



Soft Skills as a Tool for Creativity in Rural Areas Project 2020-1-FR01-KA204-079841



SOFT SKILLS AS A TOOL FOR CREATIVITY HANDBOOK FOR TRAIN THE TRAINERS





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THE MANUEL OF THE TRAINER

About the SITRA Project

SITRA is a strong Project which provides a series of training modules to adapt agribusiness to the rapidly changing economic environment. The main reasons occurred to develop a training structure based on the approach that agribusiness is not an exception in the 20th century which is another field that is demanding a new profile of entrepreneurs and leaders to face the new challenges similar to other areas. The graduate skills or even experiences do not meet the total requirements. Therefore the recommendations for future policy-making and research emphasized the promotion of a more complex view of education and learning, and farming through exploring interconnections between schooling, agriculture, rural transformation and social change, the value of non-formal and informal learning in policies and, especially, the prioritization and development of soft skills among rural people. Findings point out to the need for agribusiness programs to acknowledge the critical role that new skills, such as creativity, teamwork, problem solving will play in the economy and start to address the needs for these skills. Regarding to this, the training modules of the determined skills are created. And this guideline is a tool for the trainer how to present the training modules effectively.

The training modules which consist of prioritized soft skills are;

- *creativity
- *teamwork
- *conflict
- *resolutions
- *critical thinking
- *self-motivation
- *problem solving
- *adaptability and flexibility
- *effective communication
- *service orientation
- *people management
- *emotional management
- *leadership

The manual is created in a structure which guides the trainer to enable the modules to be presented effectively and understandable easily. Training modules are consist of 3 documents that each of them should be used by the trainer. The purpose of each document is explained below;





About Train the Trainer Training Manual

This Manual is designed for the trainers to show how to use the tools. Train the Trainer structure is based on two components of Self Evaluation Test and Support Materials.

-Self Evaluation Tool: The trainer should know that Self Evaluation Tool can be defined as the starting level of the training and it is mandatory for the participants to complete the test and it is also suggested that the trainers also might complete the test. The link of the self-evaluation tool: https://sitraproject.eu/self-evaluation/

-Supportive Materials: The trainer will have a PowerPoint presentation to present to the participants and handouts for illustrations and tools consist of definitions, interactive methods.

Self-Evaluation Tool

The training design that will implement the project has been prepared within the framework of the determined soft skills mentioned above. In addition to the contents described in the next phase of this document, there is an essential tool called Self Evaluation Test which is aimed to show the knowledge level of the related soft skill. Therefore this test is mandatory for the participants but also a suggestion for trainers. The reasons of the design of the test is to make the training results stronger.

To ensure to transfer the training in the most effective way, the Self Evaluation Tool's target can be explained as follows:

While transferring the training to the participants, it is obvious that the knowledge of the level of the participants about that soft skill provides a clue for the trainer. The trainer knows how the content should

be presented. In addition, when the participant has an opinion about his/her own knowledge level, he/she will have a road map regarding the direction of attention in which he/she will listen to the topics. For this reason, self-evaluation tool is designed which can be accessed via the project website in 5 different languages. In order to provide this benefit, although it is not mandatory for the trainers to complete for themselves but to show the participants the correct way, it is recommended to take the test and thus ensure that they are prepared to give direction to the participants for the steps to be followed or for their possible questions.

About the Supportive Materials

1-Definition of Illustrations

This document gives us an overview of the skill that will be described. After explaining the skill conceptually, a deep dive to the skill provides us how to use it. Therefore the knowledge gained with these explanations will make it easier for us to put this skill into





practice later on.

For instance, we can discuss the skill of teamwork. At first, the definition of the skill is explained. This knowledge is then explained in sub-headings such as what the skills are needed in teamwork, how they can work effectively, what skills are necessary to work as a team, what roles make up a team, and how to learn teamwork, and conceptual integrity is provided.

As a result this tool gives the trainer how to start the module from a holistic approach.

2- Definition of Tools

In the description of the tool section, information about the methodology is given. It is explained how the skill, which is explained conceptually, will be conveyed to the audience. In addition to theoretical information, it is explained how the skill will be transferred by using various learning methods. If group work is carried out, all details such as how this work will be carried out and which materials will be used are included in this document.

As a result this tool is the development part of the training. And it enables the audience to learn the skill by doing it.

3- Definition of Presentations

The presentation is in PowerPoint format and it is used to transfer the information to audience. The presentation follows guideline in the documents. The presentations are created in an effective and attractive way. The purpose is to keep the audiences' attention to transfer all the necessary information. Therefore the presentation is created in a format that starts with theory and develops with a method such as a group study or a brainstorming etc. and concludes with a test. As a result the presentation should maintain that all the audience completes the training with the same knowledge.

Therefore the format of the presentation for the determined skill, how to transfer it and measurement of what is learned are all the essential parts of the training's structure.

4- About the Conclusion

The manual is the coach of the trainer gives the support to keep the right way to train the audience. In terms of the staying appropriate to the documents, it provides the standard elements of success for every trainer. Besides it maintains that the standard knowledge for the exact subject will be presented in the same way in different times to the different audience. Therefore the standardization is essential and the purpose of the manual is necessary for the success of the Project.





MODULE 1: ADAPTABILITY/FLEXIBILITY



- Why do we need to be adaptable and flexible?
- Define Adaptability and Flexibility
- How does adaptability and flexibility work effectively?
- Which skills are necessary to be adaptable and flexible?
- How to learn Adaptability and Flexibility?

1.1. Why do we need to be adaptable and flexible?



Since change is constant, even more within the Agribusiness world, it is important that entrepreneurs and leaders on the area become people adaptable to changing circumstances, resourceful and willing to embrace new ideas.

According to the University of Sheffield Careers Service, being adaptable is highly valued nowadays since every industry and business is surrounded by a VUCA environment, a concept which stands for volatility, uncertainty, complexity, and ambiguity.





1.2.Define Adaptability and Flexibility

- Adaptability is the ability to adjust your emotions, thoughts and behaviors to changing situations and conditions, being open to change, new ideas, challenges and approaches.
- *Flexibility* (referred to cognitive flexibility) is, according to Lauren Miller, «all about your brain's ability to adapt to new, changing, or unplanned events».

How does adaptability and flexibility work effectively?

There is no a single clue for success in such abilities, but here are some tips from the University of Bradford:

- Look for positive ways to make changes work rather than identifying why change will not work (say "yes" rather than "no" as a first instinct)
- Adapt to change and new ways of working quickly and easily
- Make suggestions for increasing the effectiveness of changes
- Show willingness to learn new methods, procedures, or techniques
- Shift your priorities in response to the demands of a situation
- Bounce back from setbacks and maintain a positive attitude



1.3. Which skills are necessary to be adaptable and flexible?

Some people are naturally adaptable. However, there are many other people who do not like it when something arises which isn't on their "to do" list. Anyway, everyone can always learn how to become adaptable and flexible through experience.

Whatever your natural tendencies are, some of the skills that will help you being a much more adaptable person are the following:





- Intellectual flexibility. It is important to keep an open mind. You should be able to demonstrate that you can integrate new information and draw conclusions from it.
- Receptiveness. Being receptive particularly to change and being able to respond with a positive attitude is a key competency.
- **Creativity**. Seeking out actively new ways of doing things and having confidence to improvise.
- **Communication skills.** Active listening and other forms of communication like nonverbal communication are also equally important aspects of adaptability.
- **Interpersonal skills.** Being able to interact with others in healthy and positive ways can help you avoid miscommunication and conflict during operational shifts.
- **Problem-solving skills.** Being able to observe and analyze can show your willingness to make adjustments or improvements to the way you approach solving problems.
- **Teamwork skills.** Being able to work on a diverse team of people and deal with conflict, differing ideas and other dynamics that can occur can positively benefit how adaptive you are in a team environment.

1.4. How to learn Adaptability and Flexibility?



According to Anne Converse, Assistant Clinical Professor at Drexel University, there are ways you can train yourself to be more adaptable:





Change Your Thought Process

Let go of the "Well, that's the way we've always done it" mentality. While change can be scary and intimidating, embrace it and look at change as an opportunity to improve, learn, and grow.

Force Yourself to Take Risks

Taking risks is key part of being adaptable. Start small and to increase comfort, discuss risk taking as part of team meetings, which can serve as a system of support.

Encourage Others to Be Open-minded

This creates a more open atmosphere in and around you, thereby further encouraging your open-mindedness and to continue the cycle. It also serves as a means to shut down closed-minded thinking, such as "Well, that's how we've always done it".

Embrace Learning

People who are curious and stay current tend to be adaptable. This means you need to embrace learning. Read up about new

technologies in your industry sector, go to seminars on how to cut costs while maintaining efficiency and quality, learn about process improvement, connect with colleagues who have this kind of vision and learn from them, read what they read, etc.

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MODULE 2: CONFLICT RESOLUTION



- Definition of conflict resolution
- How to achieve positive feelings?
- Useful skills in conflict resolution
- How to effectively resolve conflicts?
- Conflict Resolution Styles



2.1. Definition of Conflict Resolution

Conflicts arise usually because of differences between people. It is normal and natural that they appear because there will always be different approaches to work, different motivations and desires. It is even healthy to have a conflict every now and then to confront those differences but the question is how to deal with those conflicts. It is not good to ignore conflicts and do as if nothing happened because that way the conflict grows and stays until we actually solve it. Conflicts involve emotions so it is important to control them and resolve conflicts in an efficient way. The aim is to turn those into positive feelings of trust and forgiveness and letting go of the anger.





2.2. How to Achieve Positive Feelings?



Positive emotions are stage one in smooth conflict resolution. With a good attitude and calm thoughts we can better and more efficiently deal with any difficulties. It is very important that others see that we have a good attitude and our intentions are positive.

But getting into a positive state is not so easy, even more so when we are stuck in unpleasant situations. So how do we achieve a state of peace and joy?

• Be aware of your emotions and reactions- Pay attention to where your emotions are coming from. Think about how you can change the reasons for bad emotions.



- Express your feelings in appropriate ways- Let people close to you know when something is bothering you. Keeping feelings of sadness or anger inside adds to stress.
- Think before you act Give yourself time to think before you act. Try to calm yourself
- Manage stress Learn relaxation methods to cope with stress. Perhaps a breathing practice will help.
- Strive for balance Find a healthy balance between work and play, between activity and rest.
- Take care of your physical health Keep your physical health from affecting your emotional health
- Find purpose and meaning- Figure out what's important to you in life, and focus on that.
- Stay positive Focus on the good things in your life. Forgive yourself for making mistakes and forgive others. Spend time with healthy, positive people.

2.3. Useful Skills in Conflict Resolution

What do you need to resolve conflicts in the most efficient way? There is a set of skills you can develop over time in order to control your emotions and be able to emphasize with the other size. Those are some of the most important skills and assets that will help you in resolving conflicts:



2.3.1. Active Listening



One of the most important steps in conflict resolution is to stop thinking about yourself and start listening to what the other person has to say. Conflicts rise out of differences and the goal is to see those differences, listen to their different point of view and think about their situation. There will be no dialogue without active listening. It is a way to connect and to crush the wall of anger, antagonism and egoism between the two parties. The clue of active listening is to have an open mind and to be flexible. For better understanding of the other side it is important to ask questions.

2.3.2. Emotional Intelligence



The key to efficient conflict resolution is to recognize and understand emotions. People who are able to understand their own emotions and feelings will more likely have a different approach on solving conflicts. It is easier to enter a dialogue with a party you are having a conflict with. Understanding emotions results in understanding actions and spoken words. That way you can prevent the conflict from escalating because you understand why someone behaves as he/she does.



2.3.3. Patience



Overcoming conflicts is a long and arduous process. For a long time people persist in their arguments, not willing to compromise. Fact is, that both parties are partly wrong and partly right but the problem is that no one likes to admit to be wrong. That is why you should train your patience if the other party is too persistent. Even after admitting to be wrong it can take a lot of time to find a joint way to resolve the conflict. It is not clever to rush to a solution. It is better to be patient, to talk the conflict thoroughly through to be sure every little detail is solved. That way there will be no doubts in the future.

2.3.4. Positivity



Finding a solution has to be a win-win situation. A conflict is not solved efficiently if neither of the parties is unhappy. When you decide to compromise it is crucial to accept your mutual decision and to be content about it. If one party is not happy with the outcome it will be hard to follow what you decided and the conflict could rise again. Having a positive view of solving the conflict motivates you to do it well and improves the relationship after the resolution.



2.3.5. Open Communication



Sometimes people rush to a solution avoiding some point of the conflict thinking it is not important enough to talk about it at that moment in order to end the conflict. However in order to resolve 100% of the conflict you have to communicate all your arguments. Being open about all your doubts and issues is very important for the relationship after solving the conflict. It is crucial to resolve every single detail. That way the issue will not arise in future conflicts again because it was clearly communicated and solved right away.

2.4. How to Effectively Resolve Conflicts?



If the conflict is solved in the right way, the atmosphere can be cleaned and the bond between people is stronger than before the conflict. But what is efficient conflict resolution? It is a process of two or more parties working through a problem toward a solution. This solution is not one to dismiss the dispute but to find a productive way out of the conflict. Solving a conflict gives people the opportunity to grow a deeper relationship and to build trust in one another knowing that this relationship is able to get through hard times. Facing the conflict can result best for both involved parties.

To solve a conflict the two parties have to stop fearing the conflict. Often people avoid conflict resolution out of fear that it won't end positively. On the contrary, it is always positive to enter a dialogue and to hear what the other side has to say without thinking of one's own needs but listening to what matters to the other side.





Efficient conflict resolution provides the ability of seeking compromise respectfully and to avoid injustice among friends, family members or co-workers.

2.5. Conflict Resolution Styles

Conflict can be resolved in different ways. Some are more effective, others less so. Below is a brief presentation of conflict resolution methods. It is useful to know the pros and cons of the methods that can be taken.

2.5.1. Analysing

The first step in efficient conflict resolution is analysis. Ask yourself supporting questions such as What, Who, Where, When, Why, How, How much. Remember to ask these in context to your problem. Think about the answers, analyse the causes carefully, think about possible solutions and the consequences of the decisions made. With this simple method, you will avoid misunderstandings and your process will start with a good definition understood by everyone involved.

2.5.2. Arguing

An important stage is argumentation. It is good when you clearly express your opinion, which is supported by a number of sound arguments. In this way, you show the interlocutor your point of view and let others know that you know what you are talking about and

are acting consciously. This will help them to better understand your position and rationale.

2.5.3. Compromising

Each party gives up part of their expectations. This is a conscious decision, but it does not satisfy either party. Most often, conflict participants try to divide the solution into equal parts for both parties. This requires accepting many concessions and making hard decisions in the name of good cooperation. Compromise tends to be fragile, and negotiating it takes time and effort. A satisfactory compromise requires a high level of trust and confidence that we will not be asked to make further concessions.

2.5.4. Accommodating

This is how people who are not assertive enough or who sacrifice themselves for the sake of conflict resolution behave. On the surface, it may seem that such a laudable attitude lays the foundation for a good relationship in the future. Unfortunately, too many people are only focused on fulfilling their own selfish aspirations. It is important to keep a close eye on the other party's intentions. It is worth considering whether this alignment with others will bring us success or failure.





2.5.5. Collaborating

This way of resolving conflict offers the best chance of maintaining a good relationship and allows each party to have their needs largely met. It also builds trust, which is a foundation for future interactions. Unfortunately, sometimes this strategy is time consuming, difficult and requires trust and honest articulation of expectations. In addition, developed psychosocial competences, especially high emotional intelligence, and communication are useful.

2.5.6. Competing

Those who choose such tactics want to get the most for themselves and have no regard for the needs of the other party. This strategy is often chosen by people who have an advantage over the other side and who want to consciously use this advantage. Also people who like competition are open to this way of solving conflicts. The advantage of this strategy is that if we win, we get what we want. Of course, there is always the risk of us losing. The disadvantage is that the other party will feel used and may avoid future contact with us. This is winning at the expense of the relationship, which may be beneficial for a one-off interaction, but does not build trust or future prospects.

2.5.7. Avoiding

We pretend that there is no conflict or we get out of the way. Usually, such tactics are not good because we deprive ourselves of the chance to even make our point, let alone convince the other side. It is also rare for a conflict to go away on its own. However, "sweeping it under the carpet" may cause the conflict to escalate and lead to an uncontrolled outburst. However, there are situations when avoidance is beneficial, for example when a confrontation would be too risky for us because we are temporarily in a bad psychological or physical condition.

2.5.8. Forgiving

Forgiveness - is an individual process. Reconciliation - is a relational process that requires the participation of both parties. It presupposes forgiveness on one's part and forgiveness on the part of the offender. Forgiveness - means that you have to move past, transcend the hurt. Decide and go through a successful emotional healing process. It is worth noting that we relate differently to the person we have already forgiven even non-verbally (wordlessly, through gestures, facial expressions, etc.). This is a very important part of conflict resolution, because growing insinuations or hurtful words and behaviours are good to clarify and simply forgive and move on.





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MODULE 3: CREATIVITY



- What is creativity?
- Why is creativity important?
- What are the main characteristics of creativity?
- How to develop creativity?



3.1. What is Creativity?

Creativity can be defined as the ability of a person to generate, create, or discover new ideas, solutions, and possibilities. Very creative people often have intense knowledge about something, work on it for years, look at novel solutions, seek out the advice and help of other experts, and take risks. Creativity is often connected to a person's ability to engage in divergent thinking. Divergent thinking can be described as thinking "outside the box;" it allows an individual to arrive at unique, multiple solutions to a given problem. In contrast, convergent thinking describes the ability to provide a correct or well-established answer or solution to a problem (Cropley, 2006; Gilford, 1967).

Creativity is a process for generation of new ideas and concepts or creative combinations of already existing ones.

Creativity is an act of creating something new, and very often creativity is associated with innovation. But there is a difference between creativity and innovation. With creativity we create, generate and discover new ideas, actions, concepts, and innovation is the process of introducing those ideas into existence and practice. So creativity means creation of new ideas, while innovation means accomplishment of those creative ideas, and they go hand in hand.





Creativity and innovation are one of the most recognizable skills, which allows thinking creatively and outside of the box, and creation of unique and innovative ideas and solutions, for successful accomplishment of a person or a business objectives and goals.

There are three aspects of creativity to consider when thinking about creativity at the workplace:

- Personal creativity Personal creativity means the ability of an individual to create new, relevant ideas and perspectives.
- Organizational creativity Organizational creativity is the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system.
- Creative thinking Creative thinking refers to using abilities and soft skills to come up with new solutions to problems.

These three aspects are all connected and all depend on one another. For example, if a person uses creative thinking every day, along with the personal creativity of this person, that would directly influence the organization's creativity.

There are four phases of the creative process:

Phase 1: Background or Knowledge Accumulation

Involves seeking and gathering of information through observations, readings, conversations with others, attending seminars, meetings and workshops, etc.

Phase 2: The Incubation Process

Entrepreneurs deliberately allow creativity to spur by breaking-away from the problem and let the subconscious mind work on it.

Phase 3: The Idea Experience

Discovery of the idea or solutions to the problems (eureka factor).

Phase 4: Evaluation and Implementation

Evaluation and implementation of workable ideas requires a high level of persistence and patience. Entrepreneurs do not easily giveup when they face obstacles.

3.2. Why is Creativity Important?

With the rapid changes in the business culture nowadays, creativity has become an unavoidable asset that all of the companies and businesses need in order to maintain their businesses successfully in the fast-changing environments.

As mentioned before, creativity is the ability to create and generate new ideas, which can be used by businesses in the workplace in order to create innovative solutions. Creativity enables employees to think outside the box and look at issues and tasks from diverse points of views, and with that directly benefit the organization or business as a whole.





In the article "The Importance of Creativity in Business", Indeed states that some of the biggest advantages that the creativity can offer to organizations are:

- Identifies new opportunities: Creative-thinking techniques challenge individuals' current ways of thinking about or doing things. When they look beyond what already exists, it can open their minds to new or unexpected opportunities. Just because they have not done something before does not mean they cannot do it. They may ask the questions "Why?" or "Why not?" to identify such opportunities.
- Embraces challenges or risks: An essential component of creative thinking is the willingness to experiment. Experimentation allows individuals to try new ideas to determine whether they work or present a feasible solution. In this process, they do not have to worry if an idea fails. Reducing fear of failure can help the business promote reasonable risk-taking and taking on challenges.
- Promotes innovation: Innovation represents the process of introducing and utilizing new ideas or concepts. Creative thinking enables individuals to look at things from all different angles to create something new. Companies that promote innovation internally and externally can generate excitement for their offerings and differentiate themselves from their competitors.

- Stimulates the mind: Creative thinking exercises often incorporate fun or exciting activities that stimulate different areas of the mind than day-to-day tasks do. Creativity also encourages individuals to look for ideas in everything, making them pay attention to seemingly small details or patterns. Making these observations serves as a way to gain inspiration for new ideas.
- Improves collaboration: Effective collaboration requires team
 members and leaders to accept and listen to one another.
 Because creative thinking promotes open-mindedness and
 flexibility, individuals who use this skill may show more
 willingness to try others' ideas. It may also help reduce
 judgment when hearing those ideas. The resulting
 brainstorming may result in higher quality and quantities of
 ideas to pursue.



3.3. What are the Main Characteristics of Creativity?



The psychologist Mihaly Csikszentmihaly suggests that "of all human activities, creativity is the closest to providing the fulfillment we all hope to achieve in our lives."

Creativity allows us to broaden our horizons, try new and exciting things, and engage in ways that help us achieve our full potential.

Csikszentmihalyi suggests that some people possess what he calls a creative potential. While some certainly come from these tendencies



naturally, incorporating a few of these creative practices into daily life can only help a person to reach their full creative potential.

Here are shown some characteristics of the creative personality, stated by Mihaly Csikszentmihaly:

- Creative individuals have a great deal of energy, but they are also often quiet and at rest.
- Creative individuals tend to be smart, yet also naive at the same time.
- Creative individuals have a combination of playfulness and discipline, or responsibility and irresponsibility.
- Creative individuals alternate between imagination and fantasy on one end, and a rooted sense of reality at the other.
- Creative people seem to harbor opposite tendencies on the continuum between extroversion and introversion.
- Creative individuals are also remarkably humble and proud at the same time.
- Creative individuals to a certain extent escape rigid gender role stereotyping and have a tendency toward androgyny.
- Generally, creative people are thought to be rebellious and independent.
- Most creative persons are very passionate about their work, yet they can be extremely objective about it as well.
- The openness and sensitivity of creative individuals often exposes them to suffering pain yet also a great deal of enjoyment.



3.4. How to Develop Creativity?



Creativity is a skill that can be developed and a process that can be managed. Creativity begins with a foundation of knowledge, learning a discipline, and mastering a way of thinking. We learn to be creative by experimenting, exploring, questioning assumptions, using imagination and synthesizing information. Although creativity comes naturally to some people, it can be easily developed and learned individually by everyone.

Developing creativity in an organization requires a mix of elements both of personal behavior and environmental. Maybe the best way to help people to maximize their creative potential is to allow them to do something they love. Freedom has been suggested to be necessary in order to be creative. It is considered a factor characterizing high creativity. The freedom to choose what to work on allows individuals to seek out questions that they are highly intrinsically motivated to pursue. This high level of intrinsic interest will lay the groundwork for creative achievement. In the workplace employees should be encouraged to explore ideas that are personally exciting; their intrinsic motivations and creativity at work might be enhanced if their managers establish environments in which people can freely exchange their ideas and explore mutual interests in the work. In order to achieve this goal and preserve intrinsic motivations, it is also important to reduce the emphasis on such extrinsic constraints in the social environment. Although it is impossible to eliminate extrinsic concerns in most employment (and academic) settings, attempts can be made to reduce their salience or to change their character.

In order to cultivate innovation and creativity in the workplace, certain leadership behaviours should be practiced. The main practices that leaders should embrace to support and encourage innovation and creativity in the workplace include:

- Encouraging employees to challenge the status quo;
- Having an open attitude towards risk taking;
- Being able to use mistakes as learning opportunities;
- Using and sharing knowledge and information;
- Focusing on continuous learning;
- Conducting fair and informative evaluations;
- Rewarding creative performance;
- Practicing participatory management; and
- Being self-reflective.



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MODULE 4: CRITICAL THINKING



- Why do we need critical thinking skill?
- Define critical thinking
- Which skills are necessary for critical thinking?
- How does critical thinking provide effectiveness?
- How to learn critical thinking?

4.1. Why do we need Critical Thinking?

Critical thinking will enable you to better express your thoughts, ideas, and beliefs. Better communication helps others to understand you better, resulting in less frustration for both of you. Critical thinking fosters creativity and out-of-the-box thinking that can be applied to any area of your life. By practicing critical thinking, we are allowing ourselves not only to solve problems, but also come up with new and creative ideas to do so. Critical thinking allows us to analyze these ideas and adjust them accordingly.

4.2. Define Critical Thinking

Critical thinking is a rich concept that has been developing. Critical thinking is the intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action. Critical thinking is incorporated in a family of interwoven modes of thinking, among them: scientific thinking, mathematical thinking, historical thinking, anthropological thinking, economic thinking, moral thinking, and philosophical thinking.

Critical thinking can be seen as having two components: 1) a set of information and belief generating and processing skills, and 2) the habit, based on intellectual commitment, of using those skills to guide behavior. It is thus to be contrasted with: 1) the mere





acquisition and retention of information alone, because it involves a particular way in which information is sought and treated; 2) the mere possession of a set of skills, because it involves the continual use of them; and 3) the mere use of those skills ("as an exercise") without acceptance of their results.

4.3. Which skills are necessary for Critical Thinking



When you use critical thinking, you don't automatically accept all possible outcomes and arguments. Instead you're more likely to question all the possible outcomes and arguments. You want to explore things on a deeper level and see evidence of the possible solutions and outcomes. Therefore the skills that provides critical thinking are; analysis, interpretation, inference, explanation, self-regulation, open-mindedness, and problem-solving.

4.4. How does Critical Thinking provides effectiveness?

A well cultivated critical thinker raises vital questions and problems, formulating them clearly and precisely; gathers and assesses relevant information, using abstract ideas to interpret it effectively comes to well-reasoned conclusions and solutions, testing them against relevant criteria and standards thinks open-mindedly within alternative systems of thought, recognizing and assessing, as need be, their assumptions, implications, and practical consequences; and communicates effectively with others in figuring out solutions to complex problems. Critical thinking is, in short, self-directed, self-disciplined, self-monitored, and self-corrective thinking. It presupposes assent to rigorous standards of excellence and mindful command of their use. It entails effective communication and problem solving abilities and a commitment to overcome our native egocentrism and sociocentrism. Thus the person becomes capable of achieving the targets or struggle with the difficulties.



4.5. How to learn Critical Thinking



Critical thinking is the ability to think clearly and rationally, understanding the logical connection between ideas. In essence, critical thinking requires you to use your ability to reason. It is about being an active learner rather than a passive recipient of information. Critical thinking involves asking questions, defining a problem, examining evidence, analyzing assumptions and biases, avoiding emotional reasoning, avoiding oversimplification, considering other interpretations, and tolerating ambiguity. If you develop these features, critical thinking skills develop.



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MODULE 5: EFFECTIVE COMMUNICATION SKILLS



- What are Communication Skills?
- Types of communication
- The Importance of Communication Skills in the Workplace
- Communication skills for effective leadership
- The 7C's Communication



5.1. What are Effective Communication Skills?

Communication skills can be defined as the ability of a person to convey information and ideas effectively, which means that the communication is activity or process of feelings or of giving ideas and expressing people **information** and instructions.

The communication skills enable individual people to understand other people and also for them to be understood as well.

The ability of a person to deliver knowledge to another person effectively and efficiently is known as effective communication skills.

R.W. Griffin mentioned about Effective Communication:

"Effective communication is the process of sending a message in such a way that the message received is as close in meaning as possible to the message intended."

The communication process is effective when the sender transfers the message through appropriate channels and the message is properly encoded, and the receiver(s) receive the message and understand it properly.





The American Management Association (AMA) defined ten points that describe the effective communication:

"A communication is said to effective because of the following ten commandments:

- The Clear idea regarding topics and receiver of the communication.
- Determination of purpose
- Understanding the environment of communication.
- Planning for communication with consulting others.
- Consider the content of the message;
- To make the receiver aware of the value of communication.
- There must be feedback from the receiver.
- To define properly, whether communication messages are of a short run or long run importance.
- All actions must be suitable for communication.
- Good listening."

5.2. Types of Communication



Communication needs to be effective and efficient for better and smooth functioning of an organization.

Communication can be categorized into three basic types:

- (1) verbal communication, in which you listen to a person to understand their meaning;
- (2) written communication, in which you read their meaning; and





(3) nonverbal communication, in which you observe a person and infer meaning.

Each has its own advantages, disadvantages, and even pitfalls.



Verbal communication is about language, both written and spoken. In general, verbal communication refers to our use of words while nonverbal communication refers to communication that occurs through means other than words, such as body language, gestures, and silence. Both verbal and nonverbal communication can be spoken and written. Verbal Communication is defined as an agreed-upon and rule-governed system of symbols used to share meaning.

In short, Verbal communication is the process of using words to send a message. Verbal communication can be oral and written as well. The oral communication includes use of voice and speech to convey a message, and the written verbal communication can be text, letters, SMS, email, etc.

Written communication involves any type or means of interaction that includes the use of written words. The most popular method of business communication is written communication.

A 'Written Communication' means the sending of messages, orders or instructions in writing through letters, emails, circulars, manuals, reports, telegrams, office memos, bulletins, etc.

It is a formal method of communication and is less flexible. A written document preserved properly becomes a permanent record for future reference.

It can also be used as legal evidence. It is time-consuming, costly and unsuitable for confidential and emergent communication.

Written communication, to be effective, should be clear, complete, concise, correct, and courteous. Nonverbal communication is a process of generating meaning using behavior other than words. Rather than thinking of nonverbal communication as the opposite of or as separate from verbal communication, it's more accurate to view them as operating side by side—as part of the same system. Yet, as part of the same system, they still have important differences, including how the brain processes them.





Basically, the Nonverbal communication is the process of sending a message with the use of body language. Some examples of Nonverbal communication can be the nodding with the head, for confirmation messages, waving with the palm for saying hello, etc.

5.3. The Importance of Communication Skills in the Workplace

Communication skills have an essential role in the everyday life of each employee and are a fundamental part of each workplace. Every day the employees send, receive and process a lot of information, within their companies, and the effective communication skills of the employees contribute significantly to the quality of the results of the work.

Communication skills have quite an enormous impact in the workplace, and the workplace should be a place that promotes open and clear communication between the employees in the company in order for the work processes to run efficiently. Communication is an essential tool in the workplace in order to achieve productivity of the employees and to maintain the relationship between all of the sectors of the organization. This is of huge importance, especially when considering the fact that the employees can come from different professional and social backgrounds.

The benefits of effective workplace communication are:

• Creates job satisfaction - Organizations which encourage an open and easy correspondence between seniors and

subordinates face lesser employee turnover. If the work environment is friendly where the subordinates are encouraged to communicate their ideas to their administrators regarding work-related issues, and their feedback is given due consideration, it motivates the employees to work better and makes them feel valued in the organization. Thus, effective communication in the workplace helps in building loyalty and trust which eventually attributes to greater job satisfaction.

- Lesser conflicts Open communication in the workplace can help prevent and resolve many conflicts. Workplace conflicts are easily resolved through open and clear communication and mutual discussions; this can lead to personal and professional growth.
- Increases productivity Effective communication at work is the most important issue for the success and failure of an organization. Every organization has a set of clearly defined goals, objectives and vision. If an administrator is clear in his/her communication, the subordinates will know exactly what the organization wants and thus, will be able to deliver the same to the best of their abilities. Thus, the importance of communication skills can be judged from the fact that it leads to better deliverance of work, increasing workplace productivity.
- Formation of relationships Open communication, whether between the employees and administrators or between the





management and employees, leads to the formation of better personal and professional relationships. This makes the employees feel genuinely cared and valued for, and they are more likely to remain loyal to the organization. This creates a friendly environment and promotes a better working relationship which is conducive to the work.

• Proper utilization of resources - If an organization faces problems, crisis and conflicts due to miscommunication between the staff members, it causes unnecessary delays in the daily work. This leads to wastage of resources and lowers the overall work productivity. So an environment of good communication is a must for any organization to better utilize its resources and increase productivity.

5.4. Communication Skills for Effective Leadership

The biggest advantage of leaders is their skills and abilities to influence and persuade others to assist them and follow them in the accomplishment of the objectives that the leaders have set.

The leaders are responsible for the achievement of the organization objectives and for the improvement of the performance of the organization as a whole. The effective communication allows the leader to lead the entire working process. The effective communication skill supports the leader to build relationships, create trust and encourage the others to follow the leader.



Leadership communication is defined as inspiring and encouraging an individual or a group by systematic and meaningful sharing of information by using excellent communication skills. Leadership communication is a complex process which starts from developing strategy for communicating, writing precisely and then speaking effectively to control difficult situations. Leadership communication has three major aspects: core, managerial, and corporate. With an increase in a leader's portfolio there is a need to improve communication skills to manage large horizons and to become much more effective in all possible situations. So, complexity increases with an increase in the level of leadership (Luthra, Dr. 2015).





Core communication aspects (approach, writing, and speaking), are the individualized skills and are required to be expanded, to lead and manage bigger groups or teams.

Expressive cultural understandings, listening patiently, team management and team meetings, providing training facilities and mentoring are the skills which aid to manage huge groups and are managerial aspects of leadership communication.

The corporate communication aspects are the skills required at much higher levels of leadership, and there is a need to interact with an external sphere, skills which are most needed: maintain employee relations, communication during change and crises, media associations and image building. For an organization the biggest challenge these days is to win the trust of its employees, business partners and customers.

5.5. The 7C's Communication



The seven C's are principles for written and spoken communication, that have a purpose to ensure that the communication is effective and the message that is communicated is delivered efficiently to the recipient. There are 7 C's of effective communication which are applicable to both written as well as oral communication. These are as follows:





5.5.1. Completeness

The communication must be complete. It should convey all facts required by the audience. The sender of the message must take into consideration the receiver's mind set and convey the message accordingly. A complete communication has following features:

- ✓ Complete communication develops and enhances the reputation of an organization.
- ✓ Moreover, they are cost saving as no crucial information is missing and no additional cost is incurred in conveying extra messages if the communication is complete.
- ✓ A complete communication always gives additional information wherever required. It leaves no questions in the mind of the receiver.
- ✓ Complete communication helps in better decision-making by the audience/readers/receivers of message as they get all desired and crucial information.
- ✓ It persuades the audience.

5.5.2. Conciseness

Conciseness means wordiness, i.e., communicating what you want to convey in least possible words without forgoing the other C's of communication. Conciseness is a necessity for effective communication. Concise communication has following features:

- ✓ It is both time-saving as well as cost-saving.
- ✓ It underlines and highlights the main message as it avoids using excessive and needless words.
- ✓ Concise communication provides short and essential messages in limited words to the audience.
- ✓ Concise message is more appealing and comprehensible to the audience.
- ✓ Concise message is non-repetitive in nature.

5.5.3. Consideration

Consideration implies "stepping into the shoes of others". Effective communication must take the audience into consideration, i.e., the audience's viewpoints, background, mind-set, education level, etc. Make an attempt to envisage your audience, their requirements, emotions as well as problems. Ensure that the self-respect of the audience is maintained and their emotions are not at harm. Modify your words in the message to suit the audience's needs while making your message complete. Features of considerate communication are as follows:

- ✓ Emphasize on the "you" approach.
- ✓ Empathize with the audience and exhibit interest in the audience. This will stimulate a positive reaction from the audience.





✓ Show optimism towards your audience. Emphasize on "what is possible" rather than "what is impossible". Lay stress on positive words such as jovial, committed, thanks, warm, healthy, help, etc.

5.5.4. Clarity

Clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. Clarity in communication has following features:

- ✓ It makes understanding easier.
- ✓ Complete clarity of thoughts and ideas enhances the meaning of the message.
- ✓ Clear message makes use of exact, appropriate and concrete words.

5.5.5. Concreteness

Concrete communication implies being particular and clear rather than fuzzy and general. Concreteness strengthens confidence. Concrete message has following features:

- ✓ It is supported with specific facts and figures.
- ✓ It makes use of words that are clear and that build the reputation.
- ✓ Concrete messages are not misinterpreted.

5.5.6. Courtesy

Courtesy in message implies the message should show the sender's expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic. Courteous message has following features:

- ✓ Courtesy implies taking into consideration both viewpoints as well as feelings of the receiver of the message.
- ✓ Courteous message is positive and focused on the audience.
- ✓ It makes use of terms showing respect for the receiver of the message.
- ✓ It is not at all biased.

5.5.7. Correctness

Correctness in communication implies that there are no grammatical errors in communication. Correct communication has following features:

- ✓ The message is exact, correct and well-timed.
- ✓ If the communication is correct, it boosts up the confidence level.
- ✓ Correct message has a greater impact on the audience/readers.
- ✓ It checks for the precision and accurateness of facts and figures used in the message.
- ✓ It makes use of appropriate and correct language in the message.



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MODULE 6: EMOTIONAL MANAGEMENT



- Definition of emotional management
- How does emotional management work effectively?
- Which skills are necessary to achieve emotional management?
- How to learn emotional management?



6.1. Definition of Emotional Management

Emotional management is a key part of emotional intelligence. Emotional intelligence is a person's ability to identify and understand their own emotions and those of other people while emotional management is the ability to be aware of and constructively handle both positive and challenging emotions. It involves changing your thoughts or behaviours, sometimes in conscious and sometimes in unconscious ways.

6.2. Why Do We Need Emotional Management?

When you regulate your emotions with healthy strategies, you feel better and can more quickly recover from stressful experiences. Emotional management also helps you manage the situations that trigger emotions, and adjust to the valuable information and motivation emotions can provide when they are understood.

Lack of emotional control will generally destroy your productivity. To overcome procrastination, stay focused, and work more effectively with others, you need to step-up your emotional management skills to become more productive.

The ability to manage emotions also mitigates conflicts. People who can manage their own emotions and that of others even under pressure are better able to handle and resolve conflict. They are less susceptible to responding to frustrating situations with counter-





productive reactions. They stay calm and focused on having productive discussions and finding solutions.

6.3. How Does Emotional Management Work Effectively?

- It is essential to be able to recognize, express and measure the intensity of emotions in order to effectively regulate them. Managing emotions in a positive manner implies that our feelings are appropriately identified and communicated in a way that helps to positively release the emotion as well as being understood by others and bringing us closer to achieving our goals.
- We tend to label our emotions as either positive or negative. Using these labels prevents us from experiencing the full range of human emotion. You can use "negative" emotions like anger, fear, stress, and anxiety to your advantage. For example, anger can lead to a confrontation between two people or to a determined decision to move away from a toxic person in a peaceful manner.
- Another important aspect is to align your emotions with your values. Before getting too much further in managing your emotions, get clear on what your values are. It will ensure that you live a happy, fulfilled and productive life.
- You need to be aware of your emotional response and understand what might be behind it. Here there are some questions that you might ask yourself before reacting:

- How do I feel about this situation?
- What do I think I should do about it?
- What effect would that have for me and for other people?
- Does this action fit with my values?
- If not, what else could I do that might fit better?
- Is there anyone else that I could ask about this who might help me?
- Finally, learning emotional management skills will help you cope with stressful situations. At work there may be certain situations such as the following, in which you will have to manage stress and anxiety:
 - If you are nervous about giving a presentation, use that adrenaline to deliver a more energetic presentation.
 - Learn from past experiences. If you feel bad about something, use those feelings so it won't happen again.
 - Set time to "worry" so you can clear your head and think of solutions.



6.4. Which Skills Are Necessary to Achieve Emotional Management?



It may take time and work to improve your emotional management skills, but it can pay off in your professional life. Emotional management skills are abilities that help you regulate your emotional responses to situations.

Professionals who are able to control their emotions may find it simpler to act rationally and make successful professional decisions in high-stress situations.

Developing emotional management skills can help professionals in a wide range of jobs, including leadership positions. These skills can help us to complete tasks such as:



- Resolving conflict with colleagues or clients
- Giving presentations or speaking publicly
- Customer's assistance
- Leading performance evaluations
- Training new teammates
- Colleague mentoring
- Task completion under time limitations
- Adapting to changes in project plans

These are five essential emotional management skills:

Self-awareness

Self-awareness is a skill that allows you to predict how a situation or person might affect you by being aware of your own emotional state. This is knowing what your strengths, weaknesses, and stress triggers are. It can allow you to observe your emotional reactions to situations and learn how to improve your responses. For example, if being prepared makes you feel calmer and more confident at work, then you can take steps to ensure that you're as prepared as possible for the day. Feeling safe in your workplace can reduce your stress and make you more resilient to changes or obstacles.



STRA

Reflection



Reflecting allows you to understand why you had a certain emotional reaction to a situation or person and can help you resolve conflicts by separating the emotion from the situation.

Acceptance

It is important to accept your emotions without assigning a value to them. It can help you react rationally to a situation that's making you feel a certain way. By accepting your emotions, you can recover from an emotional reaction more easily, allowing you to focus on the next task. Learning to accept your own emotions can also help you develop empathy towards others by relating your emotions to their own.

Perspective

Developing a sense of perspective can help you manage your emotions by placing them into context. For example, if you feel nervous before giving a presentation to an audience, you can put that emotion into perspective by acknowledging that it's normal to feel some anxiety about public speaking and that many successful professionals feel this way. Perspective can remind you that emotions are a healthy response to situations and that you can overcome them to accomplish your tasks.

Empathy



Empathy is the ability to relate to how other people feel in a situation using your own experience. Using empathy in the workplace can help you build rewarding relationships with colleagues and prevent conflicts. You can use empathy to notice when a colleague needs help managing their workload and understand when they become frustrated at an obstacle or delay. Understanding their emotions will enable you to work with them to find a solution to the problem. The





easiest way to build this skill is to talk less and listen more. A skill like empathy is more important to a successful business than it has ever been, correlating to growth, productivity, customer satisfaction and higher earnings.

6.5. How Can You Develop Emotional Skills?

The next approach will help you improve your emotional management skills.

- **Stop**. When your emotions are so strong that you feel hijacked by them and you think you will do something that you will regret later on, you should stop and think. Start looking for signs, as well as the thoughts and feelings that have aggravated the behaviour.
- **Drop**. Once you have stopped, do something that will help you relax. You may not be able to think clearly and rationally unless you reduce the intensity of your emotions.
- Process. Now you will be in a better position to consider everything and respond appropriately. Firstly, identify the emotions you are feeling. Then, think about its source and why you are feeling that way. When you have the answers to both of these questions, you can make a more informed decision about the best course of action, keeping your ultimate goals and personal values in mind.

6.6. How to Learn Emotional Management?

You can learn different techniques that will help you manage your emotions and cope with difficult situations. Some of these techniques can help you regulate your emotions during stressful or exciting situations. Others are regular practices that can help you improve your reaction to situations or people.

Find ways to express your emotions

Expressing your emotions freely outside of work can help you manage them during the workday. Don't suppress your emotions. You can talk to friends or family members about how you're feeling, which can also allow you to get some feedback or perspective on your experiences. If you're an artistic person, you might paint, draw or write to express your emotions.

Recognize what makes you feel good

Humans attribute more weight to negative emotions than positive ones. Notice the positive experiences that boost resilience and wellbeing. That way you can build a strong sense of accomplishment in your work. You can create a list of the parts of your job that bring you satisfaction and hang the list in your office.

Give yourself space

Get some distance from intense feelings and situations that trigger an emotional reaction to make sure that you are reacting to them in reasonable ways. The distance might be physical but you can also





create mental distance by distracting yourself. Take a walk outdoors, go to the break room or to a nearby window and look outside to get some space; or talk to a loved one. When you gain some perspective on your emotions, make sure you come back to the situation and find a solution, healthy distractions are only temporary.

Mindfulness



Mindfulness is a meditation technique that focuses on the sensations and emotions you feel in the moment. The aim is to stay fully present in the moment and avoid thinking about future or past concerns. It can help you increase your awareness of all feelings and experiences. It can also calm you and help you develop a sense of perspective about your emotions and daily tasks. Take a few minutes at the beginning of every day to focus on your breathing and your feelings; you can do it at home, your car or your desk.

Learn breathing techniques



Breathing techniques can help you calm down and regulate your feelings. This will help with anxiety, worry, frustration and anger. If you focus on your breath, it will reduce the impact of the emotion on your body and mind, which may allow you to complete your task or solve a problem. There are different types of exercises, for example, you can take deep breaths, inhaling and exhaling and slowly count to 10. Another exercise involves inhaling for a count of four, holding your breath for a count of two and then exhaling for a second count of four. Choose the one that works best for you.

Keep a journal for your moods

Writing down your feelings and the responses they trigger can help you understand your emotional responses and learn to manage them. It can allow you to reflect on them more deeply. Include information on how you felt that day and what events triggered different emotional responses. If the reaction didn't help, use your journal to





explore more helpful possibilities for the future. Keep your journal with you so you can write down your emotions and feelings as they happen. You can re-read your journal entries to learn about your common triggers, which can help you predict your responses to situations in the future.

Read books about emotional management

Many books provide techniques to improve your emotional management, focusing on mental health or productivity. You can also learn about the brain chemistry of emotional responses and other information that can help you understand your feelings.

Speak to a professional

If your emotions are overwhelming, talk to a therapist. They will help you develop effective emotional management skills to maximize your productivity and build a healthy work life. You can find individual therapy or support groups for a wide range of situations. It will allow you to express your emotions, discover the sources of your emotional responses and practice coping techniques in a safe space.

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MODULE 7: LEADERSHIP



- Definition of Leadership
- Leadership skills
- How does a leader work effectively?
- Which skills are necessary to work as a leader?
- How to learn to be a leader?



7.1. Definition of Leadership

Leadership is the set of skills that an individual has to influence the way of being and acting of people or a specific work group, making this team work with enthusiasm towards the achievement of its goals and objectives.

Being a leader implies having one's own thoughts, knowing how to defend, argue and debate them correctly.

There are two types of leadership:

Social leadership: a social leader acts individually or together with others. This type of leader is usually a person with a vocation for social transformation who defends human rights by mobilising political and citizen support in general. They observe and analyse social reality in depth and propose changes that have an impact on the common good.

Professional leadership: they look for ways to influence their team to achieve the different goals set by the company, obtaining results in a timely manner, using persuasion to manage their team and contribute to the professional development of all members, but always on an ethical basis, without crossing the line between persuasion and manipulation.



7.2. Leadership Skills

There are many skills that characterise a good leader:

Positive thinking: one of the most important. If you understand the potential of positive psychology, you will understand how best to implement learning in any given situation.

Honesty: Truth should always be a leader's greatest strength. Although reality can sometimes be upsetting, hiding things or camouflaging reality can complicate many situations.

Knowing how to delegate: a good leader has to trust his collaborators so that the work is efficient.

Communication: Knowing how to listen and being able to transmit information in a clear and precise manner is essential to achieve greater employee involvement.

Inspire and motivate: a leader must transmit passion and motivation to his or her team in order to increase productivity and work effectiveness. If, on the other hand, the team is unmotivated, the results may not be as expected.

Align the team: a team must be focused on a long-term goal, but setting achievable short-term objectives.





Recognise achievements: people who do their work well or who achieve goals should be rewarded, they need to be recognised so that they feel motivated and their confidence increases.

Creativity: Being creative allows us to keep an open mind and be prepared for change, as it is necessary to propose innovative solutions to any setbacks that may arise.

Emotional intelligence and empathy: It is essential to know how to put yourself in other people's shoes, to be able to understand their needs and concerns, as well as to know how to manage your own emotions, in order to be able to respond better to any situation or change that may arise.





Commitment: A leader must believe and trust in the team and feel committed, not only to the company's objectives, but also to the people who are part of it.

7.3. How Does a Leader Work Effectively?



To begin with, the tasks of a leader can be confused with those of a boss. However, being a boss is not the same as being a leader. The main difference is that the boss is a person with an imposed authority to direct and give orders to his subordinates, while the leader is a person who, through motivation and influence, leads a

group and whose purpose is not to fulfill the tasks that have been imposed on him, but to achieve common objectives for all.

Other differences:

Boss:

- Imposes orders simply because he/she has the authority to do so.
- Is inaccessible and shows that he/she is not available to others, showing a lack of communication.
- When there is a problem, tries to find, point out and reprimand the person responsible for it
- The achievements of a boss are his or hers alone.
- The work environment created by a boss is under pressure.

Leader:

- He has gained the trust of his team and does not need to impose anything, as explaining and exemplifying is enough.
- He has gained the respect of his team and they see him as one of them.
- A leader is the first to help solve the problem.
- The achievements obtained by a leader belong to the team and are achieved thanks to everyone's efforts.
- A leader leaves room for learning and allows the team to grow.





A leader's responsibility is to create interpersonal bonds, to establish a set of rules that direct the behaviour of all members and to promote common values such as effort and generosity.

A leader is one who sets the direction, conveys the mission, gives guidance and seeks to achieve individual goals.

7.4. What is the Job of a Leader?



Initial Phase:

- State the problem or situation
- Define objectives
- Anticipate needs

- Establish working methods
- Assigning tasks and responsibilities
- Build trust
- Soliciting cooperation and collaboration
- Point out indicators and control systems
- Promoting action/implementation of each project under control

Organization and development phase:

- Summarising conclusions and agreements
- Making decisions
- Measure and monitor results
- Recognise and celebrate successes and achievements
- Analyse mistakes and learn from them
- Acknowledge team collaboration
- Document the process appropriately

7.5. Which Skills Are Necessary to Work as a Leader?

Some steps to follow in order to become a leader are as follows:

Communicating clearly and efficiently

It is necessary to know how to listen to criticism and bad comments and to interpret them in such a way that they are a source of personal development.

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It is also important to express expectations and feelings continuously and in good terms. When communicating, it is essential to do so clearly, without leaving room for interpretation or misunderstanding. Silence is also important before saying anything in order to be compliant.



Be an inspiration

You have to be the point of reference for the rest of the team. What you do has to be congruent with what you say or think, in order to generate the necessary trust with the rest of the members.

Knowing one's own strengths and weaknesses

To be a good leader you have to contribute your strengths to the team. Similarly, if you are not good at something, recognise it and work on it. Learning how to be a good leader requires a focus on one's strengths and delegation of activities that call on one's weaknesses.

Emotional Management

When you don't know your emotions and make decisions based on reactions rather than rational conclusions, you will tend to make mistakes.

Passion

Passion for the work you do is fundamental for a leader. You cannot be a good leader in a job that does not inspire you to improve every day.

Accepting uncertainty

We must accept that we cannot control all the factors that surround business and work teams.

Mental toughness is essential to remain calm and make the right decisions in such scenarios.





For this it is important to trust the team, to allow these people to develop processes, make decisions and act on their own judgement.

Assuming mistakes

There is nothing wrong with making mistakes, what is wrong is not learning from them and not gaining the necessary experience. Blame will not help to solve things.

Likewise, other people in the team will also make mistakes, so you should take these situations in stride, deal with the consequences and work to prevent them from happening again.

To be a good leader, you must first be a good person

Many people use their positions as leaders to show off their power, influence or wealth. Leadership is not about appearances, it is about results. You have to have the humility to have a growth mindset, to use your skills to help others, to enhance their growth and not to impress and give an image of something you are not.

Understand the importance of the decisions you make as a leader

Before making any decision, it is necessary to first investigate all possibilities and outcomes. This important work cannot be

subordinated to instinct and emotions, although they must be taken into account.

Have a growth mindset

Focus on improving every day. Invest in self-knowledge and personal development.

7.6. How to Learn to be a Leader?



Some people have innate leadership skills, but many of these can be learned and put into practice in our workplaces on a day-to-day basis. Most of the time, it takes 10% talent and 90% preparation and hard work to be a good leader. Great leaders are not born, but are formed over time and experience.





It can be detrimental if you are trying to lead or manage a team and do not know the basic tools for team management.

The most important things to be a leader: purpose, passion and performance.

Every leader will achieve peak performance when they align their personal passions with the common purpose of the team.

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MODULE 8: PEOPLE MANAGEMENT



- Definition of people management
- Why do we need people management?
- How does people management work effectively?
- People management skills
- How to learn people management?



8.1. Definition of People Management

People management is the process of training, motivating and directing employees in order to increase workplace productivity and promote professional development. In short, it is planning and acting with your people in mind and getting the absolute most out of them. Workplace leaders, such as team leads, managers and department heads use people management to supervise workflow and boost employee performance on a daily basis.

We can categorise people management in three stages:

- Acquisition: Your employer brand, recruitment processes, and compensation models.
- **Development**: Onboarding processes and performance management cycles.
- **Retention**: Your company culture, organizational development, and core values.

8.2. Why do We Need People Management?

Creating workplaces that inspire people, motivate them, and help them bring their best selves to work is essential in people management.





Examples of situations in which people management is useful in the workplace are:

Interpersonal conflict resolution: Managers and employees in leadership positions play an important role in conflict resolution. Effective people management can help you mediate conflicts between employees in a way that fosters collaboration and respect.

Leading employee training: When you are responsible for onboarding new employees and coaching current ones on updated practices, you can use aspects of people management to provide constructive feedback and mentor them so they can succeed in their positions.

Managing deadlines: Assigning tasks and setting attainable goals is part of managing staff. Effective people management can help you evaluate your team's resources and establish realistic deadlines that encourage progress.

Building company culture: You can have a positive influence on your workplace by using your people management responsibilities to help workers get to know each other; and to ask them for feedback on their perspective of the company, and then turn that information into actionable changes to a company culture that everyone can help develop.

8.3. How does People Management Work Effectively?

Employees may ponder whether they would be better off elsewhere if you don't pay enough attention to people management. Happy employees are more productive and productive companies are more successful. How can we make people management more effective?

Listening is the first step in people management

Being attentive, making eye contact, taking notes, and waiting for the other person to finish before you start to talk are examples of good listening. The key to listening properly is keeping an open mind and not jumping to conclusions before or during conversations. Don't assume what an employee is thinking, what their problem is, or how to solve it; forget your previous beliefs and listen to learn as much as possible about the situation, even if you think its source is evident, don't just jump in with a solution.

Separate personal problems from organizational ones.

Workplace problems are frequently divided in two categories: personal and organizational. If you use your people management skills to solve personal problems you won't need significant reorganization. Examples of personal problems are: individual workload, difficulty with their process, dissatisfaction with their





team members or performance; or unhappiness with work as a result of a desire to change projects.

Organizational problems can't be solved by fixing one employee's problem. They could include: teams unable to cope with workload demands collectively, workflow problems that frequently result in errors or delays, hostility between team members as a result of overall bad performance or lack of employee control over work projects and career paths. They stem from inherent problems in the company's organisation. Managers need to understand the root of these issues, while still people-managing to help employees until the situation is fully fixed.

Understand each employee's purpose

Knowing the purpose for each team and every member within it is key to success. To engage with employees and empathize with them, you must first understand what motivates them to work and what satisfaction they gain from it. Purpose is a huge part of what makes people happy at work and what drives them to succeed and advance in their careers. Knowing why they are motivated to succeed in their job and why they want to be an individual contribution to the company can help you as a manager find out how to help them succeed while also benefiting the company. People prefer to work on projects where they believe they can excel, and they feel more

engaged to their work when they are given the opportunity to perform what they do best.

Appropriately balance praise and criticism

In order to thrive, employees need a balance of praise and criticism. If you only praise them for good work you won't help them grow, and if you exclusively express criticism, they will be on edge and demoralized.

You should know when, where and how to express gratitude. Employees' efforts should be rewarded on a regular basis and in a timely manner. People management tools such as public praise, private praise and special tokens (such as employee of the month awards or other recognitions) help create trust and morale.

Instead of simply pointing out mistakes, provide feedback and help employees find solutions to work through their weaknesses. By helping them set new goals, you show that you trust their ability to progress and are willing to help them. Just remember to end on a positive note.



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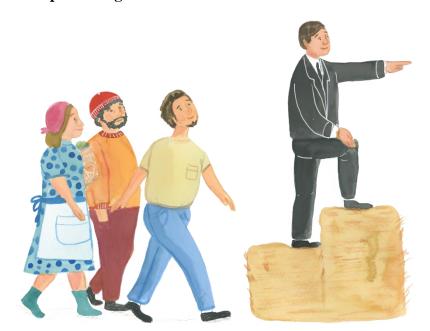
Ask employees this open-ended question

According to David Hauser, you should end every important conversation with "Is there anything else?". Your employees will tell you what is on their minds at that moment. It can provide an opportunity for them to ask for help rather than waiting for a meeting where you go over their highs and lows. It also keeps you informed about their progress and job without making them feel you are micromanaging. It is a way to build trust with your employees, improve your management skills and show that you care about their concerns.

Check in when nothing is wrong

If an employee who never has problems and is not used to talking regularly with his manager suddenly has major difficulties on a project, he will not know how to deal with the situation and will become stressed. Managers may prevent their employees from being in such a stressful scenario by checking in when nothing is wrong. Regular meetings establish a culture of communication and provide a safe space for employees when things become tough. One or two weekly meetings can help put out fires before they destroy a project or client relationship. You can also use one-on-one meetings to check in on goals and get to know your team.

8.4. People Management Skills



These are some important people management skills that can help your team succeed:

• Trust

Trust means believing that you can rely on someone's abilities, assistance or advice when you need it most. Building trust allows your team to work together more efficiently and productively and it could foster a culture of honesty and transparency.





Teams should be able to trust that their leader supports them and believes in their hard work. Leaders should be able to trust that their team can complete tasks correctly and on time.

You can build trust by reliably performing your tasks and demonstrating technical skills when employees ask for help. You can also promote trust by giving constructive feedback that helps team members improve their skills and work quality.

• Communicating effectively

Letting employees know essential information quickly and clearly is key to have a supportive team. It enables team members to work together in solving problems, brainstorming new ideas and adapting to changing situations.

Use clear and simple language so everybody understands your message. Consider changing how you give your message to avoid common barriers, such as too much information at once or inaccessible terms. Allow your employees to ask clarifying questions, and confirm that everyone understands the information so there is no miscommunication.

• Active listening

It is the practice of listening to the speaker to fully understand their perspective, question or concern before responding. Active listeners remove distractions, maintain eye contact and offer verbal or non-verbal cues to show their engagement and understanding.

When an employee approaches you with a question or concern, use nonverbal cues such as nodding to show your interest in what they are saying. Respond thoughtfully by repeating a summary of your understanding of their message, ask follow-up questions to learn more about what they need and say that you empathize with their experience to further assure them you understand and respect them. These techniques lead to positive interactions in the workplace.

Empathy

It is necessary to plan work, assign tasks, communicate or provide feedback. It is the ability to actually see the world from another person's perspective and understand their motivations, fears, challenges, and strengths. Active listening paves the way for greater empathy.



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• Ability to motivate your employees

Motivating your employees helps them develop new skills and be more productive. It's important to train new employees well and give them the knowledge and resources they need to complete assigned tasks and continue learning on their own.

Accountability

Taking full-on responsibility for your decisions and actions, and those of your team helps build others' trust in you. Management accountability failures (e.g., blaming others for mistakes) can have a quick snowball effect, driving down employee engagement and morale.

You need to be a role model of accountability by showing up for meetings on time, meeting project deadlines, giving timely feedback, owning mistakes, or communicating delays. As a people manager, you can demand accountability from staff, too.

Problem solving

The better a company is at solving problems, the more successful it will be. You have to solve problems with projects as well as working together with employees to find solutions. Effective problem-solvers can guide teams to reach their goals by spotting problems before

they become unmanageable and by applying a systematic framework to solving them. Problem solving starts by:

- Identifying the problem
- Defining and analyzing it
- Developing solutions
- Planning and acting

To be successful at problem-solving you need a combination of skills, including open-mindedness, analytical thinking, and creativity.

Flexibility

Knowing when to be flexible and when to more firmly direct employees is important. You can show flexibility by accommodating specific employee needs, such as adjustable schedules or remote work options, and allowing them to adjust their own workflow to be as productive as possible. You should evaluate the results of the employee's process to ensure that it is efficient and to help them revise it if it can be optimized.





Patience

Use kindness, respect and empathy to help others overcome obstacles. Patience can be used when training new employees, teaching new processes, handling conflicts or solving problems. Employees are more likely to ask for clarification to ensure they understand directions and to increase their work's quality when they trust their managers to be patient.

• Organisation

Managing a team involves handling several different ongoing tasks simultaneously. Organisation helps you track and maintain your team's productivity. Signs of effective organization include: Promptly responding to emails, approval requests and questions; keeping a calendar to actively track deadlines, running meetings that efficiently discuss information; or properly assigning tasks to team members

Remember that people management skills are interconnected. Empathy builds trust, and trust increases accountability, and so on. You must focus on developing all of these soft skills. The success of your business depends on it.

8.5. How to Learn People Management?



How to develop your people management skills

You can become a stronger candidate for future leadership opportunities if you demonstrate your people management skills. Identifying your strengths and areas for improvement can help you decide which specific skills to develop. The following strategies will improve your people management skills:



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Choose individual skills to focus on

People management covers a wide range of abilities. Choose a skill and learn more about it, its benefits and how to apply it in the workplace.

Enroll in professional development courses

Some companies provide their own management training programs while others may pay for staff to attend development courses at other locations. You can find courses online or through an educational institution.

Find a business mentor or coach

Specialized or targeted attention is an excellent method to develop people management skills quickly. Mentors and business coaches can give you personalized feedback and specific, actionable strategies.

Ask other managers for feedback or advice

Ask your manager or supervisor for advice on how to improve your people management skills and potential leadership opportunities where you can demonstrate and practice them.

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MODULE 9: PROBLEM-SOLVING



- Why do we need Problem-solving skills?
- Define Problem-solving
- How to solve problems effectively?
- Which skills are necessary to solve problems?
- How to learn Problem-solving?



9.1. Why do We Need Problem-solving Skills?

According to Kepner-Tregoe, «problem-solving is important both to individuals and organizations because it enables us to exert control over our environment». We are challenged to face problems and handle difficult situations everyday of our lives, so we better have an asset of skills that enables us to cope with these specific complex scenarios.

For this purpose, people and companies must analyze well and deeply their routines and workplace in order to acquire and develop the set of skills that are linked to problem-solving, which will be discussed below.

As a result, they will quickly identify problems when they arise and identify the most effective solutions. They'll also identify the factors and forces that might have caused the problem and instigate changes to mitigate future challenges.



9.2. Defining Problem-solving



To understand better the importance of this skill, the first thing to do is to define what it is:

- *Problem-solving* is the ability to solve novel, ill-defined problems in real-world settings. This skill has to do with the acquisition of the mental elasticity to solve problems we have never seen before while being able to solve them in a landscape that is constantly changing and getting more complex (VUCA, a concept which stands for volatility, uncertainty, complexity, and ambiguity).
- Problem-solving also refers to a person's ability to successfully manage and find solutions for complex and unexpected situations.



Oxford Languages proposes: «The process of finding solutions to difficult or complex issues».

9.3. How to Solve Problems Effectively?

According to PhD J Ryan Fuller, «in order to solve problems effectively, we need to give ourselves the best chance of doing so»:

- ✓ First of all, we need to **set aside time**. Problem-solving cannot be done on the run. We need to give it enough time and attention to really benefit from it.
- ✓ Second, we need to deal with **only one problem at a time**.
- ✓ Third, it is usually easier to tackle a problem by writing it down.

As the Collins English dictionary outlined, problem solving «is a vital everyday skill that you will need to have for your personal and professional life», especially for the latter, since it helps to show employers that you have a range of many other competencies such as logic, imagination, creativity, resilience or determination. In short, we are dealing with a transversal skill that affects all the others, so it is important not to underestimate it.





The Institute of Chartered Accountants in England and Wales (2022) recently explained the importance of this topic within the professional horizon of anyone:

Those with good problem-solving skills are a valuable and trusted asset in any team – these are the people who think of new ideas, better ways of doing things, make it easier for people to understand things or help save customers time and money.

9.4. Which Skills are Necessary to Solve Problems?



As highlighted above, Problem-solving abilities are connected to a number of other skills. The company Target Jobs includes the following:

- Analytical skills
- Innovative and creative thinking
- Lateral mindset

- Adaptability and flexibility
- Resilience
- Teamworking

The list of skills proposed by Indeed (2020) is different from the previous one. This company focuses on the following skills:

- Analysis
- Research
- Creativity
- Communication
- Dependability
- Decision making

But let's go deeper into what some of them consist of.

Research

Researching able you to identify the cause of the issue and understand it fully. There are many ways to research, such as gathering information from the Internet or brainstorming with colleagues on your team.

Analysis

«The first step to solving any problem is to analyze the situation» in order to understand problems and develop possible solutions. A

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good analysis during research also helps to distinguish between effective and ineffective solutions.

Decision-making

At times, you may be able to make a decision quickly. There may also be times when it is better to take some time to reach a solution. Then, know how to communicate the problem to others.

Communication

Firstly, you need to know what communication channels are the most appropriate. «Communicating it clearly will help reduce any confusion and make implementing a solution easier».

Dependability

«Employers highly value individuals they can trust to both identify and then implement solutions as fast and effectively as possible». Indeed Editorial Team (2020).

9.5. How to learn Problem-solving?

According to Rafis Abazov (2016), here is how you can make the most of your time to improve your problem-solving skills:

IDENTIFY the problem □ As Albert Einstein once said: "The formulation of the problem is often more essential than its solution".

DEFINE the main elements of the problem break down the problem into small pieces, or smaller and more manageable parts by defining the main elements of the problem.

EXAMINE possible solutions \square An important part of this step of the problem-solving process is to create logical links between different potential solutions, thus reinforcing solutions and creating synergies.

ACT on resolving the problem □ Decide on a plan and implement it.

LOOK for lessons to learn Evaluate the outcomes.



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MODULE 10: SELF MOTIVATION



- Why do we need a self-motivation
- Define Self -motivation
- How does self- motivation provide effectiveness?
- Which skills are necessary to have self-motivation?
- How to learn to become a Self -motivated Person



10.1. Why Do We Need Self-motivation?



Self-Motivation is an inner power to make us stand on our way towards our targets. A self-motivated person strongly believes that he/she is going to reach the target despite the obstacles or failures. Moreover self-motivation is a unique tool to have in life learning. Because it encourages the person in learning and doing new things.





10.2. Define Self-motivation

Self-motivation is the ability to drive oneself to take initiative and action to pursue goals and complete tasks. It provides a natural inner power to be able to take action and also to focus not the obstacles but the target. It helps to keep going on tasks without the need of someone else's motivational advice.

Motivation starts with a need. The need should be satisfied for every person. On the contrary, a person definitely feels annoyed, unhappy, demotivated. Therefore this need drives the person towards the goal. This achievement also reliefs the person. Besides it prepares the person and supports the person to focus for the next need to be satisfied.



In common the needs are categorized by Abraham Maslow. Regarding Maslow's Hierarchy of Needs Pyramid, the basic needs are Physiological Needs such as hunger, thirst. When the person is satisfied with this level of needs, then the person goes up for Safety Needs such as security or keep away from danger. The third level is Belongingness and Love Needs like being accepted and belonging to a community. The fourth level is Esteem Needs. In this category achievement of something or gaining approval are one of the examples. And at the top of the pyramid it comes Self Actualization Needs. Writing a novel, opening an art exhibition are some of the examples of realizing the inside potential.

In life the person doesn't stay at one of the levels and when it is satisfied, goes up and continues regularly. Sometimes, the changing between the levels can be irregular.

The importance of this pyramid is to understand the process of a human being's psychology. If a person doesn't have a house where to feel safe and secure or cannot afford the current life, then it is meaningless to talk about the Self Actualization Needs.

The hierarchy of needs can be used as a knowledge for determining the person's situation or understanding the person's current needs to be satisfied. This will support where to focus, which examples to be used, how to draw a picture of action steps.



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10.3. How Does Self-motivation Provide Effectiveness?



Self-motivation provides an effectiveness by not letting you depend on others. It drives you to tap your strengths to meet your goals. Besides, it helps you ensure your work on your weaknesses and don't let them hinder your plans. At the end it is a certainty that you will achieve the target.

Self-motivation is sustainable as long as you have the enthusiasm to get feedback. Feedbacks are special gifts for our short term or long term future. Having heard feedback is a belief in yourself that you are on the right path with little adjustments. When you continue doing you will be done with the adjustments and you will be developed. At that time you are no longer who you were..

Keeping the knowledge that you are going to achieve supports your self-motivation on top. Therefore envisioning the target in mind is always a strong method to keep the motivation and a preparation for your mind to find solutions to reach the target.

10.4. Which Skills Are Necessary to Have Self-motivation?



Self-motivation is an improvable ability. It can be changed, developed or improved by making some action habits. There are some of them written below;

- Recognizing the moment (Beware of the mood and keep the solution oriented focus)
- Positive self-talk
- Getting feedback
- Visualization competency



10.5. How to learn to be a Self-Motivated Person?



It is a priority for the person to recognize and accept himself/herself with his/her strengths and developmental aspects. He also knows that if he knows himself well, he can succeed. Another important point is the meaning it gives to success. Knowing that there can be failure as well as success and that failure is not a result but a process. After determining the target, breaking up the task into small steps is the easiest method to keep the motivation. The skills that are necessary should be developed.



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MODULE 11: SERVICE ORIENTATION



- What is service orientation?
- Why is service orientation important?
- Organizational service orientation
- Service-Oriented Architecture SOA



11.1. What is Service Orientation?

Service Orientation was first described by researchers Saxe and Weirtz as being related to a concern for others – it became a set of attitudes and behaviors that affects the quality of the interaction" between the organization's staff and its customers (Hogan et al., 1984). This definition was later expanded to include "a willingness to treat co-workers and clients with courtesy, consideration, and tact" combined with the ability to perceive a customer's needs, and communicate effectively (Rosse, Miller, and Barnes, 1991)."

The good service orientation skills mean that people who are service-oriented anticipate, recognize, and address the needs of others, not only of the clients but to other people as well, like coworker, managers, interns, etc. With the service orientations skills people are more likely to feel empathy, compression, and kindness to the people that are surrounding them.

The service orientation skills, i.e. the helpfulness, thoughtfulness, consideration and cooperation of the employees, are an important factor for success and can impact the entire company's reputation for customer service.

Service is another area with many different definitions. From an economic point of view, according to Murdick (1990) service means "economic activities that produce time, place, form, or psychological utilities." From a marketing perspective, Kotler et al. (1991) says service is "any act or performance that one party can offer to another





that is essentially intangible and does not result in the ownership of anything." Intangibility makes service so much harder to assess than product quality measurements. In brief, service differs from goods in that goods are produced, sold, and then consumed, whereas services are first sold, then produced and consumed.

As presented by Berry et al. (1994), businesses in the service industry that follow service oriented approaches will bring in more new customers, keep the existing ones coming back, lose fewer customers, stay safe from price competition, and receive less consumer complaints (Kim et al., 2005).

Regarding clients and customers, service orientation means the demonstration of the positive attitude, behavior and willingness to provide the customers with the best service possible. This also includes activities like:

- Listening to the customers in order to better understand their needs
- Understanding the available services and products and making recommendations
- Understanding the customer's rights and working to protect them
- Completing all necessary steps to improve the customer experience
- Proactively engaging with customers to understand their future needs

- Communicating with customers in a way that matches their needs
- Developing relationships with previous and future customers
- Continuing the development of certain skills to better help customers
- A business that is customer service orientated focuses on the needs and wants of the customer before the needs and wants of the business. This means that customer experience takes priority over profit.





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11.2. Why is Service Orientation Important?



Service Orientation is based on designing and delivering the best service to the customers with the best attitude and behavior towards all of the people involved in the process.

A service product must be provided well first time, and there is no room for failure because service production takes place at the interactive with customers. The quality of interaction in the service encounter, and customer service experiences, lead to customer loyalty, and are very often treated as the key factors of a successful business. A service organization must be fully prepared to provide excellent service. On the other hand, managers need to know the capability of an organization to provide superior services. In this

context there is the very important task of searching for organizational predictors of excellent outcomes provided to customers, as well as assessment methods of an organization's ability to provide excellent services.

Parasuraman et al. (1988) proposed that customers perceived quality by gaps which appear in a service organization. According to the authors the quality experienced by customers depends upon the information loop passing through an organization, which informs us about the customers' real expectations. Four gaps influence the customers' perception of quality. The first one exists in managers' perceptions about what customers desire from services. The second one is contained in the specifications prepared by managers. The third one is how the specifications are delivered to customers, and the final one appears in external communications giving information on the service quality that a company offers to deliver.

11.3. Organizational Service Orientation

According to Lytle et al. (1998) an organizational service orientation consists of fundamental elements which cover four delivery fields crucial for service, which are:

- service leadership practices,
- service encounter practices,
- service system practices, and
- human resource management practices.





The leadership practices have the greatest impact on proper organizational growth. Lytle et al. (1998) mention the actual importance of servant-leaders within the structure service orientation. The direct engagement of servant-leaders in serving to and helping personnel ends up in superior service; it builds special quite unwritten standards informing employees a way to perform a service. The service orientation should be a long term objective in the leadership practices within the organizations.

The service encounter practices are related to the relationships with the customers and the employees. The organizations should focus on the quality treatment of the customers and allow direct contact of the employees with the customers, so that the employees reach all of the customers' needs and provide the necessary service.

All the service provided to customers exists in, and is produced by, a system. According to Deming, the most renowned quality management guru, in a system we should be looking for the potential for quality improvement as well as waste elimination (Deming, 1994). The service system has peculiar components that play a fundamental role in achieving service quality. One of them is failure prevention, and the second is service recovery. Traditionally failure analysis is distancing between internal and external failures; in service we have almost exclusively external failures – all the service production is carried out with the participation of clients. This clearly increases the importance of failure avoidance. On the other hand a failure might be an excellent chance to delight a customer,

provided that a company has an effective, workable system to deal with complaints and faults. Service recovery might be a chance to win customer loyalty, including word-of-mouth (Swanson & Kelley, 2001).

Lytle et al. (1998) states two more crucial factors for the achievement of a high quality service system: technology utilization and dissemination of service standards throughout an organization.

The fourth element, the human resource management practices, focuses on the treatment of the employees within the organization, and it is a very crucial element for the treatment of the customers, since the employees are making the primary contact with the customers. This is why the employees training and empowerments, can provide employees with new skills or provide updates on existing skills to enhance the service delivery process.



11.4. Service-Oriented Architecture – SOA



Service-Oriented Architecture (SOA) is an architectural style that supports service-orientation. Service-orientation is a way of thinking in terms of services and service-based development and the outcomes of services.

A service:

- Is a logical representation of a repeatable business activity that has a specified outcome (e.g., check customer credit, provide weather data, consolidate drilling reports)
- Is self-contained
- May be composed of other services



• Is a "black box" to consumers of the service

The service-oriented architecture can be applied though the entire architecture of the business or organization, but so far in practice SOA is most commonly used in the integration and organization of the software that support the operations of the organization. With this approach, the software in the organization is organized as a set of software services.

The principle of service-orientation can apply throughout the enterprise architecture, but is most commonly applied to the organization of the software that supports the enterprise's business operations. With SOA, this software is organized as a set of software services which are supported by an infrastructure that leads and improves the information flow within the organization, the customers and the external partners and organizations.

Service is the essential concept of SOA, but it is not originally a technical concept. The idea of a service software comes from the service concept originally. Service is activity done by one person or group that benefits another and this concept has been established as a software service as well.

A software service is performed by a software program. It produces effects that have value to the people or organizations that are its consumers. It has a provider – a person or organization that takes responsibility for running the program to produce those effects. And there is an implicit or explicit contract between the provider and the





consumers that the program will produce the effects that the consumers expect.

Software services can be provided over the Internet and the world-wide web. Service Oriented Architecture technology is adopted in various fields. In some countries, for example, the government provides a service by which taxpayers can complete and submit their tax returns via the web. Here, the service has a human interface. Services provided over the web can also have software interfaces. For example, there are commercially-available web services that provide real-time stock quote information in a form where it can be analyzed by the consumers' software. Software services can similarly be provided over enterprises' internal networks, and a service performed by one program can be used by another program running on the same computer system. It is the organization of an enterprise's software as software services that are provided internally in this way, and also externally, that is the essential characteristic of SOA.

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MODULE 12: TEAMWORK



- Why do we need good teamwork
- Defining Teamwork?
- Teamwork skills
- How does a team work effectively?
- Which skills are necessary to work as a team?
- Team roles
- How to learn a Teamwork?

12.1. Why Do We Need Good Teamwork?

It is an undeniable fact that we all belong to many teams. Starting from our own family, a group of friends, a class at school or even a group at the workplace. That's why it's so important to understand how teamwork skills are necessary for everyday life and functioning. So let's start by learning more about the concept of teamwork.

12.2. Defining Teamwork

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way.

Teamwork is a feature that is being discussed increasingly, because more and more people realize how useful a well-developed teamwork is in our everyday life, and in almost every situation. Bruce Tuckman considered that group is not synonymous with the word team. Only after going through the 4 stages does it become a teamwork:

- Step one: Forming □ Team building □ begins when the members do not know each other
 Step two: Sterming □ Steps of challenges within the group
- 2. **Step two:** Storming □ Stage of challenges within the group □ Teammates begin to see themselves as part of a team
- 3. **Step three:** Coming together as a team □ Clarifying who makes what



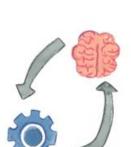


4. **Step four:** Action □ Focuses on the task and makes good teamwork

12.3. How Does a Team Work Effectively?



In order for a team to be effective, it is important to focus on the three pillars that go into working together as a team to achieve success. First is to realize what contribution each member makes to the group. The second point is working together during solving a problem or managing a challenge. If these pillars are properly analyzed from the beginning, the result will be even more effective.



Input:

A team includes different people who come from different backgrounds and have different education, skills, and abilities. Each team member makes a unique contribution to the team.

Process:

In the stages of teamwork, it is important to develop certain skills to make the processes effective.

Output:

High team performance is the result of good work. At this stage, you know whether the team is working well together, the quality of its work and how it handles a situation.



12.4. Which Skills Are Necessary to Work as a Team?



Teamwork skills is an ability that each of us should expand and become better. It improves on good communication, faster completion of projects and meetings, a good atmosphere and excellent results. Teamwork skills depend on clear and honest talk, listening with concentration, and being responsible. Below is just a few examples of qualities that can help you improve your teamwork skills:



Collaboration

Cooperation is the basis of good teamwork. We must share our good qualities, for the good of the group and faster teamwork. Together we can do much more, faster and better. Good cooperation also requires sacrifices, because not everything can go our way. We have to accept the voice of others and the fact that our views are not always right. Compromises are an important part of cooperation, but the most important thing is to do our best.

Reliability

a positive character trait indicative of precision, accuracy and correctness of tasks performed. It is important that during teamwork each participant should show good qualities, in addition to being conscientious, honest and hard-working. Such a selection of qualities and behaviors influences the best result of the work.

Respectfulness

Respect- without mutual respect, good relationships do not exist. In teamwork, each member is different, with different beliefs and approaches. This cannot be ignored, can it be unkind or possessive. You have to let everyone speak, be supportive and accepting. This significantly contributes to good teamwork.





Listening

Each member of the team makes a unique contribution and provides value. However, without actively listening to each other, all the work would be meaningless. Each person has something valuable to say and it is important to remember this. Not everyone is confident and forthcoming with their own comments, so a great solution is to ask the opinions of shy team members. Then they have a chance to speak freely and add value to the work together.



Conflict Management

Each member of the team makes a unique contribution and provides value. However, without actively listening to each other, all the work would be meaningless. Each person has something valuable to say and it is important to remember this. Not everyone is confident and forthcoming with their own comments, so a great solution is to ask the opinions of shy team members. Then they have a chance to speak freely and add value to the work together.

Communication

Good communication promotes smooth and pleasant working. We do not always know how to express what we feel and think. It is worthwhile to develop and improve our ability to communicate because it is this skill that makes us better able to cope in everyday interpersonal situations.



Finisher

• Focuses on completing tasks

Co-Ordinator

• Manages the group dynamics

Team worker

- Helps the team to work effectively
- Supports personal relationships

Investigator

• Gathers external resources and information

Plant

• Generates ideas and creative solutions

Evaluator

- Good at critically assessing ideas
- Makes decisions

Specialist

• Brings expert knowledge to the group

12.5. Team Roles



Our tasks in teamwork can be different. That's what good teamwork is all about, that we complement each other and can achieve more as a group. Each of the following roles is very important and valuable.

Shaper

- Gets things done
- Has a clear idea of the desired direction

Implementer

- · Gets things done
- Turns talk into action

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12.6. How to Learn a Teamwork?



The skills necessary for effective Teamwork are most easily learned through practice. It is not an easy task, but it will certainly bring many benefits once you master the basic principles of Teamwork. It is worth taking part in workshops and activities Which will help improve the skills needed to work as a team. It is worth coming to such classes and breaking through to start talking to complete strangers and perform the prepared tasks. This not only helps to develop a sense of responsibility for yourself and the group, but also to learn how to cooperate with people you don't know yet.



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