase his effective leadership:

Customer Focus

Nadella instilled a strong customer-centric approach within Microsoft. He emphasized the importance of understanding and meeting customer needs. This shift in focus led to the development of products and services that resonated with customers and improved customer satisfaction.





Characteristics of a good leader

Case study-Microsoft under Satya Nadella's Leadership

Here are some key aspects that showcase his effective leadership:

Strategic Acquisitions

Under Nadella leadership, Microsoft made several strategic acquisitions to strengthen its position in key markets. Notable acquisitions include LinkedIn and GitHub, which expanded Microsoft's reach and capabilities in professional networking and software development.





Characteristics of a good leader

Case study-Microsoft under Satya Nadella's Leadership

Here are some key aspects that showcase his effective leadership:

Ethical Leadership

Nadella has emphasized the importance of ethical leadership and responsible AI development at Microsoft. He has advocated for privacy protection and transparent practices, earning the trust of customers and stakeholders.





What you have learned in a nutshell

Leadership plays a crucial role in motivating employees, which leads to increased productivity and efficiency

Real example of a successful leadership

Effective leadership fosters innovation and creativity in the workplace



Check your knowledge

**Effective
leadership...**

true or false?

does not contribute to innovation and creativity in the workplace

has no impact on employee retention

has no impact on the organizational culture of a company.

And a leader's vision and strategic direction have no influence on employee performance and problem-solving skills.





Correct Answers

Effective leadership...

does not contribute to innovation and creativity in the workplace

No, this is not correct! Effective leadership fosters an environment that encourages innovation and creativity among employees

has no impact on employee retention

No, this is not correct! Effective leadership contributes to employee retention by providing guidance, support, and fostering a sense of belonging





Correct Answers

Effective leadership...

has no impact on the organizational culture of a company.

No, this is not correct! Effective leadership influences the organizational culture of a company, setting the tone, values, and norms that shape the overall work environment

And a leader's vision and strategic direction have no influence on employee performance and problem-solving skills.

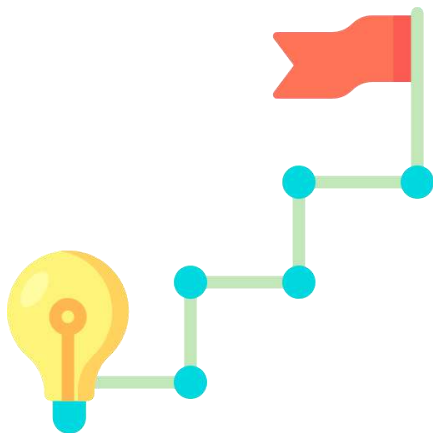
No, this is not correct! A leader's vision and strategic direction can greatly influence employee performance and problem-solving skills





Next Step

Congrats! You have just gained new knowledge.



To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!





How to motivate and persuade - Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

What I have learned

Where I apply the newly
acquired knowledge

The first step I take and
(what and when)





Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more '**natural**' and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



How to motivate and persuade - Monitor Your Progress

Name: _____

Date: _____

**Here I applied the newly
acquired knowledge**

This is what I did

**This is the outcome and
what I learned from this
experience**





Congratulations

You have just **finished module number 9** on
How to motivate and persuade

Well done! You can be proud of yourself!

But we never stop learning, as you know...



The next interesting module is already waiting for you:

**module n. 10 on How to lead by example and create trustful
relationships**





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Module nr. 10

How to lead by example and form trustful relationships

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- Benefits of forming trustful relationships at work
- Leading by example
- What does it mean to lead by example?
- The Importance of Leading by Example
- What steps should managers take to lead by example?
- Developing the qualities you want to see in your employees
- Understand and live the company's values
- How to model the behavior you expect from your team
- How to be transparent with coworkers
- Be open to feedback and be willing to learn from your mistakes
- What to avoid after the managers set themselves as examples?





Intro to how to lead by example and create trustful relationships

Leading by example and forming trustful relationships are key aspects of **effective leadership**. This learning module will guide you through the steps to lead by example and build trustful relationships in the workplace

By understanding the benefits, defining leadership principles, developing desired qualities, embracing teamwork, and avoiding common pitfalls, you can establish yourself as a trusted leader and foster positive relationships in your organization.





Benefits of forming trustful relationships at work

Trust is the foundation of successful workplace relationships.

Discuss the **advantages** of trustful relationships in the workplace, such as improved collaboration, enhanced productivity, and increased employee engagement.

Building trust among colleagues and teams brings numerous benefits to both individuals and the organization.



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Benefits of forming trustful relationships at work include:

Improved Teamwork:

- Trust fosters collaboration and cooperation among team members.
- Encourages sharing of ideas, support, and working towards common goals.

Increased Productivity:

- Trust in the workplace eliminates barriers and encourages open communication.
- Employees feel comfortable expressing opinions, coming up with innovative solutions and improve productivity.

Enhanced Employee Engagement:

- Trust creates a positive work environment where employees feel valued and respected.
- Increases motivation, job satisfaction, and overall engagement in work.



Better Conflict Resolution:

- Trust allows for effective conflict resolution.
- Establishes a foundation of understanding and respect, leading to constructive resolution and maintaining positive relationships.

Positive Organizational Culture:

- Trust is a key element of a healthy organizational culture.
- Creates a positive atmosphere, higher morale, and overall organizational success.

Improved Retention and Loyalty:

- Trust fosters a sense of belonging and loyalty among employees.
- Reduces turnover rates, retains valuable talent.



Check your knowledge

benefits of forming trustful relationships at work

Right or wrong?

Forming trustful relationships at work is solely the responsibility of the employees, not the organization or its leaders.

Trustful relationships have no influence on employee retention and loyalty.

Creating a timeline for implementation helps ensure that the novelty is rolled out in a timely manner.



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Correct Answers

Benefits of creating trustful relationships at work

Forming trustful relationships at work is solely the responsibility of the employees, not the organization or its leaders.

No, this is not correct. Forming trustful relationships is a shared responsibility between employees and organizational leaders, as leaders play a crucial role in fostering a culture of trust and providing a supportive environment.

Trustful relationships have no influence on employee retention and loyalty.

No, this is not correct. Trustful relationships contribute to higher employee retention rates and foster loyalty, as employees feel valued, supported, and more likely to stay with an organization.

Trustful relationships are solely based on personal likability and have no connection to professional competence.

No, this is not correct. Trustful relationships are built on a combination of personal likability and professional competence, as employees trust individuals who demonstrate both integrity and expertise in their work.





Leading by example

Leading by example is a **powerful leadership approach** that inspires, builds trust, shapes organizational culture, promotes accountability, facilitates skill development, drives change, and enhances employee engagement and satisfaction. By embodying desired behaviors and values, leaders can create a positive impact on their teams and the overall success of the organization.





Benefits of leading by example

- **Positive Organizational Culture:** Shapes a positive work culture, promoting a supportive and productive environment.
- **Accountability and Responsibility:** Establishes accountability standards, encouraging ownership and responsibility.
- **Skill Development:** Showcases desired skills, inspiring employees to develop their own competencies.
- **Change Catalyst:** Drives organizational change by embracing and modeling it.
- **Employee Engagement and Satisfaction:** Enhances engagement and satisfaction by creating a positive work environment.





What you have learned in a nutshell

It serves as a catalyst for change, enhances employee engagement and satisfaction, and contributes to the overall success of the organization.

Leading by example is a powerful leadership approach that shapes organizational culture, establishes accountability standards, and drives skill development among employees.

By embodying desired behaviors and values, leaders can create a positive work environment, inspire their teams, and promote a culture of continuous improvement.





Check your knowledge

Leading by example

Right or wrong?

Leading by example helps establish accountability standards, encouraging employees to take ownership and responsibility for their actions.

It creates a positive work environment where employees feel motivated and supported, leading to higher levels of engagement and job satisfaction.

Leading by example has no impact on skill development among employees.



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Correct Answers

Leading by example

Leading by example helps establish accountability standards, encouraging employees to take ownership and responsibility for their actions.

Yes, correct!

It creates a positive work environment where employees feel motivated and supported, leading to higher levels of engagement and job satisfaction.

Yes, correct!

Leading by example has no impact on skill development among employees.

No, this is not correct. Leading by example showcases desired skills, inspiring employees to develop their own competencies and improve their performance.





What Does it Mean to Lead by Example?

Leading by example means **acting as a role model** by consistently displaying desired behaviors, work ethic, and values.

It involves embodying the principles of integrity, accountability, professionalism, and collaboration to inspire and motivate others to follow suit.





EXAMPLE OF Leading by Example

In 2018, Satya Nadella, CEO of Microsoft, demonstrated the power of leading by example.

When Nadella took the helm, he transformed the company's culture by promoting empathy, humility, and a growth mindset. By embracing these values himself, Nadella fostered a culture of collaboration and innovation, leading Microsoft to new heights.

Nadella's leadership exemplifies the impact of leading by example and the importance of aligning personal actions with organizational values to inspire positive change.





The importance of Leading by example

- Emphasizing the importance of leading by example in **building trust, credibility, and respect** among team members.
- Leading by example **fosters a positive work culture,** encourages ethical behavior, and promotes accountability.





What you have learned in a nutshell

Leading by example is crucial in leadership, as it influences teams, builds trust, and sets a positive tone, ultimately impacting employee motivation, morale, and performance.

Leading by example means aligning actions with words, being a role model for desired behaviors, and demonstrating specific behaviors and actions that inspire others to follow suit.





Check your knowledge

**What does it
mean to lead by
example?**

Leading by example involves consistently displaying desired behaviors and values.

Leading by example encourages unethical behavior in the workplace.

Right or wrong?

Leading by example can inspire and motivate others to follow suit.



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What does it mean to lead by example?

Correct Answers

Leading by example involves consistently displaying desired behaviors and values.

Yes, correct!

Leading by example encourages unethical behavior in the workplace.

No, this is not correct. Leading by example promotes ethical behavior in the workplace

Leading by example can inspire and motivate others to follow suit.

Yes, correct!





What steps should managers take to lead by example?

- **Step-by-step guide for managers to lead by example:**



1. **Fulfill promises for trust and engagement**

This shows the team your level of commitment and helps them place their confidence in you as a leader. You may find they are more willing to ask questions, take on extra responsibilities and be more engaged team

2. **Come to work with energy**

If you want to lead by example, come to work with a positive attitude and productive energy that translates to increased momentum and motivation as you go about your daily tasks. Your team will pick up on your attitude and naturally mirror it, resulting in a productive, supportive team that exhibits a great approach to getting the job done.



3. Trust your team .

Remember that every employee is hired for a reason, and each brings a particular skill set and experience to the role. If you trust your team to do their work well, you'll not only gain their respect but also serve as an inspiration to other leaders in the workplace.

5. Listen to others

listening to your team shows you respect them as people and for the work they do, and you want to know more about them so you can lead effectively.

6. Work alongside your team

The more you work with them, the more you'll understand their skills, tasks and projects This will help you lead better, answer their questions and guide them to success. You'll build trust and boost team morale. Another benefit of working alongside your team is that you'll have a more intimate knowledge of any struggles. You can then work on solutions to make their job better.

4. Follow the rules

If you want your team to function at its best and be a place where everyone is accountable for their work, consider establishing rules. Rules don't have to be negative—they can help clarify expectations and responsibilities.

7. Watch what you say and do

Influential leaders know their words and actions are up for interpretation. If you're leading by example, be aware of how your team could interpret what you say and do. Even in stressful work situations, try to remain supportive of your team and offer words of encouragement.





What you have learned in a nutshell

Leading by example means aligning actions with words, being a role model for desired behaviors, and demonstrating specific behaviors and actions that inspire others to follow suit.

Bring a positive attitude and energy to work, setting the tone for a productive and supportive team that approaches tasks with motivation and momentum.

Fulfill promises to build trust and engagement, encouraging your team to ask questions, take on responsibilities, and be more engaged.





Check your knowledge

**What steps
should managers
take to lead by
example?**

Right or wrong?

Attending workshops and training is unnecessary for leaders.

Coming to work with a positive attitude sets a productive tone for the team

Establishing rules in the workplace hinders team cohesion and accountability.



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Correct Answers

**What steps
should
managers take
to lead by
example?**

Leading by example involves consistently displaying desired behaviors and values.

No, this is not correct. Attending workshops and training shows commitment to growth and inspires others.

Coming to work with a positive attitude sets a productive tone for the team

Yes, correct!

Establishing rules in the workplace hinders team cohesion and accountability.

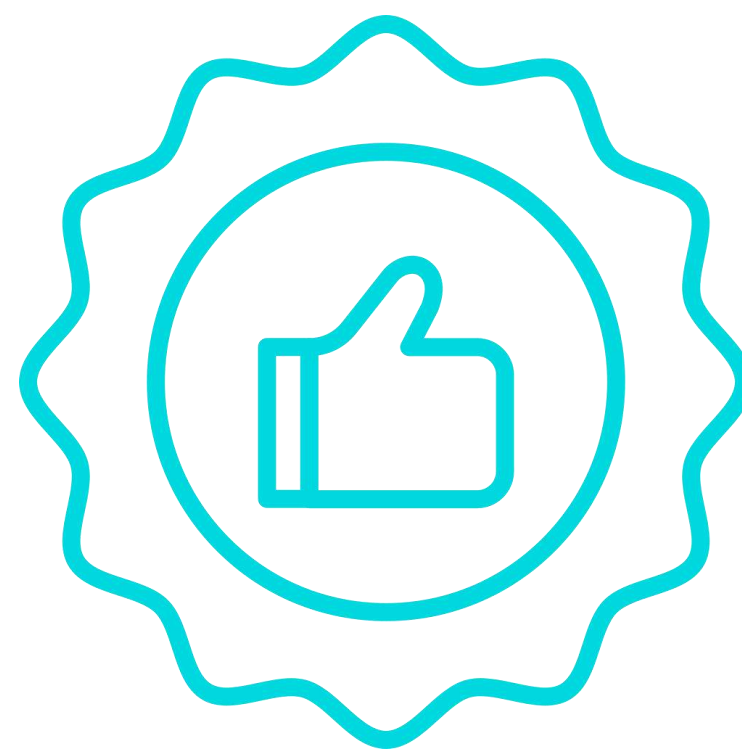
No, this is not correct. Establishing rules helps clarify expectations and responsibilities.



Developing the qualities you want to see in your employees

Assess employees:

Evaluate their strengths and areas for improvement related to the desired qualities.



Provide training: Offer development opportunities such as workshops or coaching to enhance skills.

Define qualities: Clearly define the desired skills, attitudes, and behaviors aligned with your organization's values and goals



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Set expectations:

Communicate expectations clearly, emphasizing the importance of these qualities.



Encourage self-reflection:

Support employees in setting personal development goals and provide resources

Foster a learning culture:

Encourage continuous learning, provide resources, and celebrate growth.

Lead by example: Demonstrate the desired qualities through your own actions and behavior



What you have learned in a nutshell

Managers can develop the qualities they want to see in their employees by demonstrating those qualities themselves and serving as role models.

Identifying and cultivating specific behaviors tied to core values can guide employees and help them align their actions with the company's desired qualities.

Managers should actively seek out and recruit candidates who display the desired behaviors and values during the hiring process, ensuring a better fit for the organization





Check your knowledge

**Developing the
qualities you
want to see in
your employees**

Right or wrong?

Assessing employees helps identify their strengths and areas for improvement related to desired qualities.

Vague expectations have a positive impact on desired qualities.

Discouraging self-reflection improves employee performance.



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Developing the qualities you want to see in your employees

Correct Answers

Assessing employees helps identify their strengths and areas for improvement related to desired qualities.

Yes, correct.

Vague expectations have a positive impact on desired qualities.

No, it's not correct. Clear expectations emphasize the importance of desired qualities

Discouraging self-reflection improves employee performance.

No, it's not correct. Encouraging self-reflection empowers employees to set personal development goals.

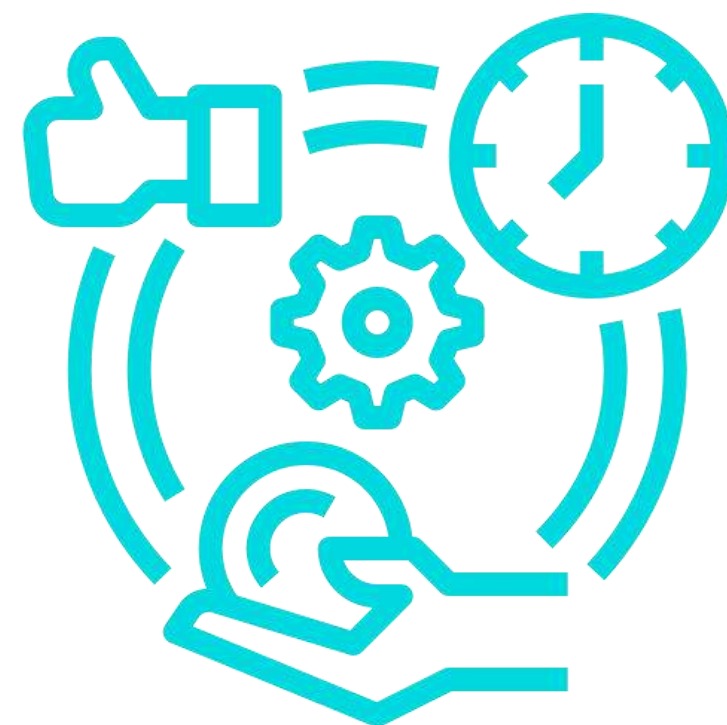




Understand and live the company's values

Define Values in Action:

- Tie **specific behaviors** to each **core value**.
- Provide guidance to your team, making values tangible.
- Helps remote workers navigate decisions independently.



Lead by Example:

- **Embody the core values** you want to see in employees.
- Demonstrate transparency, accountability, and collaboration.
- Inspire employees during challenging situations.

Communicate Values

Consistently:

- Make values known and visible.
- **Incorporate** values into office decor, emails, or intranet.
- Customize for remote teams (e.g., Zoom backgrounds)





Integrate Values in Work and Play:

- Consistently apply values in all aspects of the organization.
- Align celebrations and events with corporate values.
- Airbnb's example: "Be the Host" value in action.



Recognize and Reinforce Value-aligned Behaviors:

- **Acknowledge** and reward employees for value-aligned actions.
- **Formal recognition** through performance evaluations.
- **Informal recognition** fosters a value-driven





What you have learned in a nutshell

Understanding and living the company's values is crucial for aligning behaviors and decisions with the organization's principles.

Consistently communicating values, incorporating them into various aspects of work, and recognizing value-aligned behaviors contribute to building a strong culture and driving organizational success.

By defining specific behaviors tied to each core value, employees are guided in their day-to-day actions, reflecting the company's identity.





Check your knowledge

Understand and live the company's Values

Right or wrong?

Defining specific behaviors tied to each core value makes values tangible and provides guidance to the team.

Consistently communicating values, whether through office decor, emails, or intranet, ensures their visibility and awareness.

Integrating values in all aspects of the organization, including celebrations and events, ensures consistent application and reinforcement.



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Understand and live the company's values

Correct Answers

Defining specific behaviors tied to each core value makes values tangible and provides guidance to the team.

Yes, correct!

Consistently communicating values, whether through office decor, emails, or intranet, ensures their visibility and awareness.

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Integrating values in all aspects of the organization, including celebrations and events, ensures consistent application and reinforcement.

Yes, correct!

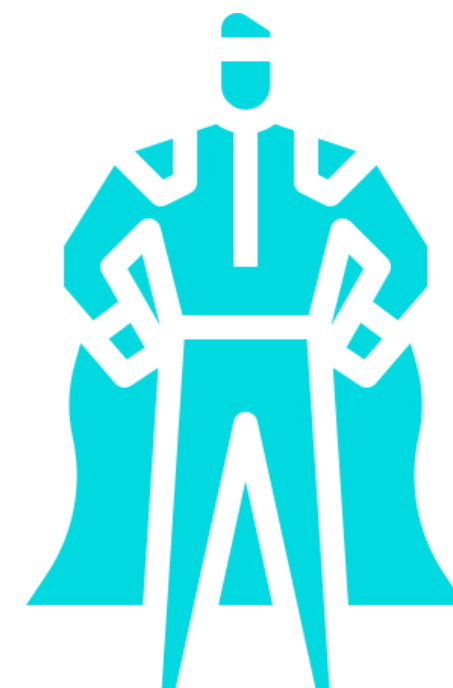




How to model the behavior you expect from your team

Demonstrate Work Tasks

- Rather than simply telling employees how to do the things they need to do, or furnishing them with an instructional guide, **take the time to perform the work yourself** in front of them or pair them with experienced employees. Modeling behavior in this way allows employees to ask questions and gain insights from those with first-hand experience.



Refine Your Communication Style

- Communication styles of managers are often modeled by their subordinates, creating another opportunity to strategically influence company culture. **When managers speak courteously and professionally at all times**, especially in conflict situations, **employees are more likely to model this behavior**, treating customers and each other with respect at all times.



Be Honest with Others

- Managers' commitment to honesty in the workplace provides a behavior model for all employees to see. If managers' and executives' actions are always in **line with their words** by following ethical guidelines, fulfilling promises made to employees, **admitting their mistakes** and coming to others for advice when they need it, employees are more likely to do the same in response.



Refuse to Play Office Politics

- Workplace politics are highly influenced by social learning theory, **giving employees cues** as to what they need to do to fit in the social hierarchy of the company. Managers who **display a firm commitment to equity** and refuse to play office politics can inspire other employees to focus on professionalism and performance rather than political maneuvering in the office.





What you have learned in a nutshell

Managers' work ethic influences the company's culture, and employees model their behavior based on managers' work habits and dedication.

Effective communication styles displayed by managers can shape the communication culture within the organization, fostering respect and professionalism.

Managers who prioritize honesty, ethical behavior, and refuse to engage in office politics inspire employees to follow suit, focusing on performance rather than maneuvering for personal gain.





Check your knowledge

**How to model
the behavior you
expect from your
team**

Right or wrong?

Engaging in office politics has no influence on the behavior and focus of other employees.

Managers who communicate courteously and professionally serve as behavior models for employees, encouraging respectful communication within the organization.

Employees are not influenced by the behavior and social hierarchy within the company.



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How to model the behavior you expect from your team

Correct Answers

Engaging in office politics has no influence on the behavior and focus of other employees.

No, this is not correct. Engaging in office politics influences the behavior and focus of other employees.

Managers who communicate courteously and professionally serve as behavior models for employees, encouraging respectful communication within the organization.

Yes, correct!

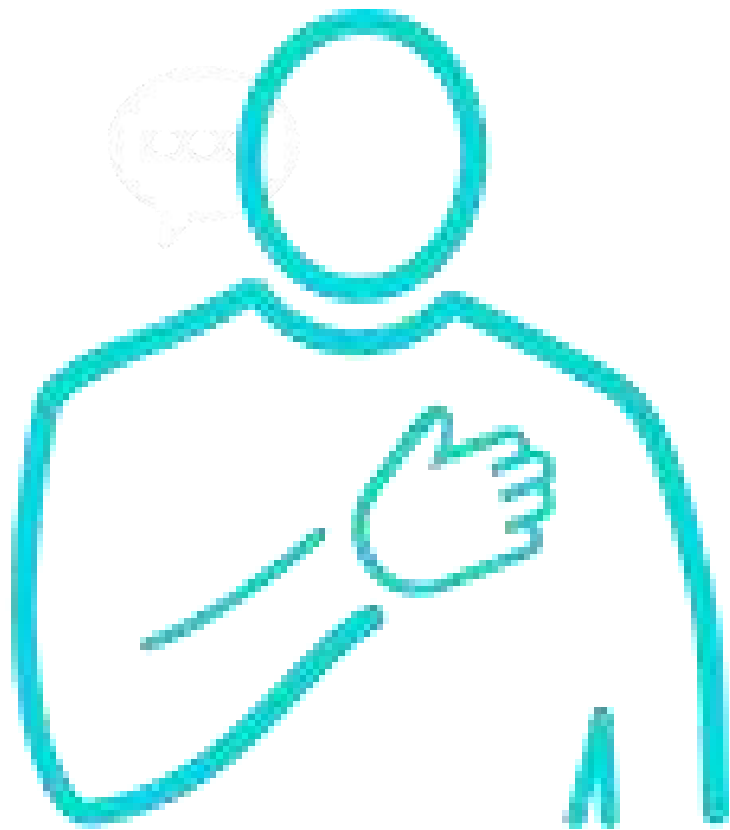
Employees are not influenced by the behavior and social hierarchy within the company.

No, this is not correct. Employees are influenced by the behavior and social hierarchy within the company.





How to be transparent with coworkers



To be transparent means to **share your thoughts and opinions honestly and respectfully**. Transparency is an approach to communicating and forming relationships that emphasize being direct with people in your workplace. The more transparency there is in the workplace, the more candid conversations there are

between employees and company leaders. Transparency is especially useful in increasing productivity and improving overall company performance because it avoids confusion and promotes sincere interaction.



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Speak honestly:

when you are honest, especially about needing help, others can provide solutions for you. Otherwise, employees won't know what is going on or how to assist you.

Ask questions:

Asking questions demonstrates a sense of humility and transparency because you recognize your need to improve and learn.

Be realistic

When you are realistic, you recognize what you and your company have to offer and you share your thoughts directly with employees.

Disclose information:

Disclosing information means not holding back specific details when talking to someone. It also means letting employees know what you mean to the fullest extent. Some ways to disclose information more easily is by setting up a time to meet with an employee and finding a private space to talk.

Stay professional

Staying professional is a part of being transparent. Although transparency does mean sharing truthful information, it does not require that you disclose absolutely everything about yourself or go into great detail about your personal life

Share business performance

consider sharing your business's performance with other employees. When you share business performance, you show statistics and analytics on how the company is doing, regardless of how good or bad the numbers.





What you have learned in a nutshell

Speak honestly and openly, expressing your true emotions and thoughts to foster a transparent work environment where others can provide assistance and support.

Ask questions to demonstrate humility, promote knowledge-sharing, and address any knowledge gaps, creating a culture of continuous learning and improvement.

Share specific details and fully disclose information to ensure clarity and understanding in communication, encouraging open dialogue and effective collaboration.





Check your knowledge

How to be transparent with coworkers

Right or wrong?

Being realistic and setting practical goals fosters transparency by recognizing both the strengths and areas for improvement within the company.

Staying professional has no relation to transparency, and personal details should always be shared in the workplace.

Disclosing information is unnecessary and does not contribute to transparency in communication.



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Correct Answers

How to be transparent with coworkers

Being realistic and setting practical goals fosters transparency by recognizing both the strengths and areas for improvement within the company.

Yes, correct!

Staying professional has no relation to transparency, and personal details should always be shared in the workplace.

No, this is not correct. Staying professional while being transparent involves sharing truthful information without divulging personal details and respecting employee privacy.

Disclosing information is unnecessary and does not contribute to transparency in communication.

No, this is not correct. Disclosing information without holding back details helps create transparency and ensures others have a clear understanding of what you mean.

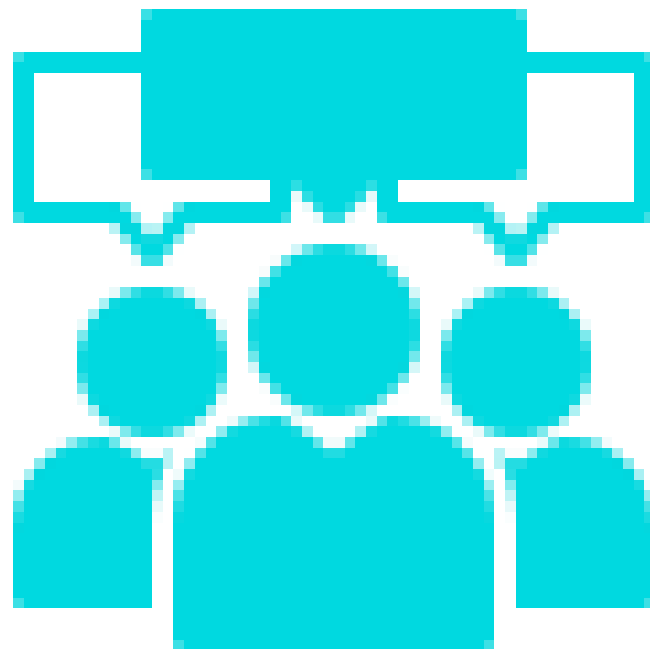




Be open to feedback and be willing to learn from your mistakes

Acknowledge your mistakes,

apologize if needed, and use them as opportunities for growth and improvement, demonstrating respect and responsibility towards those affected.



Analyze your mistakes

to identify their causes, evaluate your response, and extract valuable lessons for preventing their recurrence and finding effective solutions in the future.

For example, if you forgot to send an important email, you could determine that you made this mistake because you didn't add sending the email to your to-do list. You could then write all of your upcoming tasks in your planner.



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Get feedback from supervisors,

coworkers, and mentors to gain insights on areas of improvement and seek advice on handling mistakes and challenging situations.

Make a plan

to apply the lessons learned from your mistakes, including establishing effective habits, routines, and systems to prevent recurring errors and communicate your plan to supervisors for accountability.

Reflect on your progress

by evaluating how you've applied lessons, assessing your adherence to new habits, and identifying areas where further improvement is needed, either through journaling or discussing with a trusted individual.

Find lessons

in your mistakes to uncover new knowledge, identify areas for skill enhancement, and use these lessons to enhance your personal and professional growth.

Teach others

the lessons you've learned from your mistakes to foster a culture of learning, improve workplace efficiency, and solidify your own understanding and memory of those lessons.

Lead by example:

Maintain a learning mindset that embraces mistakes as opportunities for growth, viewing them as positive experiences that contribute to continuous learning and improvement.





What you have learned in a nutshell

Acknowledge mistakes and apologize when necessary.

Analyze mistakes for understanding and improvement.

Seek feedback, create a plan, and teach others to prevent future mistakes.



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Check your knowledge

**Be open to
feedback and
be willing to
learn from your
mistakes**

Right or wrong?

Seeking feedback from supervisors, coworkers, and mentors is irrelevant and does not provide any valuable insights.

Making a plan to apply the lessons learned helps avoid repeating the same mistakes and can involve creating new habits or routines.

Maintaining a learning mindset fosters a positive perspective on mistakes, viewing them as learning experiences and opportunities for personal development.



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Be open to feedback and be willing to learn from your mistakes

Correct Answers

Seeking feedback from supervisors, coworkers, and mentors is irrelevant and does not provide any valuable insights.

No, this is not correct. Seeking feedback from supervisors, coworkers, and mentors provides valuable insights and guidance for addressing mistakes and improving job performance.

Making a plan to apply the lessons learned helps avoid repeating the same mistakes and can involve creating new habits or routines.

Yes, correct!

Maintaining a learning mindset fosters a positive perspective on mistakes, viewing them as learning experiences and opportunities for personal

development.
Yes, correct!

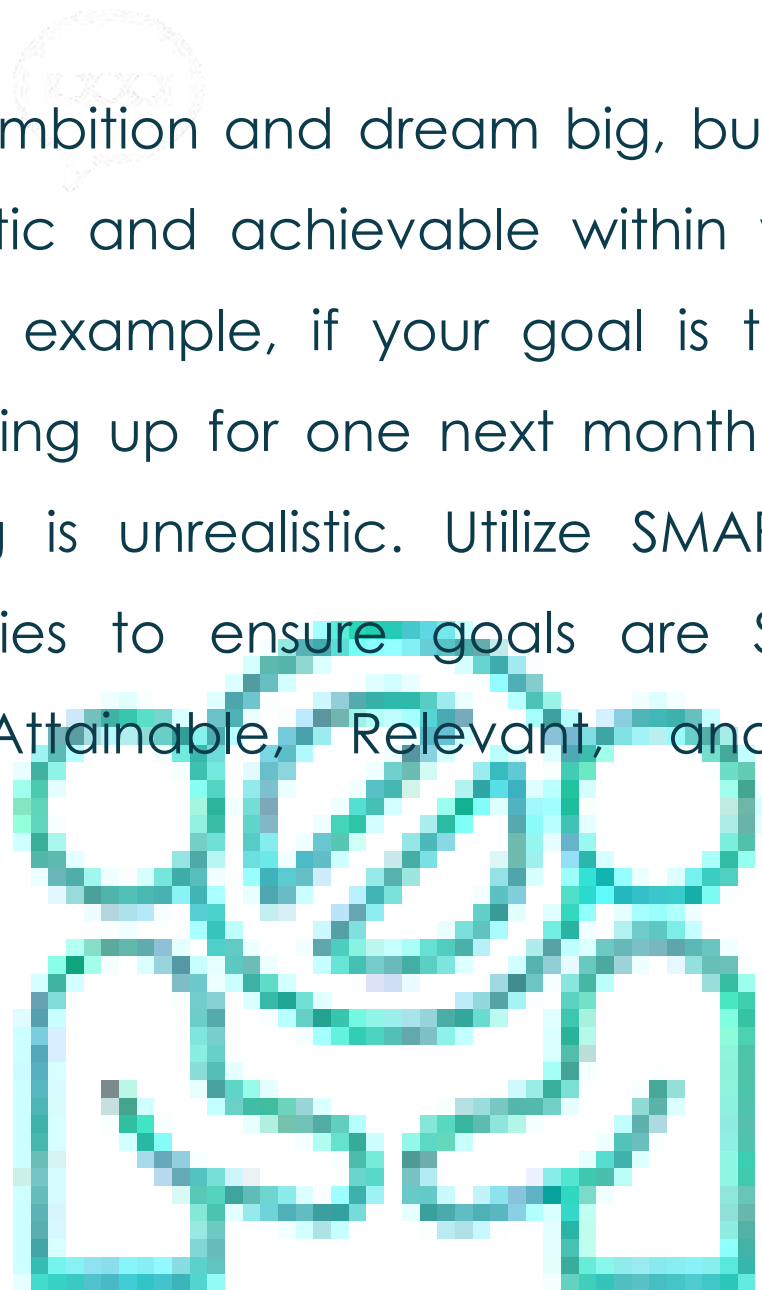




What to avoid after setting yourself as an example

Unrealistic Expectations when Setting Goals

Unleash your ambition and dream big, but ensure they are realistic and achievable within your set timeframe. For example, if your goal is to run a marathon, signing up for one next month without proper training is unrealistic. Utilize SMART Goal Setting strategies to ensure goals are Specific, Measurable, Attainable, Relevant, and Time-bound.



Neglecting Personal Joy in Goals

When setting goals, it's important to consider not only career aspirations but also activities that bring you joy and fulfillment in other areas of life. Balance is key, and the Wheel of Life tool can help identify which areas need more focus. Don't overlook goals like writing a book, engaging in adventure races, or nurturing a home garden, as they contribute to happiness and well-being.

Underestimating Time to Completion

Underestimating the time needed to accomplish tasks and goals can lead to discouragement and the risk of giving up. Avoid this by using Action Programs and effective scheduling strategies, and be sure to allocate extra time for delays and setbacks. By padding your timelines, you can alleviate pressure and maintain a



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Neglecting Progress Review

Regularly assess your accomplishments, even if progress feels slow, by setting smaller sub-goals and acknowledging achievements. Analyze your next steps to maintain momentum and consider updating your goals based on newfound insights. Remember, goals are flexible and can be adjusted to align with evolving priorities and allocate time accordingly.

Overloading Goals

Attempting to pursue numerous goals simultaneously can spread your time and energy thin, preventing you from giving each goal the necessary attention. Prioritize and select a few key goals using the "quality, not quantity" approach. By focusing on a limited number of goals, you can allocate your resources effectively and achieve

greater success in your endeavors.

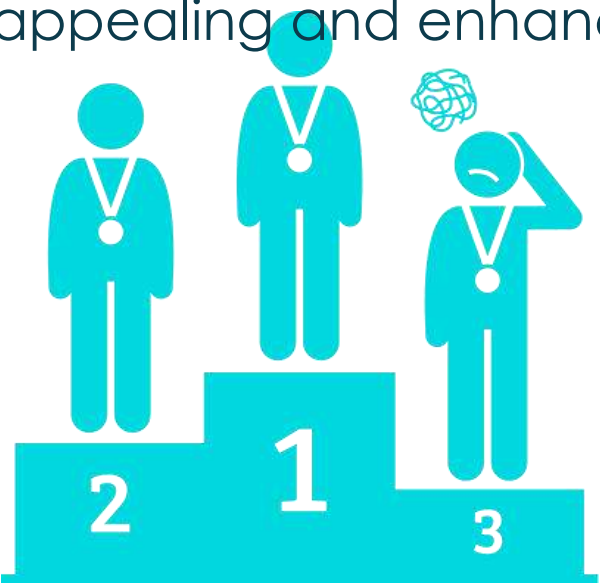


Failing to Appreciate Failure

Failure is inevitable and holds valuable lessons for personal growth. Embrace failures as opportunities for character development and transformation. Instead of being discouraged, learn from your mistakes, identify areas for improvement, and apply this knowledge to future goal pursuit.

Negative Goal Setting

The way you frame your goals affects your mindset and likelihood of achievement. Instead of focusing on negative aspects, reframe goals in a positive light. For example, shift from "losing weight" to "getting healthy" or from "stopping late work" to "spending more time with family." Positive goals are more emotionally appealing and enhance motivation.





What you have learned in a nutshell

Setting realistic goals that align with your abilities and timeframes is essential for success and maintaining motivation.

Embrace failure as a learning opportunity, assert your own goals, and regularly review and update your progress.

Balancing goals across different areas of life, including personal happiness and well-being, is crucial for a fulfilling and balanced life.



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Check your knowledge

**What to avoid
after setting
yourself as an
example**

Right or wrong?

Setting realistic goals is essential to ensure that they are achievable within the set timeframe.

Leading by example encourages unethical behavior in the workplace.

Setting goals based on personal aspirations rather than solely influenced by others is important for maintaining individuality and personal fulfillment.



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What to avoid after setting yourself as an example?

Correct Answers

Setting realistic goals is essential to ensure that they are achievable within the set timeframe.

Yes, correct!

Leading by example encourages unethical behavior in the workplace.

No, this is not correct. Leading by example promotes ethical behavior in the workplace.

Setting goals based on personal aspirations rather than solely influenced by others is important for maintaining individuality and personal fulfillment.

Yes, correct!





Conclusion: Leading by example and creating trustful relationships are fundamental for effective leadership and a positive work environment.

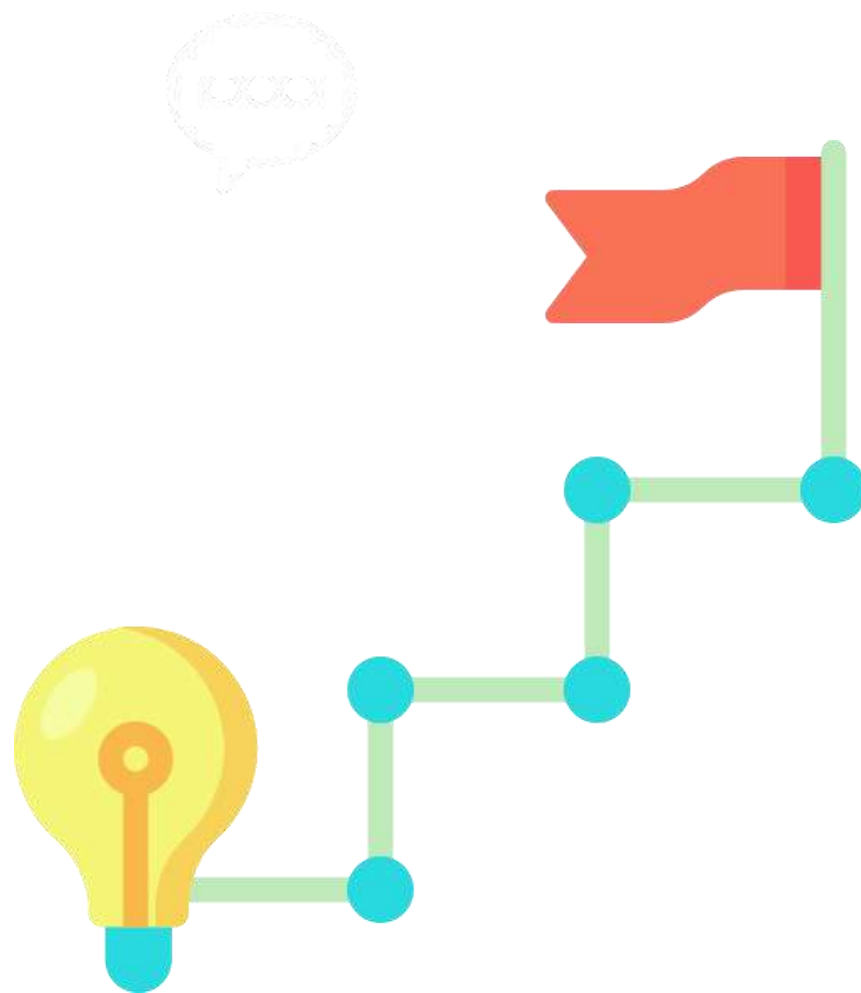
By understanding the benefits of trust, leading by example, developing desired qualities, and fostering open communication, you can inspire your team and drive success. Applying the principles and strategies learned in this module will enable you to create a culture of trust, collaboration, and continuous improvement in your workplace.





Next Step

Congrats! You have just gained new knowledge.



To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!



Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

What I have learned

Where I apply the newly
acquired knowledge

The first step I take and
(what and when)



Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more **'natural'** and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



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How to lead by example and create trustful relationships - Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

What I have learned

Where I apply the newly acquired knowledge

This is the outcome and what I learned from this experience

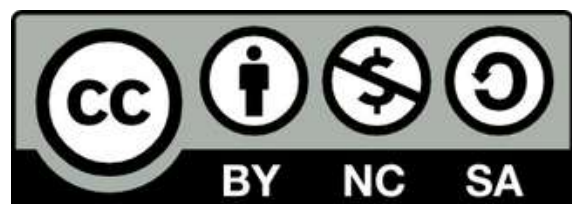


Congratulations!

You have just finished module number 10. on How to lead by example and create trustful relationships.
Well done! You can be proud of yourself!

But we never stop learning, as you know...

The next module interesting module is already waiting for you:



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Module n. 11

Team building and team work



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Author: Fenia Kalantzi - Innovation Hive

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Index

1. Meaning of team building & teamwork
2. Why is teamwork important in the workplace
3. Etiquette between a team in workplace
4. Healthy competition among teams in a company
5. Aspire teamwork within the company as a manager
6. Activities ideas to promote teamwork within your team



Meaning of team building & teamwork

Introducing **team building** and fostering a culture of **teamwork** in a company is essential for promoting **collaboration**, **communication**, and **synergy** among employees.

It involves creating an environment where individuals work together towards **shared goals**, leveraging their diverse **skills** and **strengths**.





Meaning of team building & teamwork

| Definitions | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Team building | Teamwork |
| Is the process of developing and enhancing the relationships, communication, and collaboration within a team. It involves activities and initiatives designed to improve team dynamics, trust, and cooperation. | On the other hand, refers to the collective effort and collaboration of individuals to achieve common objectives. |





Why is teamwork important in the workplace?

Implementing **team building** and fostering **teamwork** in a company brings several advantages.

It encourages open communication, strengthens relationships, and builds trust among team members.

It enhances problem-solving abilities, creativity, and innovation within the team.

It also increases morale, motivation, and job satisfaction among employees, leading to improved productivity and performance





Why is teamwork important in the workplace?

As a last step let's see an interesting video about the importance of teamwork!

5 Reasons Why Effective Teamwork is Important for all Organisations





Why is teamwork important in the workplace?

After watching the previous video we gathered the 5 reasons into a fun infographic for you to assist you!

5 Reasons Why Effective Teamwork is Important for all Organisations





Etiquette between a team in workplace

The etiquette of a team in the workplace refers to the set of **behavioral guidelines** and **norms** that promote professionalism, respect, collaboration, and effective communication among team members.

It ensures a **harmonious** work environment and enhances productivity. Here are some key etiquette principles for a team in the workplace.





Etiquette between a team in workplace

Respect and Courtesy

treat team members with respect, kindness, and professionalism. Value their opinions, perspectives, and contributions. Use polite language, listen actively, and show appreciation for their ideas and efforts

Active Communication

Practice open, clear, and timely communication within the team. Share information, updates, and feedback openly and transparently. Be responsive to emails, messages, and requests from team members

Collaboration and Cooperation

Foster a collaborative and cooperative atmosphere where team members work together towards common goals. Encourage sharing of knowledge, skills, and resources. Support and assist colleagues when needed

Punctuality and Reliability

Be punctual for team meetings, deadlines, and commitments. Respect others' time by being prepared and ready to contribute. Fulfill your responsibilities and deliver on your promises





Etiquette between a team in workplace

Conflict Resolution

Address conflicts or disagreements in a constructive and respectful manner. Seek understanding, find common ground, and work towards mutually beneficial solutions. Avoid personal attacks or gossip

Professionalism

Maintain a professional demeanor and appearance in the workplace. Follow the company's policies, guidelines, and code of conduct. Avoid inappropriate language, behavior, or actions that could undermine team dynamics

Confidentiality and Trust

Respect confidentiality when it comes to sensitive information or discussions within the team. Build trust by keeping commitments, honoring confidentiality, and demonstrating integrity

Feedback and Recognition

Provide constructive feedback to team members when appropriate, focusing on improvement and growth. Recognize and appreciate their achievements, contributions, and efforts. Celebrate team successes together





Etiquette between a team in workplace

Adaptability and Flexibility

Embrace change and demonstrate adaptability in the face of evolving circumstances or challenges. Be open to different perspectives and ideas. Willingly adjust plans or approaches when necessary

Positive Attitude

Maintain a positive and optimistic attitude within the team. Encourage a supportive and uplifting work environment. Celebrate diversity, show empathy, and offer encouragement to colleagues



What you have learned in a nutshell

Effective communication, trust, and respect are key elements of successful teamwork

Embracing diversity and inclusion within teams promotes creativity and innovation

Workplace etiquette plays a role in creating a positive work culture and should include active listening





Check your knowledge

Teamwork ...
true or false?

is essential for enhancing productivity and achieving better results in the workplace

has no impact on employee engagement and job satisfaction

and etiquette in the workplace plays a role in creating a positive work culture

And active listening is not an important aspect of workplace etiquette





Correct Answers

Teamwork...

is essential for enhancing productivity and achieving better results in the workplace

Yes, correct! Of course teamwork is essential for enhancing productivity, what have we been talking about?

has no impact on employee engagement and job satisfaction

No, this is not correct! Teamwork makes team member feel satisfied and included





Correct Answers

Teamwork...

and etiquette in the workplace plays a role in creating a positive work culture

Yes, correct! Behavior plays an important role on workplace and team work

And active listening is not an important aspect of workplace etiquette

No, this is not correct! Active listening is an important aspect, shows interest and respect





Healthy competition among teams in a company

Healthy competition among teams in a company can be a valuable driver of motivation, innovation, and performance.

It encourages individuals and teams to strive for excellence, push their limits, and continuously improve.

Let's see some key points to promote healthy competition among teams as a manager





Healthy competition among teams in a company

Clearly Defined Goals

Set clear and specific goals for each team, aligned with the overall objectives of the company. Establish metrics and benchmarks to measure progress and success. This provides a sense of direction and purpose for teams to compete towards

Focus on Self-Improvement

Encourage teams to focus on their own progress and development rather than solely comparing themselves to others. Emphasize personal growth, skill enhancement, and learning opportunities. Celebrate individual and team achievements, regardless of the outcome of the competition





Healthy competition among teams in a company

Collaboration within Competition

Promote collaboration and knowledge sharing among teams. Encourage them to exchange ideas, best practices, and lessons learned. Foster an environment where teams support each other's success, even while competing

Fairness and Transparency

Ensure that the competition is fair, transparent, and based on objective criteria. Establish clear rules and guidelines that are communicated to all teams. Avoid favoritism or bias. Provide equal opportunities and resources to all participating teams.





Healthy competition among teams in a company

Recognize Effort and Improvement

Acknowledge and appreciate the efforts and progress made by all teams, not just the winners.

Recognize individuals and teams for their hard work, commitment, and innovative approaches. This promotes a positive and inclusive competition culture

Encourage Healthy Rivalry

Foster a healthy spirit of competition that encourages teams to challenge and inspire each other. Create friendly rivalries that push teams to excel without creating animosity or negative behavior.

Encourage respectful and constructive feedback among teams.





Healthy competition among teams in a company

Learn from Competition

Encourage teams to learn from their competitors' strengths and strategies.

Analyze successful approaches and incorporate them into their own practices.

Emphasize continuous improvement and a growth mindset

Emphasize Overall Company Success

Reinforce the idea that healthy competition among teams ultimately contributes to the overall success of the company. Remind teams that their achievements collectively contribute to the company's growth and prosperity





What you have learned in a nutshell

Healthy competition promotes fairness, integrity, and ethical conduct, discouraging unethical practices or sabotage

Overall, healthy competition can be a motivating force in the workplace, driving individuals to excel while maintaining a supportive work environment

Healthy competition encourages learning from peers and celebrates collective achievements



Check your knowledge

**Healthy
competition...**
true or false?

in the workplace can drive individuals to improve their performance and achieve better results

promotes a cutthroat work environment with a lack of collaboration and teamwork

can lead to increased stress and burnout among employees

encourages individuals to engage in unethical practices and sabotage their colleagues to gain an advantage





Healthy competition...

Correct Answers

in the workplace can drive individuals to improve their performance and achieve better results

Yes, correct! Healthy competition can act as a motivator for individuals to push their limits, set higher goals, and continuously improve their performance. It fosters a drive for excellence and can lead to increased productivity

promotes a cutthroat work environment with a lack of collaboration and teamwork

No, this is not correct! Healthy competition should not undermine collaboration and teamwork. It should encourage individuals to work together, share knowledge, and support each other's growth. It is about striving for personal improvement while maintaining a cooperative atmosphere.





Healthy competition...

Correct Answers

can lead to increased stress and burnout among employees

No, this is not correct! Healthy competition, by definition, implies a balanced approach that avoids excessive pressure and stress. It should be accompanied by adequate support systems, recognition of effort, and work-life balance to prevent burnout and maintain employee well-being

encourages individuals to engage in unethical practices and sabotage their colleagues to gain an advantage

No, this is not correct! Healthy competition is based on fairness, integrity, and ethical conduct. It discourages unethical practices such as sabotaging colleagues or engaging in dishonest behavior. It focuses on personal growth and surpassing one's own limits rather than undermining others





Aspire teamwork within the company as a manager

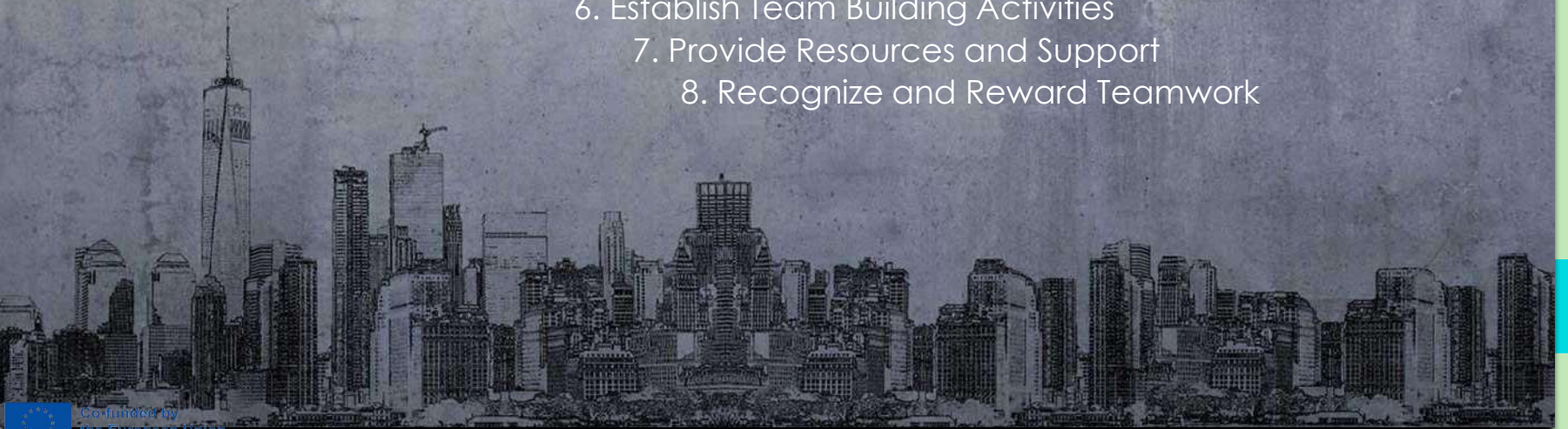
As a manager, there are several ways you can inspire and promote teamwork within your company or organization. Here are some strategies you can implement





Aspire teamwork within the company as a manager

1. Lead by Example
2. Set Clear Expectations
3. Foster Open Communication
4. Build Trust
5. Encourage Collaboration
6. Establish Team Building Activities
7. Provide Resources and Support
8. Recognize and Reward Teamwork





Aspire teamwork within the company as a manager



An interesting example of a company promoting teamwork is the multinational technology company, Cisco Systems. Cisco is known for its strong emphasis on collaboration and teamwork, and it has implemented various initiatives to foster a collaborative work environment. One notable initiative is the Cisco Collaborative Leadership Program. Here's an overview of how Cisco promotes teamwork through this program



Aspire teamwork within the company as a manager

Collaborative Leadership Training:

Cisco offers comprehensive training programs focused on collaborative leadership skills. These programs aim to develop leaders who can effectively lead cross-functional teams, foster collaboration, and drive collective success.



Team-Based Performance Evaluation:

Cisco utilizes a team-based performance evaluation system, where employees are evaluated not only on their individual contributions but also on their ability to work collaboratively within teams. This approach reinforces the importance of teamwork and encourages individuals to actively contribute to the success of the team



Virtual Collaboration Tools:

Cisco leverages technology to facilitate virtual collaboration among its geographically dispersed teams. The company provides various collaboration tools, such as video conferencing, instant messaging, and file-sharing platforms, enabling teams to communicate and work together seamlessly.





Aspire teamwork within the company as a manager

Cross-Functional Projects:

Cisco encourages employees from different departments and backgrounds to work together on cross-functional projects. These projects allow individuals to share their expertise, learn from one another, and develop a deeper understanding of the company's operations



Recognition and Rewards:

Cisco recognizes and rewards teams and individuals who demonstrate exceptional teamwork and collaboration. This recognition not only celebrates their achievements but also reinforces the importance of collaboration and encourages others to follow suit



Community of Practice:

Cisco establishes communities of practice, which are groups of employees with shared interests or expertise. These communities provide a platform for employees to connect, collaborate, and share knowledge, fostering a culture of continuous learning and collaboration





Aspire teamwork within the company as a manager

What have we learnt by this example

The Cisco Collaborative Leadership Program and related initiatives have played a significant role in creating a culture of teamwork and collaboration within the company. By emphasizing collaborative leadership skills, providing tools for virtual collaboration, and fostering cross-functional projects, Cisco promotes a work environment that values and encourages teamwork. This approach has contributed to the company's success in driving innovation, delivering high-quality products and services, and achieving business objectives





What you have learned in a nutshell

A manager plays a vital role in setting a clear vision and common goals to inspire teamwork among employees

Leading by example and demonstrating teamwork behavior as a manager is crucial in inspiring and reinforcing teamwork among employees

Teamwork is an ongoing process that requires continuous nurturing, reinforcement from the manager to create a collaborative culture within the company



Check your knowledge

true or false?

Encouraging open and transparent feedback can hinder teamwork by creating unnecessary conflicts

Recognizing and celebrating individual achievements is more important than acknowledging team accomplishments

Promoting a culture of collaboration and cooperation is unnecessary as individuals naturally gravitate toward teamwork

Empowering employees with decision-making authority and autonomy can hinder teamwork by creating conflicts and power struggles





Correct Answers

Encouraging open and transparent feedback can hinder teamwork by creating unnecessary conflicts

No, this is not correct! Encouraging open and transparent feedback actually strengthens teamwork by promoting honest communication, addressing issues, and facilitating growth. It fosters a culture of trust and continuous improvement

Recognizing and celebrating individual achievements is more important than acknowledging team accomplishments

No, this is not correct! While recognizing individual achievements is important, acknowledging team accomplishments is equally crucial. It reinforces the value of collaboration, boosts team morale, and encourages a collective mindset





Correct Answers

Promoting a culture of collaboration and cooperation is unnecessary as individuals naturally gravitate toward teamwork

No, this is not correct! While some individuals may naturally lean toward teamwork, promoting a culture of collaboration is essential for creating an environment where teamwork is valued, encouraged, and nurtured.

Empowering employees with decision-making authority and autonomy can hinder teamwork by creating conflicts and power struggles

No, this is not correct! Empowering employees with decision-making authority and autonomy actually enhances teamwork. It demonstrates trust in their abilities, encourages ownership, and promotes a sense of responsibility.





Activities ideas to promote teamwork within your team

By investing time and effort into team bonding activities, companies can create a positive and cohesive team environment, leading to higher employee satisfaction, improved teamwork, and enhanced overall performance.

You can find below some proposals about activities you can implement within your company to achieve bonding among team members.





Activities ideas to promote teamwork within your team

Virtual Scavenger Hunt:



Organize a virtual scavenger hunt where team members search for specific items or complete tasks within their own homes or workspaces. This activity promotes teamwork, creativity, and problem-solving

Online Trivia Day:



Host an online trivia day where team members can test their knowledge and compete in teams. This activity encourages friendly competition, team collaboration, and creates a fun and engaging atmosphere

Volunteering or Giving Back Activities:



Plan volunteering activities where the team can come together to support a cause or contribute to a charity. This not only promotes teamwork but also fosters a sense of purpose and social responsibility



Activities ideas to promote teamwork within your team

Remote Team Building Games:



Engage in online team building games specifically designed for virtual environments. These games can include virtual escape rooms, online puzzles, or interactive quizzes that require teamwork and collaboration.

Virtual Team Olympics:



Organize a series of fun and competitive challenges that team members can participate in from their own locations. These challenges can include physical activities, mental puzzles, or creative tasks that promote teamwork and team spirit.

Team Book Club:

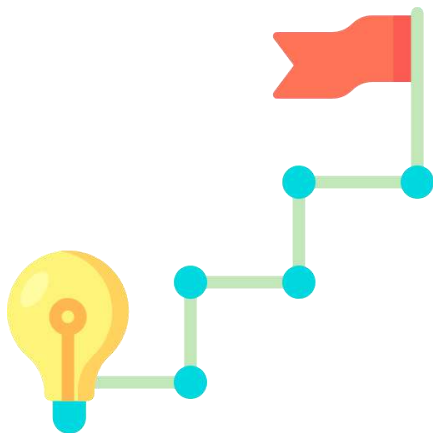


Start a team book club where team members collectively read a book related to their industry or personal development. Schedule discussions to share insights, reflections, and engage in meaningful conversations



Next Step

Congrats! You have just gained new knowledge.



To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!





How to motivate and persuade - Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

What I have learned

Where I apply the newly
acquired knowledge

The first step I take and
(what and when)



Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more '**natural**' and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



How to motivate and persuade - Monitor Your Progress

Name: _____

Date: _____

**Here I applied the newly
acquired knowledge**

This is what I did

**This is the outcome and
what I learned from this
experience**





Congratulations

You have just **finished module number 11** on
Team building and teamwork

Well done! You can be proud of yourself!

But we never stop learning, as you know...

The next interesting module is already waiting for you:

module n. 12 on Cross-cultural competencies and Diversity





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Module n. 12

Cross-cultural competencies and Diversity



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Author: Italienische Handelskammer München-Stuttgart
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- Diversity at the Workplace
- Cross-cultural Competencies
- Fostering Inclusion and Diversity
- Brave Dialogues
- Success Factors for Brave Dialogues



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Diversity at the Workplace

Equal opportunities for all employees are not only legally binding in most countries, but also socially fair and economically beneficial.

This knowledge and social approach are nowadays considered a universal truth.

However, it is also of common knowledge that theory does not always follow practice.



Further understanding of the subject of **cultural diversity** requires first highlighting that there are **different types of diversity in the workplace.**

There are of course many more types than the ones highlighted here, but in HR terms, there are a few **main types of diversity characteristics to consider.**



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Diversity at the Workplace

GENDER:

Women represent a large percentage of the workforce. However, there is still a gap in terms of fair pay and proportion of women in management positions.

RACE AND ETHNICITY:

Are another area where there is still a lot of prejudice, stereotyping, lack of equal opportunities, and a fair pay gap.

LGBTQIA+

The LGBTQIA+ community includes a complex range of people in terms of backgrounds, experiences and challenges, where there also remains a lot of prejudice, stereotyping and a lack of equal opportunities as well as a fair pay gap.

:

AGE:

Both younger and older workers can also be victims of wrong treatment, prejudice or stereotypes at the workplace



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Diversity at the Workplace

WORKERS WITH DISABILITIES:

Disabilities can encompass many differences, from the ability to engage in social relations to physical disabilities.

NEURODIVERSITY:

Recognising neurological differences, such as dyslexia, autism or Tourette's syndrome, and providing a supportive environment, helps organisations embrace differences and the benefits people can offer in well-adapted roles. A neurodiversity programme can also contribute to addressing negative perceptions.

MENTAL HEALTH:

Focusing on mental health alongside supporting wellbeing in the workplace can address a range of issues, from absence to behavioural problems.

THINKING STYLE:

Different personalities and thinking styles can enhance creativity if the person and the job are well matched. Conversely, they can cause stress if they are poorly matched.



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Diversity at the Workplace

Diversity in the workplace is about ensuring **equal opportunities**
for all people by **embracing differences.**



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Check your knowledge

Diversity at the Workplace...

true or false?

Older workers are not usually victims of prejudice or stereotypes at work.

A neurodiversity programme is highly recommended to address stereotypes.

Having different personalities and thinking styles can enhance creativity at the workplace.

Focusing on mental health is contraproductive for the workplace.



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Correct Answers

Diversity at the Workplace...

true or false?

Older workers are not usually victims of prejudice or stereotypes at work.

No, this is not correct! Both younger and older workers can also be victims of wrong treatment, prejudice or stereotypes at the workplace.

A neurodiversity programme is highly recommended to address stereotypes.

Yes, correct! Organizations may embrace diversity and the advantages people can give in roles that are well-suited to their abilities by acknowledging neurological differences like dyslexia, autism, or Tourette's syndrome and creating a supportive workplace.

Negative impressions can also be addressed with the help of a neurodiversity program.



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Correct Answers

Diversity at the Workplace...

true or false?

Having different personalities and thinking styles can enhance creativity at the workplace.

Yes, Correct! When the person and the task are a good match, different personalities and thinking styles can increase creativity. If they are mismatched, on the other hand, they can lead to tension.

Focusing on mental health is contraproductive for the workplace.

No, this is not correct! Investing on mental health while promoting workplace well-being can solve a variety of difficulties, from absence to behavioral concerns.



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Cross-Cultural Competencies

With the significant demographic shifts within our multicultural societies

CROSS-CULTURAL COMPETENCIES have become not only a critical issue for businesses but also a

key element for the further development of their expertise areas and services.





Cross-Cultural Competencies

For this reason, companies have started to implement initiatives to **manage the relationships** among their diverse groups of employees, as well as to **adapt recruitment** and **selection strategies** as well as **specialized trainings**.



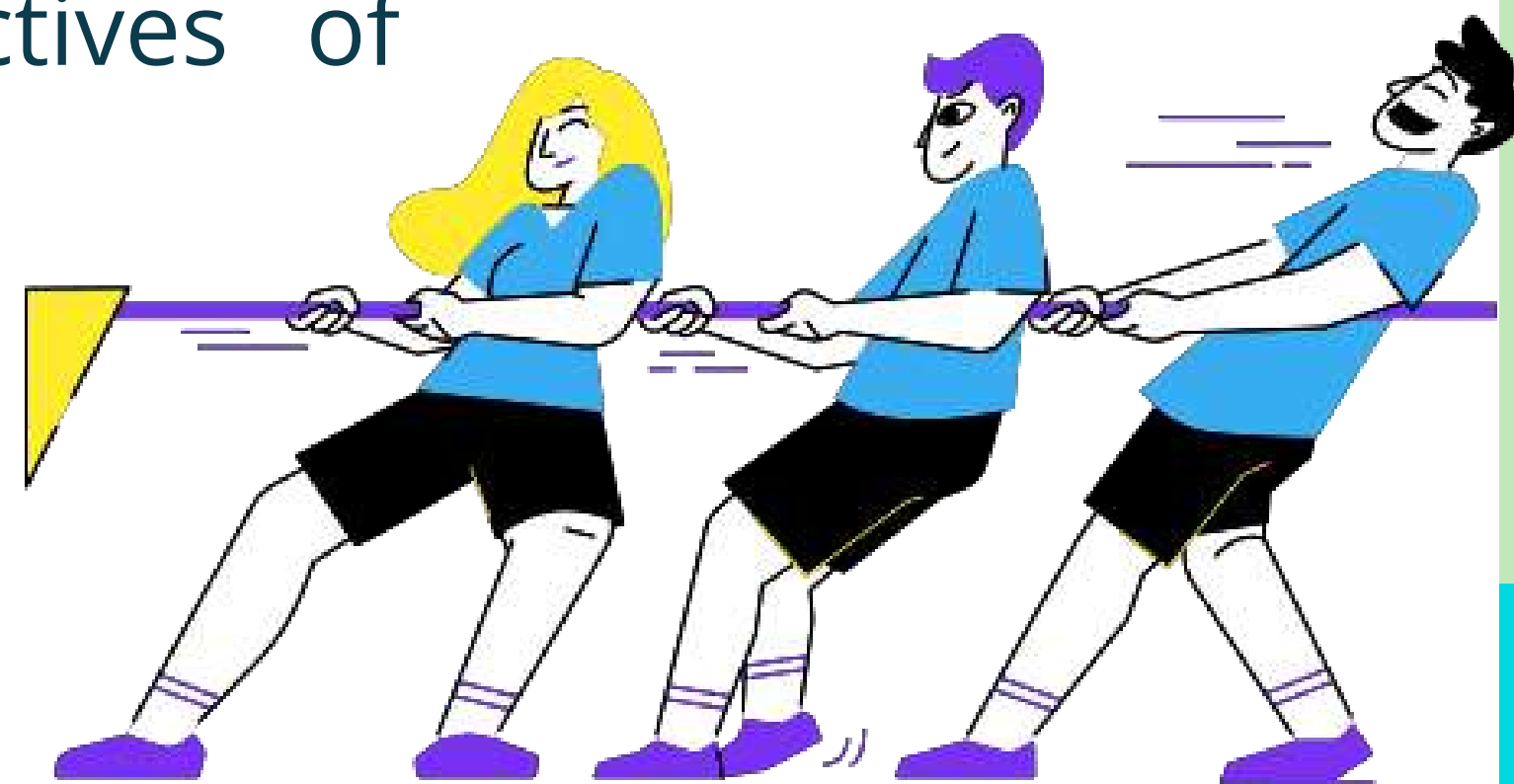
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Cross-Cultural Competencies

The impact of cross-cultural competencies is not only on the **productivity** but ultimately also **organizational profitability**.

Fostering **inclusion** and **diversity** should therefore be an integral part of any organization, which beholds perspectives of **growth in the present and future**.



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Cross-Cultural Competencies

Means having the **knowledge and skills** necessary to work with people of different nationalities, ethnic communities, languages, and religions.

Three related dimensions can be found:

SENSITIVITY

SKILLS

AWARENESS



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Chen, G. M., & Starosta, W. J. (2000). The development and validation of the Intercultural Sensitivity Scale. Human Communication, 3, 1-15.



Cross-Cultural Competencies

SENSITIVITY

Refers to an **individual's capacity to comprehend and appreciate cultural differences.**

Awareness is linked to the ability **to understand how culture affects thinking, behaviour, and interactions.**

AWARENESS

SKILLS

Skills are **reflected in effective communication and intercultural interactions.**



Cross-Cultural Competencies

If a person, school, or organization is culturally competent, it means that they understand, appreciate, and can effectively work with people with different origins, traditions, beliefs, customs, etc.

The underlying assumption is that **increased cross-cultural experience** results in the **growth of personal skills and abilities**.

Therefore, cross-cultural competences **can be learned and trained**, and the skills necessary to help employees interact with people from cultures often include:

**ACTIVE
LISTENING
CAPABILITIES**

**EMOTIONAL
INTELLIGENCE**

**PEOPLE
INTERACTION
SKILLS**



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Chen, G. M., & Starosta, W. J. (2000). The development and validation of the Intercultural Sensitivity Scale. Human Communication, 3, 1-15.



What you have learned in a nutshell

CROSS-CULTURAL COMPETENCIES

Cross-cultural competencies have an effect on organizational profitability in the long run, in addition to productivity.

Any organization that envisions potential for progress in the present and the future should actively promote inclusion and diversity.

Cross-cultural competencies means having the knowledge and abilities required to interact with individuals of diverse nations, backgrounds, ethnic communities, languages, and faiths.

Increased cross-cultural exposure leads to the development of individual talents and capabilities.

The skills necessary to help employees interact with people from cultures include:
Active listening capabilities,
People interaction skills
and Emotional intelligence



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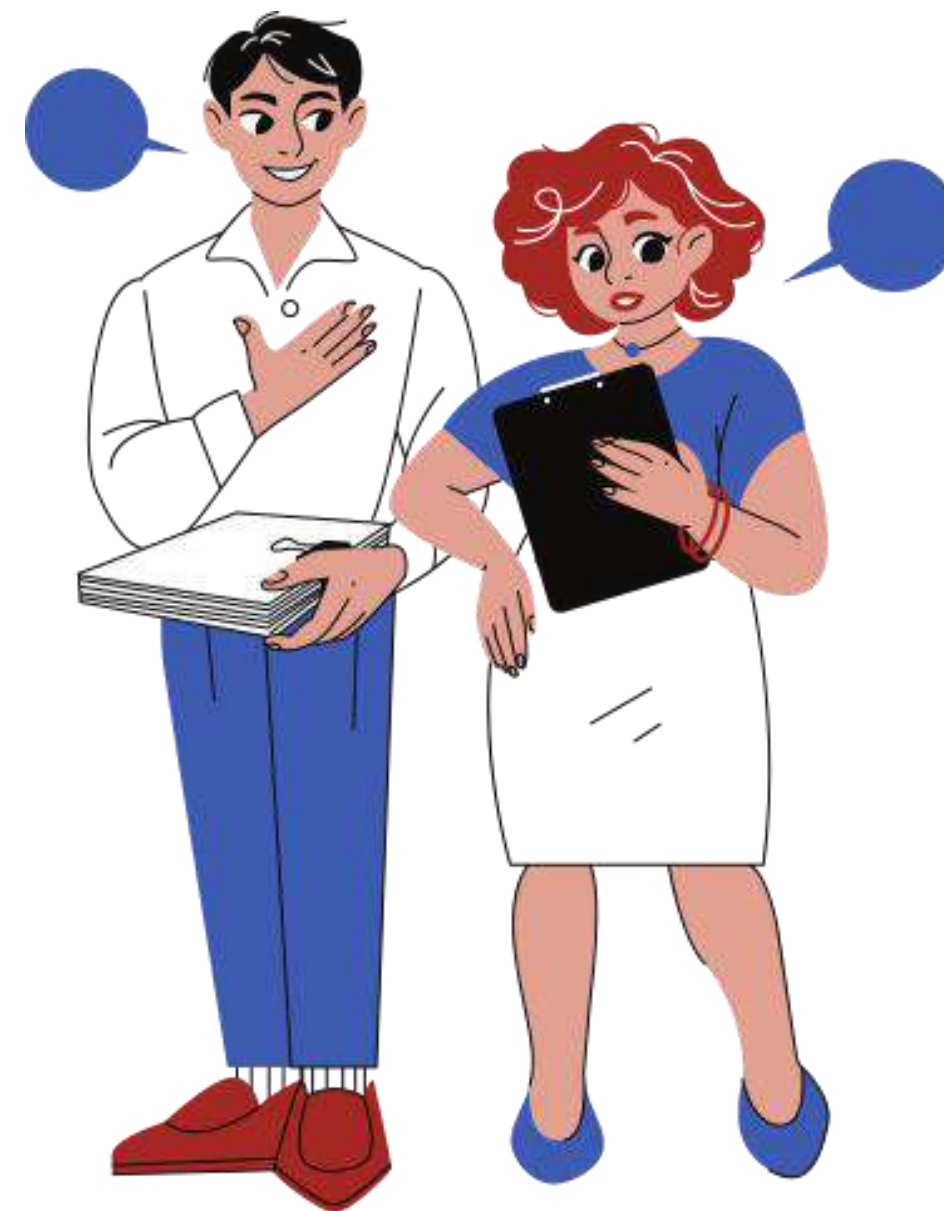
ACTIVE LISTENING CAPABILITIES

LISTENING is an integral aspect of **business communication**.

LISTENING involves understanding the **intent** of what the other person is trying to say.

LISTENING involves appreciating the situation and the underlying circumstances and even assessing what a person is not able to say by looking at his or her **body language**.

A good listener is aware of the subject and does not assume any facts.





ACTIVE LISTENING CAPABILITIES

You can nurture and **improve your listening skills** with constant practice and effort.

FIRST, minimise distractions while listening to the other person.

SECOND, try not to interrupt the conversation even if you agree with the other person's point of view. Maintain a clear mind and do not react to the other person's behaviour.

THIRD, understand the intention and note the important points.

FINALLY, ask questions at the right time to get appropriate answers and show that you are really interested in what the other person has to say.



PEOPLE INTERACTION SKILLS

Interpersonal skills are the ability of people to **interact and communicate in an organisation.**

People develop these skills through socialising in different environments and with different people over time.

Interpersonal skills are the **basis of good professional and social relationships.**

They comprise a wide range of competences including:

VERBAL AND NON-VERBAL COMMUNICATION
SKILLS

TEAMWORK

MEDIATION AND RESOLUTION

DECISION MAKING



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Chen, G. M., & Starosta, W. J. (2000). The development and validation of the Intercultural Sensitivity Scale. Human Communication, 3, 1-15.



EMOTIONAL INTELLIGENCE

Emotional intelligence addresses our **ability to understand and manage our emotions** in all circumstances and how we interact with others.

It involves being able to **empathise** with others.

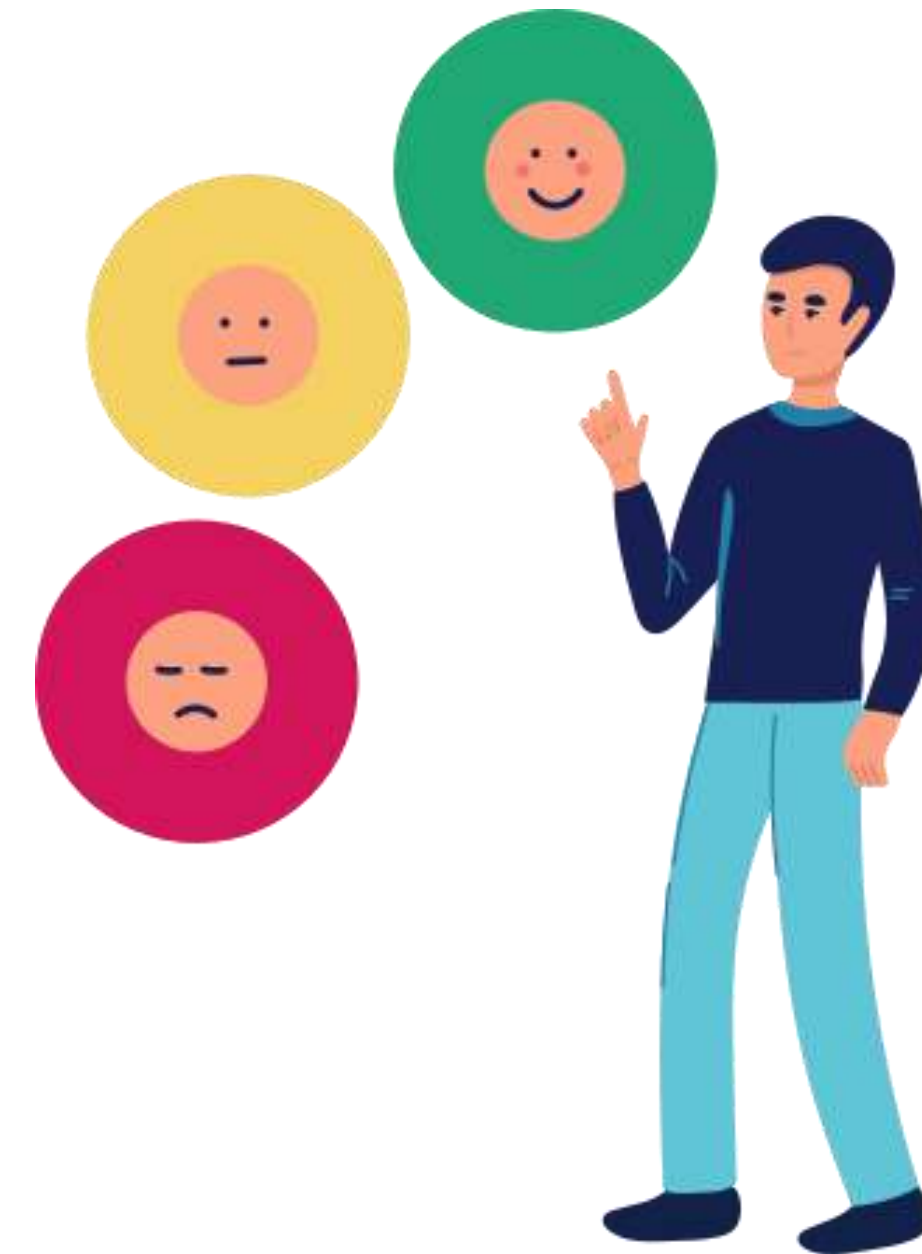
In a business environment, emotional intelligence contributes greatly to successful

RELATIONSHIPS

TEAMWORK

HIGH PRODUCTIVITY

GOOD RESULTS





EMOTIONAL INTELLIGENCE

Moreover, leaders with high emotional intelligence **communicate effectively** with their staff and cultivate an environment of **mutual trust and respect**.

When a manager is able to empathise, they **open various channels of communication**.

The other person also appreciates empathy and eventually **new ideas, and solutions** are formed together, which ultimately lead to the **success of the organisation**.





What you have learned in a nutshell

ACTIVE LISTENING CAPABILITIES

Enhancing active listening is vital for effective business communication. It involves understanding intentions, appreciating non-verbal cues, and avoiding assumptions. To improve, minimize distractions, refrain from interrupting, stay composed, take note of key points, and ask relevant questions. These practices foster understanding and demonstrate genuine interest.

PEOPLE INTERACTION SKILLS

Interpersonal skills are vital for effective communication in organizations, developed through socializing with diverse individuals. They include verbal and non-verbal communication, teamwork, conflict resolution, and decision-making, forming the foundation for positive relationships.

EMOTIONAL INTELLIGENCE

Emotional intelligence involves understanding, managing emotions and empathizing with others. In business, it fosters successful relationships, teamwork, productivity, and results. Leaders with high emotional intelligence communicate effectively, cultivating trust, opening channels for collaboration, and driving organizational success.



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Check your knowledge

Cross-Cultural Competences

...

true or false?

Cross-cultural competences have no impact on organizational profitability.

Sensitivity is the ability to effectively communicate and interact with people from different cultures or backgrounds.

Interpersonal skills are very important for professional relationships in an organization.

Emotional intelligence has no effect on successful relationships and teamwork



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Cross-Cultural Competences

...

true or false?

Correct Answers

Cross-cultural competences have no impact on organizational profitability.

No, wrong! Cross-cultural competences have become a critical issue for businesses and can impact organizational profitability. Some innovative companies have started to implement initiatives to manage diverse employee groups and adapt recruitment strategies, indicating the importance of cross-cultural competences for organizational success.

Sensitivity is the ability to effectively communicate and interact with people from different cultures or backgrounds.

No, this is not correct! Sensitivity is understood as an individual's capacity to comprehend and appreciate cultural differences. It is one of the dimensions of cross-cultural competence, along with awareness and skills. Therefore, sensitivity is indeed linked to effectively communicating and interacting with people from different cultures.



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Correct Answers

Interpersonal skills are very important for professional relationships in an organization.

Yes, correct! Interpersonal skills are the basis of good professional and social relationships within an organization. These skills include verbal and non-verbal communication, teamwork, mediation, resolution, and decision-making. Thus, interpersonal skills are crucial for fostering positive relationships and collaboration in a professional setting.

Emotional intelligence has no effect on successful relationships and teamwork

No, this is not correct! There is a significant contribution of emotional intelligence to successful relationships, teamwork, and overall business productivity. Leaders with high emotional intelligence communicate effectively, cultivate trust, and create an environment of mutual respect. Empathy is also crucial in opening channels of communication and forming innovative solutions together. Therefore, emotional intelligence is essential for the success of an organization.

**Cross-
Cultural
Competences**

...

true or false?



Fostering Inclusion and Diversity

Taking into consideration contemporary social movements and change, the research and literature on diversity in the workplace is currently categorized into two types:

Inherent Diversity

is gender, age, race, religious background, socio-economic background, sexual orientation, disability and nationality or cultural background.

Acquired Diversity

includes different perspectives derived from different personalities, cross-cutting knowledge, or experience.



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Fostering Inclusion and Diversity

Cultural differences in values, attitudes, perceptions, or approaches **can interpose a team's work and undermine its potential**, so it is very important that individuals are able to **bridge the gap and find synergies**.

However, at the same time, these differences are also **precisely the reasons why diverse teams can outperform homogeneous teams** by far.

Because to create high-performing, creative and innovative teams, diversity is needed.

Having **different perspectives, thinking outside the box and challenging the status quo** is invaluable in connecting with increasingly diverse customers or partners and this helps to be more responsive and adapted to their needs.



Fostering Inclusion and Diversity

For these reasons, inclusion is fundamental to bring out the best in everyone's individual characteristics.

According to the literature, an inclusive workplace...

“provides a welcoming culture where each individual feels valued; receive equal treatment coupled with deserved respect and dignity”

INCLUSION

... is a culture where people can come to work, feel comfortable, valued and confident, work in a way that suits them and also meets the needs of the business.



What you have learned in a nutshell

Diversity in the workplace encompasses inherent and acquired diversity. Inherent diversity includes characteristics like gender, age, race, religion, and more. Acquired diversity involves different perspectives derived from personalities, knowledge, or experiences.

Cultural differences can both hinder and enhance team performance. Bridging the gap and finding synergies is crucial. Diverse teams with varied perspectives, creativity, and innovation can outperform homogeneous teams, leading to better connections with diverse customers and adaptability to their needs.

Inclusion is essential for leveraging individual strengths. An inclusive workplace values each individual, provides equal treatment, respect, and dignity. It fosters a welcoming culture where people feel comfortable, confident, and can work in a way that suits them while meeting business needs. Strategies like Brave Dialogue can help create a more inclusive workplace.



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Brave Dialogues

There are various concepts and theories on how to promote diversity and inclusion in organisations.

Promote the idea of creating a common understanding in which employees are **encouraged to address their differences to foster individual and organisational learning.**

The goal is not to reduce the conflict inherent in diversity, but to embrace it. When this happens, diversity becomes a powerful resource.

To do this effectively, managers must **establish a climate where employees feel psychologically safe:**

SAFE TO DISAGREE
TO QUESTION ASSUMPTIONS
TO BE VULNERABLE
TO MAKE MISTAKES





Brave Dialogues

Have the function of **DECONSTRUCTING PRESUPPOSITIONS.**

This interaction requires courage and vulnerability, as well as a willingness to rectify and amend incorrect assumptions.

This learning practice helps people clarify the underlying

ASSUMPTIONS AND BELIEFS

that drive accepted but unnamed norms that can subtly provoke uncertainty about members of stigmatised groups.





Brave Dialogues

When both parties, the **initiator of the brave dialogue and the receiver**, are able to express their understandings of the interaction, they will be able to create a **shared meaning**.

This does not necessarily imply that they will agree or that tensions will dissolve.

Rather, each person will have the **opportunity to listen to the other's experience** of the same situation and name the assumptions that influenced their behaviour.

When successful, both parties gain **shared learning**.

Here, there are **three success factors** to consider when establishing a brave dialogue:

AWARENESS OF
POWER DYNAMICS

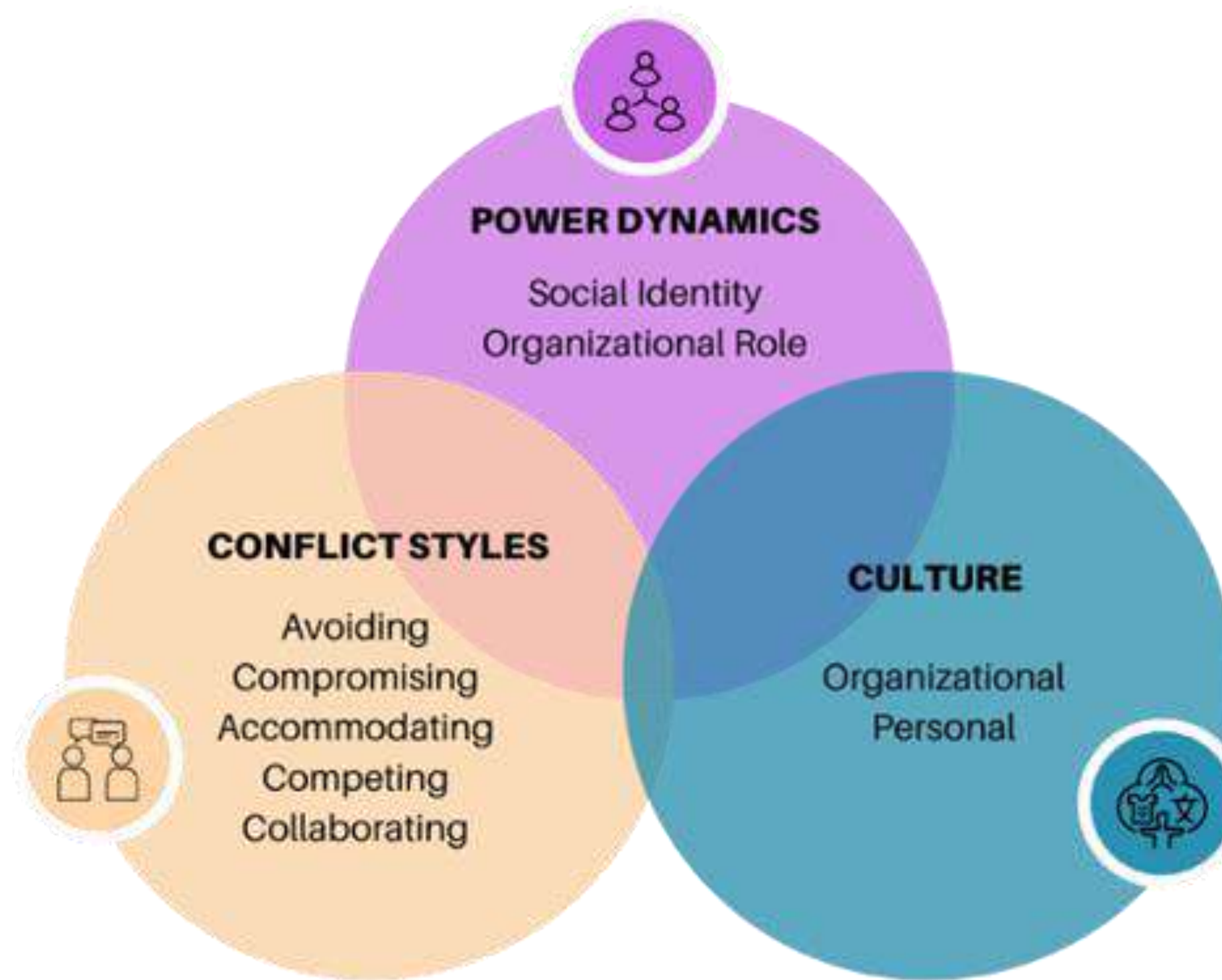
AWARENESS OF
CONFLICT STYLES

UNDERSTANDING OF
CULTURE





Success Factors for Brave Dialogues



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AWARENESS OF POWER DYNAMICS

The first success factor for a Brave Dialogue is an

**ASSESSMENT OF THE IMPLICIT AND
EXPLICIT POWER DYNAMICS**

that are related to the social and organisational identities, which may emerge during the conversation.



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AWARENESS OF POWER DYNAMICS

P
O refers to the potential for an individual (or group)
W
E to exert **influence** on another individual or group.
R

It might originate **implicitly** through an **individual's attributes**

(i.e. social identity characteristics)

or **explicitly** through the **role** or **hierarchical position** that a certain individual has in the organisation.





AWARENESS OF POWER DYNAMICS

In turn, **influence is the exercise of power** to change the **behaviour, attitudes and values** of an individual or group.

Organisations and individuals rely on these implicit and explicit sources of power to **distribute or retain rewards**, such as **promotions, access to opportunities and other organisational currencies**.





AWARENESS OF POWER DYNAMICS

An **analysis of power and influence** means that the initiator is trying to

REBALANCE A DYNAMIC.

When you initiate a brave dialogue, you are trying to to exercise your power to influence the other person to **see the experience from your point of view** with the aim of creating

SHARED MEANING.



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AWARENESS OF POWER DYNAMICS

The goal is to **engage the receiver** in an **open dialogue** about the **unidentified assumptions** underlying the interaction and **to better understand the underlying beliefs** of both parties.

By exploring the **experiences of both sides**, a brave dialogue builds a **deeper sense of trust** and **creates a learning climate** in which those involved can openly **address their biases and work on them.**



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AWARENESS OF POWER DYNAMICS

SUMMARY

Power dynamics, both **implicit and explicit**, play a crucial role in social and organizational interactions.

Power refers to the **ability to influence others**, which can stem from social identity characteristics or hierarchical positions.

In a **Brave Dialogue**, understanding power dynamics helps create **shared meaning and trust**, as participants openly **address biases** and **work towards mutual understanding**.



AWARENESS OF CONFLICT STYLES

Another factor to consider when engaging in courageous dialogue is how each person deals with **conflict**.

Sometimes the fear of conflict, especially when it comes to deeply held beliefs that manifest themselves in unconscious biases, **can lead employees to associate disagreement with interpersonal attacks**.

The instrument highlights **five conflict styles**:

AVOIDING

COMPROMISING

ACCOMMODATING

COMPETING

COLLABORATING





AWARENESS OF CONFLICT STYLES

Avoiding

An avoidant style pursues to **evade conflict**; this is beneficial when it is necessary to **create space** due to tension.

During a Brave Dialogue, a person with an avoidant style **may shorten the conversation, pause more often, or ask to resume later.**





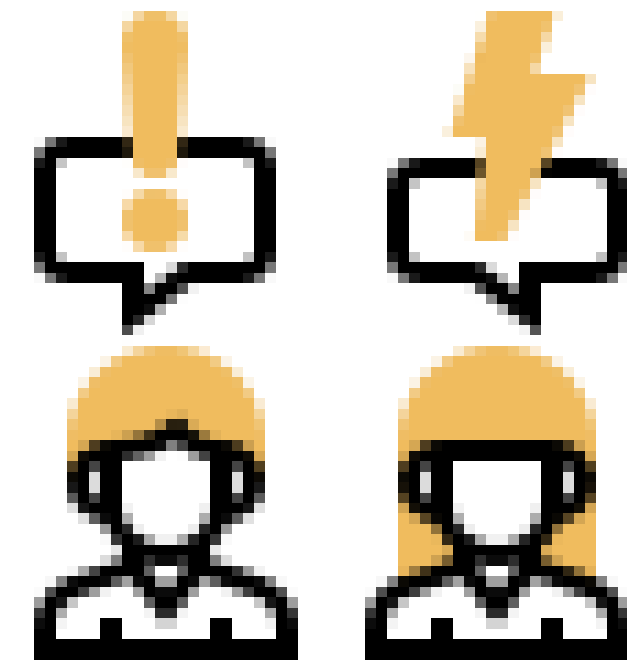
AWARENESS OF CONFLICT STYLES

Compromising

Occurs when one person wants to **reach an agreement** with the other.

During a Brave Dialogue, someone with a compromising style might suggest to "**agree to disagree**".

Over-reliance on compromise **can be an easy way out** of an uncomfortable and necessary conversation **but misses the opportunity to examine the root of the biased behaviour**, which would give the opportunity to **reinforce trust and minimise the likelihood of recurrence**.





AWARENESS OF CONFLICT STYLES

Accommodating

Occurs when one party **gives in to the wishes of the other.**

In a Brave Dialogue, a person with an accommodating style **might apologise before sharing their own experience**, again limiting the opportunity for shared learning.





AWARENESS OF CONFLICT STYLES

Competing

Is when someone **strongly defends their point of view**.

A person with a competitive style may have **difficulty listening** during a courageous dialogue and **offer counterarguments** before the initiator has finished describing the situation.





AWARENESS OF CONFLICT STYLES

Collaborating

Is when both parties **share their perspectives** and **work together** to develop a solution that meets their objectives.

The collaborative approach occurs when both parties **reframe the challenge, explore root causes and assumptions, and create a broader narrative** that includes the experiences of both the initiator and the receiver.





AWARENESS OF CONFLICT STYLES

Collaborating

The collaborative approach has proven to be the **most effective** one when engaging in a Brave Dialogue and **should be encouraged in an inclusive organisation**.

This method requires a **high degree of trust**, which is **built gradually over multiple Brave Dialogues**.

It is therefore important to stress that this is a **developing practice**, not a way to create a definitive solution.

It is vital to **continue to engage in such dialogues** to **create a culture of courage and commitment** to addressing subtle biases when they surface.





AWARENESS OF CONFLICT STYLES

SUMMARY

Conflict styles influence **how individuals handle disagreements** during brave dialogues. The five conflict styles are **avoiding, compromising, accommodating, competing, and collaborating**. While some styles may limit shared learning and trust-building, **collaborating**—where both parties share perspectives and work towards a solution—proves to be the **most effective approach**. Encouraging collaboration fosters an **inclusive environment for addressing biases**.



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UNDERSTANDING OF CULTURE

When engaging in a Brave Dialogue, it is essential to be genuinely aware of the ways in which **cultural values, both organisational and personal**, guide personal perceptions. The culture of an organisation plays the role of **establishing or guiding the implicit norms that determine (un)acceptable behaviour in a determined social system**.

Cultural norms derive from the **concordance (or the lack of it) between the values an organisation advocates and the values it actually puts into practice**.





UNDERSTANDING OF CULTURE

EXAMPLE

An organisation may **explicitly promote a healthy work-life balance**

ADVOCATED VALUE

BUT THEN...

"Managers send emails to employees outside working hours and expect an immediate response."

VALUE PUT INTO PRACTICE

It is the assumed behaviour implicit in the enactment of cultural norms that determines the essence of the organisation's overall culture.



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UNDERSTANDING OF CULTURE

In addition, **employees also bring to the workplace their own personal cultural values**, which **may or may not coincide** with those of the organisation.

Since both **organisational and personal cultural values operate outside of our awareness**, it is important to **hold our perceptions lightly and be willing to examine how values influence our interpretation of any given moment or situation**.

In doing so, we bring **cultural humility** to the Brave Dialogue. Thus, **by engaging in cultural humility**, we recognise that **our individual 'truth'** is born out of **organisational and personal cultural values and is therefore not the only 'truth'**.

For this reason, people should remain open to **understanding the individual "truths" of others**.





UNDERSTANDING OF CULTURE



Cultural values, **both organizational and personal**, shape **perceptions and behaviors**. Organizational culture establishes **implicit norms for acceptable behavior**, while **personal cultural values vary** among employees. Recognizing and examining cultural influences with **cultural humility** is crucial in Brave Dialogues. It **promotes understanding** of diverse perspectives and challenges the assumption that one's own truth is the only truth. By embracing cultural differences, organizations **foster inclusion and encourage open dialogue**.



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Brave Dialogues

Each of the three success factors can **promote and increase inclusion at the workplace** by distributing the responsibility for active (un)learning in the process of a Brave Dialogue.

A Brave Dialogue is **not likely to be smooth and neat**; there will **often be a lack of closure and some uncertainty when it concludes**. It is not unusual to have to **reassemble for a follow-up dialogue**. Sometimes we may engage several times and reach a point where we recognise that we have done and said all we could.

Brave dialogues offer a **learning practice** that can be used to **disrupt subtly biased behaviour**. They offer employees an **informal way to communicate, clarify ambiguity and test assumptions** for the sake of learning from each other.





Brave Dialogues

When a practice of brave dialogues is established, the organisation is indicating something crucial:

ALL MEMBERS ARE VALUED

AND ENCOURAGED

to be open about their DIFFERENCES



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What you have learned in a nutshell

Power dynamics influence interactions.
Understanding power's implicit and explicit sources promotes trust and addresses biases in Brave Dialogues.

Conflict styles impact courageous dialogues.
Collaborating, where both parties share perspectives and develop solutions, is the most effective approach for addressing biases and fostering inclusion.

Cultural values shape perceptions. Embracing cultural humility in Brave Dialogues promotes understanding and inclusivity by recognizing diverse perspectives and challenging assumptions.



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Check your knowledge

Brave Dialogues aim to reduce the conflict inherent in diversity.

A positive environment that promotes Brave Dialogues automatically occurs without any effort.

Brave Dialogues help clarify underlying assumptions and beliefs that drive accepted but unnamed norms.

In a Brave Dialogue, both parties must agree and tensions will dissolve.

**Brave
Dialogues...**

true or false?



Correct Answers

Cross- Cultural Competences

...

true or false?

Brave Dialogues aim to reduce the conflict inherent in diversity.

No, this is not correct! The goal of Brave Dialogues is not to reduce the conflict inherent in diversity but to embrace it.

The dialogues encourage addressing differences and fostering individual and organizational learning, rather than seeking to eliminate conflict.

A positive environment that promotes Brave Dialogues automatically occurs without any effort.

No, this is not correct! Creating a positive environment that promotes Brave Dialogues does not happen automatically.

It requires the establishment and ongoing maintenance of concrete learning processes and clearly established practices. This indicates that effort and intentional action are necessary to cultivate such an environment.



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Cross- Cultural Competences

...

true or false?

Correct Answers

Brave Dialogues help clarify underlying assumptions and beliefs that drive accepted but unnamed norms.

Yes, correct! Brave Dialogues deconstruct presuppositions and provide an opportunity to clarify the underlying assumptions and beliefs that drive accepted but unnamed norms.

These dialogues aim to uncover and address biases and unconscious behaviors.

In a Brave Dialogue, both parties must agree and tensions will dissolve.

No, wrong! In a Brave Dialogue, both parties have the opportunity to listen to each other's experiences and name the assumptions that influenced their behavior.

It does not imply that both parties will agree or that tensions will dissolve. The focus is on creating shared learning and understanding, not necessarily resolving all conflicts or achieving complete agreement.



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Check your knowledge

Brave Dialogues...

true or false?

Power dynamics in a Brave Dialogue can originate implicitly through an individual's attributes or explicitly through their hierarchical position in the organization.

The goal of initiating a Brave Dialogue is to exercise power and influence the other person to see the experience from your point of view.

Compromising is the most effective conflict style in a Brave Dialogue.

Building a culture of courage and commitment to addressing subtle biases can be achieved through a single Brave Dialogue.



Correct Answers

**Cross-
Cultural
Competences**
...

Power dynamics in a Brave Dialogue can originate implicitly through an individual's attributes or explicitly through their hierarchical position in the organization.

Yes, correct! Power dynamics in a Brave Dialogue can originate implicitly through an individual's attributes (social identity characteristics) or explicitly through their role or hierarchical position in the organization.

The goal of initiating a Brave Dialogue is to exercise power and influence the other person to see the experience from your point of view.

No, this is not correct! While initiating a Brave Dialogue involves recognizing power dynamics, the goal is not to exercise power and influence the other person to see the experience from your point of view. Instead, the aim is to engage in an open dialogue, better understand the underlying beliefs of both parties, and create shared meaning.

true or false?



Cross- Cultural Competences ...

true or false?

Correct Answers

Compromising is the most effective conflict style in a Brave Dialogue.

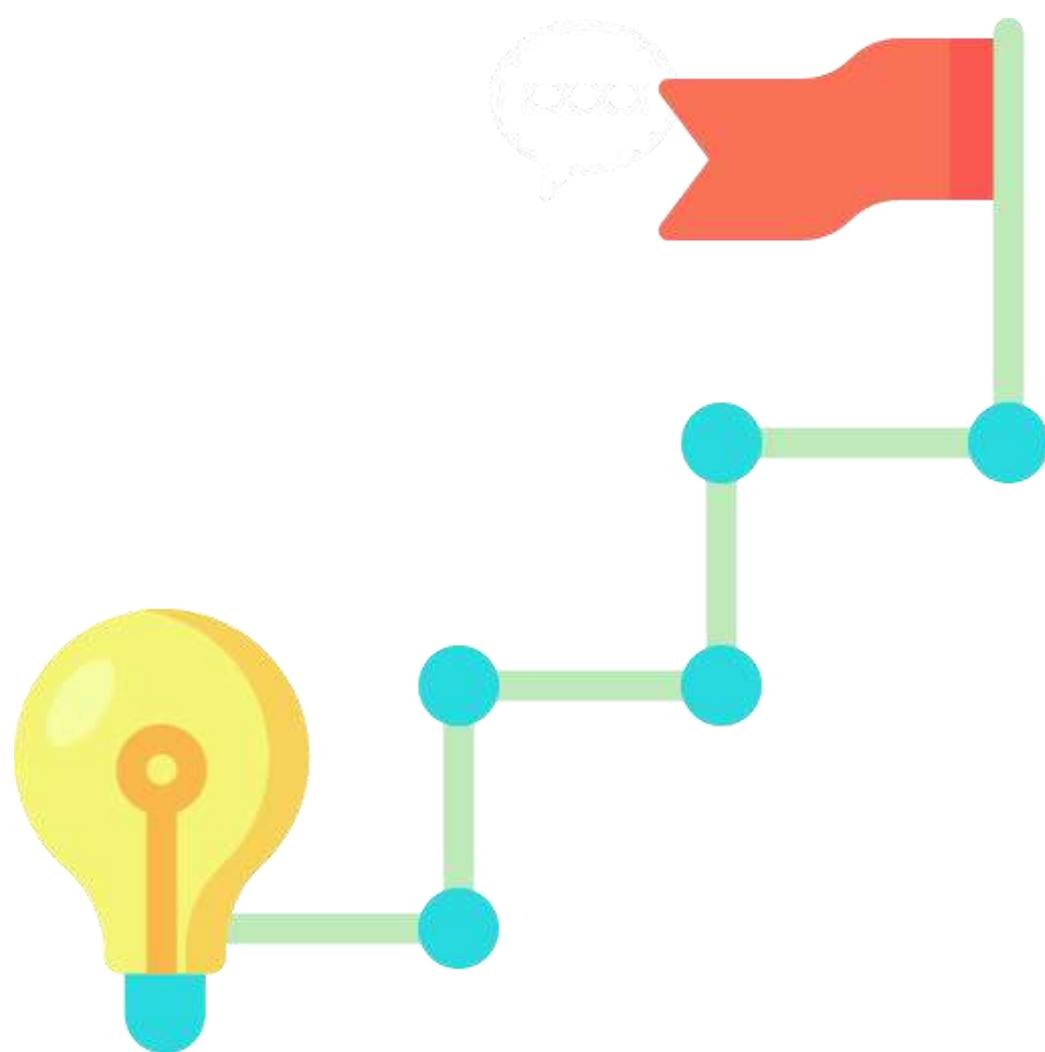
No, this is not correct! The collaborative approach is the most effective conflict style in a Brave Dialogue, where both parties share their perspectives and work together to develop a solution. Compromising, although mentioned, is seen as an over-reliance that misses the opportunity to examine the root of biased behavior and reinforce trust.

Building a culture of courage and commitment to addressing subtle biases can be achieved through a single Brave Dialogue.

No, this is not correct! Building a culture of courage and commitment to addressing subtle biases through Brave Dialogues is a developing practice. It requires multiple dialogues over time to build trust and create an inclusive environment. Engaging in ongoing dialogues is vital to fostering the desired culture.



CONGRATULATIONS



Next Step

You have just gained new knowledge.

To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!



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Active Listening - Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

| What I have learned | Where I apply the newly acquired knowledge | The first step I take and (what and when) |
|---------------------|--------------------------------------------|-------------------------------------------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |



Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more **'natural'** and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



Monitor Your Progress

Name: _____

Date: _____

Here I applied the newly
acquired knowledge

This is what I did

This is the outcome and what I
learned from this experience





Congratulations!

You have just finished

Module N°12 on Cross-cultural Competencies and Diversity



**You can be proud of
yourself!**

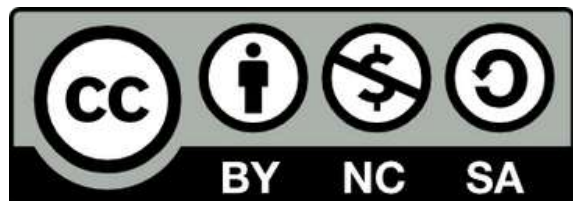
But we never stop learning, as you know...

The next interesting module is already waiting for you:

Module N° 13 on Critical thinking and problem-solving methodologies



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Module. 13 Critical thinking and problem-solving methodologies

Author: Yordan Nikolov - PM – Balkan Bridge



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2. Benefits and pitfalls of decision-making, both individually and in team
3. Recognizing the decision-making shortcuts and errors that plague poor decisions
4. Decision-making tools: SWOT analysis
5. Decision-making tools: Descartes Square
6. Problem-solving tools: Six Thinking Hats
7. Problem-solving tools: PESTLE analysis
8. Key critical-thinking techniques
9. Methods to analyze causality between decisions and consequences



Critical thinking and problem-solving methodologies

Critical thinking is a cognitive process that involves analyzing and evaluating information, ideas, and arguments in order to make informed decisions and solve problems. It involves questioning assumptions, considering different perspectives, and using evidence and logical reasoning to draw conclusions.



Critical thinking and problem-solving methodologies

Problem-solving, on the other hand, is a process of finding solutions to problems or challenges. It involves identifying and defining the problem, gathering information, generating potential solutions, evaluating these solutions, and selecting and implementing the most effective solution.



Critical thinking and problem-solving methodologies

The methodologies and techniques used in **critical thinking and problem-solving** are diverse and can vary depending on the specific context and problem at hand. However, they generally involve processes and techniques for *gathering and analyzing information, evaluating evidence, generating and evaluating potential solutions, and making informed decisions*. These methodologies can be applied to a wide range of contexts, including business, education, healthcare, and personal decision-making.



What you have learned in a nutshell

Critical thinking
and problem-
solving are
practical skills

They help
gathering
important data
and providing
effective
solutions

These
methodologies
are applied to a
wide range of
contexts



Check your knowledge

What is valid
both for critical
thinking and
problem-solving?

They are predominantly theoretical

They combine gathering data and further
generating models for applying it

True or False..

They are exclusively used in financial
management



Correct Answers

Valid or Invalid for critical thinking and problem- solving

They are predominantly theoretical

Invalid! Critical thinking and problem-solving consist of techniques and know-how for gathering and analyzing information on practical level

They combine gathering data and further generating models for applying it

Valid! Critical thinking allows developing problem-solving methodologies.

They are exclusively used in financial management

Invalid! methodologies can be applied to a wide range of contexts, including business, education, healthcare, and personal decision-making.



Benefits and pitfalls to decision-making, both individually and in team

Benefits of individual decision-making:

- Efficiency: Decisions can be made more quickly when there is only one decision-maker involved
- Clarity of responsibility: The individual making the decision is solely responsible for the outcome, which can provide a clear sense of accountability
- Autonomy: Individual decision-making can provide a sense of independence and control over the decision-making process.



Benefits and pitfalls to decision-making, both individually and in team

Pitfalls of individual decision-making:

- Limited perspectives: The individual decision-maker may have limited perspectives and may overlook important information or alternative viewpoints.
- Biases: The individual may be influenced by cognitive biases, such as confirmation bias, which can lead to flawed decision-making.
- Lack of support: The individual may lack support or input from others, which can result in decisions that are less well-informed or effective.



Benefits and pitfalls to decision-making, both individually and in team

Benefits of team decision-making:

- Diverse perspectives: Team decision-making can provide a broader range of perspectives and ideas, which can lead to more creative and effective solutions.
- Collaboration: Team decision-making can foster collaboration and cooperation, which can improve morale and build trust among team members.
- Shared responsibility: Team decision-making can help distribute responsibility for the decision and its outcome, which can create a sense of shared ownership and accountability.



Benefits and pitfalls to decision-making, both individually and in team

Pitfalls of team decision-making:

- Groupthink: In some cases, team decision-making can lead to groupthink, where team members conform to the dominant opinion and do not consider alternative viewpoints.
- Conflict: Team decision-making can sometimes result in conflict or disagreements among team members, which can slow down the decision-making process or lead to ineffective outcomes.
- Decision paralysis: Team decision-making can sometimes result in a lack of clear direction or consensus, which can lead to decision paralysis and delays.



What you have learned in a nutshell

Decision-making can be effective both individually and in team

Decision-making requires flexible thinking

Decision-making can build one's autonomy but also could raise a conflict



Check your knowledge

Which of the following can be considered as a **pitfall** and which as a **benefit** in team decision-making?

Decisions based on biases

Diverse perspectives

Conflict between the parties

Sense of autonomy in making decisions independently



Correct Answers

Pitfall or Benefit ?

Decisions based on biases

Pitfall! The individual may be influenced by cognitive biases, such as confirmation bias, which can lead to flawed decision-making.

Diverse perspectives

Benefit! Team decision-making can provide a broader range of perspectives and ideas, which can lead to more creative and effective solutions.

Conflict between the parties

Pitfall! Conflicts sometimes result in slowed down decision-making process or lead to ineffective outcomes.

Sense of autonomy in making decisions independently

Benefit! Individual decision-making can provide a sense of independence and control over the decision-making process.



Recognizing the decision-making shortcuts and errors that plague poor decisions

- **Overconfidence bias:** This is the tendency to overestimate the accuracy of our own judgments and the effectiveness of our decisions. Signs of overconfidence bias include failing to consider alternative viewpoints, underestimating the risks or uncertainties involved in a decision, and relying too heavily on intuition or personal experience
- **Confirmation bias:** This is the tendency to seek out *information that confirms our existing beliefs* or assumptions, while ignoring or discounting information that contradicts them. Signs of confirmation bias include failing to seek out diverse perspectives or alternative viewpoints, dismissing evidence that contradicts our beliefs, and selectively interpreting information to fit our preconceived notions.



Recognizing the decision-making shortcuts and errors that plague poor decisions

- **Anchoring bias:** This is the tendency to rely too heavily on the first piece of information we receive when making a decision, which can skew our subsequent judgments and decisions. Signs of anchoring bias include fixating on a single piece of information or data point, failing to consider alternative information, and underestimating the role of chance or uncertainty in a decision.
- **Hindsight bias:** This is the tendency to believe that we could have predicted the outcome of a decision after the fact, even if we did not have access to all of the information or factors involved in the decision at the time. Signs of hindsight bias include overestimating the accuracy of our past predictions or judgments, and failing to learn from past mistakes or misjudgments.



Recognizing the decision-making shortcuts and errors that plague poor decisions

- **Groupthink:** This is the tendency for group decision-making to be influenced by social pressure, conformity, and a desire for unanimity, which can lead to flawed decisions. Signs of groupthink include a lack of critical evaluation of alternative viewpoints or options, a failure to seek out dissenting opinions, and a tendency to prioritize social harmony over effective decision-making.



What you have learned in a nutshell

5 types of biases that could influence our decisions negatively

Some biases could make us fail seeking out diverse perspectives or alternative viewpoints

Groupthink is the tendency for group decision-making to be influenced by social pressure



Check your knowledge

How can you **categorize** the following examples based on **5 types biases** presented?

1. The manager establishes a short-term strategy without considering the employees' warnings and concerns.

2. The newly employed worker makes fast decision underestimating the role of chance or uncertainty in a decision.

3. The employee makes experience based decision overestimating the accuracy of his/her past predictions or judgments



Check your knowledge

How can you **categorize** the following examples based on **5 types biases** presented?

4. All of the employees agree on common solution based on conformity

5. The manager is hesitant to implement a new work strategy but rather prefers the already working confirmed strategy.



Correct Answers

1 - Overconfidence bias

2 – Anchoring bias

3 - Hindsight bias

4 - Groupthink

5 – Confirmation bias



Decision-making tools: SWOT analysis

A **SWOT analysis** involves identifying the Strengths, Weaknesses, Opportunities, and Threats of a particular decision or situation. This allows individuals or teams to assess both the positive and negative aspects of a decision, and to identify potential risks and opportunities that may impact the decision's success. By considering both internal and external factors, a SWOT analysis can help decision-makers to develop a more comprehensive understanding of the decision at hand, and to make more informed choices based on a full range of available information.



Decision-making tools: SWOT analysis example

| S STRENGTHS | W WEAKNESSES | O OPPORTUNITIES | T THREATS |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Things your company does well• Qualities that separate you from your competitors• Internal resources such as skilled, knowledgeable staff• Tangible assets such as intellectual property, capital, proprietary technologies etc. | <ul style="list-style-type: none">• Things your company lacks• Things your competitors do better than you• Resource limitations• Unclear unique selling proposition | <ul style="list-style-type: none">• Underserved markets for specific products• Few competitors in your area• Emerging need for your products or services• Press/media coverage of your company | <ul style="list-style-type: none">• Emerging competitors• Changing regulatory environment• Negative press/media coverage• Changing customer attitudes toward your company |



Decision-making tools: Descartes Square

Descartes Square is a decision-making tool that involves weighing the pros and cons of a decision across four key dimensions: **strategic, operational, financial, and ethical**. By considering each of these dimensions and weighing the relative importance of each, individuals or teams can gain a more nuanced understanding of the potential benefits and drawbacks of a decision, and can evaluate the decision in a more comprehensive and holistic way.



What you have learned in a nutshell

A **SWOT analysis** involves identifying the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats of a particular decision or situation

Descartes Square is a decision-making tool considering four key dimensions: **strategic, operational, financial, and ethical.**

SWOT analysis & Descartes square are applicable **both for team and individual decision-making**



Check your knowledge

SWOT analysis
& Descartes
Square are..

true or false?

..popular decision-making tools allowing to weigh pros and cons

..useful for gaining a nuanced understanding of the potential benefits and drawbacks of a decision

..not applicable for team decision-making sessions



Correct Answers

True
or
False?

..popular decision-making tools allowing to weigh pros and cons

Yes, correct! They allow individuals or teams to assess both the positive and negative aspects of a decision

..useful for gaining a nuanced understanding of the potential benefits and drawbacks of a decision

Yes, correct! They are tools that help evaluating the decision in a more comprehensive and holistic way.

..not applicable for team decision-making sessions

Not correct! They are equally applicable for individual and team decision-making



Problem-solving tools: Six Thinking Hats

Six Thinking Hats is a problem-solving framework developed by Edward de Bono. The technique involves assigning different "thinking hats" to group members to encourage them to approach a problem from different perspectives. Each hat represents a different mode of thinking:



Problem-solving tools: Six Thinking Hats

1. **White Hat**: This hat represents factual, objective thinking. It involves gathering and analyzing information and data.
2. **Red Hat**: This hat represents emotional, subjective thinking. It involves considering feelings and intuition.
3. **Black Hat**: This hat represents critical, negative thinking. It involves identifying potential problems and risks.



Problem-solving tools: Six Thinking Hats

- 4. **Yellow Hat**: This hat represents positive, optimistic thinking. It involves identifying potential benefits and opportunities.
- 4. **Green Hat**: This hat represents creative, imaginative thinking. It involves generating new ideas and solutions.
- 4. **Blue Hat**: This hat represents strategic, big-picture thinking. It involves organizing and summarizing information, and considering the overall goals and objectives of the problem-solving process.



Problem-solving tools: PESTLE analysis

PESTLE stands for:

Political: Factors related to government policies, regulations, and political stability.

Economic: Factors related to the economic environment, such as inflation, interest rates, and economic growth.

Sociocultural: Factors related to the social and cultural environment, such as demographics, lifestyle trends, and consumer behavior.



Problem-solving tools: PESTLE analysis

Technological: Factors related to technology, such as innovations, advancements, and the availability of technology.

Legal: Factors related to laws and regulations that impact the business, such as employment laws, environmental regulations, and consumer protection laws.

Environmental: Factors related to the physical environment, such as climate change, natural disasters, and resource scarcity.



What you have learned in a nutshell

Six Thinking Hats is a problem-solving framework assigning different thinking modes encouraging an approach from different perspectives

PESTLE analysis & Six Thinking Hats are effective problem-solving tools

PESTLE abbreviation stands for:
Political;
Economic;
Sociocultural;
Technological;
Legal and
Environmental



Check your knowledge

What type of perspective does the **Blue Hat** represent within the „**Six Thinking Hats**“ framework?

- A. Positive thinking
- B. Negative thinking
- C. Creative thinking

What does the „**L**“ in the **PESTLE** abbreviation stands for ?

- A. Linguistic
- B. Legal
- C. Listening



Correct Answers

What type of perspective does the **Blue Hat** represent within the „**Six Thinking Hats**“ framework?

Correct answer
C. Creative thinking

The Green Hat represents creative, imaginative thinking. It involves generating new ideas and solutions.

What does the „**L**“ in the **PESTLE** abbreviation stands for ?

Correct answer
A. Legal

Legal factors related to laws and regulations that impact the business, such as employment laws, environmental regulations, and consumer protection laws.



Key critical-thinking techniques

1. **Open-mindedness:** Open-mindedness involves being receptive to new ideas and perspectives, and avoiding preconceptions or biases. This allows individuals to consider a range of possibilities and options, rather than being limited by their own perspectives or assumptions.
1. **Respecting evidence and reasoning:** Critical thinking involves basing decisions and judgments on evidence and logical reasoning, rather than emotions or personal biases. This requires individuals to assess information objectively and to consider a range of viewpoints and sources.



Key critical-thinking techniques

3. **Cognitive flexibility:** Cognitive flexibility refers to the ability to switch between different modes of thinking, and to consider multiple perspectives on a particular issue. This allows individuals to view problems from different angles and to consider a range of potential solutions.

3. **“Third-position” perspective:** This refers to the ability to step back from a situation and view it from a neutral perspective, as if observing it from a third-party perspective. This can help individuals to detach themselves from their own biases and emotions, and to make more objective and informed decisions.



Key critical-thinking techniques

- 5. Clarity and precision:** Critical thinking involves being clear and precise in communication and decision-making. This requires individuals to be specific in their language and to avoid vague or ambiguous statements, which can lead to confusion and misunderstandings. Clear and precise communication allows for more effective collaboration and problem-solving.



What you have learned in a nutshell

Open-mindedness

involves being receptive to new ideas and perspectives, and avoiding preconceptions or biases

“Third-position” perspective can help individuals to detach themselves from biases and emotions making more objective and informed decisions

Cognitive flexibility allows considering multiple perspectives on a particular issue and make individuals view problems from different angles with a range of potential solutions.



Check your knowledge

True
or
False?

Open-mindedness allows individuals to consider a range of possibilities and options, rather than being limited by their own perspectives or assumptions

"Third-position" perspective refers to the ability to step back from a situation and view it from a neutral perspective

Cognitive flexibility refers to the ability to switch between different modes of thinking



Correct answers

Open-mindedness allows individuals to consider a range of possibilities and options, rather than being limited by their own perspectives or assumptions

True!

Cognitive flexibility refers to the ability to switch between different modes of thinking

True!

“Third-position” perspective refers to the ability to step back from a situation and view it from a neutral perspective

True!



Methods to analyze causality between decisions and consequences

- **Root Cause Analysis:** This method involves investigating the underlying causes of a problem or issue to identify the root cause. By understanding the root cause, organizations can make changes to prevent the issue from recurring in the future.



Methods to analyze causality between decisions and consequences

- **Decision Analysis:** Decision analysis involves breaking down a decision into its component parts and analyzing the potential outcomes of each decision. By understanding the potential outcomes of a decision, organizations can make more informed decisions and avoid repeating past mistakes.



Methods to analyze causality between decisions and consequences

- **Scenario Planning:** Scenario planning involves creating a range of scenarios that represent possible outcomes based on different decisions. By considering different scenarios, organizations can identify potential risks and make decisions that are less likely to result in negative consequences.



What you have learned in a nutshell

Root Cause Analysis allows organizations making changes to prevent issues recurring in the future

Decision analysis involves breaking down a decision into its component parts and analyzing the potential outcomes

Scenario planning involves creating a range of scenarios that represent possible outcomes based on different decisions.



Check your knowledge

True
or
False?

Root Cause Analysis is a method investigating the underlying causes of a problem or issue in order to identify the root cause

Decision analysis allows understanding the potential outcomes of a decision

Scenario Planning aims building the most positive scenario to be followed



Correct answers

Root Cause Analysis is a method investigating the underlying causes of a problem or issue in order to identify the root cause

True!

Decision analysis allows understanding the potential outcomes of a decision

True!

Scenario Planning aims building the most positive scenario to be followed

False!

Scenario Planning creates a wide range of scenarios that represent possible outcomes, **both positive and negative**





Next Step

Congrats! You have just gained new knowledge.

To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!





Critical Thinking & Problem-solving methodologies - Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

What I have learned

Where I apply the newly acquired knowledge

The first step I take and (what and when)





Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more '**natural**' and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



Critical Thinking & Problem-solving methodologies - Monitor Your Progress

Name: _____

Date: _____

Here I applied the newly
acquired knowledge

This is what I did

This is the outcome and
what I learned from this
experience





Congratulations!

You have just finished **Module n. 13** on how to enhance critical thinking and develop problem-solving methodologies.

Well done! You can be proud of yourself!

But we never stop learning, as you know...

The next module interesting module is already waiting for you:

Module n. 14 on how to provide training, coaching & mentoring



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Module n. 14



How to Provide Training, Coaching and Mentoring

Author: Sylvie Schoch - IP-International GmbH - Creative Corporate Training



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Index

1. Training, Coaching and Mentoring: An overview of the different methodologies.
2. Training, Coaching or Mentoring? What is best for your specific needs? How to choose the methodology that best meets your requirements.
3. What it takes to do an excellent job as Trainer, Coach or Mentor.
4. The basic professional requirements a Trainer, Coach or Mentor needs to meet to do an excellent job.
5. How to prepare a Training, Coaching or Mentoring session.
6. Simple steps for basic training design.
7. Basic rules when providing Training, Coaching or Mentoring.
8. How to evaluate Training, Coaching or Mentoring.



Training, Coaching, Mentoring

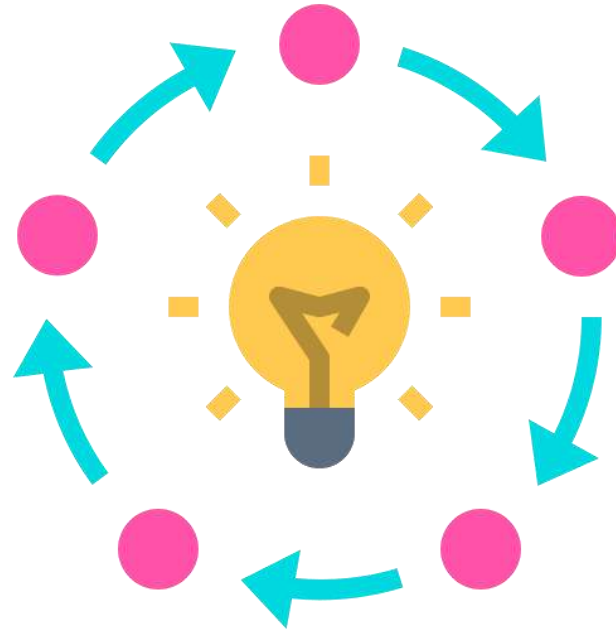
Training, coaching and mentoring are important tools for **change management** and the implementation and evaluation of new **approaches, strategies** or **technologies** in order to continuously improve the competitiveness of the organization on one hand, and the quality and attractiveness of the workplace on the other.

Training, coaching and mentoring also contribute the **culture of a company** and helps the organization to become a **learning organization**.



Training, Coaching, Mentoring

An overview of the different methodologies





Training

The offer under Training ranges from seminars, training courses to workshops and includes all activities in which **knowledge is imparted**.

It applies:

- The principle of **knowledge transfer**
- The learning material is **lectured, instructed or tested** by means of exercises or role play
- The content provided is provided by **third parties** and does not originate from the participants' or learners' own knowledge
- The learned knowledge and the proven, practiced behavioral patterns is available only on a **cognitive level**
- They are **not anchored** in the nature or worldview of the learners. This makes them difficult to access in the context of resource activation.



Coaching

Coaching **does not impart knowledge** and does not provide instructions for changing behavior.

Coaching:

- Provides **new perspectives** on situations, problems and decisions
- Enables **self-awareness** and insight
- Always focuses on the **individual and personal goal** of the coached person
- **Changes in behavior** occur due to the insight of the coached person, individual insight and independent decision. There are no guidelines for desired or undesired behavior
- The **visualization** and **goal-oriented activation** of resources, conscious and unconscious
- The assumption of **responsibility** by the coached person
- Limitation to a **previously defined time frame** (short to maximum medium term)
- A one-on-one **relationship** between coach and coachee, and is based on reciprocal trust (what is being shared in the room, stays in the room)
- Based on authentic **interest** in the person of the coachee
- Provided through meetings in a **protected environment** (coach and coachee meet on a regular basis over a short to medium period).





Mentoring

Mentoring is a mixed form of the above concepts of training and coaching, in which an experienced person (mentor) supports a (still or partly) inexperienced person in their personal and/or professional development.

- Semi-structured **guidance**
- **Motivation** and **empowerment** of the other person to identify their own issues and goals
- Support for **self-awareness** processes
- **Transferal** of knowledge/knowledge **sharing**
- Provision of **empirical knowledge** and personal experience
- If necessary also provision of helpful **contacts**
- Activation of **existing resources**
- Usually **medium to long-term** process
- **Voluntary**
- A one-on-one **relationship** between mentor and mentee, and is based on reciprocal trust (what is being shared in the room, stays in the room)
- Based on authentic **interest** in the person of the mentee
- Provided through meetings in a **protected environment** (mentor and mentee meet on a regular basis over a medium to long period).





What you have learned in a nutshell

Training means that there is a teacher who provides information, imparts knowledge and skills. The learners receive specific input on content and behavior. The content is defined beforehand. It is more practical than theoretical.

Mentoring is a mixed form of the above concepts of training and coaching, in which an experienced person (mentor) supports a (still or partly) inexperienced person in their personal and/or professional development.

The coachee is the person who assumes the responsibility and makes the decisions. The coach provides new perspectives on situations, problems and decisions: S/he enables increased awareness and insight, but does not impart lessons.





Check your knowledge

Training, coaching and mentoring

true or false?

Training is based on the principle of knowledge transfer.
Knowledge is imparted by a teacher.

Mentoring is when an experienced person supports an
inexperienced person in their personal and/or professional
development.

Coaching always focuses on the individual and personal
goal of the learner.



Correct Answers

Training, coaching and mentoring

Training is based on the principle of knowledge transfer.
Knowledge is imparted by a teacher.

Yes, correct! As a difference to coaching where the focus is on a change of perspective, new insights and increased awareness, training is based on the transfer of specific knowledge.

Mentoring is when an experienced person supports an inexperienced person in their personal and/or professional development.

Yes, correct! Mentoring is a mixed form of training and coaching where an experienced person supports an inexperienced person.

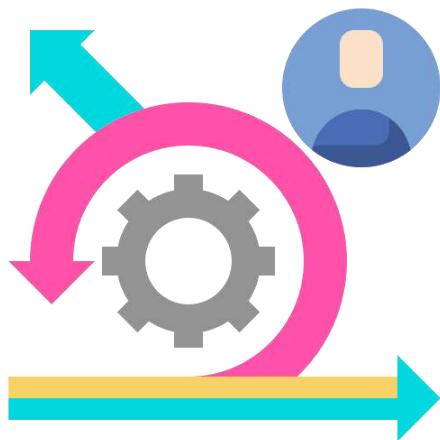
Coaching always focuses on the individual and personal goal of the learner.

Yes, correct! Unlike training which focuses on specific learning content, coaching focuses on the individual and personal goal of the coachee.





Training, Coaching or Mentoring?



What is best for your specific needs?

How to choose the methodology that best meets your requirements.





Training

Training, i.e. knowledge transfer is appropriate in the following cases:

- Generally to increase **professional competence** (specific technical subjects and fields, languages, accounting, behavioral, etc.)
- When introducing **new technologies** (IT, software, etc.)
- During the conversion to **new production processes**
- To practice **new behavioral patterns** (sales, communication techniques, intercultural skills, etc.).



Coaching

Coaching takes place in the following situations:

- **Personal positioning**: e.g. Where am I standing in my life right now? What goals do I want to achieve?
- **Personal or professional development**: What do I want to achieve? Which professional position do I aspire to? Do I identify myself with my profession?
- **Tensions and conflicts** in the private sphere or at work
- **Changes and crisis situations**, e.g. promotion, relocation, etc.
- **Implementation of change projects**, e.g. career planning
- **Concrete situations**, e.g. job interview, speech/presentation, etc.



Mentoring

Mentoring is used in the following cases:

- To sustain “**newcomers**” to a position or job, providing guidance, advice, information and knowledge
- To sustain **successors** or people of young age succeeding in the business.



What you have learned in a nutshell

Training is appropriate to increase professional competence in specific subjects and fields and to practice new behavioral patterns.

Mentoring helps sustain “newcomers” to a position or job, providing guidance, advice, information and knowledge and/or successors or people of young age succeeding in the business.

Coaching is used to sustain individuals in their personal positioning and the definition of what they want to achieve on a personal and/or professional level, as well as in difficult situations such as conflicts or transitions.





Check your knowledge

**How to choose
the
methodology
that fits the
needs at hand**

true or false?

Training is appropriate to increase professional competences in specific subjects.

Coaching is more or less the same as training. The difference is that the Coach trains just one Coachee.

Mentoring is used to sustain successors or people of young age succeeding in the business





How to choose the methodology that fits the needs at hand

Correct Answers

Training is appropriate to increase professional competences in specific subjects.

Yes, correct! Not only training is appropriate to increase professional competences in specific subjects, but also when introducing new technologies or during the conversion to new production processes.

Coaching is more or less the same as training. The difference is that the Coach trains just one Coachee.

No, this is not correct! Coaching is not about teaching. Coaching is used to sustain individuals in their personal positioning and the definition of what they want to achieve, and/or to sustain them in difficult situations, such as conflicts or transitions.

Mentoring is used to sustain successors or people of young age succeeding in the business.

Yes, correct! Mentoring is used to sustain “newcomers” to a position or job, providing guidance, advice, information and knowledge. This also includes successors or people of young age succeeding in the business.



What it takes to do an excellent job as Trainer, Coach or Mentor

Trainer

A good trainer is an effective facilitator, a great communicator, respectful and patient, passionate about teaching, emotionally mature and always ready for the unexpected.

Coach

An good coach is focused, supportive, motivational, passionate, a pellucid communicator, and excellent listener, goal-oriented, and capable of offering supportive feedback.

Mentor

An good mentor is knowledgeable, successful in career, , able to give constructive feedback, able to network and find resources, nonjudgmental and willing/able to devote time to developing others.





The basic professional requirements a Trainer, Coach or Mentor needs to meet to do an excellent job.



Training: Requirements for those who provide

When delivering trainings you need:

- To know how **adults learn**
- To know how to **assess the training needs**
- How to assess the **characteristics of the target group** – the trainees
- Know how to **design and provide** the training
- Have **expert knowledge** of the contents conveyed (or collaborate with an expert, who might not have training skills)
- How to **communicate** effectively
- **“People skills”** (respect for people, know how to give feedback and how to listen, etc.).



Coaching: Requirements for those who provide

Coaches:

- Knowledge on **coaching methodologies**
- **Listening** skills (active and empathetic listening)
- **Communication** skills
- “**People skills**” (respect for people, know how to give feedback and how to listen, etc.).



Mentoring: Requirements for those who provide

- More **experience** or more **knowledge** in the specific field.
- Ability to offer **guidance** to a less knowledgeable or less experienced person.
- **Expertise** in the own field.
- **Communication** skills
- “**People skills**” (respect for people, know how to give feedback and how to listen, etc.).



What you have learned in a nutshell

When delivering training you need to know how adults learn, how to assess the training needs and the characteristics of the target group and how to design and provide the training.

You also need expert knowledge and have good communication and people skills.

As a mentor it is important that you have more experience and/or more knowledge and expertise in the specific field than your mentee. It is important that you have the ability to offer guidance to a less experienced person. Good communication and people skills are also required.

When providing coaching you need to have good communication and people skills. You need to be a very good listener and have knowledge on coaching methodologies.





Check your knowledge

Requirements for training, coaching and mentoring

true or false?

When delivering training the most important thing is that you are an expert in your field. Everything else is not so important.

A coach, among others, needs to be a very good listener and have knowledge on coaching methodologies.

A mentor needs to be an expert in his or her field and have more experience than the mentee. It is important that they know how to provide guidance.



Correct Answers

Requirements for training, coaching and mentoring

When delivering training the most important thing is that you are an expert in your field. Everything else is not so important.

No, this is not correct! It is true that you need expert knowledge, but that is not all. You also need to know the characteristics of the target group, how to design and deliver training, and how adults learn, besides having good communication and people skills.

A coach, among others, needs to be a very good listener and have knowledge on coaching methodologies.

Yes, correct! For a coach listening is an essential skill. People skills, knowledge of coaching methodologies as well as communication skills are important as well.

A mentor needs to be an expert in his or her field and have more experience than the mentee. It is important that they know how to provide guidance.

Yes, correct! Besides the experience and the ability to guide a less experienced person, a mentor must also possess good communication and people skills.





How to Prepare a Training, Coaching or Mentoring Session

Always start off with a **needs assessment**.

This also helps you to decide what is best for the situation at hand:

- Training
- Coaching, or
- Mentoring.





Conduct a Needs Assessment

The objective is to determine the current and the desired performance.

The difference of the gap between the two is the learning and/or personal development that must occur.





Why Conduct a Needs Assessment

- Determine root **causes** of a poor performance level
- Determine desired performance (**results**)
- Determine whether there is training, coaching or mentoring **requirement**
- Identify the best **methodology**, the **scope** and the **content**
- Gain participant and organizational **support** (if there is involvement from the start, it is easier to get people on board)



Needs assessment to help you make the right choices

- **Training** can be **mandatory**
- **Coaching** should not be mandatory – one on one **trust relationship**
- **Mentoring** should be **voluntary**.



Food for thought: What would you offer?

1. Does the individual have the **skill** to do the job?
2. Does the individual have the **will** to do the job?
3. Is the individual **allowed** to do the job?

- If the answer to 1. is no, **training** may be a solution, but not necessarily.
- If the answer to all questions is "yes", it is **NOT a training solution**.



Food for thought: What would you offer?

1. Does the individual have the **skill** to do the job?
 2. Does the individual have the **will** to do the job?
 3. Is the individual **allowed** to do the job?
- If the answer to the second question is a “no”, you might have a **motivation problem**. Training in its pure form does not solve that problem, coaching might be a way to help the individual find its own motivation
 - A “no” to the third question means there is probably a **procedure or policy problem**; training does not solve it, neither does coaching or mentoring
 - A “yes” to all three questions could mean that there is an **equipment problem** that prevents people from producing quality on time.

Sometimes individuals may not have received feedback and may not even know they are doing something incorrectly.





What you have learned in a nutshell

A needs assessment is fundamental for the preparation of training, coaching or mentoring. The objective is to determine the current and the desired performance. The difference of the gap between the two is the learning and/or personal development that must occur.

In order to achieve the desired result, it is important to determine whether there is a training, coaching or mentoring requirement, and to identify the best methodology, the scope and the content.

It is important to determine the root causes of poor performance and have a clear vision of the desired performance. It is also essential to gain participant and organizational support.





Check your knowledge

**How to
prepare a
training,
coaching or
mentoring
session**

true or false?

The objective of a needs assessment is to determine the current and the desired performance and the learning or personal development that must occur.

It is important to have a clear vision of the desired performance. The whys of the poor performance can be neglected to save time.

It is important to identify the scope and the content of the training, coaching or mentoring program.





How to prepare a training, coaching or mentoring session

Correct Answers

The objective of a needs assessment is to determine the current and the desired performance and the learning or personal development that must occur.

Yes, correct! Only if you conduct an appropriate needs assessment it is possible to determine the gap to be bridged between current and desired performance.

It is important to have a clear vision of the desired performance. The whys of the poor performance can be neglected to save time.

No, this is not correct! It is important to determine the root causes of poor performance in order to make the right choice in terms of what has to be provided to reach the desired performance.

It is important to identify the scope and the content of the training, coaching or mentoring program.

Yes, correct! If you do not identify the best methodology as well as the scope and the content, it is difficult to reach the learning objectives and the desired performance.

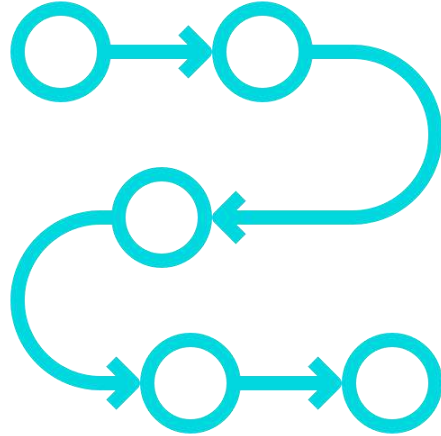




Training: How to prepare for Training

Training is a process comprised of different related activities:

- **assessment,**
- **motivation,**
- **design,**
- **delivery, and**
- **evaluation.**





First Activity in The Training Process: Needs Assessment



When do you begin the needs assessment for a training?

As soon as possible!

You want as much time as possible to **design and develop** the training.

No matter how extensive and complete your assessment and analysis are, always make a **mini needs assessment** at the beginning of each session (ask for the participants' expectation).

You will find out:

- ✓ Whether your design is on the mark
- ✓ What participants expect (and they have the opportunity to voice it)
- ✓ It is a great way for people to start participating early, using the subject of the topic.





Some questions to ask

- ☐ What performance gap needs to be addressed?
- ☐ Is training the best solution?
- ☐ What type of training is required?
- ☐ What other solutions have been considered?
- ☐ How is the performance impacting the organisation?
- ☐ What knowledge or skills need to be addressed?
- ☐ What are the specific job requirements?
- ☐ What instruments, materials, and equipment are used by the employees?
- ☐ Who needs this knowledge or skills?
- ☐ What is the skill level for these individuals? (This might include a list of specific skills)
- ☐ What materials should be included in the training instruction?
- ☐ How do these individuals (employees, participants) feel about their performance?
- ☐ How do these individuals perceive an impending training? What values it to them?
- ☐ How supportive are the participants' direct supervisors? Other management?
- ☐ What resources are available for the training?





Trainees

Background



- ☐ Why are you asked to provide training for them?
- ☐ Have they had training on the same topic?
- ☐ What do they know and need to know about you?
- ☐ How many of the participants are personally acquainted with you?
- ☐ Are they aware of the level of expertise you bring to the situation?
- ☐ Who are the key players in their department and organisation?



Trainees

Demographics



- ☐ How many will attend your session?
- ☐ Is their attendance voluntary? Required? Requested? Invited?
- ☐ What is the demographic make-up of the participants? Age? Gender? Other descriptive factors?
- ☐ What information sources do they depend upon? Magazines? TV? Books? Newspapers? Internet?



Trainees

Level of Expertise



- ☐ How familiar are they with the subject matter?
- ☐ What do they want to know?
- ☐ Are all individuals at the same skill and knowledge level about this topic?
- ☐ Who are the experts in the group?
- ☐ What is their level of responsibility or authority?
- ☐ How does their level compare to yours? Does it determine the subject level or delivery style?



Trainees

Attitudes



- ☐ Are they interested in the subject? Should they be interested?
- ☐ What successes and issues have they encountered?
- ☐ What are their attitudes and beliefs relevant to the topic?
- ☐ Do they know why they are coming to the training?
- ☐ May their minds already be made up?
- ☐ What are their opinions about you?
- ☐ Will they be friendly? Hostile?



Trainees

Design Considerations



- ☐ Will they ask many questions?
- ☐ Do you expect them to raise objections?
- ☐ Did the participants and their managers help to identify the objectives of the training?
- ☐ Are you aware of anything that may antagonize them? Hot buttons? Taboo words or subjects? Gestures? Past Experiences?
- ☐ What is special about these participants?
- ☐ Is there anything special about the location where you will be presenting?
- ☐ Is there anything unusual about the date of timing of your training, for example, vacation, recent performance appraisals, downsizing effort?



Trainees

Expected Results



- ☐ How can you meet their needs?
- ☐ How does this training benefit the participants?
- ☐ May there be disadvantages to the participants?
- ☐ What changes do their supervisors expect as a result of the training?
- ☐ Does the organization's culture encourage participants to use what they learn in training? What may get in the way of learners' applying their new knowledge or skill?



What you have learned in a nutshell

Training is a process comprised of different related activities, such as assessment, motivation, design, delivery and evaluation.

The knowledge of the characteristics of the target group is of utmost importance for the success of the training course: their level of expertise, their demographic make-up, their interests, their attitude, the benefits they may gain from the training, etc.

The first activity consists in a meticulous needs assessment: the performance gap to be addressed, the methodology to be used, the knowledge and skills to be addressed in order to fulfill the job requirements, as well as the materials, technologies and equipments to be used.





Check your knowledge

How to prepare for training

true or false?

Training consists mainly in the delivery of a training course.

The needs assessment does not only comprise the performance gap to be addressed, but also the correct choice of the methodology to be used and the skills to be addressed.

The knowledge of the characteristics of the target group is very important for the outcome of the training program.



Correct Answers

How to prepare for training

Training consists mainly in the delivery of a training course.

No this is not correct! Training is a process comprised of different related activities. The delivery is just one activity out of 5: assessment, motivation, design, delivery and evaluation.

The needs assessment does not only comprise the performance gap to be addressed, but also the correct choice of the methodology to be used and the skills to be addressed.

Yes, correct! It is important to focus on different aspects, which also include the methodology, the job requirements, the skills to be addressed, as well as the materials, technologies and equipments to be used.

The knowledge of the characteristics of the target group is very important for the outcome of the training program.

Yes, correct! The level of expertise, the demographic make-up, the interests, as well as the attitude and the benefits the participants may gain from the training course are important aspects to be taken into consideration when preparing a training program.





Coaching: How to prepare for Coaching

The **focus is always on the Coachee**, the issues s/he wants to address, the motivation and the desired outcome.

A coach can only help when s/he gets inputs on the coachee's situation.

A coachee must be able to articulate his/her thoughts on the issue they are facing, the trajectory of their progress, and where they would like the coach to sustain them.

Keep in mind that the coachee should enroll on a **voluntary** basis, and that the responsibility is always on the coachee's side.



The Coachee: Some Questions to Ask

- ☐ Why undertake coaching sessions? What is the issue to be addressed?
- ☐ Have you any experience with coaching?
- ☐ What do you expect to gain from the coaching sessions?
- ☐ How will you know when you're seeing results from the coaching sessions?
- ☐ So far in your life, what do you feel are your biggest accomplishments to date?
- ☐ Which things stress you out the most?
- ☐ What are the three biggest changes you'd like to make within the near future?
- ☐ On a scale of 1 to 10, how motivated are you to successfully make those changes?
- ☐ When would you like and be available for your coaching sessions to begin?
- ☐ What is the frequency and the duration of the coaching sessions you would prefer?



The Coachee - Requirements

A Coachee must be able:

- to **articulate** his/her **thoughts** on the issue they are facing
- to **reflect on the issue**, both before and after the coaching conversation. They should have a clear picture of the issue before coaching and how it changed after the coaching session.
- to determine what the **real issues** are and what outcomes they want
- to **listen actively**, and to **recall the key points** that were discussed in the coaching conversation
- be open about the **rational** and the **emotional elements** of the problem
- to engage in and maintain a **healthy relationship** with the coach
- to engage in **proactive** and **self-driven learning**



What you have learned in a nutshell

The focus is always on the Coachee. He or she should enroll on a voluntary basis in a coaching program, and the responsibility should always be on the Coachee's side.

The Coachee must be able to articulate his/her thoughts and reflect on the issue at hand. It is important that they are open about the rational and the emotional elements of the problem. A healthy relationship with the coach is as important as the ability of the Coachee to engage in proactive learning.

The Coach needs to assess the whys of the coaching, the issues to be addressed, as well as the desired outcome, along with the motivation of the Coachee.





Check your knowledge

**How to
prepare for
coaching**

true or false?

The responsibility should always be on the Coachee's side.

It is important that the Coach is aware of the whys of the Coaching and the issues to be addressed.

It is up to the Coach to articulate the Coachee's thoughts and make sure that they are open about the rational and emotional elements of the problem.





Correct Answers

How to prepare for coaching

The responsibility should always be on the Coachee's side.

Yes, correct! It is important that the Coachee enrolls on a voluntary basis. The Coachee should engage in proactive and self-driven learning.

It is important that the Coach is aware of the whys of the Coaching and the issues to be addressed.

Yes, correct! Not only the Coach must be aware of the issues to be addressed and the motivation of the Coachee, but he or she must also know the desired outcome.

It is up to the Coach to articulate the Coachee's thoughts and make sure that they are open about the rational and emotional elements of the problem.

No, this is not correct! It is the Coachee who must be able to articulate his or her thoughts and be open about the rational and emotional elements of the problem. It is also up to the Coachee to engage in proactive learning and to assume the responsibility for their development.





Mentoring: How to prepare for Mentoring



The focus is always on the mentee



The Mentee

In order to make sure the mentoring process is successful, it is important that the mentor focuses on the following characteristics of the Mentee.

The Mentee should:

- join the mentoring program on a **voluntary** basis
- take stock of the own **background** and the **resources** at hand (the starting point of the mentoring process)
- be aware that s/he needs to get an idea of what the **outcome** of the process will be, i.e. what s/he will be like as a professional and what the context will be like after the learning process
- get time to **think** about, and to **internalise** the new vision, and to **adapt** one's own behavior accordingly
- be always the **decision maker**, and is accordingly responsible for the decisions made
- develop **strategies** to cope with the stress that occasionally occurs with the changes.



The Mentee

Assess the Mentee's Background and Resources

- Education level
- Training
- Work experience
- Specific skills
- Personal characteristics
- Certificats
- Physical abilities
- Membership in associations and networks
- Hobbies.



What you have learned in a nutshell

It is of utmost importance that the Mentor focuses on the characteristics of the Mentee.

The Mentee should join the mentoring program on a voluntary basis, be able to take stock of the own background and resources at hand, and be aware of the outcome of the process.

The assessment of the Mentees background and resources include their education level, the work experience, specific skills and personal characteristics, as well as their membership in associations and networks.





Check your knowledge

How to prepare for mentoring

true or false?

Since the Mentor has much more experience than the Mentee, is the one who makes the decisions.

It is important that the Mentor's focus is always on the Mentee.

The Mentee should be aware of their resources and be aware of the outcome of the mentoring process





Correct Answers

How to prepare for mentoring

Since the Mentor has much more experience than the Mentee, is the one who makes the decisions.

No, this is not correct! The Mentee should join the mentoring program on a voluntary basis and should always be the decision maker.

It is important that the Mentor's focus is always on the Mentee.

Yes, correct! In order to make sure the mentoring process is successful, it is important that the mentor focuses on the characteristics of the Mentee, right from the very beginning.

The Mentee should be aware of their resources and be aware of the outcome of the mentoring process.

Yes, correct! It is all about the Mentee, and he or she must have an active role in the entire mentoring process.



Simple steps for basic training design

Training design is **the framework that supports learning experiences**. It refers to the choices about:

- what,
- when,
- where, and
- how

to provide training.

Decisions need to be made about **content**, **structure**, **timing**, pedagogical **strategies**, sequence of learning **activities**, and the type and frequency of **assessment**, as well as the nature of **technology** used to support learning.





Simple Steps for Basic Training Design

- 1 Definition of the desired outcomes of the training
- 2 Design of the structure of the training course
- 3 Timing and duration
- 4 Time and frequency of evaluation
- 5 Definition of detailed learning objectives
- 6 Choice of the pedagogical strategies
- 7 Design of every single learning unit
- 8 Choice of technologies and training material



Simple Steps for Basic Training Design: Useful Questions

What are the desired learning outcomes and the specific learning objectives?

How many training sessions do I need to provide, what is the frequency of the sessions and the duration of every single session?

What kind of strategies are the best for the learners?
Classroom or online training?
Frontal teaching or experiential learning, role-plays, game-based learning, etc.?

What kind of technologies are fitting the target groups and the training needs?
What kind of training and learning material do I have to provide?





Basic rules when providing Training

- Start your training session off by ensuring the participants know what they can expect from the day. It's important that your trainees know **what points will be covered within the session** and what they can expect from the training session.
- Everybody has their own way of learning. So use all senses and try and incorporate as many **different learning styles** into your session.
- Make the training hands-on by involving the trainees in **practical demonstrations or activities** to make sure they are more likely to remember your key points and gain a greater understanding of the learning content.
- Incorporate **short tests and quizzes** into your training session to ensure your trainees pay extra close attention to the material.



Basic rules when providing Training

- Throughout the session, ask your trainees to **share their experiences** with the training topic. Your trainees might have valuable information to contribute and they are likely to get more out of the session by hearing about their co-workers' experiences.
- **Evaluate your own session**, and look out for what works best: if you discover a new technique or method that clicks with the group, you might want to incorporate it into future sessions.
- Include **breaks** to give the learners a pause. It can be tricky for most people to concentrate for an extended period of time and regular breaks help improving concentration.
- Don't forget to **ask your trainees for feedback** on the training session. How did they find it overall? What were the highlights? Was there anything they missed or they didn't find effective?





What you have learned in a nutshell

Training design is the framework that supports learning experiences.

When providing training it is important to make sure the participants are involved in practical demonstrations or activities, and that they are able to share their experiences, which includes their feedback about the training sessions.

Successful training design includes the definition of the desired training outcome, the structure and the duration, the methodologies and the evaluation of the outcomes.





Check your knowledge

**Simple steps
for basic
training design
and basic
rules when
providing
training**

true or false?

Training design comprises different steps and starts off with the definition of the desired outcomes of the training.

In order to design a successful training you need to define the structure of the course, the duration, the pedagogical strategies as well as the technologies to be used.

When providing a training course, it is essential to focus on the trainer, because they have the knowledge to be conveyed and more experience than the participants.





Correct Answers

Simple steps for basic training design and basic rules when providing training

Training design comprises different steps and starts off with the definition of the desired outcomes of the training

Yes, correct! It is important to determine the learning outcomes and evaluate if they have been reached.

In order to design a successful training you need to define the structure of the course, the duration, the pedagogical strategies as well as the technologies to be used.

Yes, correct! Under no circumstances should the training course be left to chance. It must be determined from the outset how long the course will last, how many units will be included, when they will take place and which technologies will be used.

When providing a training course, it is essential to focus on the trainer, because they have the knowledge to be conveyed and more experience than the participants

No, this is not correct! Although the trainer has the knowledge and the experience, it is of utmost importance to focus on and to involve the participants actively to achieve engagement and learning success.



Basic Rules When Providing Coaching

1. Praise achievements and growth

When you begin your coaching relationship, start by congratulating the Coachee on their **previous successes** and highlighting their **strengths**. People tend to be more receptive to getting constructive feedback if their accomplishments have also been recognized. Giving positive feedback assures them that you have confidence in their abilities to succeed and reach the set goals.

2. Help the Coachee identify any (performance) issues they're facing

When you're coaching, be sure to help them to identify and describe the issues they are facing as well as the expected results, and help them **discover specific signs and behaviors** related to factors like poor attitude, motivation issues or productivity issues. Be sure to also remain objective and emphasize your confidence in their ability to improve.

3. Always ask the Coachee for their perspective and their whys

Get the Coachee as pro-active as possible in the coaching process by asking them to **explain the issues** they've noticed in their own performance or the goals they want to achieve (in the workplace). Also, it can be helpful to help them identify the **potential rewards of succeeding**. Job wise speaking this might include raises and promotions. Helping the Coachee identify the benefits they can get from a successful coaching experience can further increase their motivation and emphasize the importance of doing their best.





Basic Rules When Providing Coaching

4. Identify barriers to improvement

There are different possible barriers coachees face that hinder their improvement and/or performance.

- **Time:** Discuss whether the Coachee can dedicate the time needed to reach the set goal and improve or gain the experience needed to keep developing.
- **Temperament:** Ask the Coachee about what motivates them and how that impacts their everyday work and life. Then, discuss how to overcome existing challenges by finding new motivating factors or providing better access to additional motivators.
- **Training:** Determine whether the Coachee needs to acquire new knowledge and skills and discuss the possibility of training where needed (not included in the coaching process).

5. Collaborate on solutions

Work with the Coachee to identify the barriers and (performance) issues they need or want to work on. Ask them which barriers are the **most challenging or urgent** for them and collaborate on finding solutions to overcome them. It is of utmost importance to get the Coachee actively involved in the action plan to make them fully engage in the process. The more engaged they are, the more invested they're likely to be in succeeding.



Basic Rules When Providing Coaching

6. Help the Coachee set SMART goals

After identifying the possible solutions to help them overcome their barriers, help them set SMART goals.

→ **Specific:** Clarify which barriers the Coachee plans to address and have them outline which steps they are going to take to do so.

→ **Measurable:** Identify key performance indicators (KPIs) that you and the Coachee can use to determine their progress and success for the barriers and challenges they're planning to overcome.

→ **Achievable:** Make sure that the expectations you set together make sense for the set time frame and the scope of the action plan's steps. If the Coachee has many goals to work toward, it might be a good idea to focus on smaller steps that lead to those larger goals, which can help make the action plan more realistic.

→ **Relevant:** Be sure that the Coachee is fully conscious about how these steps can help them overcome barriers and how succeeding helps them improve or develop.

→ **Time-based:** Together with the Coachee set a specific deadline for each individual KPI set. Collaborate with the Coachee to make sure the deadlines are realistic.

Setting SMART goals helps the Coachee and the Coach track what they need to achieve, by when, how they plan to do it and what success looks like.





Basic Rules When Providing Coaching

7. Write out the action plan

Include every part of the SMART **goal**, including **KPIs** and **deadlines**, in a document. Having a physical copy of these goals helps keep the motivation high and encourage the Coachee and keep them focused. You might consider having the Coachee sign the action plan to strengthen the commitment. You can sign it, too, to show that both you and the Coachee understand and agree to the expectations.

8. Follow-up

Always set a date to **revisit the action plan and SMART goals** as the Coachee reaches their deadline or just after they reach it. Following up allows you to discuss what worked, what didn't work, what they achieved and what they still need to work on. It can be very helpful setting this follow-up when you set the SMART goal deadlines and write the action plan so that it's planned from the very beginning of the coaching process.

9. Revise the goals and the plan

During the follow up, **review how well the Coachee did at reaching their goals** and KPIs. If the Coachee succeeds, you might want to ask them to set their own new goals for further improvement or collaborate once again on setting new goals. If the Coachee didn't meet the expectations in the SMART goal and action plan, discuss what challenges and barriers they had, and then help them revise the plan to make it more realistic and manageable for the next stage of coaching.



What you have learned in a nutshell

It can have a very positive effect if the coaching process begins with the appraisal of previous successes and the strengths of the Coachee before addressing the issues he or she is facing.

It is not enough to set SMART goals. In order to achieve them, it is important to write out the action plan, include KPIs and deadlines to follow-up and monitor the progress. If necessary revise the goals and the plan together with the Coachee.

The focus is always on the Coachee's perspective, his or her whys, as well as on the possible barriers to improvement they are facing. It is up to the Coachee to set his or her SMART goals. It is up to the Coach to sustain them.





Check your knowledge

**Basic rules
when
providing
coaching**

true or false?

It is up to the Coachee to set their own SMART goals. The Coach's role is to sustain them.

Once the Coachee has set his or her SMART goals, the coaching process has fulfilled its task. Since the coachee is in charge, it is also his/her responsibility to achieve the goals.

The appraisal of previous successes of the Coachee at the beginning and during the coaching process can be very helpful in achieving the objectives at hand.



Basic rules when providing coaching

Correct Answers

It is up to the Coachee to set their own SMART goals. The Coach's role is to sustain them.

Yes, correct! The Coachee is the one who makes the decisions and who is responsible. Accordingly, it is important that it is the Coachee him or herself to set their own goals. It is up to the Coach to sustain them.

Once the Coachee has set his or her SMART goals, the coaching process has fulfilled its task. Since the Coachee is in charge, it is also his/her responsibility to achieve the goals.

No, this is not correct! It is correct, that the Coachee is in charge. However it is an essential part of the coaching process to help the Coachee create an action plan and to monitor the progress.

The appraisal of previous successes of the Coachee at the beginning and during the coaching process can be very helpful in achieving the objectives at hand.

Yes, correct! Focusing on the strength instead of focusing on the deficit is very empowering and helpful to increase self-confidence and motivation.





Basic Rules When Providing Mentoring

- Discuss **professional requirements** with the Mentee, while taking into account the current situation in the industries, in the specific sector, on the markets etc.
- Support the Mentee with the **analyses of the situation** and the **assessment of the needs** and requirements
- Help the Mentee to define **SMART short- and long-term goals**
- Help the Mentee to develop **ideas** and viable **strategies** to reach the set goals within the mentoring framework.
- Support the Mentee in writing an **action plan**
- Support the Mentee during **implementation**
- Help the Mentee to prove his/her own skills through **challenging tasks**.
- Give the Mentee constructive, action-oriented **feedback**.
- Provide helpful contacts within your own **network** to the Mentee.



What you have learned in a nutshell

In mentoring, it is significant that the Mentor explains the current situation of the specific sector and industry as well as the market situation and discusses it with the Mentee before determining the professional requirements.

The Mentor not only helps the Mentee prove their own skills through challenging task and providing feedback, he or she also provides contacts within the own network.

The Mentee is in charge of setting his or her own goals, but it is up to the Mentor to help them define SMART short- and long-term goals and support them in writing an action plan and during its implementation.





Check your knowledge

Basic rules when providing mentoring

true or false?

The professional requirements depend on the current situation of the specific sector of the industry and the market.

The Mentor is an expert in his or her field and has more experience than the Mentee, but it is up to the Mentee to make their own decisions and set their own goals.

The Mentor helps the Mentee prove their skills through challenging tasks and provides contacts within the own network.



Basic rules when providing mentoring

true or false?

Correct Answers

The professional requirements depend on the current situation of the specific sector of the industry and the market.

Yes, correct! It is therefore significant that Mentor and Mentee discuss the situation in the industry and the market before determining the professional requirements.

The Mentor is an expert in his or her field and has more experience than the Mentee, but it is up to the Mentee to make their own decisions and set their own goals.

Yes, correct! Mentoring is based on the voluntary participation of the Mentee and it is about their professional life and future. It is up to the Mentor to sustain the Mentee, but it is the Mentee to make the decisions.

The Mentor helps the Mentee prove their skills through challenging tasks and provides contacts within the own network

Yes, correct! It is important that the Mentee gets the chance to prove their skills with a “hands-on” approach. The mentor's network can be of great importance to the Mentee.



How to evaluate Training, Coaching or Mentoring

Evaluation is a very important checkpoint to ensure that the training, coaching or mentoring provided is able to match the assessed needs and/or fill the competency gaps within the organization in a cost-effective manner.

There are **different methodologies** to evaluate training, coaching and mentoring.

However, the **Kirkpatrick Taxonomy** is one of the most used methodologies to evaluate the effectiveness of corporate training, coaching and mentoring programs.



How to evaluate Training, Coaching and Mentoring

The framework developed and designed by Don Kirkpatrick offers a four-level approach to evaluate the effectiveness of any training, mentoring or coaching program.

Level 1: Reaction

How did the participants respond to the training, coaching or mentoring provided?

To be able to evaluate the conditions for learning or perceived improvement, a short **survey or feedback forms** filled in by the participants can provide useful information about their reactions to the program they participated in.

Level 2: Learning

What have the participants learned from the training, coaching or mentoring program? **Practical tests or short quizzes or questionnaires** before and after the training, coaching or mentoring program are useful to assess this.



How to evaluate Training, Coaching and Mentoring

Level 3: Behavior

Have the participants actually put what they have learned into practice on the job? This can be evaluated a while after the training, coaching or mentoring program, either by asking participants to complete **self-assessments** or by asking their supervisor to formally assess them.

Level 4: Results

Has the provided training, coaching or mentoring program met the stakeholders' expectations by determining the return on the expectations, also known as ROE? The results are the measurement of how successfully the provided program has met its objectives, typically based on **changes in employee motivation and performance** after the completion of the training course, the coaching or the mentoring program.



What you have learned in a nutshell

Evaluation is a very important checkpoint to ensure that the training, coaching or mentoring provided is able to match the assessed needs and/or fill the competency gaps within the organization in a cost-effective manner.

Evaluating the reaction of the participants, the learning, the behavior and the results, you get a good grasp of the effectiveness of the training, coaching or mentoring provided.

The Kirkpatrick Taxonomy is one of the most used methodologies and can be used to evaluate the effectiveness of corporate training, coaching and mentoring programs.





Check your knowledge

How to evaluate training, coaching and mentoring

true or false?

Evaluation is a very important checkpoint to ensure that the training, coaching or mentoring provided is able to match the assessed needs and to fill the competency gaps.

Evaluating the reaction, the learning, the behavior of the participants and the results gives you a good grasp on the success of the training, coaching or mentoring program.

It is impossible to evaluate the results of training, coaching and mentoring.





How to evaluate training, coaching and mentoring

Correct Answers

Evaluation is a very important checkpoint to ensure that the training, coaching or mentoring provided is able to match the assessed needs and to fill the competency gaps.

Yes, correct! Without evaluation there is no proof that whatever provided, training, coaching or mentoring, fills the competency gaps within the organization in a cost-effective manner.

Evaluating the reaction, the learning, the behavior of the participants and the results gives you a good grasp on the success of the training, coaching or mentoring program.

Yes, correct! The Kirkpatrick four-level approach to evaluate the effectiveness of any training, mentoring or coaching program

It is impossible to evaluate the results of training, coaching and mentoring.

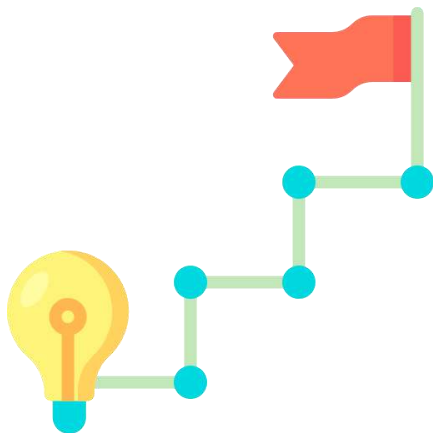
No, this is not correct! Although it might seem difficult sometimes to evaluate the results, there are different methodologies to do so. The suggested Kirkpatrick Taxonomy is one of the most used and can be applied to training, coaching and mentoring.





Next Step

Congrats! You have just gained new knowledge.



To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!





Training, Coaching and Mentoring- Action Plan to Implement my Newly Acquired Knowledge

Name:

Date:

What I have learned

Where I apply the newly
acquired knowledge

The first step I take and
(what and when)



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Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more **'natural'** and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



Training, Coaching and Mentoring - Monitor Your Progress

Name: _____

Date: _____

| Here I applied the newly acquired knowledge | This is what I did | This is the outcome and what I learned from this experience |
|---------------------------------------------|--------------------|-------------------------------------------------------------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |



Congratulations!

You have just **finished module number 14** on **how to listen actively** and **how to provide training, coaching and mentoring**.

Well done! You can be proud of yourself!

But we never stop learning, as you know...



The **next interesting module** is already waiting for you:

module n. 15 on how to assess performances.





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Module. 15

How to assess performance

Author: Hungarian-Bulgarian Chamber of Commerce



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1. Introduction: Why is it important to assess performance at the workplace?
2. Common types of assessment approaches
3. Knowledge & Skills for conducting a performance assessment
4. What is a performance assessment rubric?
5. Pathways for defining and creating developmental rubrics
6. Main components of a scoring rubric



Introduction: Why is it important to assess performance at the workplace?

Benefits for
the
employees

Assessing performance at the workplace is crucial for the productive workflow of the companies. It provides valuable feedback to employees, helping them understand their strengths and areas for improvement. This feedback empowers employees to enhance their skills, increase productivity, and achieve better results.



Introduction: Why is it important to assess performance at the workplace?

Benefits for
the
employers

Performance assessment enables organizations to identify high-performing individuals and teams, recognize their contributions, and reward them accordingly. The performance assessments influence decisions related to promotions, training needs, and career development, ensuring that resources are allocated effectively. Overall, workplace performance assessment fosters continuous improvement, drives organizational success, and promotes a culture of excellence and growth.



What you have learned in a nutshell

Assessing performance in the workplace is crucial for the productive workflow of the companies .

The performance assessments influence decisions related to promotions, training needs and career development

Performance assessment enables organizations to identify high-performing individuals and teams



Check your knowledge

Assessing performance

...

True or False?

Assessing performance at the workplace helps only the organisations who implement it

Performance assessment provides valuable feedback to employees

Results of performance assessment can ensure that resources are allocated effectively





Correct Answers

Assessing performance at the workplace helps only the organisations who implement it

No, this is not correct! Assessing the performance of employees in the workplace can benefit both the organization implementing the assessments and the employees themselves.

Performance assessment provides valuable feedback to employees

Yes, correct! Performance assessment helps employees understand their strengths and areas for improvement by empowering them to enhance their skills

Results of performance assessment can ensure that resources are allocated effectively

Yes, correct! Performance assessment helps the companies to identify high Employee performance and address the gaps while planning the work strategy

True or False?





Common types of assessment approaches

Diagnostic Assessments: In a business environment, diagnostic assessments can be used to assess employees' existing knowledge, skills, and competencies. They help identify skill gaps and training needs, enabling organizations to provide targeted development programs to enhance employee performance.





Common types of assessment approaches

Interim Assessments: Referred also as formative assessments, can be used to gauge employees' progress and performance throughout projects, assignments, or training programs. These assessments provide ongoing feedback to employees and management, allowing for timely adjustments and improvements in work processes or skill development.





Common types of assessment approaches

Summative Assessments: While summative assessments are commonly associated with educational evaluation, they can also be applied in a business context.

For example, at the end of a training program or project, summative assessments can be used to evaluate the overall achievement, competence, or effectiveness of employees





Common types of assessment approaches



Non-Referenced Assessments:

Also known as criterion-referenced Assessments. Can be valuable in a business environment to compare employees' performance against established benchmarks or industry standards. This type of assessment can assist us in identifying high-performing individuals or teams, recognizing areas of excellence, and facilitating performance reviews or promotions.



Common types of assessment approaches

Ipsative Assessments:

Ipsative assessments compare the individuals' performance or characteristics to their own previous performance or characteristics, rather than to an external standard or to the performance of other individuals.

In ipsative assessments, the focus is on measuring the individuals' progress or changes over time rather than making comparisons with others.





Common types of assessment approaches

Norm-referenced assessments:

Counter to the Ipsative and Non-Referenced assessments, norm-referenced assessments compare an individual's performance to the performance of a group of individuals who have taken the same assessment. The purpose is to determine how an individual's performance ranks or compares to the performance of others in the same group.

In norm-referenced assessments, a norm group or reference group is established, typically through a large sample of individuals who have already taken the assessment. The performance of the individual being assessed is then compared to the performance of this reference group.



What you have learned in a nutshell

Summative assessments are used to evaluate the overall achievement, competence, or effectiveness of employees or teams

Interim assessments provide ongoing feedback to employees and management, allowing for timely adjustments and improvements

Ipsative assessments compare the individuals' performance or characteristics to their own previous performance or characteristics.



Check your knowledge

Assessment
Approaches

....

True or False?

Summative assessments are popular for measuring the overall achievement of an individual or a team

Ipsative assessments compare an individual's performance to others'

Non-Referenced Assessments compare employees' performance against established benchmarks or Industry standards

Interim assessments are useful for progress measurement and performance throughout project's lifecycle



Correct Answers

True
or
False?

Summative assessments are popular for measuring the overall achievement of an individual or a team

Yes, correct! Summative assessments are commonly used to measure the overall achievement or learning outcomes of individuals or teams at the end of a learning period, course, or project. These assessments are typically administered after a period of instruction or a specific learning experience to evaluate the extent to which the desired learning outcomes have been achieved.

Ipsative assessments compare an individual's performance to others'

No, this is not correct! Ipsative assessments compare an individual's performance or characteristics to their own previous achievements, while the norm-referenced assessments compare an individual's performance to the performance of a group of individuals who have taken the same assessment



Correct Answers

Non-Referenced Assessments compare employees' performance against established benchmarks or industry standards

Yes, correct! Non-referenced assessments evaluate an individual's performance based on a predetermined set of criteria or standards. They allow measuring how well an individual has mastered a specific set of skills or knowledge.

Interim assessments are useful for progress measurement and performance throughout project's lifecycle

Yes, correct! Interim assessments provide valuable feedback on how well individuals or teams are performing and progressing towards project goals or learning objectives. These assessments can help identify strengths and weaknesses, assess the effectiveness of strategies and etc.

True
or
False?



Knowledge & Skills for conducting a performance assessment

Why it's important to have them?

They enable fair and accurate assessment of employee performance, facilitate effective communication of feedback, support goal-setting and performance improvement, and contribute to a positive and productive work environment. They ensure that evaluations are unbiased, constructive, and aligned with organizational objectives, leading to enhanced employee engagement, development, and overall organizational success.



Knowledge & Skills for conducting a performance assessment

Objectivity: Being able to evaluate performance objectively, without personal biases or favoritism, is essential. This skill involves assessing performance based on predefined criteria and observable evidence rather than subjective opinions or assumptions.

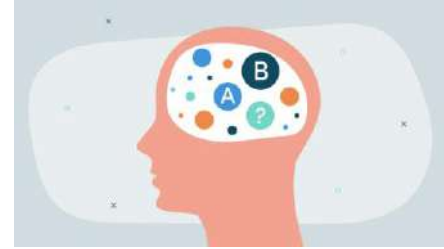


Communication: Strong communication skills are crucial for providing clear and constructive feedback to employees. This includes the ability to deliver feedback in a respectful and tactful manner, highlighting both strengths and areas for improvement, and engaging in effective dialogue to ensure understanding.



Knowledge & Skills for conducting a performance assessment

Analytical Thinking: Assessing performance involves analyzing data, observing behaviors, and identifying patterns. The skill of analytical thinking enables evaluators to interpret information, identify trends or areas of concern, and make informed judgments about performance levels.



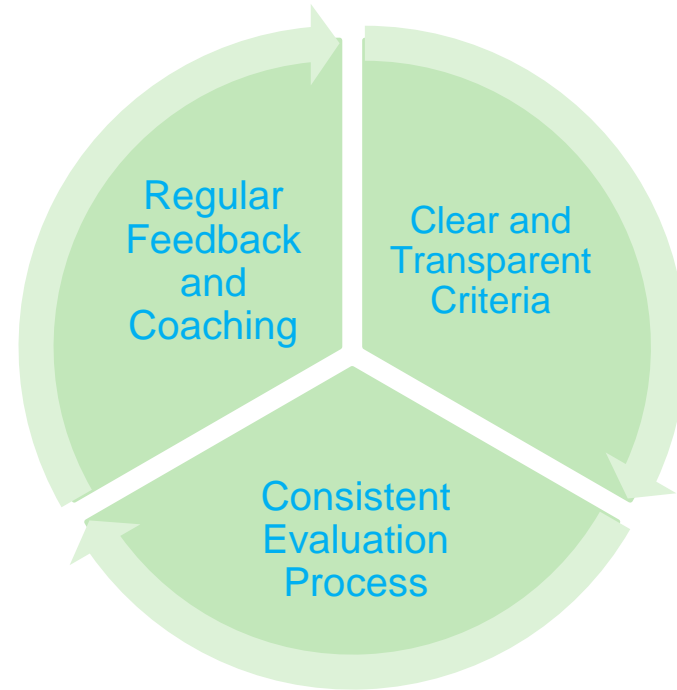
Active Listening: Active listening is important to truly understand an employee's perspective, challenges, and achievements. It involves giving undivided attention, asking relevant questions, and empathetically considering the employee's viewpoint during performance discussions.



Knowledge & Skills for conducting a performance assessment

Fairness and Equity:

Maintaining fairness and equity in performance assessments is vital. This involves treating all employees equally, applying consistent evaluation criteria, and avoiding any form of discrimination or unfair practices.





Knowledge & Skills for conducting a performance assessment

Data Analysis and Record-Keeping: Proficiency in data analysis and record-keeping allows evaluators to track and document performance-related information accurately. This skill ensures that assessment results are well-documented, providing a reliable basis for decision-making and future reference.

1. **Data privacy** and security measures should be ensured protecting sensitive employee information. 2. A **Regular review** of performance data identifying trends, patterns, and areas for improvement 3. **Accuracy and detailed recording** of performance assessments, including evaluation forms, feedback, and any performance-related documentation 4. **Clear guidelines and protocols** for record-keeping, ensuring consistency and compliance with applicable regulations.





Knowledge & Skills for conducting a performance assessment

Knowledge of Job Roles and Expectations: A thorough understanding of the specific job roles, responsibilities, and performance expectations is necessary to assess performance accurately. This skill helps evaluators assess whether employees are meeting job requirements and performing in alignment with organizational goals.

Goal Setting and Performance Management: The ability to set clear and measurable performance goals and effectively manage performance throughout the assessment period is essential. This skill ensures that expectations are communicated, progress is monitored, and feedback is provided regularly.



What you have learned in a nutshell

Strong communication skills are crucial for providing clear and constructive feedback to employees

A thorough understanding of the job roles, responsibilities, and performance expectations is necessary to assess performance accurately.

Assessing performance involves analyzing data, observing behaviors, and identifying patterns.



Check your knowledge

Skills for
conducting
assessment

....

True or
False

Critical thinking is crucial for the process of evaluation of performance assessment

Strong communication skills are crucial for providing clear and constructive feedback to employees.

Assessing performance can be done accurately just by observation and personal judgment

Data analysis and record-keeping as administrative tasks are useless for evaluating employee performance



Correct Answers

Strong communication skills are important for providing clear and constructive feedback to employees.

Yes, correct! It helps delivering feedback in a respectful and tactful manner, highlighting both strengths and areas for improvement, and engaging in effective dialogue

Critical thinking is crucial for the process of evaluation of performance assessment

Yes, correct! The skill of analytical thinking enables evaluators to interpret information, identify trends or areas of concern, and make informed judgments about performance levels

True
or
False?





Correct Answers

True
or
False?

Assessing performance can be done accurately just by observation and personal judgment

No, this is not correct! Fair performance assessment involves treating all employees equally, applying consistent evaluation criteria, and avoiding any form of discrimination or unfair practices.

Data analysis and record-keeping as administrative tasks are useless for evaluating employee performance

No, this is not correct! Proficiency in data analysis and record-keeping allows evaluators to track and document performance-related information accurately and provide a reliable basis for decision-making and future reference.



What is a performance assessment rubric?

An assessment rubric in the workplace is a tool used to **evaluate and assess** the performance of employees based on **predefined criteria** and performance indicators. It provides a **structured framework** for objectively measuring and documenting employees' achievements, skills, competencies, or behaviors relevant to their job roles.



| ≡ | ✓ | ★☆☆ |
|---|---|-----|
| ≡ | ✓ | ★★★ |
| ≡ | ✗ | ☆☆☆ |



What is a performance assessment rubric?

The rubric typically consists of specific criteria, performance levels, and descriptors that **outline the expected levels of performance**. It helps ensure consistency, fairness, and objectivity in the assessment process by providing clear guidelines and indicators for evaluating employee performance. The assessment rubric facilitates effective communication of feedback, supports performance discussions, and assists in identifying areas for improvement and development. Overall, it serves as a valuable tool for assessing, documenting, and enhancing employee performance in the workplace.





Pathways for defining and creating developmental rubrics

Why is it important to have them?

Pathways can be followed to establish **clear criteria, define performance levels, and provide descriptive feedback** in the context of assessing employees' job performance and professional development. The key is to **align the rubric with the specific objectives of the employee assessment**, such as evaluating job-specific skills, competencies, or behaviors relevant to their role within the organization. This approach helps ensure consistency, fairness, and clarity in assessing employee performance and providing constructive feedback for their growth and development.



Pathways for defining and creating developmental rubrics

1

Clarify Assessment Objectives

Begin by clearly defining the objectives of the assessment. What specific knowledge, skills, or competencies are you aiming to assess? Clearly articulate the desired learning outcomes and performance expectations that will guide the rubric creation process.

2

Identify Key Criteria

Break down the assessment objectives into specific criteria or dimensions that reflect the essential elements of performance. These criteria should align with the learning outcomes and provide clear indicators of varying levels of proficiency or achievement.



Pathways for defining and creating developmental rubrics

3

Determine Performance Levels

Establish a set of performance levels or descriptors that represent different levels of achievement or proficiency for each criterion. These levels can be defined using qualitative or quantitative indicators, such as specific behaviors, quality of work, or demonstrated mastery.

4

Define Rubric Components

Structure the rubric by organizing the criteria and performance levels into a clear and coherent format. Consider using a grid or table with rows representing criteria and columns representing performance levels. Ensure that the rubric is user-friendly and easy to understand.



Pathways for defining and creating developmental rubrics

5

Review and Refine

Seek second opinion from colleagues, experts, or individuals who will use the rubric. Review and refine the rubric based on their input to ensure its clarity, validity, and alignment with the intended purpose. The collected feedback will ensure effectiveness in capturing the desired information and promoting meaningful assessment.

6

Finalize and Distribute

Make any final adjustments based on the pilot test feedback and finalize the rubric. Ensure that it is user-friendly, accessible, and aligned with the intended assessment context.



Pathways for defining and creating developmental rubrics

7

Guidance and Training

Offer guidance and training on how to use the rubric effectively. Provide clear instructions on its purpose, interpretation, and application. Train users to ensure consistency and reliability in scoring or evaluating performance.

8

Provide Descriptive Feedback

For each performance level and criterion combination, provide clear and specific descriptions or examples of what constitutes each level of performance. This helps evaluators and learners understand the expectations and provides a basis for constructive feedback and improvement.



Pathways for defining and creating developmental rubrics

9

Continuous Review and Improvement

Regularly review and refine the rubric based on user feedback and assessment outcomes. Continuously monitor its effectiveness and make necessary updates to ensure its relevance and alignment with the intended learning objectives. **Here are some important follow-up steps..**





What you have learned in a nutshell

A workplace assessment rubric is a tool used to evaluate and assess the performance of employees based on predefined criteria and performance indicators

Performance Levels establishment defines descriptors that represent different levels of achievement or proficiency for each criterion

Continuous monitoring and regular review for the refinement of the rubric based on user feedback and assessment outcomes.





Check your knowledge

Pathways for
creating rubric

...

True or False?

An assessment rubric provides a clear and structured framework for evaluating workplace performance

A workplace assessment rubric works with criteria developed throughout the process of assessment

Distribution and collection of assessment rubrics are the final steps of the performance assessment process



Correct Answers

True
or
False?

An assessment rubric provides a clear and structured framework for evaluating workplace performance

Yes, correct! The structured framework consists of objectively measuring and documenting employees' achievements, skills, competencies, or behaviors relevant to their job roles

A workplace assessment rubric works with criteria developed throughout the process of assessment

No, this is not correct! A well-designed performance assessment rubric should have clear and predetermined criteria established before the assessment process begins.

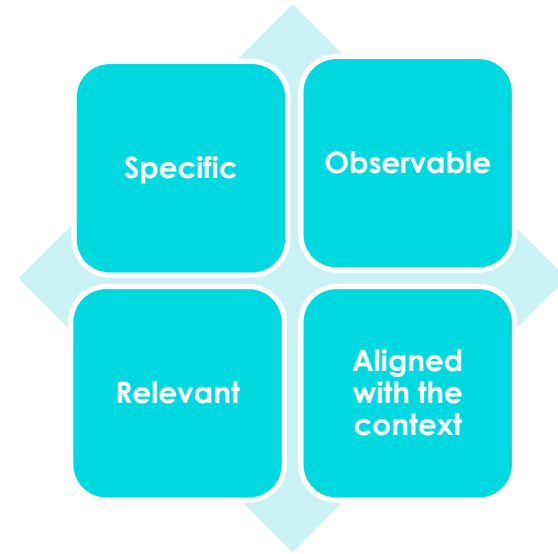
The Distribution of the assessment rubric is the final step of the performance assessment process

No, this is not correct! At the end of the assessment process as a final step we shall Update and Revise the rubrics based on user feedback and assessment outcomes.



Main components of a scoring rubric

Job-Related Criteria: These criteria are directly aligned with the specific job responsibilities, skills, competencies, or behaviors that are important for successful performance in the employee's role.





Main components of a scoring rubric

Performance Levels: The rubric should outline different levels of performance that reflect varying degrees of proficiency or achievement. These levels may range from "**Below Expectations**" to "**Meets Expectations**" to "**Exceeds Expectations**" or they can be customized to suit the organization's performance rating scale.

Another Example: numerical ratings such as **1-3** or **1-5**.





Main components of a scoring rubric

Descriptive Indicators: Each performance level should be accompanied by clear and descriptive indicators that outline the characteristics or behaviors associated with that level of performance. These indicators help evaluators assess and differentiate between different levels of performance.





Main components of a scoring rubric

Examples for Descriptive Indicators: Communication Assessment

Level 3: Proficient

Communicates effectively, adapting the message to the needs and preferences of the audience.

Listens attentively and responds thoughtfully, seeking clarification when necessary.

Presents information in a clear and organized manner, engaging the audience through effective verbal and non-verbal communication.

Level 2: Developing

Communicates adequately, but may occasionally use language that is unclear or requires clarification.

Demonstrates some active listening skills, but may need to improve in seeking feedback or asking relevant questions.

Presents information with some structure, but may require additional practice in organizing thoughts and maintaining audience engagement.

Level 1: Limited

Struggles to communicate ideas clearly, often using ambiguous or confusing language.

Displays limited listening skills, failing to actively engage in conversations or provide appropriate responses.

Presents information in a disorganized manner, lacking structure and failing to effectively engage the audience.





Main components of a scoring rubric

Scoring Scale: The rubric should include a scoring scale or numerical values that align with the performance levels. This allows evaluators to assign a numerical score or rating based on the level of performance demonstrated by the employee.

A scoring scale could range from 1-5, with 1 being the lowest level of performance and 5 being the highest. The rubric would assign a numerical score based on the level demonstrated by the employee.



Main components of a scoring rubric

Weighting or Importance: The rubric may assign different weights or importance to specific criteria to reflect their relative significance in the overall assessment. This helps prioritize certain aspects of performance that are particularly critical for success in the employee's role.

Example: If "Team Collaboration" is deemed more important than other criteria, it may be assigned a higher weight, such as 40%, while other criteria might have weights of 20% each.



Main components of a scoring rubric

Overall Comments or Feedback: The rubric may include a section for overall comments or feedback to provide additional qualitative feedback on the employee's performance, strengths, areas for improvement, and developmental suggestions.

Example: This section would provide qualitative feedback, such as "Areas for improvement in ...," or "Consistently exceeds expectations in ..."



What you have learned in a nutshell

Job-Related Criteria

are in the base of the rubric directly aligned with the specific job responsibilities, skills, competencies, or behaviors

Performance Levels
reflect varying
degrees of proficiency
or achievement

Each performance level has clear and **descriptive indicators** outlining the characteristics or behaviors associated with that level of performance.



Check your knowledge

Components
of a rubric

...

True or False

Performance Levels should outline different degrees of proficiency

The criterion in the base of the assessment rubric is a constant never-changing figure

The rubric always assigns the same importance to each aspect of the performance

The descriptive indicators help clarify the expectations for each level of performance

.



Correct Answers

Performance Levels should outline different degrees of proficiency

True
or
False?

Yes, correct! The purpose of performance levels is to clearly define and differentiate between various degrees of achievement or proficiency in the assessed criteria. By outlining different performance levels, the rubric allows assessors to assess and assign scores or ratings that align with the level of performance demonstrated by individuals or teams.

The criterion in the base of the assessment rubric is a constant never-changing figure

No, this is not correct! The criteria in an assessment rubric should be revised or updated based on changes in the learning objectives, performance standards, or job requirements. The criteria in an assessment rubric should be aligned with the Goals and objectives of the assessment and should accurately reflect the desired skills, knowledge, or competencies being assessed.





Correct Answers

The rubric always assigns the same importance to each aspect of the performance

True
or
False?

No, this is not correct! The rubric may assign different weights or importance to specific criteria to reflect their relative significance in the overall assessment. This helps prioritize certain aspects of performance that are particularly critical for success in the employee's role.

The descriptive indicators help clarify the expectations for each level of performance

Yes, correct! Each performance level should be accompanied by clear and descriptive indicators that outline the characteristics or behaviors associated with that level of performance. These indicators help evaluators assess and differentiate between different levels of performance.



Next Step

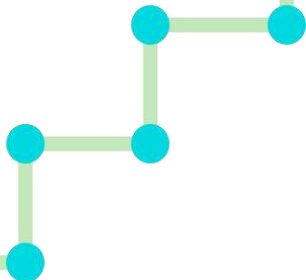
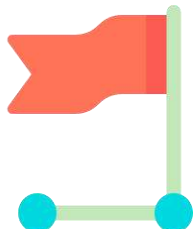
Congrats! You have just gained new knowledge.

To make learning sustainable, it is important to **apply** the newly gained knowledge in your **day-to-day (work) life**.

Please think about what you have learned, where you are going to apply your new knowledge, and what is the first step you take to do so.

On the next slide you will find a **little strategic help** to do so.

Check it out!





How to assess performance - Action Plan to Implement my Newly Acquired Knowledge

Name: _____

Date: _____

What I have learned

Where I apply the newly
acquired knowledge

The first step I take and
(what and when)





Monitor Your Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more '**natural**' and we forget to **celebrate our success**.

However, celebrating even tiny steps forward not only makes us feel good, but improves our determination to go ahead, when times get tough, and it increases our motivation to go on learning.

To help you **monitor your progress** and **celebrate your achievements**, we prepared a little help for you to do so.

Check it out on the next slide!



How to assess performance - Monitor Your Progress

Name: _____

Date: _____

Here I applied the newly
acquired knowledge

This is what I did

This is the outcome and
what I learned from this
experience





Congratulations!

You have just finished **Module n. 15**
on how to assess performance.

**Now you have completed all of the
WIN training modules!**

Well done! You can be proud of
yourself!





Source:

Andrade, H. G. (2005). "Teaching with rubrics: The good, the bad, and the ugly.", College Teaching, Vol. 53, No. 1.

Measuring Business Excellence, 2010, Volume 14

"Rubrics: Useful Assessment Tools", Carnegie Mellon University

"Teaching and Learning Assessment Guide", Stanford



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Guidelines for Trainers Providing the WIN Training



**Co-funded by
the European Union**

Author: Sylvie Schoch - IP-International GmbH - Creative Corporate Training

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7. How to finish the WIN Training session
8. How to Help the Participants Monitor their Learning Progress
9. How to evaluate the WIN Training provided.



Basics when delivering the WIN training

It is important:

- to keep in mind how **adults learn**
- to assess the **characteristics of the target group** – the trainees
- to **assess the specific needs of the target group according to their characteristics besides the needs for innovation at the workplace**
- to **design the delivery of the single training sessions and provide** them accordingly
- to be **familiar** with the WIN contents conveyed (or collaborate with an expert, who might not have training skills)
- to **communicate** effectively

To show respect for people, give constructive feedback and listen actively

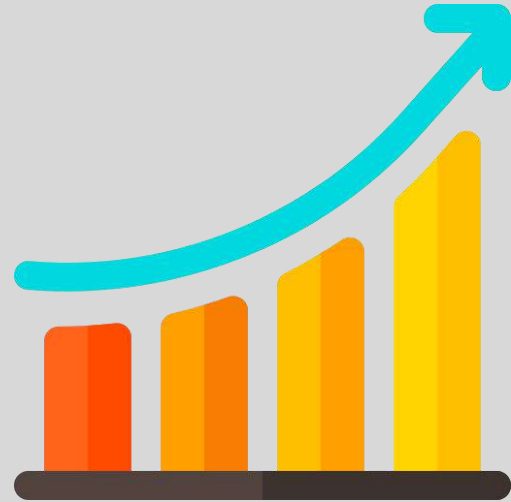




Conduct a Needs Assessment

The objective is to determine the current and the desired situation and performance in terms of workplace innovation.

The difference of the gap between the two is the development and/or learning that must occur.





Some questions to ask



- ☐ What knowledge or skills need special attention?
- ☐ What are the specific job requirements and how does this relate to the WIN learning curriculum?
- ☐ What instruments, materials, and equipment are used by the employees?
- ☐ What is the skill level for these individuals? (This might include a list of specific skills that refer to the WIN profile)
- ☐ What materials besides the WIN training materials should be included in the training instruction?
- ☐ How do these individuals (employees, participants) feel about their workplace as it is?
- ☐ How do these individuals perceive an impending training? What values it to them?
- ☐ How supportive are the participants' direct supervisors when it comes to workplace innovation training? Other management?
- ☐ What resources are available for the training?





Trainees

Background



- ☐ Why are you asked to provide the WIN training for them?
- ☐ Have they already had training on the same or on a similar topic?
- ☐ What do they know and need to know about you as a trainer?
- ☐ How many of the participants are personally acquainted with you?
- ☐ Are they aware of the level of workplace innovation expertise you bring to the situation?
- ☐ Who are the key players in their department and organisation?





Trainees

Demographics



- ☐ How many will attend your session?
- ☐ Is their attendance voluntary? Required? Requested? Invited?
- ☐ What is the demographic make-up of the participants? Age? Gender? Other descriptive factors?
- ☐ What information sources do they depend upon? Magazines? TV? Books? Newspapers? Internet?



Trainees

Level of Expertise



- ☐ How familiar are they with the topics of the WIN modules?
- ☐ What do they want to know about workplace innovation?
- ☐ Are all individuals at the same skill and knowledge level about the workplace innovation topics to be conveyed?
- ☐ Are there experts in the group? If yes, how many and who are the experts?
- ☐ What is their level of responsibility or authority? Will they be able to implement workplace innovation strategies?
- ☐ How does their level compare to yours? Does it determine the subject level or delivery style?





Trainees

Attitudes



- ☐ How interested are they in workplace innovation? Should they be interested? If yes, what is in it for them?
- ☐ What successes and issues have they encountered related to workplace innovation?
- ☐ What are their attitudes and beliefs relevant to the WIN topics?
- ☐ Do they know why they are coming to the training?
- ☐ May their minds already be made up?
- ☐ What are their opinions about you?
- ☐ Will they be friendly? Hostile?





Trainees

Delivery and Design Considerations



- ☐ Will they ask many questions?
- ☐ Do you expect them to raise objections? If yes, which objections, and how can you deal with them?
- ☐ Did the participants and their managers help to identify the company's specific objectives of the WIN training?
- ☐ Are you aware of anything that may antagonize them? Hot buttons? Taboo words or subjects? Gestures? Past Experiences?
- ☐ What is special about these participants?
- ☐ Is there anything special about the location where you will be presenting?
- ☐ Is there anything unusual about the date of timing of your training, for example, vacation, recent performance appraisals, downsizing effort?





Trainees

Expected Results



- ☐ How can you meet their specific needs generally speaking and in terms of workplace innovation management?
- ☐ How does this training benefit the participants?
- ☐ May there be (perceived) disadvantages to the participants?
- ☐ What changes do their supervisors expect as a result of the WIN training?
- ☐ Does the organization`s culture encourage participants to use what they learn in training? What may get in the way of learners` applying their new knowledge or skill?



Basic rules for providing the WIN Training

- Start your training session off by ensuring the participants know what they can expect from the day. It's important that your trainees know **what points of the WIN training curriculum will be covered within the session** and what they can expect from the training session.
- Everybody has their own way of learning. So use all senses and try and incorporate as many **different learning styles** into your session.
- Make the training hands-on by involving the trainees involved in **practical demonstrations or activities** to make sure they are more likely to remember your key points and gain a greater understanding of the learning content.
- Incorporate the **short tests and quizzes provided in the training modules and also the questions of the final assessment** into your training session to ensure your trainees pay extra close attention to the material and are well prepared for the final assessment and certification.



Basic rules for providing the WIN Training

- Throughout the session, ask your trainees to **share their experiences** with the WIN training topics. Your trainees might have valuable information to contribute and they are likely to get more out of the session by hearing about their co-workers' experiences.
- **Evaluate your own session**, and look out for what works best: if you discover a new technique or method that clicks with the group, you might want to incorporate it into future sessions.
- Include **breaks** to give the learners a pause. It can be tricky for most people to concentrate for an extended period of time and regular breaks help improving concentration.
- Don't forget to **ask your trainees for feedback** on the WIN training session. How did they find it overall? What were the highlights? Was there anything they missed or they didn't find effective?



Basic tools for providing the WIN Presence Training

Create a time table for the WIN Training!

It is important that you design the training delivery in such a way that it is interesting for the specific target and that the participants are really able to actively listen and participate.

- In the morning, participants (and the trainer!) still have momentum and receptivity, so they can easily do an hour and a half in one piece.
- However plan a coffee break of around 10 or 15 minutes in the morning session
- The lunch break is highly dependent on local conditions. Some groups of participants are used to having lunch earlier because they start work at 7 a.m., for example, in which case 12 p.m. would be rather too late.
- In the afternoon, one-and-a-half-hour blocks are a real challenge. After just under an hour, it is a good idea to plan a mini-break, preferably with a brief airing of the training rooms.
- The beginning of the training has to be planned according to the needs of all stakeholders, However, very rarely do training sessions start as early as 8 o'clock. That's a nuisance, because on the first day at least, you easily need half an hour to three quarters of an hour to prepare. During this time, you familiarize yourself with the technology, boot up the computers, load sample data, check the projector or simply look for the kitchenette.
- Often the training ends at 5 p.m., but that also depends on the situation and the specific needs of the participants. You can also schedule the end of the training a little earlier than the official ending. Then you have time for individual questions from participants and feedback.



Basic tools for providing the WIN Presence Training

Example of a time table for the WIN Training

| Time | Program |
|---------------|---------------------------------------------------------------------------------------|
| 9.00 – 9.30 | Presentation of program, trainer, presentation of participants and their expectations |
| 9.30 – 11.00 | First block of topics (content of learning modules provided) |
| 11.00 – 11.15 | Short coffee break |
| 11.15 – 12.45 | Second block of topics (content of learning modules provided) |
| 12.45 – 13.45 | Lunch break |
| 13.45 – 14.30 | Third block of topics (content of learning modules provided) |
| 14.30 – 14.45 | Short break |
| 14.45 – 15.30 | Third block of topics (content of learning modules provided) |
| 15.30 – 15.45 | Short coffee break |
| 15.45 – 16.30 | Fourth block of topics (content of learning modules provided) |
| 16.30 – 17.00 | Where will the participants apply the newly acquired knowledge, Q&A and Feedback |

How to finish the WIN Training Session

Ask the participants to summarise what they have learned and where they will apply the newly gained knowledge.

This helps the trainer to gain deeper knowledge about the participants, their main interests and also about the way the trainer provided the training and how it was perceived by the trainees.

This also enhances learning and helps the participants to create an action plan on how to implement what they have just learned at their workplace.

The following table is a tool that the trainer can hand out at the end of the training session, and can be discussed when the trainees have finished filling it in.



Action Plan for the Participants to Help them Implement the Newly Acquired Knowledge

Name: _____

Date: _____

| What I have learned | Where I apply the newly acquired knowledge | The first step I take and (what and when) |
|---------------------|--------------------------------------------|-------------------------------------------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
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How to Help the Participants Monitor their Learning Progress

Whenever we learn something new, it can seem difficult at the very beginning. The more we deepen our learning, what seemed almost **impossible at the beginning**, becomes more and more '**natural**' and we forget to **celebrate our success**.

However, not only celebration even tiny steps forward, not only makes us feel good, but it improves our determination to go ahead when times get tough and it increases our motivation to go on learning.

To help the participants **monitor their progress** and **celebrate their achievements**, there is a little help for them to do so: An overview of their progress in the form of a table, that can be handed out to the trainees at the end of the training session.



Monitor the Learning Progress

Name: _____

Date: _____

| Here I applied the newly acquired knowledge | This is what I did | This is the outcome and what I learned from this experience |
|---------------------------------------------|--------------------|-------------------------------------------------------------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
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How to evaluate the WIN Training provided

Evaluation is a very important checkpoint to ensure that the WIN training provided is able to match the assessed needs and/or fill the competency gaps in terms of Workplace Innovation within the organization in a cost-effective manner.

The **Kirkpatrick Taxonomy** is one of the most used methodologies to evaluate the effectiveness of corporate training programs and can be used to evaluate the effectiveness of the WIN training course.



How to evaluate the WIN Training provided

The framework developed and designed by Don Kirkpatrick offers a four-level approach to evaluate the effectiveness of any training program, just like the WIN-training.

Level 1: Reaction

How did the participants respond to the WIN training provided?

To be able to evaluate the conditions for learning or perceived improvement, a short **survey or feedback forms** filled in by the participants can provide useful information about their reactions to the WIN program.

Level 2: Learning

What have the participants learned from the WIN training program? **Practical tests or short quizzes or questionnaires** before and after the training program, including the questions of the final assessment for the certification are useful to assess this.



How to evaluate the WIN Training Provided

Level 3: Behavior

Have the participants actually put what they have learned into practice on the job? This can be evaluated a while after the WIN-training program, either by asking participants to complete **self-assessments** or by asking their supervisor to formally assess them.

Level 4: Results

Has the provided WIN-training program met the stakeholders' expectations by determining the return on the expectations, also known as ROE? The results are the measurement of how successfully the provided program has met its objectives, typically based on **changes in employee motivation and performance** after the completion of the WIN-training program.



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