



CREW

Creativity, Resilience and
Empowerment for Work



IO2 TRAINING COURSE
CAREER MANAGEMENT SKILLS



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INTRODUCTION

WHAT ARE YOU GOING TO LEARN?



Job search and career management will become the main future challenges for most people, at any age. Modern career services and all institutions engaged in career guidance should provide to their users not only tailored information and personal advice, but also a set of learning tools, services and resources in order to design and manage their own lifelong career pathways.

Our main goals are:

- Developing career interpersonal, intrapersonal and management skills of adults.
- Encouraging the exchange of ideas, self-confidence, discovery of self and others, and fostering the implementation of self-evaluation techniques.
- Encouraging the lifelong acquisition of career management skills.
- Facilitating access for all citizens to guidance services.

Competences:

At the end of the Intellectual Output 2, the participant will be able to:

- Understand what career management skills are and why the opportunity to reflect on their current practice is important.
- Explore one's interests, aptitudes, values, etc. (often with tests and professional help).
- Identify opportunities to develop their learning goals and employability skills.
- Determine a "best fit" occupational goal by matching personal traits to job factors.
- Understand how the labor market works: how to find a job; to appreciate how and why industries and individual jobs are changing; and what sort of skills they need to progress.



EXERCISE

Watch the introductory video to CREW Intellectual Output 2
Training Course on Career Management Skills



MODULE 1

CAREER MANAGEMENT SKILLS (CMS)



The training and competence of career guidance are an essential contribution to your personal development of high-quality career guidance path and they are essential in order to meet your needs and skills.

Career guidance is useful for finding and choosing suitable jobs, courses and other opportunities and guidance is essential to people who want to validate skills obtained outside formal learning contexts.

At the end of the module, you will be able to:

- Know better the factors that affect your career management
- Recognize your own skills, aptitudes and attitudes
- Discover how to construct your own CMS

Content:

- What are career management skills?
- Reflexive and Proactive components: skills, aptitudes and attitudes
- Constructing your CMS frameworks



WHAT ARE CAREER MANAGEMENT SKILLS (CMS)?

Career competences are competences for self-understanding and self-development; for exploring life and the worlds of learning and work; and for dealing with life, learning and work in periods of change and transition. Career Management Skills (CMS) enable you to manage your individual life paths in education, training and work across the lifespan.

They include:

- Planning your career, and setting goals and objectives;
- Developing a strategy for your career;
- Developing an action plan to deliver on it, including developing the skills required to succeed in your chosen career; and
- Evaluating your progress against your goals.

The Council of the European Union's resolutions of 2004 and 2008 highlight the need to equip citizens with the skills to manage their learning, their careers and transitions within education, training and work. The skills required to effectively manage these transitions into and within education, training and work are collectively known as Career Management Skills (CMS).





Career management skills refer to a whole range of competencies which provide structured ways for individuals and groups to gather, analyse, synthesise and organise self, educational and occupational information as well as the skills to make and implement decisions and transitions. (European Lifelong Guidance Policy Network).(1)

Watch this introductory video to CMS:

<https://youtu.be/39B8QIPghWs>

Development CMS can equip you to:

- access and effectively use the full range of career management products and services at a time and place that suits your needs;
- identify opportunities to develop your learning goals and employability skills;
- understand how the labour market works: how to find a job; to appreciate how and why industries and individual jobs within them are changing; and what sort of skills you need to progress;
- identify how you can progress within the workplace;
- be better able to take career decisions, to manage change and uncertainty by forward planning and to make confident choices for yourselves.



(1) <http://www.elgpn.eu/>



What are the competences that you need in order to effectively manage your career in a lifelong perspective?

How can such competences be learnt?

What should you know in order to successfully advance your career?

To support the implementation of CMS there have been a number of frameworks that have been created in different countries (Hooley et al., 2013).

There has been a number of attempts to define a list of career management skills. The Career management skills framework Scotland (1) provides a concrete example of this, listing four areas of competencies:



(2) <https://www.skillsdevelopmentscotland.co.uk/news-events/2012/june/careers-management-skills-framework/7>

What kind of professional do you want to be?

11

Self - competencies that enable individuals to develop their sense of self within society

Strengths - competencies that enable individuals to acquire and build on their strengths and to pursue rewarding learning and work opportunities,

Horizons - competencies that enable individuals to visualise, plan and achieve their career aspirations throughout life

Networks - competencies that enable individuals to develop relations and networks of support

CMS framework to connect with the European Reference Framework of Key Competences for Lifelong Learning, as following (Sultana, 2011):

Domains of the European Reference Framework of Key Competences for LLL

Links to Career Management Skills

1. Communication in mother tongue

- Able to search, collect, process written information
- Able to distinguish relevant from irrelevant data

2. Communication in a foreign language

- Able to work with diversity

3. Math (sic), science, techno- logical literacy

- Able to manage a budget
- Cultivating a disposition towards critical thinking
- Able to manipulate tools and data to reach a conclusion

4. Digital competence

- Able to use internet-based data and services
- Able to use ICT to support critical thinking, creativity and innovation at leisure and work



Domains of the European Reference Framework of Key Competences for LLL

Links to Career Management Skills

5. Learning-to-learn

- Effective self-management of learning and careers

6. Interpersonal and civic competences

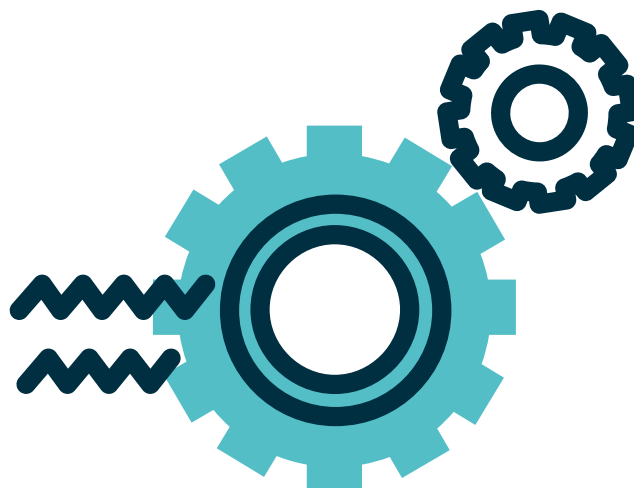
- Able to interact effectively with institutions
- Able to distinguish between work and personal life

7. Entrepreneurship

- Skills in project development, implementation
- Able to identify one's strengths and weaknesses
- Able to assess and take risks when warranted

8. Cultural expression

- Able to realise economic opportunities in cultural activities





REFLEXIVE AND PROACTIVE COMPONENTS: SKILLS, APTITUDES AND ATTITUDES

The concepts identified above, although different, are related with:

- a) Knowledge - the result of assimilating information through learning, experience or self-awareness. Knowledge is the collection of facts, principles, theories and practices related to an area of study or work.
- b) Skill - ability to carry out or perform a specific task.
- c) Competence - proven ability to use/mobilize personal, social or methodological knowledge, skills and competencies in professional situations or within study contexts, and for professional or personal development purposes.



It is very important that adults develop broader skills and professional abilities, which facilitate possible job changes or career plans from one moment to the next. Therefore, it is necessary to create a powerful and effective method that can be used in order to provide adults with the soft skills that make them employable:

- a) Knowledge: schemas and mental representations about a given subject
- b) Ability and Skill: success in a domain, know-how
- c) Attitude: predisposition to act in a certain way
- d) Situation: set of external stimuli
- e) Operationalisation: mobilize something in a prepared and organized way
- f) Efficiency: achieve desired objectives through appropriate means



What are my skills and my strengths?

The Blueprint framework for career management skills is a framework that can be used to help you manage your approach to your life, learning and work.

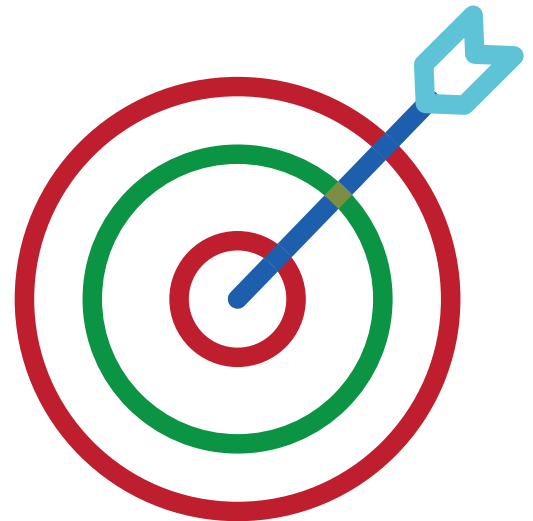
Blueprint framework builds upon international practice and has been developed by UK (3)

Blueprint learning objectives are:

- Understanding and developing myself
 1. I know who I am and what I am good at
 2. I interact confidently and effectively with others
 3. I change, develop and adapt throughout my life.

- Exploring life, learning and work
 1. I learn throughout my life
 2. I find and utilise information and the support of others
 3. I understand how changes in society, politics and the economy relate to my life, learning and work
 4. I understand how life, learning and work roles change over time

- Developing and managing my career
 1. I make effective decisions relating to my life, learning and work
 2. I find, create and keep working
 3. I maintain a balance in my life, learning and work that is right for me
 4. I plan, develop and manage my life, learning and work





EXERCISE

Careers quick questionnaire for knowing your skills and strengths

<https://app.career-skills.eu/index.php/en/assessment-tool>

<https://richardstep.com/richardstep-strengths-weaknesses-aptitude-test/>

<https://richardstep.com/richardstep-strengths-weaknesses-aptitude-test/free-aptitude-test-find-your-strengths-weaknesses-online-version/>





Personal effectiveness

If you work on personal effectiveness, you want to get the best out of yourself.

Personal effectiveness is increased when you gain more insight into yourself.

What do I find important, why do I find this so important?

And, are all my beliefs equally helpful, or do some of them stop me from performing better?



It can't just be reaching our goals because we could do so in a very wasteful, time consuming or sloppy way. How about making best use of our time and all other personal resources at our disposal? This means achieving our goals efficiently, like investment, getting the best possible return. What's more, personally effective people are thus more than just people who get what they want.

How to make it come true? Personal development skills are qualities and abilities that help you grow both personally and professionally. In other words, they are skills that help you feed your personal development.

Understanding and improving them can help you make best use of your potential. This procedure is also known as self-development or personal growth. Whether you want to be a successful sales person or good in sports, being effective means a combination of efficiency and skilled execution. Furthermore, it can be helpful to improve your personal development skills so that you can include them into your daily routines and use them to:

- Achieve personal and career goals
- Advance in your career
- Improve your strengths and talents
- Better yourself
- Find fulfilment and satisfaction



Personal development skills can be traits or qualities you already have or ones you can gain through education and training. Individuals will value different personal development skills depending on their goals, but here are some examples of skills people commonly practice to facilitate personal growth:





How to highlight personal development skills?

1. Highlight personal development skills in your resume

Make a segment in your resume titled “Skills” that contains both hard and soft skills. Include only the personal development skills that are needed for that job. If you have many different skills, you might write them by category within your resume’s skills section.

Example:

Relevant Skills

Time management: Consistently handled upward of six projects at a time and met 100% of deadlines

Organization: Created an efficient online filing system for a large group of clients using color-coded folders and documents as well as tags

Adaptability: Adjusted workflow to accommodate additional responsibilities, including refined task scheduling and time tracking

2. Highlight personal development skills in your cover letter

Select a couple of personal development skills that you feel are strong and most applicable to the job. Within the body of your cover letter, describe briefly how you would use each one to that job’s responsibilities, or give an example of how that skill has helped you in the past.

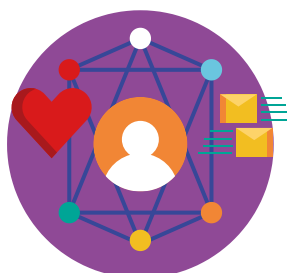
Example: As an effective problem-solver, I assisted clients quickly to solve their programming issues. The clients reported a 92% success rate at resolving computer problems under my guidance.

3. Highlight personal development skills during your job interview

List your strongest personal development skills when answering interview questions, such as “What are your strengths and weaknesses?” or “What are your goals?” Describe your top skills, your plan for further development and in which you can improve. You can also explain examples of your personal development skills.

Example: “During a period of tension in the workplace, my interpersonal skills and ability to form relationships facilitated the union of our department being a more cohesive and productive team.”

Self-development is a lifelong process upon which you can continue to improve. Focus on developing the skills that will best help you reach your goals.





EXERCISE

Personal SWOT Analysis



With this exercise you will look at your Strengths, Weaknesses, Opportunities and Threats, and it will help you to identify the focus for your career management:

- Strengths include your skills, experience, talents, qualifications, and personal qualities.
- Weaknesses are any aspects of these in which you believe you have a deficit that is affecting you in your work.
- Opportunities are possibilities in your environment, such as career opportunities, new projects coming up, time and space and opportunities for learning and development.
- Threats are the factors in your environment that might limit you or hold you back.

The best method to do this is to start broadly, by thinking about requests such as:

1. What interests me?
2. Where do I want to go?
3. What do I need to learn in order to move in this direction?



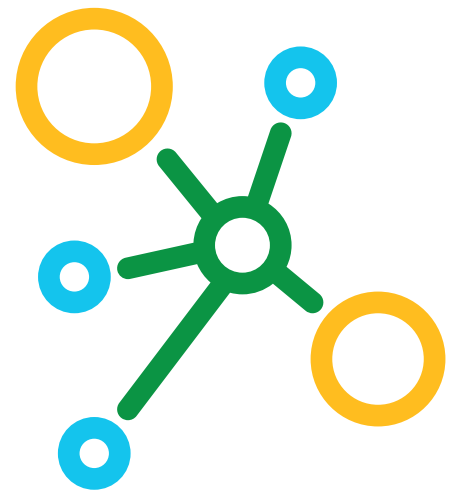


How to improve your personal development skills?

You can improve your personal development skills by taking classes, learning from the people around you, developing new talents and improving upon existing ones.

Use these guidelines to progress in your personal development:

- Learn something new. Learn a new ability or topic, doing it yourself or sign up for a class. You might, for instance, take courses to learn another language, a new software program or how to write creatively.
- Overcome your fears. Fear can affect your growth and progress. For example, if you are afraid of public speaking take a class or join a group that helps people become better public speakers.
- Network. By networking with different people, you can learn new ideas and understand how to communicate and work with diverse personality types.
- Read. Reading can increase your knowledge and vocabulary and keep you informed. It can also inspire your mind and can expand your critical thinking skills.
- Ask for feedback. Ask a family member, friend, colleague or manager to give you feedback on a current project or accomplishment.
- Observe others. Watch and learn from the people who can inspire you.
- Get a mentor. If you need help recognizing ways to build your self-development skills, talk to a mentor.
- Keep a journal. Writing in a journal every day or week can help you gain self-awareness and reflect on recent events, decisions and conversations.
- Meditate. Many people meditate to gain clarity and awareness and to reduce stress and anxiety.

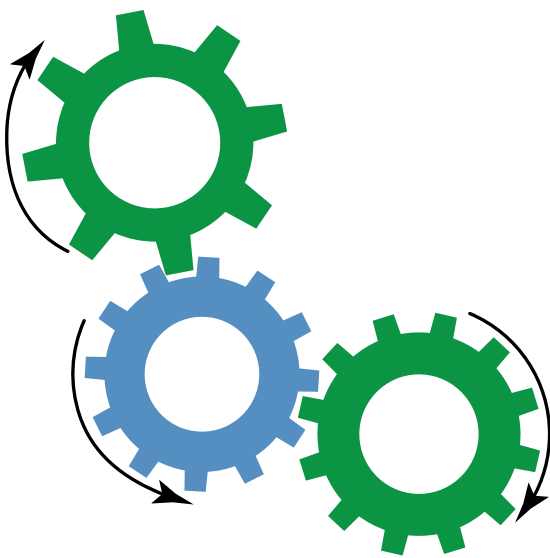


Would you be able to use any of these tactics?



Managing life and career

Harmonizing your professional and personal life can be challenging, but it's vital. We can say that work-life balance is the state of equilibrium where a person equally prioritizes the demands of one's career and the demands of one's personal life. Unfortunately, that's not always the situation and today work is likely to invade your personal life — and maintaining work-life balance is not an easy mission. And the question is, “What is most important to me now and in the coming years: work/life balance or career?”



It's a delicate balancing item. Understanding what makes you happy and what's central to you. Defining where you are in your career and life and where you want to be. What is more important, deliberately evaluating and understanding what you want in your career is imperative because when it goes right the job hardly feels like work, but if you never really give these items any specific thought, there are typically three outcomes – an unhappy existence, you quit, or you're fired.

Actually, there really is no correct answer to a lot of these interrogations. There's only a right answer to you: your goals and your situation.

So, when you're looking to make your career move, spend some time evaluating work/life balance and career and use this as a starting point to evaluate what is best. It's a decision that could ultimately affect the rest of your life.





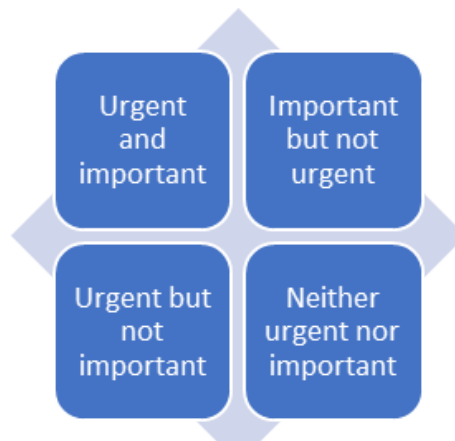
Here are the top 20 tips for achieving and maintaining a healthy work/life balance.

1. Play to your strengths

Don't try and be all things to all people. Focus on your strengths and outsource the others. If you're not a whiz at accounts or graphic design, subcontract them instead of wasting time.

2. Set goals and priorities (and stick to them).

You may have a to-do list with 25 tasks on it, so you need to order those tasks into four categories. They are:



3. Know your peaks and troughs

Are you a morning person?

If you are, assign tough, high-concentration tasks to the mornings.

Don't leave the tough tasks until it's night time and vice versa.

4. Scheme some personal time

When personal issues arise, it can be tempting to bury yourself in your work.

Don't do it. If you don't make time for your personal life – your “me” time, including your family and your health – you won't have a business to go back to.

5. Have set work hours – and stick to them

Set work hours for yourself and do everything in your power to stick to them.

Otherwise, before you know it, you'll be working until midnight every night.

6. Find time for your finances

Whether you work for yourself or not, it's important to feel confident about your finances.

In order to do this, you need to get some accounting software in place and use it from day one.

Cash flow is one of the biggest challenges facing small businesses.

You should start using accounting tools early on so you know what's going on, financially, from day dot.



7. Manage your time, long term

Create a timeline of your activities. Specific computer programs can help with this, or you can customize your own Excel spreadsheet or Word table.

8. Put dates across the top and activities down the side.

Break each task into components.

Include family commitments – such as holidays, birthday parties, etc.

– so you don't forget that you are unavailable for work on those days.



9. Make your workspace work for you

Working for yourself does tend to require long hours and not much downtime, so invest in equipment that will support you. That includes getting a comfortable chair, an ergonomic keyboard, a support stand for your laptop, etc. An ergonomic assessment of your workspace is worth every cent.

10. Tap into technology

Instead of driving to a meeting, use Skype or conferencing technologies like GoToMeeting. But remember to switch them off.



11. Make exercise a must-do, not a should-do

It's easy to cancel the gym, the evening run or the yoga class because a client wants something done yesterday. Instead, ensure exercise is given as much priority as your clients and making money. A healthy body means a fresh mind, which means you will function better and complete tasks in less time.

12. Take time to make time

Invest in time-tracking tools. There are plenty of tools you can use to track everything from the frequency and duration of meetings, to chasing and converting leads. Time-tracking software allows you to quickly build an understanding of how long a particular task takes.

That way, you can effectively estimate how long your next work task will take.



13. Know and nurture your network

Prioritise growing your network and have a structured lead/conversion system in place so you can track the time/cost involved to grow your network. Set the benchmarks early on and learn the lessons early.



14. Do what you love

Make time for something you love – other than work – and give it the time it deserves. It will energise and refresh you, and enable you to nurture the creative thought that is essential to every business owner.

15. Be realistic

At the end of each working day, perform a little self-analysis. Ask yourself what worked today, what didn't, what went wrong and how the issue can be fixed. Remember there are thousands of businesses just like yours learning the same lessons every day. Don't forget to tap into the valuable resources around you – your peers – for help.

16. Step out

Working for yourself can get lonely, so schedule some phone calls or coffee time with like-minded business owners to discuss ideas and offer each other support.

17. Get a business coach

Find the cash for a business coach. That way, you can find out sooner rather than later how to get rid of bad habits and implement good ones.

18. Meet clients halfway – literally

Don't always agree to meet a client at their office. Instead, meet halfway, perhaps at a café or restaurant. This will save you time and energy, not to mention money spent on travel.

19. Manage your mind

When fear or self-doubt or anxiety creeps in, do some work on your mental health such as meditation or reading a business book. Alternatively, spend time with someone who will lift you up and support you.

20. Take a break

Remember to take time out throughout your day. Some tasks are easier than others, so if you find yourself with an hour up your sleeve, be realistic about whether you can “afford” to rest or not. You might not have time every day to simply sit and “be”, but do your best to give yourself a lunch break. Also, make a point of getting up and stretching every 15 minutes. It will help you become clearer, more focused and more productive.

21. Have that holiday

Make time for a holiday and book in breaks, at least quarterly. Whether your holiday consists of a one-day staycation or a two-week trip to Bali, it's important to take time off to physically and mentally recharge.



EXERCISE

Let's do it—Defining your actions

Think on three possible actions for implement your CMS improvement, chose one and complete your goal-setting organizer

Action planning table					
Action	Type of action	Resources to be used	Group or individual	Date for action	Anticipated results of action

My choose action and personal goal:





CONSTRUCTING YOUR CMS FRAMEWORKS

Your individual career management journey is influenced by your formal and informal learning experiences, advices and guidance and using effectively your skills, resources and services offered will equip yourselves to construct your CMS frameworks.



Developing an action plan

There are a number of elements that you need to include in a personal development plan:

1. A clear vision of where you want to be and why

It is certainly useful to think about where you want to be and what you want to do. It can be valuable to think in terms of different lengths of time: for example, one month, six months, one year, five years. It is also helpful to make your image as detailed as possible, across all spheres of life: career, where you want to live, your hobbies and even relationships. The more detail you can contain, right down to how you will feel about it, the easier it will be to hold onto your vision when times are hard.

2. A good understanding of the skills you need to develop to achieve your dream

The next stage to your personal development plan is to think about what skills you need to progress, and why these are important to achieving your vision.

For example:

- Do you need certain skills to get a particular job, or to advance in your chosen career?
- Are you planning to live abroad, and consequently you need to develop your language skills?
- Are you struggling to manage a particular situation, and need new skills to do it?
- Have you been told that you lack particular skills and need to develop them to work effectively with others, or on your own?

It is important to make sure that the skills you are targeting are clearly linked to a purpose, which is in turn linked to your vision. Without this clarity, your personal development efforts may fail. In particular, you may not concentrate on the right skills, or be fully aware of your timescale.



3. A clear idea of the standard you need to achieve, and how different that is from your current standard. The difference between where you are now and where you need to be told you the magnitude of the task. It therefore affects how long it will take, and also how much effort you need to put in.

For example, if you are planning to move abroad in a year's time, or go travelling, you may need to develop your language skills. But:

If you have already lived in that country for a period and speak the language well, you may not need to do more than keep your language skills up via listening to foreign radio.

If, however, you have never learnt the language, and you are starting from scratch, you may need some intensive language tuition, or even an immersion course, to ensure that your skills develop quickly enough.

4. A level of priority for each area

You cannot do everything at once. Instead, you need to prioritise. One very good way to do this is to list all your areas for development, then ask yourself two questions about each one, answering on a scale of one to five:

How important is this to me? How essential is it to develop it now?

Add together (or multiply) the scores for the two questions for each area, and you will have a much better idea of which areas to focus on first, because they are either more important, or they are more time-critical.

Leave the other areas for a later date: next year, or even a few years' time.

5. A detailed idea of how to get from where you are now for each skills or area, to where you want to be.

It sounds obvious, but you need to know how you are going to get from (a) to (b): where you are now, to where you want to be. For example, are you going to enroll on some kind of course? Learn online, perhaps using a website like this one?

Just as with your vision, it can be helpful to break this down by time: in a month/six months/a year, what will you have done on the way to your ultimate goals? This makes it easier to check your progress and keep yourself on track.

To Remind:

When you first start thinking about personal development, it can seem as if you know nothing, and have no skills. You may find this point rather overwhelming!

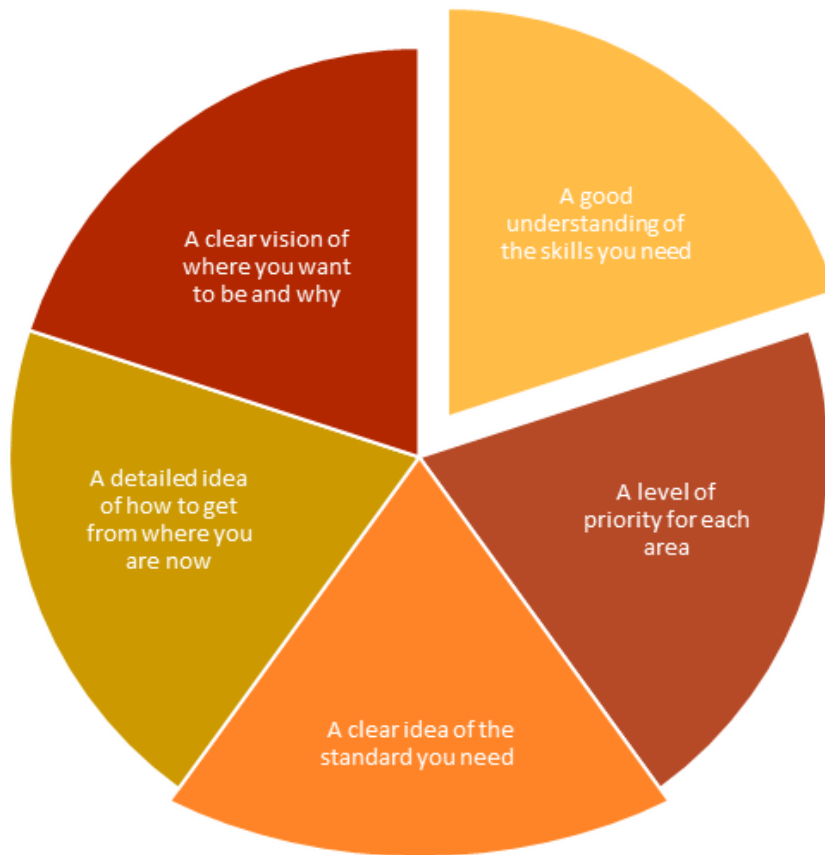
But it is important to bear two things in mind:

- You do have skills. You have been learning and developing all your life, and you already have many, many skills.
- You don't have to improve everything all at once. In fact, you're much better off not trying to do that. Focus on just one or two areas at a time, and you will see much larger improvements, and also feel less overwhelmed.





There is a reason why personal development is sometimes called 'lifelong learning': there is no time limit on it.



The goal of any development activity needs to be identified. You may do this, either, by yourself or with the help of a mentor, career coach, colleagues, or friends.

This includes:

- gaining an awareness of your present standing and future potential within your chosen field or sector
- gaining a measure of what you are good at and interested in (because these things will motivate you)
- taking account of the organisational (and sectoral) realities you encounter
- linking your strategies to organisational (and sectoral) needs as much as possible



Think about:

- your own value system, involving private life and family, work and money, constraints and obstacles to mobility, now and in the future
- the characteristics of the kind of work that fits with your value system.

Now, it is time of putting your plan into action- what you do and how you do it should be your choice. In addition to training courses, options can also include work shadowing, secondment, job rotation, project work, networking and community involvement.

EXERCISE

Goal-setting organizer



Is your goal

- Specific
- Measurable
- Achievable
- Realistic
- Time-based?

Goal:

My goal is to ...

Rationale:

I chose this goal because ...

Action plan to reach this goal:

I will ...

Measurement:

How will I know if I am successful?





Career planning and career test

We all find some activities or topics more interesting than others. Your interests and the way you like to work are important aspects to consider when deciding on a career path. Career quizzes and tests can help you choose, change or develop your career. You can use them as a starting point in your journey to get to know yourself better and explore the wide range of career opportunities available to you.

EXERCISE

**Would you like to know better yourself and your career options?
Here are different on-line test and quizzes that will help you:**

- Personality Test
<https://www.16personalities.com/>
- Abilities Test
<https://www.assessmentday.co.uk/>
- Strengths Test
<https://high5test.com/>
- Self-knowledge Test
<https://www.123test.com/disc-personality-test/>
- Career Quiz
<https://www.123test.com/career-test/>





Evaluating your progress

Ensure success in your career management by continuing to evaluate your progress thinking about:

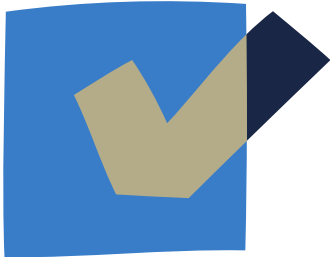
1. Learn About Yourself

- What did you learn about yourself through the self-assessments? What was most meaningful?
- How do your values fit with your current career? Which of your values would you like to be more present in your career?
- Have you determined whether your present career is in alignment with your skills and interests? How can you further align them?
- What is your next step in terms of learning about yourself?



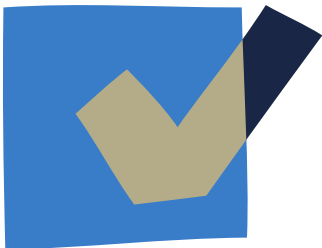
2. Career Exploration

- How have you used the Internet in your career exploration?
- What resources have you identified and how have they been helpful?
- Have you conducted informational interviews? What did you learn from them?
- What is your next step in terms of career exploration?



3. Plan Your Next Steps

- What do you believe has been effective in reaching your short-term and long-term goals?
- Have you discussed your Individual Development Plan (IDP) with your supervisor or other appropriate individuals? What feedback did you receive?
- What is your next step in terms of planning your next steps?



4. Take Action

- Did you update your resume even if you are not searching for a new position?
- Which resume format worked best for you? Did you target your resume for specific interviews?
- Did you prepare a cover letter and reference page?
- What is your next step in terms of taking action?

5. Evaluate Your Progress

- What have you learned throughout the career management process?
- What do you wish you knew at the beginning of your career management process that you know now?
- After you met your short-and long-term goals, how did you celebrate your successes?



EXERCISE

Write your self-evaluation assessment about your CMS pathway

Self-evaluation assessment

Self-evaluation can be an effective tool for assessing your progress and development in your career management. Self-evaluation assessments can help you see how you have gained knowledge and skills. The self-evaluation is also a way to document your accomplishments for a future employer and company. A self-evaluation can be highly beneficial, as it can provide a way for you to reflect on what skills and behaviours you have improved and what still needs development.

You might also use your self-assessment as a method to keep track of the career projects you have completed successfully as well as any other achievements you have had that you would like to develop. Consider performing a regular self-assessment as part of your career personal improvement plan so you can keep a current record of how you have performed in your progress and your accomplishments.

How to do it? You may consider the following steps in how to perform your self-evaluation.

- Include the appropriate elements.

A self-evaluation can include elements such as your success and accomplishments in plan, how you have achieved your success, critiques of your habits, your strengths and weaknesses and aspects that may need improvement.

- Determine the timeline for your self-evaluation.

You can track your progress yearly, monthly or even weekly. Consider using a notebook, spreadsheet software or another recording method to track your accomplishments as you achieve them.

- Give insight into your success.

Describe the actions that show your best work, as well as the tasks and projects you have completed that align with the core mission of your plan.

- Give examples of your strengths and weaknesses.

When performing a self-evaluation assessment, think about what your strengths are and how those strengths helped contribute to your success. In addition to your strengths, consider discussing your weaknesses. List your weaknesses in a way that highlights how you plan to improve upon them.

- Highlight your growth mindset.

Consider discussing your career goals for the future, your goals for meeting your plan requirements and your strategy for continuing your professional development

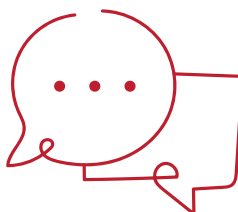
- Give your honest review.

Your self-evaluation assessment should focus on the facts of what you have accomplished as well as what you may need to improve on.

- Use action words.

A compelling self-evaluation uses action words to convey the strength of the assessment. You might consider using in your self-evaluation words such as “dedicate”, “improve”, “implement”, “incorporate”, “create”, “plan”, “organize”, “manage” or “focus”.

- Ask for feedback.



MODULE 2

LABOUR

MARKET

AWARENESS

At the end of the module, you will be able to:

- Recognize the factors influencing the process of joining the labor market,
- Find a job, prepare a resume and a cover letter, revealing your knowledge and experience,
- Understand job search methods,
- Practice the social and work skills necessary to enter the labor market.

Content:

- The current labour markets
- Job search, the hidden jobs market & networking
- EUROPASS/Curriculum, cover letter and job interview
- Psychotechnical Tests and Group dynamics
- Self-Employment as an alternative
- Co-working spaces



THE CURRENT LABOUR MARKETS

What is an employment contract?

- An employment contract is a verbal or a written agreement that covers the working relationship of a company and an employee.
- It allows both parties to clearly understand their obligations and the terms of employment such as the rights of the employee, the responsibilities, conditions and duties
- In case of breach of contract, it's allowed to demand a refund to the company.

Types of work contracts – full, part-time and temporary



- Full-time contract: Is the most common type of employment contract. These contracts are generally offered for permanent positions, and usually set out the employee's salary or hourly wage. Most employers recognise full-time work as 40 hours per week
- Part-time contract: A part-time worker works fewer contracted hours than a full-time employee. The number of hours they're scheduled to work per week should be clearly visible within the contract, but they may have the option to work overtime, if and when desired
- Temporary contracts: Similar to fixed-term, temporary contracts are offered when a contract is not expected to become permanent.
- Self-employment/Freelance service contract is carried out by those who undertake to carry out an activity on their own and without subordination constraints for a client (VAT number)
- Indefinite contract: This is the work contract in which not ending date is specified. It can be part-time or full-time. This type of contract can also regulate seasonal jobs.

Rights regarding the employment relationship

- The employer has to provide the worker with the performance of functions that are consistent with his/her position and job category.
- Promotion and professional training at work.
- Not to be discriminated.
- Their physical integrity, and an adequate safety and hygiene policy.
- Privacy has to be respected.
- Punctually receive the remuneration agreed upon or legally established.
- Individually exercise the actions derived from your employment contract
- Admission to work is prohibited for persons under the age of sixteen.



SPAIN

- Admission to work is prohibited for persons under the age of sixteen.
- Minimum Interprofessional Salary is 950 euros in 14 payments for a full-time contract.

ITALY

- The minimum salary amount per hour has not been defined. However, the minimum of the salary depends on the “Collective Category of Contract” which defines the main requirements.

CYPRUS

- The Law is very clear about the obligation of the employer to bring to the employee’s attention detailed information about the employment contract within one month from the commencement of the collaboration.

The information can be delivered by employment contract or by letter of appointment.

- According to the Minimum Salary Order of 2012, the lowest gross monthly salary (from the 1st of April 2012)

is €870 and after a continuous 6 month work period with the same employer, this rises to €924.

GREECE

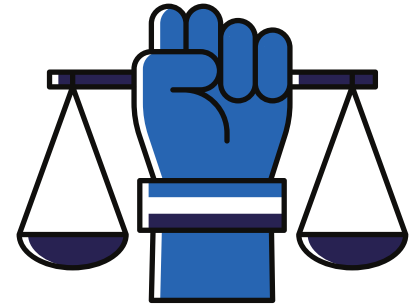
- Admission to work is prohibited for persons under the age of fifteen.
- Minimum Interprofessional Salary from 01/02/2019 is 650 euros and after a 3-year working period, this salary amounts to 715 euros.

LITHUANIA

- Minimum wage is 642 euros per month (January, 2021) for the full-time employment contract in Lithuania. Minimum hourly rate is 3,93 EUR, respectively. These rates can be applied only for low-skilled works.



Other rights established in labor regulations



SPAIN - AUSTRIA

- Request an advance on your payroll.
- 1 day for moving to another place of residence.
- Paid leave for your training: twenty hours paid per year.
- Suspend annual holidays due to illness.
- Thirty days of vacation, regardless of the working day.
- Rest of fifteen minutes a day as long as the working day is longer than six hours a day.
- Claim interest for late payroll.
- Requests for sick leave and temporary permits:
 - Leave from work, whether it is due to depression, physical or any other kind.
 - Paternity leave: sixteen weeks
 - Maternity leave: sixteen weeks.
 - Leave for the death of a relative: from 2 to 4 calendar days.
 - 15 days in case of marriage.

ITALY

- All workers have the right to clear and transparent contractual conditions, formulated in writing, and to receive any useful information for the protection of their interests and rights.
- Workers are entitled to a minimum daily rest of 11 hours, as well as a weekly rest of at least 24 consecutive hours, and an annual rest of at least 4 weeks
- Paid leave for their training depending on the category of contract.
- All workers have the right to work in safe environmental and working conditions, such as to guarantee the protection of physical and mental health.
- Requests for sick leave and temporary permits:
 - Leave from work, whether it is due to depression, physical or any other kind.
 - Maternity leave: (2 months before the date of birth and 3 months later and 80% of the average retribution),
 - Paternity leave: in special conditions (as the mother can't benefit of the maternity leave, the death of the mother, ecc),
 - Leave for the death of a relative: from 2 to 4 calendar days,
 - 15 days in case of marriage.
- In application of Article 3, paragraphs 1 and 2 of the Constitution, equal treatment and opportunities between workers is ensured.



Other rights established in labor regulations

CYPRUS

- Request an advance on your payroll.
- 1 day for moving to another place of residence.
- Paid leave for their training: twenty hours paid per year.
- Suspend annual holidays due to illness.
- 21 days annual leave.
- Rest of fifteen minutes a day as long as the working day is longer than six hours a day.
- Claim interest for late payroll.
- Requests for sick leave and temporary permits:
 - Leave from work, whether it is due to depression, physical or any other kind.
 - Paternity leave: sixteen weeks
 - Maternity leave: eighteen weeks.
 - There are no specific leaves for marriage or death of a relative in Cyprus. Employees can include those days in the number of their total annual leaves.



AUSTRIA

- Overtime

Often, clauses on overtime can be found in employment contracts. In most cases, these clauses state that overtime is an obligatory service and must be compensated. Whether they are paid or can be taken as compensatory time off should also be stated in the contract. Things get difficult with the so-called all-in contracts. Here, overtime is already included in the gross salary.

- Training costs

Another permissible clause, but not necessarily in favor of the employee, is that of reimbursement of training costs in the event of special reasons for termination of the employment relationship. These are, for example, training costs which have provided the employee with special theoretical and practical knowledge which he can also use with another employer. However, a repayment obligation may only be claimed for a maximum of 5 years. Reimbursement does not apply if the employment relationship was terminated by the employer, by the expiry of the probationary period, due to an unfounded dismissal or due to a justified dismissal of the employee without notice.



Other rights established in labor regulations

GREECE

- Request an advance on your payroll.
 - 1 day for moving to another place of residence.
 - Paid leave for their training: Concerning private sector duration of paid leave for training is equal to the duration of the respective training. Regarding trade unionists a 14-day paid leave for training is provided.
 - Suspend annual holidays due to illness.
 - Twenty to thirty days of vacation, regardless of the working day, depending on the working years and daily working hours.
 - Rest of fifteen minutes a day as long as the working day is longer than six hours a day.
 - Claim interest for late payroll.
 - Requests for sick leave and temporary permits:
 - Leave from work, whether it is due to depression, physical or any other kind of problem.
 - Paternity leave: 14 days close to the childbirth.
 - Maternity leave: 56 days before childbirth and 63 days after childbirth.
- *For both parents there is a Special –Purpose Leave of six months that can be used until the child reaches the age of 8.
- Leave for the death of 1st degree relative: 2 days.
 - 5 – 6 days in case of marriage.



LITHUANIA

- Suspend annual holidays due to illness.
 - Not less than twenty working days of vacation.
 - A lunch break if the working day is longer than six hours a day.
 - Claim interest for late payroll.
 - Sick leave according doctor certificate, including:
 - Paternity leave–30 days after childbirth;
 - Maternity leave–70 days before childbirth and 56 days after childbirth.
 - Unpaid leave till 3 days in case of marriage.
 - Annual leave may, at the request of the employee, be taken in instalments.
- One instalment of annual leave may not be shorter than 14 calendar days.



Other rights established in labor regulations

LITHUANIA

DID YOU KNOW

Where there are less than six months of uninterrupted work, annual leave shall be granted at the request of an employee in the following case as to women before or after a maternity leave.

The following persons shall be entitled to choose the time of annual leave after six months of uninterrupted work at an enterprise:

- 1) persons under eighteen years of age;
- 2) pregnant women and employees alone raising a child under fourteen years of age or a disabled child under eighteen years of age.

Men shall at their request be granted their annual leave during the maternity leave of their wives.

Maternity / parental leave

There are several types of a Special-Purpose Leave in Lithuania, including 1) maternity leave; 2) paternity leave; 3) parental leave until the child reaches three years of age.

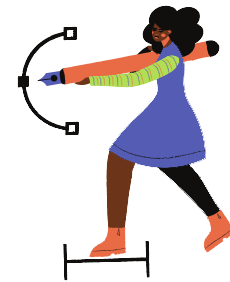
Parental leave is optional for mother, mother-in-law, father, adoptive parent, grandmother, grandfather or other relations, that really are raising a child, or for guardian of the child granted 24 months leave till child gets 3 years old. This provision is exceptional in the EU context and exists only in Lithuania.

Women shall be entitled to maternity leave: 70 calendar days before the childbirth and 56 calendar days after the childbirth (in the event of complicated childbirth or birth of two or more children – 70 calendar days). This leave shall be added up and granted to the woman as a single period, regardless of the days used prior to the childbirth.

Employees who have adopted newly born babies or who have been appointed as their guardians shall be granted leave for the period from the date of adoption or guardianship until the baby is 70 days old.

An allowance provided for in the Law on Social Insurance of Sickness and Maternity shall be paid for the period of leave.

An employer shall ensure the right of employees to return to the same or an equivalent job (position) after this leave on conditions which are no less favorable to them, including the wage, as well as to benefit from any improvement in conditions, including the wage, to which they would have been entitled during their absence.



Rules and Regulations

- Comply with those specific obligations that your job entails.
- Respect those hygiene and safety measures.
- Obey the instructions given by the employer.
- Contribute to the improvement of productivity.
- Fulfill all those duties that derive from their employment contract.
- Duty to report sick
- Prohibition of competition
- Duty of confidentiality
- Duty of loyalty
- Prohibition of bribery
- Duty of disclosure, accountability and surrender
- Refraining from communications damaging to reputation
- Protection of employer's property



Termination of employment contract

- By mutual agreement of the parties.
- For the causes validly stated in the contract unless they constitute manifest abuse of right by the employer.
- Due to the expiration of the agreed time or performance of the work or service that is the object of the contract.
- In case of request of employer;
- In case of death (or end the activity)



For more information, please consult the following entities

SPAIN Law:

- Status of workers (<https://www.boe.es/buscar/act.php?id=BOE-A-2015-11430>)
- MINISTRY OF LABOR AND SOCIAL ECONOMY <https://www.mites.gob.es/>
- INSTITUTE OF SOCIAL SECURITY <http://www.seg-social.es/>

ITALY Law:

- MINISTRY OF LABOR AND SOCIAL ECONOMY – DISCIPLINA DEL RAPPORTO DI LAVORO (<https://www.lavoro.gov.it/temi-e-priorita/rapporti-di-lavoro-e-relazioni-industriali/focus-on/Disciplina-rapporto-lavoro/Pagine/default.aspx/>)
- CONSIGLIO NAZIONALE DELL'ECONOMIA E DEL LAVORO COLLECTIVE CONTRACT <https://www.cnel.it/Archivio-Contratti>
- NATIONAL INSTITUT OF SOCIAL SECURITY <https://www.inps.it/nuovoportaleinps/default.aspx>
- CARTA DEI DIRITTI UNIVERSALI DEL LAVORO- CGIL <http://www.cartacgil.it/wp-content/uploads/2016/05/Testo-Carta-dei-Diritti.pdf>

CYPRUS Law:

- Employment Contracts in Cyprus <https://www.angloinfo.com/how-to/cyprus/working/employment/employment-contracts>
- Employment Law in Cyprus <https://www.lawyers-cyprus.com/employment-law-in-cyprus>
- Cyprus: Employment & Labour Laws and Regulations 2020 <https://iclg.com/practice-areas/employment-and-labour-laws-and-regulations/cyprus>
- Republic of Cyprus Agreements and Contracts of employment <http://www.cyprus.gov.cy/>



For more information, please consult the following entities

AUSTRIA Law:

- MINISTRY OF LABOR AND SOCIAL ECONOMY (<https://www.mites.gob.es/>)
- INSTITUTE OF SOCIAL SECURITY <http://www.seg-social.es/>
- <https://www.vertragsrechtsinfo.at/>
- <https://www.usp.gv.at/>
- <https://www.arbeiterkammer.at/>

GREECE Law:

- Status of workers (https://gsee.gr/?page_id=56)

(<https://ec.europa.eu/social/main.jsp?langId=el&catId=157>)

- MINISTRY OF LABOR AND SOCIAL AFFAIRS (<https://ypergasias.gov.gr/>)
- INSTITUTE OF SOCIAL SECURITY <https://www.ika.gr/>

LITHUANIA Law:

- Status of workers
- Ministry of Social Security and Labour <https://socmin.lrv.lt/en/>
- Lithuanian Labour Code, English version
- State Labour Inspectorate, English version

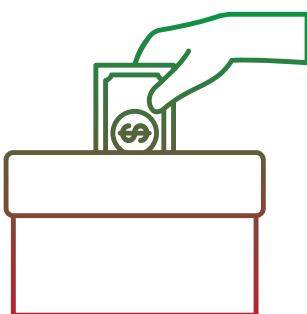
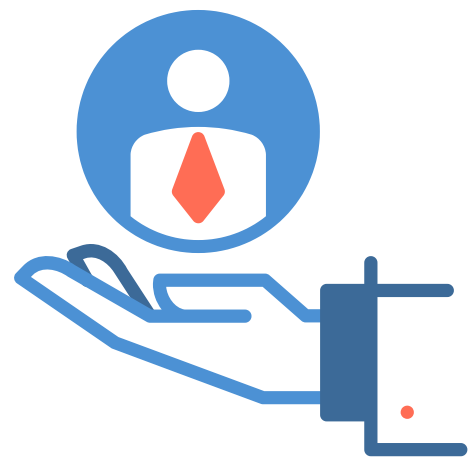


JOB SEARCH, THE HIDDEN JOBS & NETWORKING

One of the tasks that every person must face if you want to find a job is to look for it. It seems obvious to say it, but looking for a job is a homework, it's a job; hence the talk of "the work of search for a job". The job search takes time, effort, contacts and organization.

The labor market is a specific market that is made up of two main variables:

- The offer. It is made up of the group of workers who offer their work for a salary.
- The demand. The demand is made up of all vacancies, which are offered by companies to workers.

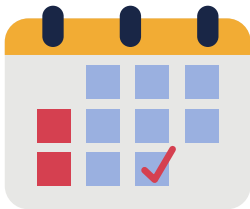


As we have seen in the previous contents, the person looking for a job must know and plan all the process, otherwise you will lose time and opportunities. Must take a feature review personal and professional skills and knowledge. So:

- The personal qualities that can make you desirable in the world of work. It is important to own confidence in himself, his motivation, enthusiasm for work, etc.
- Professional skills. Titles that he/she has, courses, languages, computer skills ...
- The working conditions. We have to observe what conditions they can offer us and which we are willing to accept: shifts, possibility of traveling, salary ...



Once these characteristics are defined, it is time to set a professional goal that is achievable and credible and plan the job search process.



For the job search to be effective, it must be active. The job seeker must plan a method to follow and make an inventory of what he/she needs:



- A file of companies in which it will be noted those that have been visited, those that are going to be visited, the results obtained and the convenience or not of insisting on the demand.

- A street map and / or map of the city.

- An agenda in which you plan the activities to be carried out.

- A computer to write the CVs and applications to be submitted.



The method to follow will depend on the urgency we have when looking for a job, on the media we have, the possibility of moving around, how selective we are in terms of the type of company in which we want to work.

Some of them would be

1- Self-candidacy. It consists of choosing the companies in which you would prefer to work and offering them your services. This method requires qualities such as initiative, assertiveness, and high self-esteem.

The form of presentation can be:

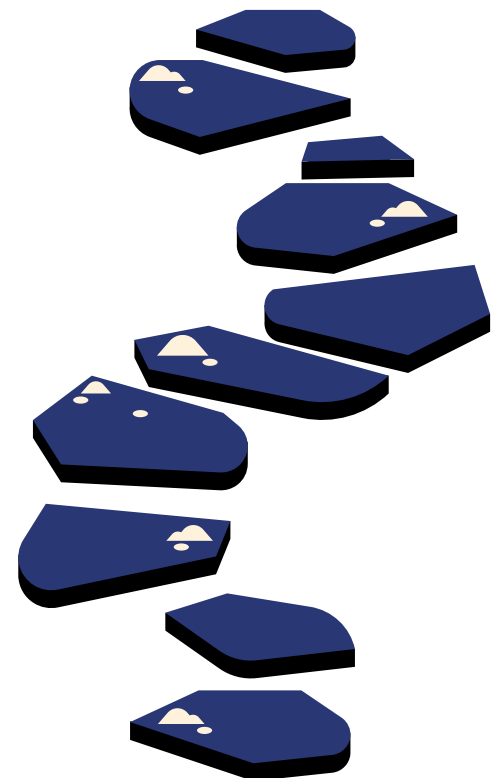
- Personal. The candidate goes to the company and requests to speak with the person responsible for the selection of personnel.
- Telephone. This system is faster but has the disadvantage of being colder and that it usually be difficult to speak directly with the person in charge of the personnel.
- By mail. It consists of sending letters by mail requesting that our application be considered for future recruitment.
- By Internet. The sending of the cover letter and the curriculum vitae is being extended by email.

2- Respond to job advertisements in the press. Following the indications of announcement, we will send our curriculum vitae by post or email.

3- Self-advertise in the press, bulletin boards, magazines ... It is convenient to indicate the activity we want to do and the time availability and also very essential to indicate a phone number contact.

4- Registration for a public job offer. Access to the public function is done through oppositions, generally. The calls are published in the official bulletins. Another way to find out is in academies specialized in the preparation of oppositions.

5- Registration in the Employment Offices, Temporary Employment Agencies, unions, associations, businesses and in organizations and companies that have job boards.



EUROPASS/CURRICULUM, COVER LETTER AND JOB INTERVIEW

Curriculum

The curriculum is a document that reflects the studies and personal and professional merits of a person.

The resume is usually written to respond to a job advertisement, but it can also be delivered on their own initiative in circumstances in which it is convenient to offer professional services, make yourself known, present projects, get into a circle, get a scholarship, a grant, etc. The resume will be accompanied by a self-introduction letter, or a letter of response to an ad.

Some previous tips prior to preparing the curriculum:

- It is the first business card, please elaborate it carefully.
- A good CV reveals your interest and motivation for the position you are applying for.
- It has to be planned in advance so that, with minor modifications, it can be used for different companies as if it had been done specifically for each one.
- Do not discard any data of interest

Structure of the curriculum.

The data and alleged merits can be grouped into the following sections:

- Personal information
- Academic training
- Further training
- Languages
- Professional experience
- Other data of interest



EUROPASS

EUROPASS is a personal and coordinated file of five documents, which citizens may be used on a voluntary basis to clearly and easily communicate and present skills, degrees and certifications acquired throughout life throughout Europe (European Union, Area Free Trade Economy, European Economic Area and the Candidate Countries), provided they want to look for work or apply for admission to an educational or training program.



<https://europa.eu/europass/en>

Europass documents. They are the following five:

- o Europass Curriculum Vitae
- o Europass Language Passport
- o Europass Mobility Document
- o Europass Title / Certificate Supplement
- o Europass Supplement to the Higher Degree

EXERCISE

Create your personal curriculum and/or an on-line Europass



Cover Letter



The cover letter is one of the documents used by the candidate for a certain position of work. The letter accompanies the CV and is normally used in two cases:

- Letter of response to an advertisement. When we have news, by any means, that there is an open selection process.
- Self-introduction letter. It is sent on own initiative, with the intention that they take our application into account in future selection processes.

Observations to take into account when writing the cover letter:

- Do not forget to refer to the fact that you meet the required conditions and that you are the person ideal for the job.
- Make reference to the curriculum vitae, since the objective is that the person who receives the letter feels interest in reading the curriculum and include you in the selection process.
- The wording must be clear, precise and brief; spelling and writing must be taken care at the presentation. It must be neat and clean.
- The paper to be used must be of quality and DIN A-4 size.
- Do not use unusual letters or punctuation marks or strong colours.
- The extension must not exceed one page on one side. Take care of spacing and margins.
- The letter must be typed, unless it is indicated to be handwritten.



Structure of the cover letter

- Personal data of the applicant. They are usually placed in the upper left.
- Addressee details. Name of the person to whom the letter is addressed, with their title (Mr, Mrs, Mr, Mrs, Miss, etc.). The position held, the name of the company must also appear (preferably in capital letters) and the address and town where the company is located. It is usually placed in the upper right part.
- Date. The locality (followed by a comma), the day, the month and the year must be mentioned.
- Greeting. You have to be very careful with the greeting and take into account who it is addressed to. Usually formulas of the type "Dear Mr / Mrs" are used.
- Content. The content of the cover letter can be structured as follows:
 - First paragraph. If it is about responding to an ad, you must refer to the medium in which we have seen the offer (newspaper, radio, notice board ...), and to the position of job to which you aspire. If it is a self-introduction letter it is very important to refer to the company in a way that arouses the interest of the person receiving the letter of presentation.
 - Second paragraph. It is the most important; we must highlight the personal and professional aspects highlights of our curriculum related to the position to be filled. Should show interest in working in that company or job.
 - Third. The candidate requests to be part of the selection process, in the event that it to be held, or offers to hold a personal interview.
 - Farewell. You must take special care and write a simple farewell with a greeting of the type: "Awaiting news from you, receive a cordial greeting."
 - Firm. It must be signed in full with name and surname. It is convenient that the signature is simple, rather sober and does not present too many ornaments.



EXERCISE

Create your cover letter



Job interview

A job interview is a conversation between an interviewer and an interviewee whose purpose is to search for the most suitable person to fill a job.

Handling properly a job interview is not easy; it is essential to be prepared for the interview in advance to:

- Show that you have the necessary knowledge to do the job.
- Show that the work can be done.
- Convince the interviewer that you are the ideal person to fill the job.

The normal thing is that an interview takes place in the interviewer's office and that the objectives that intend to achieve this have to do with:

- Who is the candidate.
- What knowledge do you have?
- Will you be able to do the job and assume the responsibilities of it.

PHASES OF THE INTERVIEW

1. Introductory phase or preliminary phase

In this phase, the presentation and reception of the candidate by the interviewer takes place.

2. Development phase of the interview

In this phase, information is exchanged between the interviewer and the job applicant. In the first phase, the interviewer tries to expand and contrast information about the Curriculum Vitae/Europass, to later obtain information on the personal characteristics of the candidate. With these questions the interviewer tries to determine the suitability or non-suitability of the candidate for the work position and the company. At the end of this phase, the interviewer informs us about the characteristics of the job position, as well as the operation of the company.

3. Final phase or synthesis

The interviewer makes a brief summary of his impressions of how the interview went, indicating to the interviewee the possibility of asking a question about issues that have not been clear or simply questions to expand information about the job. In this phase the candidate is recommended to ask questions about the job that demonstrate interest and motivation for said position.



TIPS FOR THE INTERVIEW

It is essential for the applicant to properly prepare the interview and not leave any details for improvisation.

To do this, a series of tips to take into account before, during and after the selection interview are presented below.

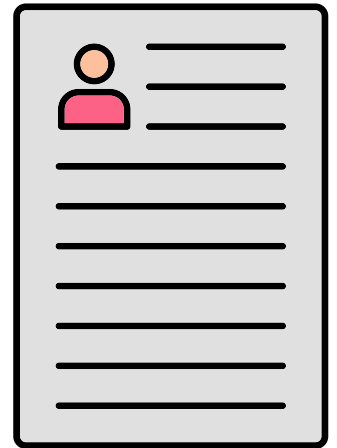
BEFORE THE JOB INTERVIEW

Regarding the curriculum vitae:

- Review it and if necessary, update it.
- Make a copy in case we are asked in the selection interview.
- Take reference letters from previous jobs as a precaution.

Regarding the company and the job:

- Inform us about the company.
- Inform us about the job to which you aspire.
- Inform us about the person in charge of conducting the selection interview.



Regarding ourselves:

- Clarify our claims and possibilities.
- Design action strategies.

DURING THE SELECTION INTERVIEW

- Show up for the appointment on time. Arriving excessively early denotes excess anxiety and arriving too late denotes lack of consideration, so the ideal time would be to arrive 5 or 10 minutes before.
- Wear appropriate clothing, which is neither excessive nor extravagant. A simple, discreet and clean-looking image.
- Respectful posture before the interviewer.
- Do not go ahead in greeting the interviewer; allow it to be the one who takes the initiative in the greeting.
- Do not tweet the interviewer.
- Do not take a seat until instructed.
- Maintain a correct and upright posture.
- Take care of your vocabulary, avoid the use of vulgarisms or fillers and do not use bad words.
- Do not yell or raise your voice.
- Do not address the interviewer in a hostile or intolerant tone.
- Maintain control of the situation, do not hesitate.
- Express yourselves clearly and professionally.
- Show confidence and security in oneself.
- Listen carefully to the interviewer.
- Take some time before answering each of the questions.
- Match the answers with the job position.
- Do not lie, it is preferable to avoid situations that can compromise your skills.



TIPS FOR THE INTERVIEW

AFTER THE INTERVIEW

- Contact the interviewer or the company following a reasonable period of time, in case of not having received a response from the company.
- Review your performance.

TYPES OF QUESTIONS THAT ARE USUALLY ASKED IN THE SELECTION INTERVIEWS

Below we incorporate some groups of questions related to job interviews that you must know, questions that show interest on the part of the candidate and that can be asked in the selection interview.

In the final phase of the selection interview, the applicant can ask some questions that indicate his interest in the job and the company.



Examples:

- Could you give me details about the roles and responsibilities of the job?
- What results should be obtained?
- What are the objectives of the department?
- How does the selection process continue?

Questions that should not be asked by the candidate in the selection interview:

- Questions about vacations, promotions, leave, date of incorporation, salary increases ...

TYPES OF QUESTIONS THAT ARE USUALLY ASKED IN THE SELECTION INTERVIEWS

Some of the most frequently asked questions in a selection interview (and their possible answers):

- Tell me something about yourself.
 - The answer should not be improvised. Respond carefully in an approximate time of 3 to 5 minutes, summarizing the personal, work and academic aspects more featured.

- Why do you want to work with us?
 - The answer must refer to the characteristics of the company, so we have first to be informed, insisting on the adequacy between our personal and professional characteristics and the characteristics of the company.

- How do you cope in extreme situations?
 - It must be answered in a way that manifests personal qualities and be brief.

- How long would it take you to adjust to the company?
 - For this, the candidate must know what would be the functions to do, if not, it can be used as an occasion to ask, or simply point out that a few weeks depending on the functions and responsibilities of the job.

- What are your weak spots?
 - Point out any issue that seems like a weak point but is basically a strong point of your personality. (For example, being a perfectionist can be a weak or strong point depending on how you look at it).



TYPES OF QUESTIONS THAT ARE USUALLY ASKED IN THE SELECTION INTERVIEWS



- How much did you earn in the previous job? How much do you expect to earn?
 - In no case express too high salary aspirations. Most convenient is to ask the interviewer about the salary bands of the company or sector.
- Tell me about your previous job.
 - Describe the functions and responsibilities of the previous job, highlighting the accomplished achievements. Do not speak ill of the previous job or of bosses or colleagues.
- Why did you leave or why do you want to leave your previous job?
 - The following reasons can be argued: improvement, stability, promotion and prestige.
- Why do you want the job?
 - Highlight the most interesting aspects of both the company and the job.
- What attracts you the least about the job?
 - Taking into account that in all jobs and sectors there is some type of repetitive task, it can be referred to in case of need.
- Do you think you are the right person for this position?
 - Take advantage of the occasion to show the interviewer that you are the right person for the job.
- What hobbies do you have? What do you do in your free time?
 - This question is delicate, you should consider positive hobbies, such as reading, going to the movies, studying, chatting with friends, learning English, go hiking ...
- Other questions that are usually asked, and that correspond to the personal sphere, are:
 - What is the last book you have read? What is the last movie you have seen? Practice any sport? What TV show are you following? ...

It is convenient to answer these questions so as not to be blank.



EXERCISE

Exercise: Job Interview Role Playing



PSYCHOTECHNICAL TEST AND GROUP DYNAMICS

Test



Tests are objective tests that are used to assess a person's abilities to perform certain tasks, personality traits, interests, motivations, intelligence, reactions to different situations, as well as their future behaviour at work.

Recommendations prior to testing:

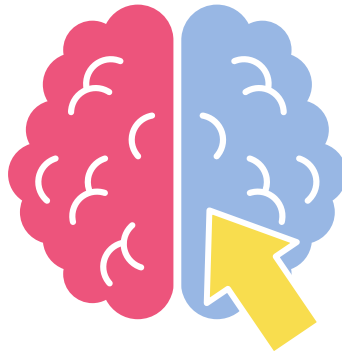
- Be calm and rested.
- Read the instructions carefully and comply with them during the development of the tests.
- Be focused on taking the tests without worrying about what the other candidates are doing.
- Be aware of the time available, but without being overwhelmed. Generally, the time available is insufficient to finish the tests.

TYPES OF TESTS

The different tests used in the selection of personnel can be classified into the following types

:

- Of personality.
- Intelligence.
- Of aptitudes.



PERSONALITY TESTS

They are questionnaires made to evaluate the candidate's personality traits, such as stability, emotional control, perseverance, sincerity, and potential psychic problems.

Factorial tests. They are questionnaires that consist of a number of questions that vary between fifty and five hundred. These are simple questions; there are no right or wrong answers. You can answer without any concern. You have to answer honestly to avoid contradicting yourselves, since the same questions can appear written differently.

The answer it is usually YES or NO. Examples:

- I like to speak in public (YES or NO).
- I get angry frequently (YES or NO).
- I have a pleasant social relationship (YES or NO).
- I am punctual (YES or NO).
- I am rather calm and peaceful (YES or NO).

Projective tests. They try to know the personality through the answers given to a poorly structured material.

Examples of this type are:

- TAT figures (Thematic Apperception Test). They consist of a series of plates that represent certain scenes with characters in ambiguous situations (for example, an older woman seems to suggest something in the ear to a young person). The individual has to interpret what he sees or invent a brief history of what the scene represents. The individual tends to interpret the scene according to his personality, current situation, state of mind ...

- Form to complete sentences. The sentences that are proposed must be completed. For example, "I would like..."; "If I had money, I would buy ..."; "Love is..."; "For me the most important it is...". The individual may be asked to respond immediately, without thinking, or to taking time to respond.

- Rorschach test. The individual is presented with some plates with some spots of ink that he has to interpret.

INTELLIGENCE OR LEVEL TESTS

These tests are intended to evaluate the intellectual capacity of a person by the aptitude that he shows to understand and solve a series of problems that arise.

Some of the most used tests are:

- Numerical-spatial logical series. They present a series of numbers arranged in a determined sequence, which is missing the last link and which must be guessed by the candidate.

- Examples: Series of numbers:

- 2 - 4 - 6 - 8 - ...

- 1 - 2 - 3 - 5 - 8 - 13 - ...

- 1 - 4 - 7 - 10 - 13 - ...

- Another well-known example is the test with series of dominoes.

- Spatial logical series. They respond to the same scheme as the previous ones, but with the provision in the space of drawings and figures.

- Verbal reasoning tests. They value the ability to solve questions or problems using oral or written language.

There are different verbal reasoning or intelligence tests, for example:

- From synonyms (in a series of words, find those that mean the same thing).

- Dog - cat - can - rabbit - rooster.

- From antonyms (find words that mean the opposite of others).

- Good - nice - funny - bad - lazy.

- Series of words (in a word relationship with something in common, find the one that does not have relationship with others).

- Father - cousin - brother - friend - grandfather.



APTITUDE TESTS

These tests seek to measure the potential of an individual in a determined aptitude and its performance in the specific tasks that are proposed. We can highlight the following:

- Verbal aptitude. They are those that have been devised to assess the sufficiency and suitability in the management of oral or written language. They can be of verbal comprehension, fluency of knowledge basic grammar.
- Numerical aptitude. They value the ability to perform complex repetitive operations based on mathematical concepts.
- Spatial aptitude. They indicate the ability to visualize simple objects and the ability to create a relation between objects located in space..
- Perceptual and attention skills. They are intended to assess resistance to fatigue, which in some jobs, such as quality control, supervision, etc., has great importance.
- Administrative aptitude. They indicate the necessary aptitude to function in administrative work.

EXERCISE FOR LEARNING DIFFERENT QUESTIONS MODELS

:

1- Indicate the number that follows in the following series:

- a. 3 - 6 - 9 - 12 - 15 - 18 - ...
- b. 0 - 3 - 3 - 6 - 9 - 15 - 24 - ...
- c. 4 - 5 - 7 - 10 - 14 - 19 - ...

2- Indicate the missing letters in the series that follow:

- a- m n ñ o p q r s... ..
- b- az by cx dw ev... ..
- c- fa ge hi jo



EXERCISE FOR LEARNING DIFFERENT QUESTIONS MODELS



3- Of the words indicated, underline the one that is synonymous (has the same or similar meaning) of the first of each series.

- a. Auxiliary, snack, help, turn, buy, maxilla.
- b. Obvious, curious, seer, trident, true, salutary, expensive.
- c. Varnish, apprentice, nose, wood, lacquer, board

4- Of the words indicated, underline the one that is antonym (has an opposite meaning) of the first of each series.

- a. Right, sane, limited, wrong, angry, excited.
- b. Increase, grow, feed, snack, trust, decrease.

5- Underline the word that has the least relationship with the others.

- a. Airplane, bicycle, car, moped, motorcycle.
- b. Green, blue, indigo, yellow, grass, red, brown.
- c. Madrid, Paris, London, Rome, El Cairo

SELF-EMPLOYMENT AS AN ALTERNATIVE

Self-employment is a very interesting way to join the labor market at all times, and especially in times of crisis such as the one we are experiencing, in which employment for others scarce.

Self-employment can be defined as a professional or business activity generated by a person who exercises it directly. Self-employment has the added advantage that it does not only affect the entrepreneur himself who creates his employment, but also influences the generation of the business factory, in the economy (generating profits, paying taxes, contributing to Social Security) and in creating new jobs.

For this to occur, it is necessary to promote entrepreneurship which we can define as a set of qualities, skills and knowledge necessary that individuals have, to be able to manage their own project, professional itinerary or create their own business as an alternative to working for others.

Where to start?

In the first place, self-reflection is necessary: it is necessary to honestly consider whether you have an entrepreneur and a realistic project in terms of viability and profitability.



If the answer is positive, it will help you to follow these steps:

1. Analyse the viability of the business project:

- Development of the profile of the business to be undertaken.
 - What type of activity will be developed?
 - What facilities and technical means will be needed?
- Market research.
 - The real or potential demand for the intended product or service must be known, the market and the existing offer thereof.
- Financial economic study.
 - There must be an initial budget of expenses and a forecast of income for the first exercises.
- Study of the geographical location of the company. For this it is necessary to take into account factors as:
 - The number of potential clients that an area assures you.
 - The proximity of the place to those customers.
 - Having good access.



2. The business plan

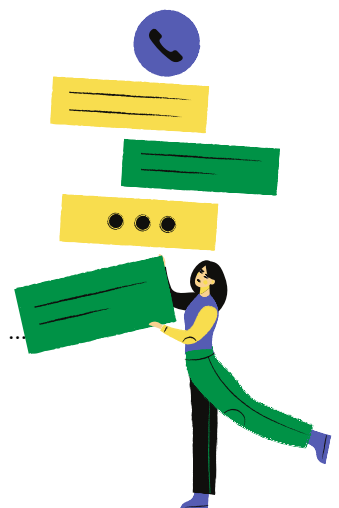
- A good business plan will give credibility when looking for partners and financing for your draft. It should include, among others, the following sections:
 - Definition of the general characteristics of the project.
 - Description of the activity of the company.
 - Definition of the market to which the product or service is directed.
 - Definition of the marketing plan.
 - Production plan, if applicable.
 - Necessary human resources.
 - Economic-financial study indicating the planned investments, the financing plan, a profit and loss budget, etc.

3. Financing

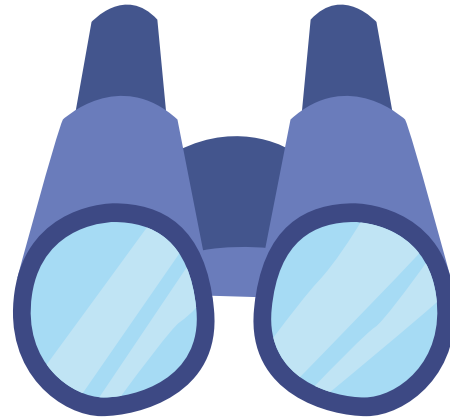
- It will be necessary to define what are the economic needs for the production of the product or service, for which we will have to find a way to finance it:
 - Well through own resources.
 - Well through external resources.

4. Legal and administrative procedures, among others, the following:

- Register the name of the company in the Mercantile Registry.
- Formalize the public deed of incorporation before a notary.
- Settle certain taxes.
- Register the company with the Treasury, Social Security, permits at the town hall ...



EXERCISE

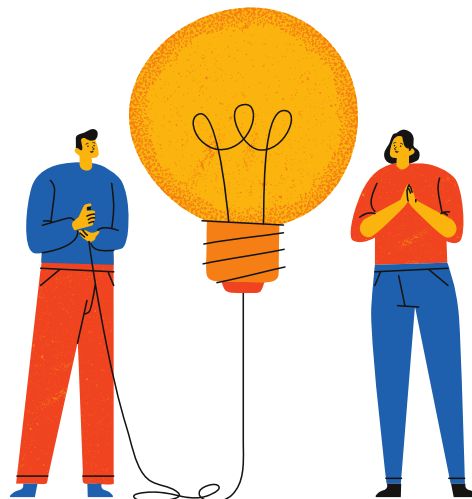


- Who do I want to become?":

Participants are led through a short visualization about the type of professional they want to become, and the type of possible business they want to have.

- The CANVAS business model:

individually each participant fills up an empty CANVAS business template





Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners

Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS: Optimization and economy, Reduction of risk and uncertainty, Acquisition of particular resources and activities

Key Activities

What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?

CATEGORIES:
Production, Problem Solving, Platform/Network

Key Resources

What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?

TYPES OF RESOURCES:
Physical, Intellectual (brand patents, copyrights, data), Human, Financial

Value Propositions

What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?

CHARACTERISTICS:
Newness, Performance, Customization, "Getting the Job Done", Design, Brand/Status, Price, Cost Reduction, Risk Reduction, Accessibility, Convenience/Usability

Customer Relationships

What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?

Channels

Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?

Customer Segments

For whom are we creating value? Who are our most important customers? Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform

Cost Structure

What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?

IS YOUR BUSINESS MORE: Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), Value Driven (focused on value creation, premium value proposition).

SAMPLE CHARACTERISTICS: Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope

Revenue Streams

For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?

TYPES: Asset sale, Usage fee, Subscription Fees, Lending/Renting/Leasing, Licensing, Brokerage fees, Advertising

FIXED PRICING: List Price, Product feature dependent, Customer segment dependent, Volume dependent

DYNAMIC PRICING: Negotiation (bargaining), Yield Management, Real-time-Market

CO-WORKING SPACES

Co-working spaces are basically shared workspaces. They offer reasonable office space for those looking to escape the isolation of a home office or coffee shop.

These shared workspaces offer a suite of office-like amenities such as hot-desks, private meeting rooms, kitchens, coffee and more. Often, they also offer a community. Occupants typically are freelancers, entrepreneurs, start-ups and small teams who want to take advantage of a flexible space.

Furthermore, to culture cost is another big attraction. One of the advantages of these places is the ability to rent out only what you need versus a complete private office space, which can be expensive. Through several membership-based models, costs vary and allow for flexibility.

These contain possibilities for daily fees or monthly fees. Membership costs also differ based on whether you use a shared desk or want a dedicated one and what is more important: you create a community.



Why is community important for coworking?

Coworking: More Than Just Space,

It's A Community of Support.

Coworking space or a flexible office can and must be a great platform for creating an atmosphere where people have wonderful time and work efficiently. People who use coworking spaces see their work as meaningful. Moreover, coworking spaces involve members who work for a range of different companies, ventures, and projects.

Because there is little direct competition or internal politics, they don't feel they have to put on a work persona to fit in. Working amidst people doing different kinds of work can also make one's own work identity stronger.

Additional, exists a culture where the norm is to help each other out, and there are many opportunities to do so; the variety of workers in the space means that co-workers have unique skill sets that they can provide to other community members.

How coworking spaces are used as a tool to collaborate? There is the so-called coworking manifesto (5) that says:

“We have the talent. We just need to work together. Different environments need to overlap, to connect and to interact in order to transform our culture. In order to create a sustainable community based on trust, we value: collaboration over competition; community over agendas; participation over observation; doing over saying; friendship over formality; boldness over assurance; learning over expertise; people over personalities; and “value ecosystem” over “value chain.”



(5)<https://wiki.coworking.org/w/page/35382594/Coworking%20Manifesto%20%28global%20-%20for%20the%20world%29>



Connections with others are a great reason why people pay to work in a collective space, as opposed to working from home for free or renting a nondescript office. Each co-working space has its own vibe, and the managers of each space go to great lengths to cultivate an exclusive experience that meets the needs of their respective members.

Would you be able to follow these rules?

MODULE 3

PERSONAL

AND SOCIAL

SKILLS

At the end of the module, you will be able to:

- Use social and professional skills to enter the labor market,
- Acquire the skills and knowledge needed to develop personal and social skills,
- Demonstrate self-confidence and the ability to communicate with others in a variety of social, business, or personal situations.

Content:

- Self – Awareness
- Self – Management
- Social - Awareness
- Social - Management



SELF-AWARENESS

Recognize emotions

Emotions are feelings and are not consciously controlled. The part of the brain, which is connected to emotions, is the limbic system (Recognizing and Managing Emotions, n.d.). Emotions are inseparable from previous experience and memory. Therefore, if someone had a traumatic experience before, then it is possible that his/her emotional response to a similar stimulus will be really strong.

Basic facts about emotions

- Emotions are not permanent. They come and go. Throughout the day we are going through several emotions. Some of them last for a moment and some other may lead to change of mood.
- The intensity of emotions varies. They can be either mild or intense.
- There are no good and bad emotions. But there is a good and a bad way of expressing them (Understanding your emotions, n.d.).

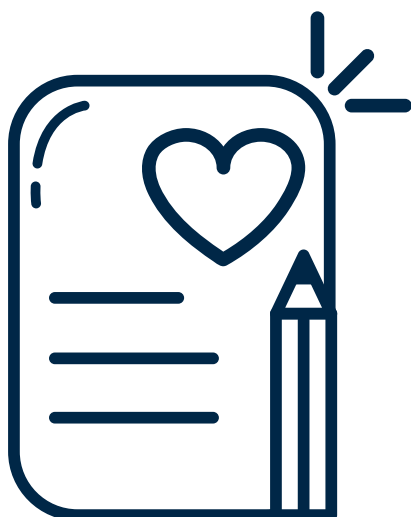


The first clue to recognize the emotions

When it comes to recognizing an emotion, the first thing to pay attention to is body language. Body signals can reveal and help identify the specific emotion we are going through at a certain period of time. Each emotion triggers different body reactions, which vary in people and can be experienced in different ways.

Emotions	Body signals
Anger	Heart thumping Higher blood pressure Body tension Sweating Headache Clenched jaw
Fear	Butterflies in your stomach Dry mouth Shaking or trembling Fast breathing
Anxiety	Increased heart rate Tension in neck Tendency to run away Feeling dizzy
Sadness	Aching Need to cry Tightness in chest or throat
Shame	Difficulty in eye contact Trying not to be observable/ Shrinking yourself Increased body temperature

(How to recognize emotions, n.d.)



How to recognize emotions

Emotional awareness helps us accept and understand ourselves better. Therefore, three simple steps are listed below, to help us recognize our emotions (Understanding your emotions, n.d.).

- Practice and make a habit of observing how you feel throughout some daily experiences. You probably feel relaxed after exercising or sad after hearing some bad news. Notice your emotions and name them.
- Evaluate a feeling's intensity. It is significant to rate how intense the feeling was according to a 1 – 10 scale, where 1 is extremely mild and 10 totally intense.
- Share your feelings with people close to you. Thus, you practice in expressing your feelings, too, and it helps to strengthen your relationships.

Why recognizing emotions is important

(5 Reasons Why Recognizing Your Emotions Is Important, 2019)

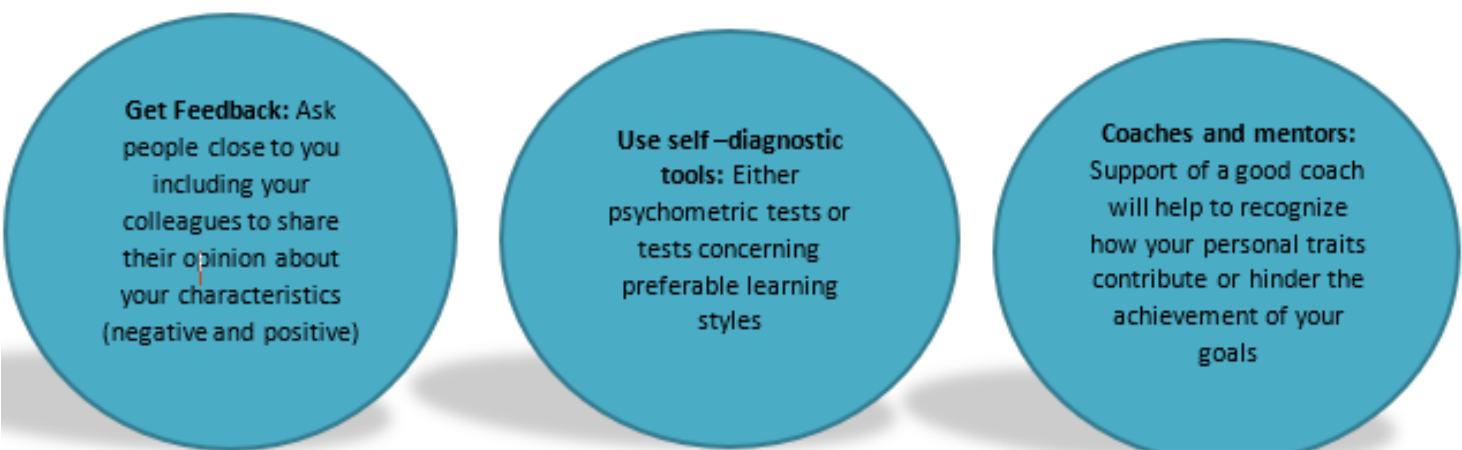
1. It helps to understand the reason behind the emotion.
2. It helps to feel in control.
3. Negative emotions empower negative thoughts.
4. Recognizing our emotions means we can ask for help.
5. It strengthens relationships.

Recognize your personal qualities and achievements

Personal qualities are traits that our personality and character consist of. Patience, flexibility, love of learning, consistency, perseverance, self – discipline, critical thinking, all are examples of personal qualities. Being able to recognize personal qualities and skills contributes not only to personal but also to professional development (Understanding your personal qualities, 2016).

How to recognize and assess my personal qualities

If you cannot identify your personal strengths and qualities, there is a variety of techniques and tools that help to do so (Understanding your personal qualities, 2016). Ideally, the first thing to do is to create a list and note what you believe about yourself. Additionally, you can find below further ways to help you:



Get Feedback: Ask people close to you including your colleagues to share their opinion about your characteristics (negative and positive)

Use self –diagnostic tools: Either psychometric tests or tests concerning preferable learning styles

Coaches and mentors: Support of a good coach will help to recognize how your personal traits contribute or hinder the achievement of your goals

Why it is important to recognize your personal qualities and achievements

- Self – esteem and confidence are enhanced.
- When applying for a job, personal qualities need to be noted and emphasized.
- It helps to get to grips with yourself and decide more confidently your future steps and choices both personally and professionally.
- Being able to recognize attitudes and personal qualities of others as well, leads to a better team building and thus to successful performances.



Express emotions appropriately

Although there has been progress regarding emotional education, phrases such as “men don’t cry” or “don’t be so angry, it is bad” still exist and form emotional expression (Moreno, 2019). Definitely family, culture, experiences, social roles and models determine and influence emotional expression.

Ways of emotional expression (Moreno, 2019)

When you feel like expressing an emotion that makes you feel uncomfortable, you can try following these simple steps:

1. Take some time on your own and take a deep breath.

Think of what you need at the moment and try to notice whether there are any body signals related to your feelings.

2. Recognize your emotion.

If you are not sure about what you are feeling, spend some time to think about your feelings and try to give your emotions a name (anger, sadness, etc.)

3. Be honest about your real feeling.

Emotional censorship, will probably lead to a feeling of embarrassment or guilt. Accept and permit yourself to taste this certain feeling.

4. Try to express it in a healthy way.

Writing down your emotions offers great emotional release and it also gives the chance to process your thoughts. This technique concerns all kinds of feelings, but there are techniques matching specific emotions, as well. Anger, for instance, is effectively dealt with physical exercise, while sorrow can be relieved through crying.

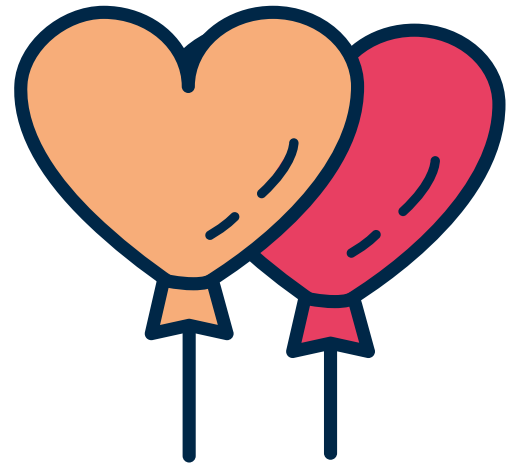
5. Finally, you can thank yourself for all the effort and time you dedicated and realize that what you did was not easy.

Reward yourself!

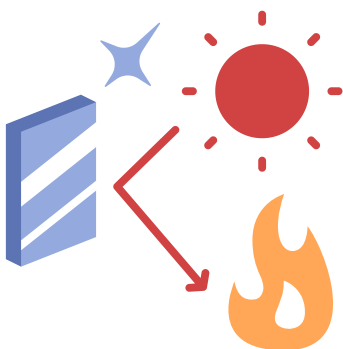
Why emotional expression is important

Everyone has his/her own perception of what emotional expression means. Some may slam a door; others may start yelling at someone; and others may prefer to isolate themselves for some time. However, expressing emotions appropriately and in a healthy way has some essential benefits (Emotional Expression: The University of Kansas Health System, n.d.):

- Helps to perceive the situation in a new way.
- Decision making and problem solving get a lot easier.
- The intensity of the feeling and the subsequent anxiety are reduced.
- Relationships are better managed and unnecessary quarrels are avoided.
- Self – esteem and confidence are increased, because we feel that we can control some difficult situations we are going through.



Develop reflective practice



Reflective practice roughly means reflecting or thinking about a preceded incident and how did you react to it. It is related with the idea of learning from experience by pondering what would you do differently in a possible similar incident (Reflective Practice, (n.d.).

According to Moon (1999) “reflective practice is an active, dynamic action-based and ethical set of skills, placed in real time and dealing with real, complex and difficult situations”.

How to develop reflective practice

Academics agree that reflective practice is a skill and, thus it can be learned. There are three steps, which can help you become a reflective practitioner (Owen & Fletcher, n.d.).

1. Develop the skill of thinking about (reflecting) the experience.

To achieve this, you have to:

- Re-live the experience
- Reflect (Observe what was going on)
- Review (Critically analyze the incident)
- Reframe (Think about the situation in a different way)

2. Reflection in action. This includes noticing feelings, physical reactions and patterns of thoughts both yours and others'. Then, you have to think about what you would do moment by moment.

3. Reflection for action. This last stage combines insight and aims to implement learning in professional life.

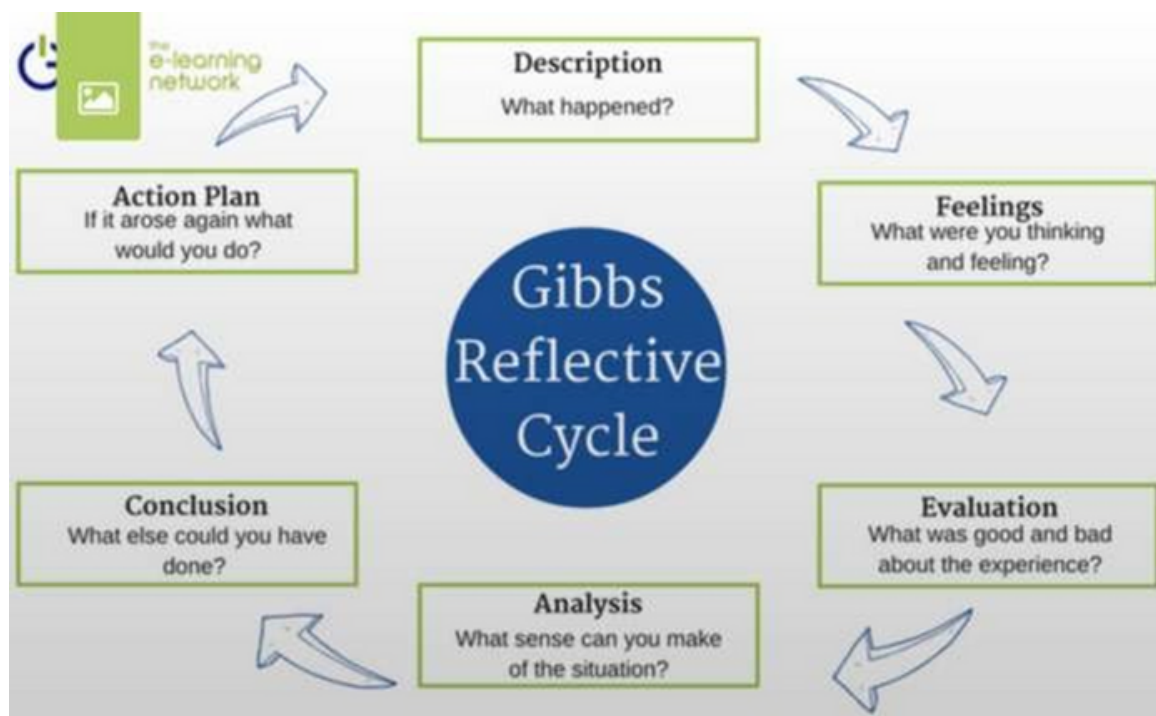
The aforementioned may seem a little bit confusing, if you are a beginner in reflective practice. However, there are some guidelines to help you start (Owen & Fletcher, n.d.).

- Time: The majority of people mention lack of time as a reason for quitting reflection time. There is no need to devote many hours on a daily basis.
- Attention: Concentration is of vital importance. Avoid the distractions. Turn your mobile phone on silent mode and out of your sight and go offline, if you are occupied in a computer.
- Slow down: Before you get started try to relax with some breathing exercise and give the permission to yourself to calm down for a while.
- No judgment: There is no need for self – criticism.



Further methods to help you develop reflective practice are listed below (Owen & Fletcher, n.d):

- Free writing: Write down for 4-6 minutes and do not stop until time is up. Pay no attention to grammar and vocabulary.
- Free drawing: Use a paper and a pencil and draw whatever crosses your mind. This may help you externalize your emotions or/and thoughts.
- Critical analysis: This questioning framework is based on Gibbs reflective cycle:



(GIBBS – REFLECTIVE CYCLE MODEL (1988), 2018)

Benefits of Reflective Practice

Reflective practice increases self – awareness and therefore emotional intelligence. Moreover, empathy is enhanced and creative thinking skills are honed. It also emboldens active engagement in working environments and processes. Thus, career and personal development will be reinforced (Reflective Practice, (n.d.).

SELF-MANAGEMENT

Become confident, resilient and adaptable

Confidence is the belief in yourself and the conviction that you will meet life’s challenges and you will succeed. Being confident involves recognizing your skills and your weaknesses and feeling safe with this recognition.

“Human resilience is the ability to cope and bounce back after encountering negative events, difficult situations or adversity and to return to almost the same level of emotional wellbeing. It is also the capacity to respond adaptively to difficult circumstances and still thrive” (McGrath & Noble 2011).

Adaptability means one is able to be aware of life’s changes either in career or in personal field and adjust to them as soon as possible (4 Ways to Boost Your Adaptability Skills, 2019).

How to develop confidence, resilience and adaptability

Confidence

Confidence is an acquired trait and as such, there are some steps you can follow to help you boost your confidence (Label, 2020):

1. Replace negative thoughts about yourself with positive ones. Stop focusing on what you cannot do and start focusing on what you can do well. It may help to write it down in a list.
2. Take care of yourself. Have a proper diet and exercise because endorphins are boosted and this positively influences our mood.
3. Relax. Avoid high levels of stress because it raises more negative thoughts and therefore reduces self-esteem.
4. Set small goals. Write down what you would like to achieve during a day and try to persevere until you reach your goals.
5. Help someone out. Taking care of others makes you feel strong and useful.
6. Change your point of view. Avoid thinking “I won’t do it, never mind” and start thinking “I have to try it”.
7. Keep in touch with people who make you feel good and distance from others, who don’t.
8. Accept yourself. Everybody has his/her flaws and weaknesses. And that is totally normal. Knowing your flaws means you can work on them and improve them.



Resilience

Whether you have already developed resilience or not, you can take a look at the following steps, in order to foster it (Use These 10 Tips to Improve Your Resilience, 2020):

1. Find a purpose. Focus on something you are interested in and spend time in learning more about it.
2. Recognize your assets and accomplishments. Remind yourself what you are capable of and encourage yourself to face life's difficulties or/and changes.
3. Surround yourself with people, who are supportive, positive and reliable.
4. Embrace change. Don't see it as a threat but as a chance to learn new things and gain experiences.
5. Be positive. It may be difficult sometimes, but having an optimistic outlook helps to build resilience and perseverance.
6. Take care of yourself. Do not quit activities, which make you feel good and relaxed.
7. Practice problem-solving skills. They are necessary when it comes to dealing with new realities and coping with changes.
8. Set small goals. Reaching small goals will motivate you to move forward and achieve bigger ones.
9. Take action. Do not postpone your tasks for a better time. Start carrying them out and you will complete them earlier and easier.
10. Keep honing your skills. No matter how good you are, you can always get better.



Adaptability

Adaptability is also a skill that can be improved and developed. Here are some tips to help you become more adaptable (4 Ways to Boost Your Adaptability Skills, 2019b):



1. Change your way of thinking. Stop thinking "Well, I've always done it this way". Come up with new and innovative ideas. It might work better.
2. Take risks. And that doesn't mean taking risks regardless of the consequences. It means to assess whether there is a chance worth risking and persuade yourself to take the risk. After all, success rarely comes from comfort zones.
3. Be open-minded and encourage others to do so. This way you can both be open-minded but also be surrounded by people, who share the same mentality.
4. Never stop learning. According to Forbes people who are curious and stay current tend to be adaptable. Knowledge has no limits and it supplies you with the tools you need to adjust smoothly in life's changes.

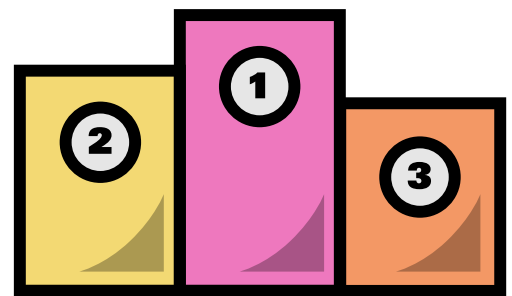
Why it is important to develop confidence, resilience and adaptability

All the aforementioned skills are not innate. They can be acquired and developed. There are several benefits of working on these skills. To begin with, people with these traits are more likely to be successful leaders and create opportunities. Moreover, it has been proven that they enjoy better mental health and have a more optimistic and balanced view of life and its challenges.

They also take care of themselves and are more likely to understand when bad thoughts creep in and how to replace them with more positive ones. In addition, it is less possible to give up on the activities they are occupied with and therefore possibilities to succeed are increased. Consequently, it is obvious that we should all try to develop those skills to earn these benefits and become more competent in the professional area.

EXERCISE

Follow the link and try a quiz concerning confidence:
<https://www.qzzr.com/c/quiz/410901/how-your-self-esteem>



Develop self-discipline and set goals



Self-discipline is the ability to remain focused on anything you pursue regardless of the distractions either internal or external, such as your mood or unfavorable odds (Self-Discipline: Persisting Until You Reach Your Goals, n.d.). Self-discipline is about setting a goal and staying loyal to what it takes in order to reach this goal.

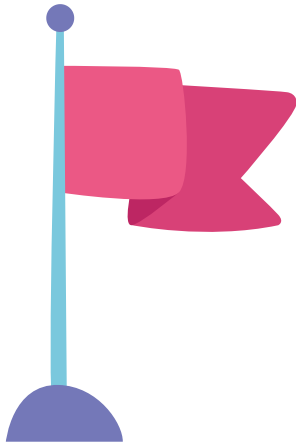
How to develop self-discipline

Self-discipline is a trait that can be developed and acquired. There are some exercises that you can practice to increase self-discipline (Morin, 2021):

- Recognize your weaknesses. The first step is to acknowledge what sabotages your productivity.
- Set a goal and create a clear plan that you should follow throughout the day.
- Avoid temptations. For instance, if you cannot resist checking your social media, you can use an app that blocks access to Facebook.
- Try to handle discomfort. In the beginning you may feel pressured and will probably try to avoid a certain activity that will cause a short-term discomfort. You have to let yourself feel uncomfortable and prove that you can tolerate it.
- Imagine the rewards. If you are about to give in to temptations, then imagine yourself being successful and having reached all of your goals.
- Forgive a mistake. It is totally acceptable you may once make a mistake. This doesn't mean you have failed. Making mistakes is a part of the "getting better" process.



Apart from self-discipline, there is another sector of vital importance, i.e., goal setting. Without goals we lack focus and direction. We might work really hard but may not achieve the desired results.



Some suggestions on goal setting are listed below (Golden Rules of Goal Setting:

Five Rules to Set Yourself Up for Success, n.d.):

1. Set goals that motivate you. You have to set goals, which are important to you. Remember that motivation is a key factor in reaching your goals.

2. Set S.M.A.R.T. goals. By S.M.A.R.T. we mean goals that are Specific (must be clear and well defined), Measurable (include precise dates, amounts etc. so that you will know the degree of success), Attainable (goals that you can reach – not goals that you have no hope of achieving them), Relevant (related to your personal life and your career goals) and Time-Bound (have a deadline so that you can again assess your progress).

3. Write down your goals. This makes goals seem realistic and tactile. You can use the word “will” instead of “would like to”, because it enhances determination.

4. Make a plan and include all the steps needed to achieve your goal.

5. Insist! Remember that goal setting is an ongoing activity and you have to be patient and persistent.



Why to develop self-discipline and goal setting

Self-discipline and goal setting have several benefits. They help you organize your time and prioritize your activities. They also boost self-confidence by measuring your progress and by being able to resist temptations. You feel motivated and capable of managing uncomfortable issues such as a rude client in the working environment. They can also improve learning process and lead to higher performances.

Appreciate diverse perspectives

Recognition of different perspectives means to be able to see the world through the eyes of other people. It means to get in their shoes and try to understand how they perceive reality. This requires self-awareness, intellectual flexibility and definitely the knowledge of different customs, ideologies, tradition and culture (Diverse Perspectives, n.d.).

How to start obtaining diverse perspectives

(Seeking Diverse Perspectives, n.d.)

- Be open-minded and try to listen and understand everyone's point of view. Ask yourself why he/she supports a specific opinion and encourage everybody to express their own opinion.
- Be aware of the cultural, social and economic context of your interlocutor, so that you can better understand his/her point of view.
- Practice respect for others. You don't have to change your mind about an opinion or an assumption you support, but recognize when it is the right time to express it and when it is better to remain silent.
- Appreciate the constructive value of conflict. It is a key element for mental growth. Through a disagreement you may succeed in both developing a better structure of your ideas but also enlightening them with someone else's point of view.



Benefits of seeking diverse perspectives

(Seeking Diverse Perspectives, n.d.)

- It boosts creativity and offers more scopes of ideas.
- It helps a team to be honest and team members are not afraid to express their opinions.
- By embracing diversity, we “push our differences,” which can make our similarities even more apparent.
- Phenomena such as racism and fear of diversity can be reduced.

Communication Skills - Verbal and Non-Verbal



Communication is the act of exchanging information by writing, speaking or by using any other medium that helps. Communication involves a sender, a message and a recipient (What is Communication, n.d.).

Communication is a complex procedure, because sometimes the message the sender wants to transfer is perceived by the recipient in a totally different way. This misunderstanding may occur due to emotions, different cultural background, the medium used for communicating or even due to the interference of external sounds.

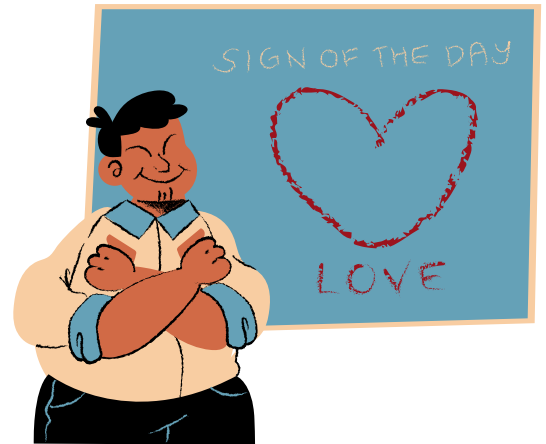
Verbal and non-verbal communication

Verbal communication mainly includes face-to-face communication, telephone, radio or television and other media. There are some skills concerning verbal communication, which are needed and useful in the workplace (Why you need verbal & non-verbal communication skills? n.d.).



- Speak with a clear articulation
- Ask questions
- Ask
- Share information appropriately and on time
- Be an active listener and avoid interrupting
- Ask for feedback and accept it without complaining

Non-verbal communication includes everything unsaid, such as body language, gestures, facial expressions, tone of voice and eye contact. Non-verbal skills vary around the world. For instance, in European culture extended eye contact is preferred to show that we are concentrated on our interlocutor, whilst in Asia culture it might be perceived as a challenge to authority (Why you need verbal & non-verbal communication skills? n.d.).



Connection between verbal and non-verbal communication

(Source: Wertheim, E. G. (2008). The importance of effective communication, as cited in “Nonverbal Communication and Body Language”, n.d.)

1. Reiteration: Non-verbal signals may emphasize a verbal message.
2. Contradiction: Non-verbal signals may contradict a verbal message, thus revealing that you are not telling the truth.
3. Substitution: Non-verbal signals: for example, a facial expression can replace a verbal message.
4. Complementing: Non-verbal signals can add information to a verbal message.
5. Emphasis: Non-verbal signals can underline a verbal message.

How to improve non-verbal communication

(Nonverbal Communication and Body Language, n.d.)

o Manage stress: When we are anxious, we may probably misunderstand others' non-verbal signals and interpret them the wrong way. Therefore, the message revealed may not be perceived appropriately. If you feel stressed, you can take some time, relax and then proceed with conversation.

o Try to recognize your emotions: By recognizing your emotions you are not only able to send accurate messages (verbal and non-verbal), but also understand others' feelings and messages.

SOCIAL AWARENESS

Negotiation and conflict resolution

When two or more parties wish, through communication, to reach an agreement, which will reconcile their respective interests, this process is called negotiation (Negotiate to Resolve Conflict, 2020).

Conflict arises, when two or more parties have different interests, opinions, values or problem-solving strategies and when one party feels that the other one interferes aiming at reaching its goals at all costs (Janasz et al., 2018).

Conflict resolution is a way to effectively face these conflicts and ensure that objectives are met (Vogt, 2016).

Negotiation strategies



1. Avoid being provoked into an emotional response: The other party – whether a group or an individual – might try to challenge you or criticize you, so that you lose your temper, respond emotionally, and thus, shifting the balance of power in their favor, by accusing you of overreacting (Shonk, 2020). For example, they might say “You can’t be serious” or “Don’t be so sensitive”. The worst thing to do in such cases is to respond, while you have already lost your temper. Here is a piece of advice (Shonk, 2020):

- Take a break in order to gain back emotional control and calm down.
- Try naming the move. Let your co-worker know that you understand that this is a power play and answer something like “Instead of cutting me off, how about give me the time to clarify my proposal?”.
- Defend yourself. When you are falsely accused of making a decision that went wrong, provide your accuser with evidence that proves him wrong.
- Shift the focus back to the core issue. Do not let him distract you from the initial problem.

2. Use time to your advantage: Our perceptions concerning conflict resolution process may change over time. Both parties may come up with a new idea, compromising both sides and finally resolving the conflict (Shonk, 2020).

Conflict resolution strategies

Conflict resolution strategies are pretty much the same with negotiation strategies. Let's take a look (Janasz et al., 2018).

- Take a break and control your emotions.
- Recognize and clarify the issues and goals.
- Decide when is the right time to get involved.
- Try to find out a common goal.
- Listen first to show respect and encourage others to do so.
- Recognize cultural differences.



Develop Leadership Skills

A brief definition of leadership is the ability to motivate and organize others in order to reach a common goal (Tony, 2020). Leadership skills are essential in the working environment, as they can create strong teams that achieve their goals on time. Leadership skills may differ among people.

Leadership skills

Almost any positive skill could be considered as a leadership skill. Empathy, patience, active listening, reliability, flexibility, integrity and giving effective feedback are all important traits for a leader to have (Leadership Skills: Definitions and Examples, 2021). Some of the most essential leadership skills are listed below (Skills Good Leaders Need, 2018):





How to develop leadership skills

(9 Ways to Develop Your Leadership Skills, 2017)

1. Practice discipline: Discipline is necessary for a good leader.
2. Take on more projects: By taking on more responsibilities than those mentioned in your job description and always as much as you can handle, you will show that you are willing to step out of your comfort zone and take initiatives.
3. Learn to follow: A good leader should trust his employees and give them the chance to take control on some issues.
4. Develop situational awareness: Be able to spot a potential problem and take action before it is too late. Provide suggestion on how to avoid a potential difficulty.
5. Inspire and motivate others: When a colleague needs guidance or advice, offer it. You will make him/her feel more secure and this will yield better outcomes.
6. Keep learning: It is of vital importance to always learn new things and keep your mind sharp. Face new challenges and hone your skills.
7. Empower your teammates: Spot your colleagues' skills and assign tasks according to their strengths.
8. Resolve conflict: There is no need to start shouting or be offensive, if something goes wrong. Talk to those responsible for the mistake in private and address the problem. Consider rebuilding the team, if the problem can't be solved.
9. Be an observational listener: Listen to suggestions and ideas of others, ask for their feedback and notice also their body language.

EXERCISE

Follow the link and try the 30-Question leadership quiz:
<https://psychologia.co/leadership-test/>



Emotional intelligence and emotional integrity skills

Many people are aware of the IQ (Intelligence Quotient), which refers to the measurement of the intellectual intelligence (Copyright skillsyouneed.com 2011-2021). Emotional intelligence (EI) or Emotional Quotient (EQ) is a type of social intelligence that involves the ability to manage and monitor one's own as well as others' emotions, to discriminate among them, and to use the information to guide one's thinking and actions (Salovey & Mayer, 1990). It can be developed and improved by learning and practicing new skills.

“Emotional integrity is the personal achievement of emotional strength, discipline, and completeness that remains constant no matter what others say or do. It includes both a control of emotions and an honest acknowledgement of them—pleasant or unpleasant” (Emotional Integrity – Angie Greaves, n.d.).



Components of Emotional Intelligence and how to improve these emotional skills

Daniel Goleman, a behavioral scientist, suggests 5 domains of emotional intelligence (5 Key Components of Emotional Intelligence, 2021).

1. Self-Awareness

How to improve self-awareness

Ask for Feedback	Meditate	Never give up on your dreams	Set smart goals
Practice new skills	Pay attention to your thoughts and emotions	Reflect on your own experiences	Remind yourself of your strengths

2. Self-Regulation: Self-regulation means to express emotions appropriately. Those who are self-regulated are usually better in conflict resolution, recognize their mistakes and tend to be more flexible.

How to improve self-regulation

Be conscious of your thoughts and feelings	Develop distress tolerance skills	Try to find some ways to cope with difficult emotions	Don't be afraid of challenges. See them as opportunities
Hone your communication skills	Remember that you are the one who chooses how to respond	Consider of cognitive reframing to change some dysfunctional thoughts	Accept your emotions



3. Social skills: Finding ways to communicate and interact effectively with others is another aspect of emotional intelligence. Social skills help you create easier relationships both in personal and the professional life.

How to improve social skills

Make open-ended questions	Find ways to break the ice and start a discussion	Observe social skills of other people
Be an active listener and show interest in others	Notice your body language and the body signals of others	Practice eye contact

4. Empathy: Empathy is the ability to be aware of how others feel and respond to people keeping in mind this awareness. This domain is the most critical for emotional intelligence.

How to improve empathy

Share your feelings	Listen actively to other people
Talk to new people	Imagine yourself in someone else's shoes



5. Motivation: Intrinsic motivation means that a person is motivated by things beyond external rewards such as money and fame. These people have the passion to fulfil their own goals and tend to have a specific plan.

How to improve motivation

Prefer intrinsic rewards over extrinsic	Celebrate your results
Welcome challenges and see them as opportunities	Set S.M.A.R.T.

Benefits of high Emotional Intelligence



Some examples of how emotional intelligence looks like in the workplace are listed below (Miller, 2020)

:

- People express themselves respectfully unafraid of insulting their co-workers.
- New initiatives are welcomed.
- Flexibility is present.
- Employees spend time together in other environments.
- Active listening is present.
- Employees feel free to share their problems.



EXERCISE

Follow the link and try the quiz regarding Emotional Intelligence
https://greatergood.berkeley.edu/quizzes/ei_quiz/take_quiz



SOCIAL MANAGEMENT

Understand relationships

Relationship is the state of being connected with one or more people. Understanding in a relationship means “being able to relate and comprehend the logic behind someone's actions” (Oppong, 2019). It has a lot to do with emotional intelligence.

How to be more understanding in a relationship (Villalon, 2021)

1. Take time and try to get to know the other person better. When you are aware of his/her feelings, strengths, weaknesses, fears, it is easier to understand him/her better.
2. Recognize your own feelings and motives.
3. Avoid imposing your beliefs and ideas. Remember that your goal is to understand the others, so you have to respect their own convictions as a part of who they really are.
4. Respect others' needs. Encourage them to pursue their goals and live their lives even in your absence.
5. Keep in mind that you are not always right.
6. Learn how to negotiate and compromise. Find a common ground, where both sides feel satisfied or agree to disagree.
7. Give others time to explain before reacting. Don't be quick on your judgment.
8. Choose kindness over anger. Try to explain in a nice manner what hurt you, so that it won't be repeated.
9. Encourage others to be more open and express themselves. Nothing is more important than opening up and sharing your thoughts and feelings.

Communicate effectively

Effective communication is the ability to understand not only the information of a message, but also the intentions and emotions behind it. In order to communicate effectively, we have to convey a message clearly, but we definitely need to listen to the message carefully, so that the sender feels heard and understood (Robinson, n.d.).

Skills for effective communication

Effective communication can be precluded due to lack of focus on the speaker, inconsistent body language, avoidance of nonverbal signals and lack of emotional control. However, it can be improved by practicing some skills (Robinson, n.d.):

Skill 1

Practice active listening: When we communicate, we have to focus, as mentioned before, not only on the message, but also on the emotion behind the words. Sometimes emotions can be so strong and prominent, that can reveal much more information than words can ever do.



Ways to improve active listening

<p><i>Focus fully on the speaker:</i> Look him/her in the eyes and avoid other activities like checking your mobile phone all the time.</p>	<p><i>Avoid interrupting and redirecting the conversation to your interests:</i> Listen to the speaker and don't use expressions like "If you think that's bad, let me tell you what happened to me."</p>
<p><i>Show that you are interested in what the speaker says:</i> Use your body language or facial expressions corresponding to what is being said</p>	<p><i>Avoid judgment:</i> You don't have to agree with the speakers' beliefs. Just listen to them and express your opinion in a nice manner, if you are asked to do so.</p>
<p><i>Reflect back:</i> When the speaker has shared a lot of information, you can make a summary of what he/she said so far to clarify certain points, if needed.</p>	

Skill 2

Notice nonverbal signals: Nonverbal communication is really essential. It reveals information that is not expressed in words. Developing the ability to read nonverbal signals also helps you connect with the speaker and build better relationships at work and at home. You can enhance effective communication by using an open body language. Keep your body's direction towards the speaker, look him/her in the eyes and use body language to emphasize a verbal message, like a pat on the back.



Skill 3

Try to stay calm: When you are facing a conflict or a disagreement, you might feel stressed or angry. By regulating your emotions, you will manage to avoid an escalation and the negative consequences. It would also help, if you'd try to calm down the other person, too. When you are under pressure and you are aiming at communicating effectively, you need to take some time and relax. Collect your thoughts and organize them. Make one clear point and avoid saying too much. In any case, be willing to compromise and/or end the conflict by agreeing to disagree.



Work collaboratively

Collaboration means to work together with one or more people in order to create and produce an outcome. Thus, a large amount of work is carried out faster resulting to better outcomes.

Steps for a collaborative working environment
(Kashyap, 2019)

STEP 1: Identify individuals' strengths. According to this identification, you can split the tasks among the members of the team, so that the tasks will meet their qualifications.

STEP 2: Set S.M.A.R.T. goals. Establish realistic expectations and organize the team in order to achieve the goals, which have been set before.

STEP 3: Use some collaboration tools. For example, online collaboration software can help people work in a common platform regardless their location, share files simultaneously and communicate in real-time. Thus, productivity is enhanced.

STEP 4: Encourage open-mindedness. Give all the members of the team the chance to express their opinions and beliefs and share their experiences based on their cultural, financial and social background. Embrace diversity and take advantage of it.

STEP 5: Encourage and reward innovation. Team members will feel valued and appreciated.

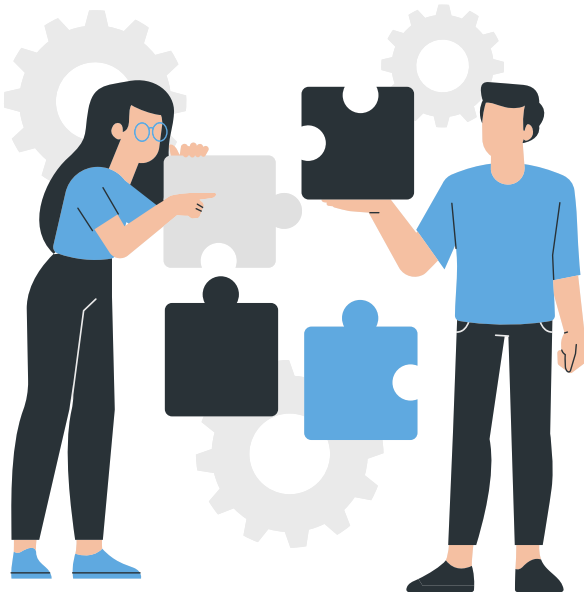
STEP 6: Celebrate team success in public. Congratulate all the members for their contribution and motivate them to share their success story. This way team's confidence will be boosted and members' motivation will be maximized.

STEP 7: Cultivate a strong sense of community. People in the working environment should feel secure and supported to express their beliefs and ideas. The idea of collaboration could be destroyed, if there is criticism and severe judgment.



Types of collaboration skills

Collaboration skills include some skills we have already discussed about. These are communication skills, emotional intelligence and respect for diversity (What Are Collaboration Skills? 2020). Communication skills include active listening and written, verbal and nonverbal communication. Emotional intelligence has to do with the ability to recognize and manage yours and others emotions. Finally, respect for diversity is to show respect in different beliefs, ideas and cultures. It includes open communication, sensitivity to different cultural and religious backgrounds and eliciting ideas of all team members.



Benefits of collaboration

(Collaboration Skills: Definition and Examples, 2020)

- Helps in problem solving.
- Boosts self-awareness because you become better aware of your strengths and limitations.
- Enhances teaching and learning through the exchange of different ideas and beliefs among the team members.
- Increases efficiency. It is easier to achieve goals, when you feel supported by a group of people.

Empathy and sympathy skills

Although these terms are usually used interchangeably, they are different. Empathy is the act of recognizing emotions of others and step into their shoes as you are the one experiencing what they are going through. Sympathy is an emotion with lower intensity than empathy. Sympathy is the emotion of feeling bad for someone else because something bad happened to them (What is sympathy? n.d.).

Skills of empathy

Daniel Goleman has identified five key elements of empathy (What is empathy? n.d.).

1. Understanding others: In terms of empathy, understanding others means sensing others. Be aware of their feelings and be interested in their concerns. This requires active listening and observation of nonverbal signals.
2. Developing others: It means understanding the strengths and weaknesses of others and helping them to develop to their full potential. You have to congratulate them for their achievements, provide feedback and also a piece of advice they might need.
3. Having a service orientation: This element is primarily implemented in the working environment. It means to care most about customers' needs and find ways to satisfy them to the maximum.
4. Take advantage of diversity: Leveraging diversity means to show respect to different cultural, financial and social backgrounds and celebrate the fact that each person introduces a new idea. See diversity as an opportunity to thrive.
5. Political awareness: Political skills mean sensing and responding to group's emotional state and take action based on this knowledge.



MODULE 4

ORGANISATIONAL SKILLS

At the end of the module, you will be able to:

- Set up a personal workspace,
- Plan and stay organized in the future,
- Describe the team-building process,
- Understand your own and other conflict personality profiles and preferred approaches to conflict situations,
- Learn motivational skills to motivate yourself.

Content:

- Team building
- Problem solving and decision making
- Motivation in the work area
- Time management
- Remote working



TEAM BUILDING

What makes a team?

“A team is a group of individuals, all working together for a common purpose” (Understanding Team - What Is a Team? n.d.). There is a difference between a group and a team.

A group can include individuals with common interests, beliefs and attitudes. However, it is not necessary that the members of the group will have the same objectives and will work together to achieve them. On the other hand, in a team it is obligatory that the members have a common objective to achieve. The size of the team depends on the kind of the task to be carried out.

Team building survival skills

A thriving team has several characteristics, which help the team survive throughout the years. Below is an adapted version of Dr Baker’s model, which presents six factors that assist in team’s maintenance: Communication, Leadership, Trust and Respect, Managed Conflict, Clear Goals, Diversity and Heterogeneity (Garvey, 2018).



COMMUNICATION

Communication is, without a shadow of doubt, the most essential trait in a team. All members should feel free to express their thoughts, beliefs and ideas without the fear of being criticized or mocked. Environment of meritocracy should be cultivated, so that everybody contributes freely. Poor communication may lead to misunderstandings concerning either interpersonal relationships or job description; thus, team's survival is limited.

LEADERSHIP

A capable leader is really important for a team. Team members should trust and respect him/her. Leaders should ask for feedback and accept good criticism, so that they can also improve their performances. They care about team members' problems and are willing to discuss anything that affects them. Leaders should act like mentors, not like a strict boss and should keep team's morale high.

TRUST AND RESPECT

A thriving team relies in trust and mutual respect among all members. Leaders play a vital role in promoting a culture of respect in the team. Individuals in a team should be aware of their strengths and weaknesses and should encourage each other to do their best. All voices should be heard equally. Members should trust one another and share their problems freely. There should not be any fear among the team members, so that everybody can also admit that they made a mistake without being afraid of being finger-pointed.

CONFLICT MANAGEMENT

The issues that may arise should not be ignored. They need to be discussed and solved. In this way creativity and productivity will be increased, communication will be amplified and team members bonds will be reinforced.

CLEAR GOALS

The major fact that differentiates a team from a group of individuals is the common and clear goal, as mentioned above. This goal should be appealing to the team, so that they are motivated to work and reach it. There must be a clear plan and tasks should be delegated according to the different strengths of individuals.

DIVERSITY AND HETEROGENEITY

Teams that aim at being successful and survive over time value diversity. Each member is valued for his/her talents and skills and undertakes tasks that match these unique strengths. It is of vital importance that different beliefs, experiences and ideas be shared among the team members and different cultural, financial and social backgrounds be respected equally.

Common mistakes when team building

When team building, there are some common mistakes, that are best to be avoided, in order to achieve team's survival and success. Below there is a table indicating what you should avoid when it comes to team building (Belonwu, 2013):

AVOID (TO)

<p>The assumption that all members are the same: Individuals have different strengths, skills and weaknesses. Therefore, they should contribute to the project according to their knowledge and personality.</p>	<p>Show your preferences: You should not let the members of the team understand that you might have a preferable employee, because they will feel discouraged and this may negatively influence their productivity.</p>
<p>Allowing cliques to thrive: Cliques might promote segregation among team members and this can lead to resentment of other members.</p>	<p>Being subjective: If you want your team to succeed, you should try to be as impartial as you can, so that team members trust and respect you.</p>
<p>No clear goals: This will definitely lead to failure. If you are not setting clear and specific goals, then confusion is inevitable.</p>	<p>Not being approachable: Communication is of vital importance in a team. So, you must be open and willing to discuss with others and receive feedback. Being bossy and unfriendly won't help team's survival.</p>
<p>Doing the majority of tasks by yourself: Except for the fact that the final result might be mediocre due to heavy workload, the members of the team will feel underestimated and will realize that you do not trust them. Thus, their motivation might be decreased.</p>	<p>Not enforcing rules and regulations: Rules should be respected by all the members of the team and the leader is responsible to remind them in case of violation.</p>
<p>Being over ambitious: Keep in mind that you cannot achieve everything at once. Set S.M.A.R.T. goals and try to reach them in order to move forward.</p>	<p>Not rewarding performance: In this case you will send wrong signals by failing to provide motives.</p>
<p>Meetings on inappropriate days or time: Meetings are really important for all members, so that they can discuss over several issues. So, meetings should be taking place at a time, when can all attend.</p>	<p>Not acting on peoples' suggestions: You should take into consideration all the suggestions and decide, which should be followed by the team</p>
<p>Not spending time for team bonding: Suggest to the members to meet outside the working environment, have fun and relax.</p>	<p>Neglecting team members welfare: You have to care about the problems of the team, even if the problems are not related to their job</p>
<p>Allowing unhealthy competition: You should not encourage unhealthy competition, because the team will fast disintegrate.</p>	

PROBLEM-SOLVING AND DECISION MAKING

Problem solving

The Concise Oxford Dictionary (1995) defines a problem as “A doubtful or difficult matter requiring a solution” and “Something hard to understand or accomplish or deal with” (Problem Solving, n.d.). Throughout our lives we are about to face numerous problems, either essential or less significant, in all the areas of our activity, such as personal, professional, financial or social. When we need to solve a problem, there are some steps we can follow, in order to facilitate this process and deal with the problem (What Is Problem Solving? Steps, Process & Techniques | ASQ, n.d.).



STEP 1

Define the problem: The definition of the problem is of vital importance, in order to achieve a successful solution. Find out the nature of the problem and possible underlying causes and state the problem specifically. Avoid attempting to solve the problem without sufficient data.

STEP 2

Generate new ideas: In this stage generation of alternative solutions will start. Multiple alternatives will enhance the selection of the ideal solution. So, start brainstorming and encourage others to do so, in order to gather new ideas and points of view. But be careful! Avoid in this stage to select a solution and don't make a decision in a hurry, before listening to all the proposals.

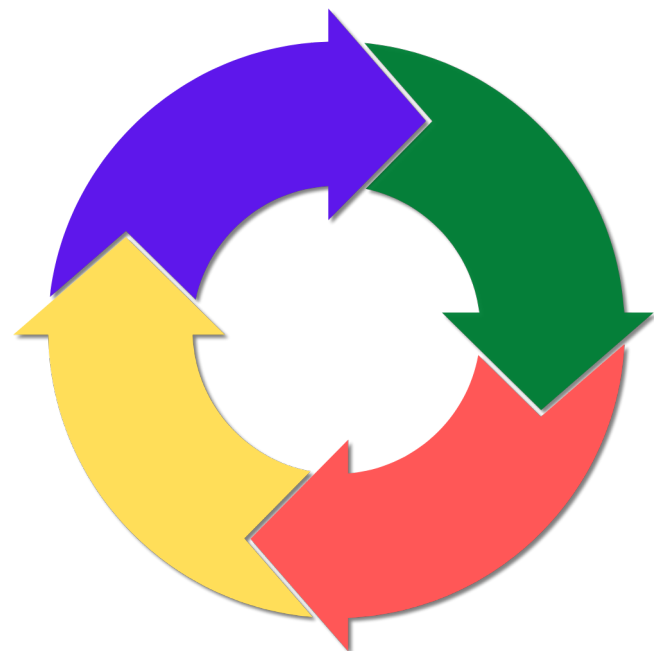
STEP 3

Evaluate and select a solution: In this part you have to decide which of the suggested solutions you will choose. In order to evaluate them and make up your mind, you need to take into consideration:

- Whether the particular alternative will solve the problem without generating more problems.
- If all included members accept this solution.
- If the implementation of the solution is feasible.
- If the solution is complied with the organizational constraints regarding a working environment.

STEP 4

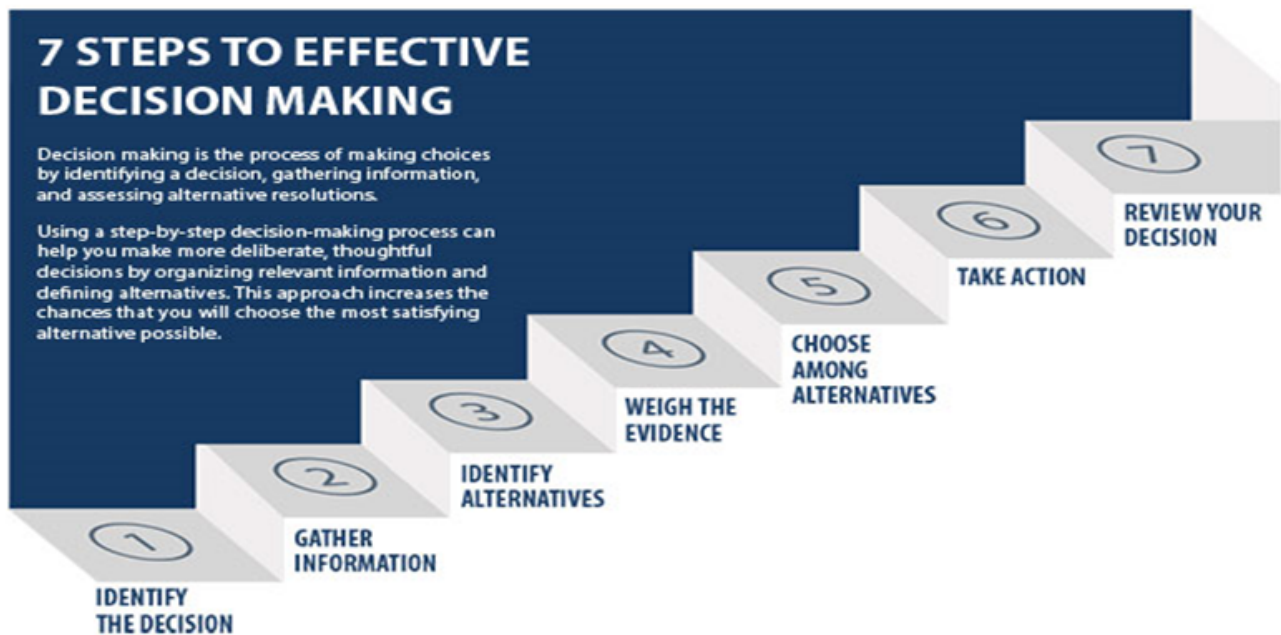
Implement and evaluate: When you make the decision, you must plan your next moves and proceed with the implementation of the chosen course of action. After the implementation, there should be a follow up on the outcomes and an assessment on whether the solution was successful or not. Receive feedback from people affected by the solution and keep monitoring the progress.



Decision making

Decision making is the process of making choices by gathering information and evaluating alternative solutions (University of Massachusetts Dartmouth, 2020).

This process consists of seven steps to help you organize relevant information and make a final decision.





STEP 1

Identify the decision: When you understand that you need to make a decision, try to define the nature of the decision before you move on to the following steps.

STEP 2

Gather relevant information: It is really important to collect information related to your decision. Think about what kind of information is needed and how to get it. This requires both internal (you will seek information through a self – assessment process) and external search (via Internet, books or other people).

STEP 3

Identify the alternatives: In this stage, by seeking information, you will come across several alternatives. You have to collect the most desirable and feasible alternatives.

STEP 4

Weigh the evidence: After collecting the information needed and being aware of all the possible alternatives, you have to contemplate which alternative meets better the needs of your decision. Imagine the implementation of a certain alternative and think whether it is suitable. You can also prioritize the alternatives according to your own value system.

STEP 5

Choose among alternatives: In this stage you need to make a choice. You might select a combination of the proposed alternatives.

STEP 6

Take action: You are ready to take action in order to implement the alternative you chose in step 5.

STEP 7

Review your decision & its consequences: Think about the outcomes of your choice and evaluate them. In case the decision didn't meet the needs, you identified in step 1, you may have to repeat some steps and gather further and more detailed information.



MOTIVATION IN THE WORK AREA

Design a motivational job

Motivation is the process that initiates, guides and maintains goal-oriented behaviors (The Psychology of What Motivates Us, 2020). It is the driving force behind human activities.

Motivation can be either internal (is fired by intrinsic needs) or external (is fired by the need of money for example). Motivation in the labor market is of high importance, because motivated employees will do their best for the company and themselves to succeed. Job design is a psychological theory of motivation and it consists of five key elements (A. Robinson, 2020):

1. Skill variety: A job can be more motivating, when it requires the employees to use a range of different skills and not the same set skill.
2. Task identity: Task identity means to complete an identifiable task from the beginning to the end and being able to see the outcomes. Hence the job becomes more motivating. On the contrary, an employee, who contributes a small piece on several different projects and cannot see the outcomes of his contribution, may lose his/her motivation.
3. Task significance: A job can raise employees' motivation, when their contribution has an impact on the company and they feel that they play a vital role in the execution of the project.
4. Autonomy: Autonomy is the level freedom of each employee to organize his/her tasks and have a flexible role. Jobs that offer autonomy can be motivating and more desirable.
5. Job feedback: The last element of a motivating job is the employee to receive feedback (both negative and positive) on his/her performances throughout his/her whole tenure, so that he/she would know if there is something to improve or to be applauded for his/her contribution.



YOU
CAN!

Create a motivational climate

A motivational climate in a working environment increases productivity and leads to better outcomes. Such a climate can be cultivated by using the following suggestions (Scharfenberg, 2010):

- Motivation comes from caring, not scaring. Scaring is not a successful motivation strategy. It may temporarily get you what you want, but it will definitely lead to employees' resentment and lack of motivation. On the other hand, when the supervisor shows that he/she cares and respects the employees, then the latter maximize their efforts and try harder to achieve higher performances.
- Make work fun: Definitely when you are professionally occupied, you are aiming at reaching the anticipated results. However, when there is a pleasant working environment, with humor and effective communication, employees are more motivated.
- Reward good efforts: One of the most effective ways to encourage an employee to keep doing his/her best, is by rewarding his/her efforts so far. In such cases the levels of motivation are increased.
- Accept the failure: Probably team's efforts may not always yield successful results. In order to keep the team motivated, you have to accept the failure and try to find out what went wrong, so that the team will improve it. Avoid criticism with bad intention.
- Visualize the results: By helping the employees visualize the final result and see the big picture, their motivation is boosted and they try harder to achieve the goals.

POSITIVE
VIBES

inspire

Techniques for self – motivation

“Self-motivation is, in its simplest form, the force that drives you to do things” (Skills You Need, n.d.). Self-motivation is an important skill, and as a skill, it is can be practiced and learned. It can improve quality of life and helps to achieve your goals.

Four elements of self-motivation have been identified; personal drive to achieve, commitment to personal or organizational goals, taking initiatives and optimism. Some self-motivation techniques are listed below (Jennifer, 2020).

<p>Make it into a goal: Set S.M.A.R.T. goals and reward yourself for every goal you achieve either small or big. It is important that the goal be small, so that it will be easier reached.</p>	<p>Approach the task with enthusiasm: Not all tasks are fun, but in such cases try to visualize the benefits of completing the task.</p>
<p>Schedule it: After setting goals, you need to make a plan on how you are going to fulfill your goals. You can also write down on a paper your next moves, in order to remember them.</p>	<p>Positive self-talk: Self-talking is an internal dialogue. Stop saying “I can’t”, because you will get discouraged, and start saying “I will try it and I will manage it”. In this way you will motivate yourself to take action.</p>
<p>Remember your why: Try to stick to the reason why you are doing a certain activity and in case you feel at a time helpless and you think about giving up, remind yourself why you started this activity.</p>	<p>Take care of yourself: We all have bad days. When you don’t feel like taking action one day due to health problem or because of a bad mood, it is okay. Don’t blame yourself. Get some rest and come back the next day.</p>
<p>Eliminate distractions: When you are focused, you can be more efficient.</p>	<p>Visualize it: Visualize success and it will motivate you to act in order to achieve it</p>
<p>Learn more about it: Lack of knowledge is an essential hindrance to motivation and progress. Seek information regarding your activity and get well-informed.</p>	<p>Reward yourself: Self-reward can be used as a means of motivation. Complete your tasks and then reward yourself by doing something you love.</p>

TIME MANAGEMENT

To Do Lists



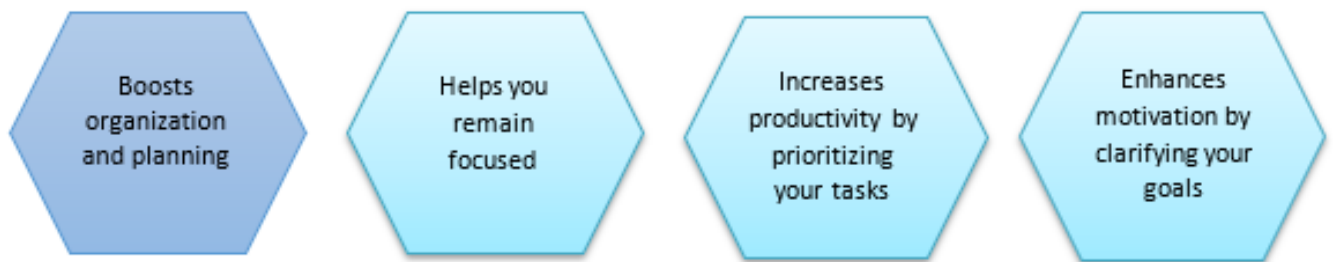
A To Do List “is a list of tasks you need to complete, or things that you want to do” (Burton-Payne, 2020). The included tasks are organized in order to prioritize them.

This kind of lists can either be written on a piece of paper or you can use technological means, such as corresponding apps or computer programs like Word and Excel. By making a To Do List you can make sure you won’t forget any task included and that you can also manage the time needed to carry them out.

Ways to help you make your To Do List work for you . (Duffy, 2020)

1. Choose the right app (or use paper): The first step is choosing the app that works better with you. In case you prefer a single paper is just fine. However, an app has some benefits over paper. For instance, you can easier add new tasks and it is not that easy to lose the digital list as long as it is saved. Moreover, there are several options to view your tasks such as alphabetically or by due date.
2. Create more than one list: It might be helpful to create different lists concerning different topics or different fields of activity. You can have a different list regarding the household and another one referring to your professional life.
3. Add new tasks as soon as possible: When a new task shows up, you have to add it to your list as soon as possible, so you won’t forget it and have time to reorganize your plans if needed.
4. Mention due dates: When a task has a deadline, then add it. This will help you prioritize your activities. Assigning due dates could be really assistive, because you can quickly see which tasks need to be finished by tomorrow, for example, and also helps you organize your schedule throughout the week.
5. Review your list on a daily basis: Keep daily an eye on your list and examine whether it is reasonable and feasible. In case your today’s tasks can’t be completed, consider a revision.
6. Write tasks, not goals: Goals are achievements or desirable outcomes and, as such, they are difficult to be quantified. Therefore, it is preferred to write down the tasks needed to reach your goals rather than the goal itself.
7. Make your To Do List legible: Use different colors to highlight certain important activities and use tight and simple language.

Benefits of creating a To Do List
(Burton-Payne, 2020).



For more information about written on a paper To Do Lists click here:
https://www.youtube.com/watch?v=-B-237-3WPQ&t=158s&ab_channel=KaraLayne

For more information about To Do Lists apps click here:
https://www.youtube.com/watch?v=vOxMXe2_yrM&ab_channel=KeepProductive

Setting Deadlines

Deadline is the latest time or date by which something should be completed. When it comes to professional life, deadlines are really common and it is of vital importance to follow them. However, setting deadlines and following them may not be easy for all of us, but it is something that can be practiced with patience (Nawrocki, 2014). Below there is a piece of advice to help you set deadlines you will actually meet (Matthews, 2020):

Make deadlines

URGENT: It is easy to postpone a task, when you know that you have plenty of time to complete it. You may probably be occupied with something more fun than this specific task. But you might end up doing most of the work the last minute. Even if the deadline is not urgent, try to define some tasks that should be done as soon as possible. In this way there will be a daily progress on your work and you will be more motivated to complete the task.

PERSONAL: You might tell yourself that you need to have finished this task by that date, but if you have no interest in completing this task, then you will be discouraged and will lose your motivation. Make sure that you care about anything you have to accomplish; otherwise, you will struggle to follow the deadline.

ACTIONABLE: It is really hard to meet the deadlines, when your tasks feel like trying to move mountains. Break your tasks down into smaller pieces and take step-by-step action.

Common mistakes when setting deadlines
(Nawrocki, 2014)

<p>Not writing down the deadline: You have to write it down in order to be better organized.</p>	<p>Avoiding researching the options: Before setting deadlines, make sure that you are aware of the amount of work you need to do, so that you will set the deadline respectively.</p>
<p>Having too many deadlines: In a working environment you might have more than one deadline. However, too many deadlines may act as a barrier to follow them, so try to balance them in order to succeed.</p>	<p>Having very long-termed deadlines: This leads to lack of motivation and it likely to give in to distractions, thus losing the deadline. The key is to set short-term deadlines and break the task down into pieces.</p>

Prioritize

Prioritizing your tasks helps organize the activities you need to do throughout the day, week or month. Figuring out your priorities will boost your organizational skills and will positively affect your performances and productivity (Dagher, 2020). If you are feeling overwhelmed, then the level of stress could be reduced. Ways to help you manage workload are shown below (LiquidPlanner, 2020):

- Make a list of all your tasks. This list can be similar to the model and structure of a To Do List. In this stage you don't have to order your tasks. Just include them all in this list.
- Separate urgent versus important tasks.

	URGENT	NOT URGENT
IMPORTANT	<p><i>Quadrant I:</i> Urgent & Important</p>	<p><i>Quadrant II:</i> Not Urgent & Important</p>
NOT IMPORTANT	<p><i>Quadrant III:</i> Urgent & Not Important</p>	<p><i>Quadrant IV:</i> Not Urgent & Not Important</p>

source: Stephen Covey, *7 Habits of Highly Effective People*

This model consists of four quadrants. This model can help you identify, which tasks match each box. Activities that are important and urgent need to be done as soon as possible. Tasks that are important but not urgent can be carried out in the future, so schedule when you are going to finish them. In the quadrant no3 are tasks that are urgent but not important. These tasks can be assigned to someone else, whom you trust. Finally, neither urgent nor important tasks should be dropped off your lists. This model assists you to assess the value of your activities and prioritize them respectively.

- Order tasks by estimated effort. Productivity experts recommend starting with the tasks that require the most effort, so that the easier tasks will be left at the end, when you might be more tired.
- Be flexible and adaptable. Your priorities might be altered due to changes in your personal or working life. You have to be flexible and willing to reorganize some tasks, which will probably be affected by these changes.
- Know when to cut. There might be some activities that aren't urgent and important. Therefore, delete them from your list and focus on the tasks you must complete for the day.

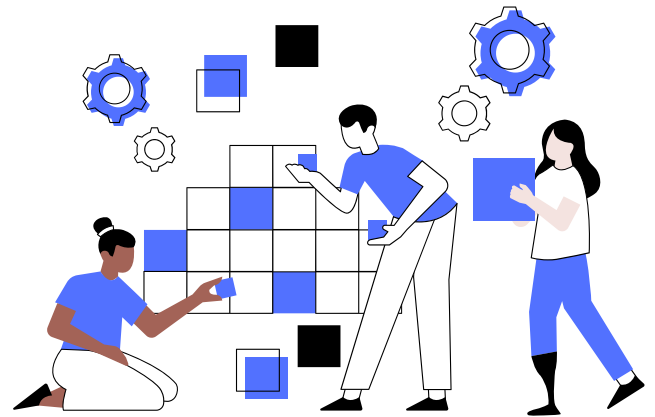
Avoid causes of disorganization

Disorganization is the major enemy of productivity and effective time management, hence leading to higher levels of stress (Pyle, 2020).

These are the main causes of disorganization (Burgess, 2019):



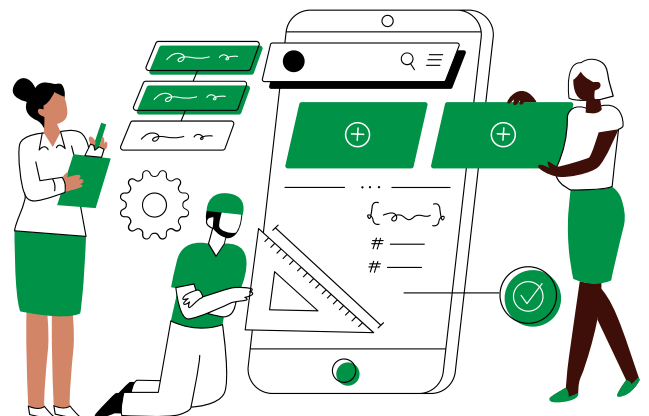
When we are organized, our productivity can be improved because we can stay more focused and levels of stress can be reduced. Here are some ways to help you avoid the causes of disorganization (Pyle, 2020; Rampton, 2018):



1. Make a decision: The first step is always the most difficult. Make a decision to start being more organized and think about why you need to be organized, in order to gain motivation.

2. Do it on a daily basis: Find a task relating to your duties and repeat it every day. After some period of time, it will become a habit and it will be much easier to carry it out.

3. Eliminate distractions: Try to remove distractions, which hinder you from completing a task. Your concentration will be maximized and it will be easier to stay organized.



4. Drop bad habits: By this term we mean, for example, taking on more than you can handle. In this case, due to heavy workload, you end up doing nothing or leaving things unfinished. Another bad habit might be relying excessively on your memory. Your memory can be really strong; however, it can't keep all the information needed. So, try to carry a notebook, where you will jot down anything you want.



REMOTE WORKING

How to manage work from home



Staying at home orders prompted by COVID-19, created a challenge for all employees. Some companies implemented remote working policies for the first time (Gurchiek, 2020). This unprecedented situation brought major changes to the labor market. The majority of the employees had to deal with telework; however, many of them might experience work from home for the first time. Therefore, some tips for managing effectively remote working are listed below (Remote Year, 2019):

1. Over – communicate: When you are working from home, communication among colleagues is less direct than being in a real working environment. Hence you have to over – communicate with your co-workers and chief, in order to inform them about your progress or about some obstacles you are probably facing.
2. Invest in reliable tech: High quality equipment is of vital importance, when working from home. For example, you need to participate in video calls without losing internet connection or you may need some noise – cancelling headphones, so that you can reduce auditory distractions.
3. Lean on your community: Remote working may trigger a feeling of loneliness, because you are not surrounded by your team. In such case you can attend a remote community either virtually or in-person at a local co-working space.
4. Consider your workspace: Organize your workspace, so that you can stay focused throughout the day and motivated to carry out your tasks. This place doesn't necessarily need to be at home. It could also be on the outside.
5. Figure out your working style: If you are experiencing remote working for the first time, spend some time thinking about the best environment you would prefer to work in. For instance, you might enjoy working in a place with some music in the background or you might need total silence. You can also decide the most suitable time for you to work, either in the morning or the evening.
6. Take time for self-care: Remember to spend some time doing your favorite activities and avoid being absorbed in the computer too many hours, if not necessary.
7. Know when to “log off”: One of the benefits of working from home is that you can be flexible concerning your program. However, you might receive emails or notifications any time. Define a certain period of time, when you will officially “log off” and take a break.
8. Embrace remote working advantages: Enjoy flexibility and new working environment designed according to your needs.

How to get psychologically ready

The pandemic forced many people to work remotely. In the beginning it seemed temporary; however, remote working now has become a long-term situation. Some people have managed to cope with telework. On the other hand, it feels like a nightmare to others (6 Ways You Can Mentally and Emotionally Prepare for Working from Home Long Term, 2020).

There are some tips you can follow, in order to be mentally and emotionally prepared for remote working (How to Work from Home and Stay Emotionally Healthy, 2020):

<p>Treat remote work like a “regular” job: “Do your morning routine, shower, eat, work out, etc. Have a specific work schedule, and stick to it.” (Scott Ayres, Social Media Content Scientist at the Social Media Lab, USA)</p>	<p>Make mental health a priority: Avoid being only occupied with work. Pay attention to your mental state and mental needs. Take a break, carry out a favorite activity, call a friend to discuss something irrelevant from your work.</p>
<p>Set hours for your workday: Decide when you prefer to work (morning or evening) and choose a schedule that works with you.</p>	<p>Communicate with people: Don’t let yourself feel isolated. Communicate with your colleagues and have a conversation.</p>
<p>Have a hard stop from work: Set a time when you will have finished your work by then and don’t overdo it.</p>	<p>Make a place for your work: Organize your workspace according to your needs.</p>
<p>Plan with a purpose: Some days you may feel overwhelmed by all emails and tasks. Prioritize and organize the tasks, which need to be executed and you will be helped enormously.</p>	<p>Set boundaries between family/friends and work: Make a schedule after discussing with your family members and agree to set some new rules, which will facilitate them all.</p>
<p>Move: After 30 minutes of sitting, it is recommended to stand up and make some moves. It has been proven that it enhances productivity and concentration.</p>	<p>Eat healthy and take breaks from the computer: Take a break and eat properly. Pay attention to what you eat and enjoy this moment.</p>

Time management and productivity

Working from home may turn out to be difficult regarding time management and thus productivity. When we are home and not in a real working environment, it is likely to feel disorganized and overwhelmed by the workload.

Some strategies aiming at enhancing time management and productivity are listed below (Time Management Strategies for Remote Workers – Timely Blog, 2020):

<p>Track your time: Think about the time you need to carry out a certain task and make a plan. There are also some automatic tracking apps, which can help you even to create time sheets and send them to your manager, if needed.</p>	<p>Set a routine: Set consistent hours for your work, including availability hours for your colleagues. Outline your daily and weekly goals and start with the most time-consuming ones. A brief plan will help you stay organized throughout the day.</p>
<p>Stay conscious of events and meetings: At the end of each day, make sure you checked your next day schedule, in order to be sure, you won't forget an early-morning meeting.</p>	<p>Change where you work: Going to a library, to a café or to a co-working place will help you separate the place you work from the place you relax.</p>
<p>Block your distractions: Find out when you are distracted and what exactly may distract you. It could be social media notifications, TV, mobile ringing etc. To protect your focus, block your distractions and remain concentrated on your tasks.</p>	<p>Plan your breaks and don't feel guilty taking them: Breaks improve productivity. As a remote worker you need to balance work with rest. Plan either small and regular breaks or less and larger ones.</p>

Configure your workspace

One of the first recommendations when it comes to remote working is “setting up a work-from-home space that's as functional and comfortable (and calming!) as possible” (Holdefehr, 2020). Below there are some guidelines for picking up a productive workspace (Holdefehr, 2020):

- Pick the right spot: Choose a spot, where you think you will be more productive. Ideally the spot should be away from possible distractions and also receive natural light. If you have kids who need supervision, you may think of picking a spot near to them.
- Set up proper lightning: To avoid eyestrain, try to provide your workspace with sufficient lightning. You may choose a place nearby a window. In any case you should have a lamp to supply you with the light needed, when it gets dark.
- Make it as ergonomic as possible: It might be difficult to buy new equipment. Therefore, try to combine your own furniture in order to create a convenient and ergonomic workplace. Prefer a chair with back support and an office or a table with enough space for your equipment.
- Get connected: Ideally your workplace should be located near a power outlet. Check also the internet connection and consider an upgrade in case of poor connection.
- Avoid working from bed or couch: Try to separate the workspace from your relaxation zone, in order to create some mental distance.
- Decorate: Use your own taste and design the workplace respectively.



Childcare and housework

Many working parents are facing an unprecedented situation: working from home with kids and without help from grandparents, babysitters etc. There are definitely some difficulties in handling both childcare and remote working, but there are some strategies aiming at assisting you to cope with this situation (Douglas, 2020):

- Get a creative schedule: If there is another adult in the house you can consider a split schedule. Find hours that kids are occupied with another activity or they are asleep. Throughout the day try to take into consideration deadlines and organize your tasks.
- Communicate with your boss often: Explain your boss that because of the fact that you are a parent and you should also take care of your children, you will try your best to reach the desirable outcome and that you have also prepared a plan of your availability hours. Emphasize that you will regularly keep in touch with him/her to inform him/her about the progress and possible barriers.
- Stick to a routine: Create a schedule and after discussing it with your family members, try to follow it. Avoid changing your routine because it will cause disorganization to all members and especially to you.
- Use visual cues to avoid interruptions: For instance, use some stop signs indicating to your children that they have to be quiet for some time. If there is another adult in the house and you need to participate in a video call, ask him/her to take care of the children for a while.
- Let kids make some choices: Let them choose their own activities, unless they do not bother your work significantly. If they are a little bit older, let them prepare their meals. For example, you can make a list of lunch choices and snack choices, so that they can choose any time they like.
- Plan breaks with the kids: Breaks are essential when working. You need to take breaks in order to relax or spend time with your children. Choose the most appropriate time to do so.



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