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# BOOST TRAIN & RETAIN

Project: " Boost Train& Retain"

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## **TRAINING MANUAL** for the motivation and retention of talents

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## 1.INTRODUCTION

The Project " Boost Train & Retain" is implemented by a consortium from six different countries :

- ✓ **LACONSEIL Belgium – leader**
- ✓ **CPIP Romania- partner**
- ✓ **I&F Education Ireland - partner**
- ✓ **Innovation Hive Greece - partner**
- ✓ **ERIA Latvia - partner**
- ✓ **ELEBO Spain - partner**

**The project plans to show the importance of the application of Emotional Intelligence tools, skills and strategies for HR department, coaches and HR trainers and workers or lowed skills adults looking for secure and recognition in the labor market, especially in this moment when a large number of organisations is facing the challenges of many unpredictable changes.**

The target groups that will benefit from the project are:

- HR department staff**
- Workers**
- Trainers, coaches and other stakeholders such as: employers, training centers.**

The project WorkPackages ( WPs ) are :

- WP1 - Project Management**
- WP2 - HR Staff 2.0**
- WP3 - Expert worker toolkit**
- WP4 - Trainer Training**

Given the drastic changes currently facing the economy and training worldwide, the Boost Train & Retain project aims to be the key to improving processes around these fields and objectives.

We have been able to reach this conclusion through research, carried out by the project partners, through surveys directed at companies of all sizes.

HR managers told us that they were currently going through change processes (elected, imposed or even both), for which they are not well trained and consider that they need a significant improvement in terms of different skills and tools.

Some of the most mentioned needs were the definition of the strategy to follow and the ability to identify new objectives and other soft skills that they consider necessary. As can be seen in the results of the surveys carried out and attached to this project. It will be precisely these needs that we would cover with this project.

The Boost Train & Retain project provides significant added value in comparison to complementary and previous projects and literature, as it is clearly oriented towards very important target groups for the national and European economy but with a new perspective: empowering and equipping the target groups with tools and skills that have already taught us the great improvement of so many professional and personal aspects.

Furthermore, it builds upon and improves existing training and mentoring materials, provides a training access to the target groups and improve the existing as well as establish new networks of exchange between them.

According to the Application , one of the objectives of our project is

**" Development of a manual of skills and tools for the coaches and trainers in charge of HR training".**

**This " TRAINING MANUAL for the motivation and retention of talents" is a " fruit " of WP2 -HR Staff 2.0.**

The WP2 is very important to achieve two of the objectives of our project which are: "Provide the members of the HR departments with the necessary competences for the motivation and retention of talent " and " developing the capacity of training and retaining companies by increasing the benefits offered by the training and continuous motivation of employees and the creation of synergies with companies in other sectors to achieve conciliation,which stands out as one of the key political objectives for the EU and the fight against unemployment.

Through the manual that will be the tangible result of this WP, we want to offer the HR department **a roadmap, a KnowHow to follow in their day-to-day work.**

**The first objective of this WP** is to detect the needs, gaps and areas for improvement of the target group that concerns us in this case - the HR dept. Only by doing a good job of research can we collect enough material to develop training materials and tools to help them work, improve and meet these needs.

Therefore, **the second objective**, which is the main one of this WP, is that these tools adjust to the demands of our target group and that they are sufficiently versatile, so that with small changes they can be used in any difficult situation than in some other situation. time will go through the organization. At the same time, we want to develop training material and tools that are versatile enough to serve to achieve greater comprehensive well-being by being able to apply them in personal situations as well. All this, based on Emotional Intelligence, as we are proposing, will be very easy to achieve.

This WP is very important to achieve two of the objectives of our project which are: Provide the members of the HR departments with **THE NECESSARY COMPETENCES FOR THE MOTIVATION AND RETENTION OF TALENT** and -Developing the capacity of training and retaining companies by increasing the benefits offered by the training and continuous motivation of employees and the creation of synergies with companies in other sectors to achieve conciliation,which stands out as one of the key political objectives for the EU and the fight against unemployment.

**What will be the main results of this work package?**

In 2017, the WEF published the report 'The Future of Jobs. Employment, Skills and Workforce Strategy for the 4th Industrial Revolution', and conclude: "by 2020, more than a third of the desired core skill sets of most occupations will be comprised of skills that are not yet considered crucial to the job today. Social skills -such as persuasion, emotional intelligence and teaching others - will be in higher demand across industries than narrow technical skills, which will need to be supplemented with strong social and collaboration skills". The current situation proves, not only that the conclusions of the study were correct, but that in an awfully short time this top ten have changed several. Faced this, we prefer to do our own field research with the target groups and adjust the project and the results we want to achieve to tangible reality. We have found that in some cases the missing skills are easy to recognize by the target groups, however in other

cases they recognize the results of these lacks, but not the skills themselves. For example: they mention the lack of strategy and teamwork, but they do not realize that this is caused by the lack of skills such as decision-making or communication.

On the other hand, 95% consider that a process of improvement of personal and attitudinal abilities is needed. For this, the consortium will design, analyze questionnaires on a list of skills that we detect as necessary during the investigation. The results will be analysed by experts focus groups (one per partner) with national and international conclusions.

**MAIN RESULT:** The consortium will develop a training manual, as well as a corpus of 20 training pills and 20 learning tools for the 10 most important skills that the workshop participants decide on. To do this, we will develop three tasks during the first 12 months of the project: TASK 1.1 Skills map development TASK 1.2 - Identification of problems and definition of solutions. TASK 1.3 Training system development.

**In order to achieve WP2, we carried out several activities/ tasks :**

- TASK 2.1: Skills map development for the target group**
- TASK 2.2 : Identification of problems and definition of solutions**
- **TASK 2.3 : Training system development for target groups**

## **2.SKILLS MAP DEVELOPMENT FOR THE TARGET GROUP**

The consortium of the project carried out a **NATIONAL SURVEY** for each of 6 countries ( Belgium , Spain , Ireland , Latvia , Romania and Greece ) with HR departments and persons which are implied in HR , in each project country, in different types of organizations (SME´s, public institutions, etc).

The **aim of this SURVEY was to detect the emotional, social and personal skills** that this group considers essential for the improvement of their labour on the one hand and the **improvement of their own personal well-being** on the other hand.

In this sense, we developed a survey in which they were presented **9 Questions ( Q1:Q9 )** in order to help us to create the best tools and pills for their training.

- Q1. Is your company/ institution facing any major change at this time?
- Q2.Is it a change imposed by circumstances or decided by the company?
- Q3. Do you think it is an easy aspect to manage?
- Q4. What is the aspect that worries you the most at this time in your company/institution?
- Q5. What is the greatest gap at this time in your company/ institution ?
- Q6. Do you consider necessary a process of improvement of personal and attitudinal skills?
- Q7. How important is this process to you?
- Q8. Do you have any alternative to face the situation?
- Q9. What do you think is the biggest challenge right now?

**The overall conclusion of the EUROPEAN REPORT FINAL SURVEY** proves that most of the companies and institutions agreed that they are facing major changes at this time ( between 59 % and 100 % ) and the participants confessed that the changes and new challenges are both imposed by circumstances ( between 33 % and 60 % ) and decided by the company in general.

The most debated aspects of the questionnaire during the workshop were those related to the most worrying aspects in the organisation : strategy , the lack of teamwork , communication , burnout , stress management, conflict solving etc.

Improvement of personal and attitudinal skills was at the top of the answers during our research-between 90 and 94 %.

More information about EUROPEAN REPORT FINAL SURVEY at the following link :

[https://boost-train-retain.eu/wp-content/uploads/2024/05/European\\_Report\\_Final\\_Survey.docx.pdf](https://boost-train-retain.eu/wp-content/uploads/2024/05/European_Report_Final_Survey.docx.pdf)

As a conclusion of our report , in the framework of our meeting in Brussels , we developed a list of 20 skills, for the target group and selected 12 skills ( bold ) and then allocated to 6 partners . We concluded that the major gaps that they are facing in this moment can be improved by working in the next 12 abilities/ skills ( bold ).

## **20 Skills**

### **1.Communication**

### **2.Personal responsibility**

3.Self responsibility

4.Self awareness

5. Self regulation / management

6.Identify new opportunities

### **7.Stress management & burnout**

### **8.Leadership**

### **9.Critical thinking**

### **10.Creativity**

11.Interpersonal skills

### **12.People management**

### **13. Conflict solving & Decision Making**

14.Recognizing of emotions

### **15. Strategy definition**

### **16.Team spirit**

### **17.Organisational skills and flexibility**

### **18.Focus on what's important**

19. Motivation

20. Empathy

All the chosen skills are interrelated and for their correct learning and putting into practice, an integral development of the emotional intelligence of the target group is required. We believe that this training will make an important difference in terms of the productivity of organizations and the integral well-being of the human team that make them up.

In order to ensure a perfect coordination between partners of the project and to maintaining the same line of work and methodology in all countries, we developed **the next definitions of the abilities mentioned above:**

**1.Communication** is a process in which an exchange of information, opinions and emotions is carried out. Probably one of the most important parts of the process is listening to the receiver, in addition to the linguistic capacity of the sender and the use of similar encodings or those that are at the same cultural level. The origin of the word “communication” is “communicare” which means “to impart”, “to share” or “to make common.”

**2. Personal responsibility:** Personal responsibility is when you take full responsibility for your actions, your words, your decisions, your thoughts, your emotions and the consequences of it. Taking responsibility is not blaming others for what is happening in and with your life, but assuming that you are in control of what is happening and empowering yourself, which prevents physical and mental illnesses.

Not assuming this responsibility makes us develop a victim mentality that will contribute to the worsening of our quality of life.

**3. Stress management & burnout:** Stress is an inherent part of our lives and represents an automatic physical, mental and emotional response to a challenge. Stress management is represented and offers a set of strategies and techniques that help us deal with these circumstances and challenges. Burnout is a consequence of prolonged (chronic) stress, especially in the workplace, whose characteristics are: lack of motivation, hopelessness, restlessness, frustration, etc. It can affect the individual in various ways: physical, mental, emotional and behavioral.

**4. Leadership:** There are diverse opinions about leadership, however in our case and as a conclusion of the questionnaire that we carried out, we believe that we should train this ability considering the following aspects of a good leader: improving transparency, valuing other opinions, getting to know their peers (aspirations and needs), being optimistic and realistic, assuming responsibility, believing in a purpose, self-knowledge, self-criticism.

**5. Critical thinking:** entails the integration (knowledge and application) of standards like: clarity, accuracy, relevance, depth, breadth, logic, and fairness. Critical thinking is a learned ability that must be taught. Most individuals never learn it. There are six key skills that help develop critical thinking: Identification (the problem, the situation and the factors that influence it), research (verification of the arguments of the parties and the source of the information), identification of biases (assess the information objectively, being aware that the arguments of both parties are subjective), inference (the ability to summarize the most important conclusions based on the information presented), determine relevance (decide which of all the information is the most important to what you want to decide or for your objective), curiosity (it is true that we are curious by nature, but in situations in which we have to apply critical thinking we forget to ask "why" or any other question that could expand the information we need).

**6. Creativity:** Ability to invent, to generate new ideas and concepts, or even to combine existing ideas and concepts to find a disruptive solution or alternative to a challenge. Psychological research has confirmed that there are three main types of creativity: exploratory, transformational and combinational creativity.

**7. People management:** We are going to include in this skill several aspects that are not represented in the other skills, such as: macromanagement - take a step back and allow employees freedom of decision and action while they achieve the desired results; support - it is in moments of doubt and worry that your colleagues need you to get back up and trust themselves; honesty - it is essential for building a strong team, say and ask that they always tell you the truth no matter what, it will improve the way you relate to each other and overcome difficult situations.

**8. Conflict solving & decision making:** This ability means that we are capable of solving a disagreement with another party in a positive way and maintaining a good relationship with it. Having the capacity to solve conflicts does not mean that they are avoided, but rather that they are managed in a way that is satisfactory to both parties. Decision making is an integral part of good conflict management, normally the last step of the process, although it is in itself a process

in which the following are evaluated: the premises, the information, the alternatives, consequences and the actions to be carried out.

**9. Strategy definition:** A definition of strategy in companies consists of the ability to make the decisions and actions necessary to achieve a broader objective. A well-defined strategy helps the company that develops it to be a leader in its field. Let's say that strategies make the difference between bankruptcy and success.

**10. Team spirit:** is a fundamental aspect for achieving the best results in any organization. It is based on respect and loyalty among the members of the organization and orientation towards a common goal. The strengths and weaknesses of each of the members must be known very well, since they will be the weaknesses and strengths of the organization itself. At the same time, work must be done to align the purpose of each member with the purpose of the organization and promote common values.

**11. Organisational skills & flexibility:** Organizational skills are represented by a set of techniques that facilitate the development of a roadmap to achieve a specific objective. In the business world, the most important skills that make up this set are: time management, identification of the human team that fits each task, effective prioritization based on importance, the ability to define a timeline adjusted to the objective. Flexibility is one of the essential skills for an effective organization and consists of the ability to adapt to new circumstances and unforeseen events that appear, with the aim of not allowing them to stray from the previously proposed objective.

**12. Focus on what's important:** It is one of the skills that will facilitate decision-making, communication, the achievement of objectives and the management of conflicts and time. The integration of this ability will contribute to achieving a clear vision of the objectives in each situation, and will even contribute to improving flexibility and the definition of an effective strategy.

The partners have allocated all 12 skills for the development of learning methods as follows:

**-LACONSEIL Belgium: "Communication" and "Creativity"**

**-CPIP Romania : "Critical thinking" and "People management"**

**-I&F Education Ireland : "Focusing on What's Important" and "Organisational Skills and Flexibility."**

**-INNOVATION HIVE Greece : "Leadership" and "Personal responsibility"**

**-ERIA Latvia : "Strategy definition" and "Team spirit"**

**-ELEBO Spain : "Stress management & burnout" and "Conflict solving & decision making"**



### 3. IDENTIFICATION OF PROBLEMS AND DEFINITION OF SOLUTIONS

The consortium of the project **organized a FOCUS GROUP in each country** countries ( Belgium , Spain , Ireland , Latvia , Romania and Greece ) with HR departments and persons which are implied in HR , in each project country, in different types of organizations (SME's, public institutions, etc).

The aim of FOCUS GROUP is the to test the results from the first activity questionnaires and Create a Common European report.

The list of feedback questions :

1. **To what extent do you agree with the final list of skills selected?**
2. **To what extent do you consider important the application of emotional skills, emotional intelligence tools for HR departments?**
3. **Will you modify the final list of emotional skills? If yes, make your suggestions.**
4. **Do you consider that HR workers are trained in the field of emotional skills?**
5. **Do you consider that HR workers know how to use these emotional skills in their daily work?**
6. **In your opinion what are the most common emotional problem facing in the companies?**
7. **What is the emotional situation of the workers in your country?**

#### **The overall conclusion of the EUROPEAN REPORT FINAL FOCUS GROUP**

Based on the responses of the focus group, it can be concluded that **the final list of emotional skills selected is widely accepted and viewed as important for HR departments.**

While no major modifications were suggested, the group acknowledged that more emotional skills could be added to the list. It was also noted that **HR workers may not always have formal training in emotional skills but using such skills is becoming increasingly valued in the field.**

**The most common emotional problems** facing companies were identified as **stress and burnout, communication issues**, low morale, bullying and harassment, and micromanagement. Finally, it is important for companies to address these issues proactively and prioritise the emotional well-being of their worker.

There are many small companies in Europe that employ less than 10 people, where of course the manager is also a recruiter, accountant, etc. Not everyone is able and knows how to successfully think about the internal environment of the company, especially these small entrepreneurs who are authorities and always know what is better in their companies. It is rare for a small employer to think and at all can think about creating a favorable environment for employees.

The focus group results lead to the conclusion that there are greater or lesser challenges in such essential aspects of the work environment as leadership, team work, employee well-being and how meaningful the work is. In many places, employees are afraid of management, the work seems meaningless and it is not appreciated. Therefore, people often have to get up in the morning and go to work. The time of the pandemic has illuminated these problems even more, because during remote work, people became even more alienated both from their colleagues and their workplace.

More information about EUROPEAN REPORT FINAL FOCUS GROUP at the following link :

[https://boost-train-retain.eu/wp-content/uploads/2024/05/European\\_Report\\_Final-focus-group.docx.pdf](https://boost-train-retain.eu/wp-content/uploads/2024/05/European_Report_Final-focus-group.docx.pdf)

#### 4. TRAINING SYSTEM DEVELOPMENT FOR TARGET GROUPS

This task implies development of **training pills** & **learning tools** based on selected abilities, **adaptation to the E-learning platform, testing phase and final manual development.**

**Training Pills** are one of the most attractive formats in Microlearning. They are small units of content associated with a question. Their objective is to transmit knowledge in a fast, effective and attractive way for the user. For creating quality training pills , it's important : make them short ; they are focused on a single topic, concept or idea ; that they have associated multimedia elements- since it favors a more fluid and dynamic learning process.

We developed a **template for each training pill** , with the following sections : Aim - Describe the aim of this topic ; Objectives - Mention three specific objectives of this topic ; Content - Name the most important points/chapters of this topic

**Learning Tools** are a set of inclusive features available in a wide range of platforms that assist all learners in reading, writing, math, and communication. Learning Tools are resources used for pedagogical purposes that facilitate learning.

We developed a **template for each learning tool** , which include the following sections : description of tool , objectives of the tool , connection of the tool with the skill , material resources , how to apply the tool , what to learn.

In what follows, we present in summary **the training pills and learning tools.**

For detailed information, please access our website and find the training pills and learning tools at the following link:

<https://boost-train-retain.eu/resources/>

## 5. TRAINING PILLS

### 5.1 Training Pills : COMMUNICATION

#### **The first pill about COMMUNICATION**

##### **What Are Communication Skills?**

Communication skills are the abilities you use when giving and receiving different kinds of information. Some examples include communicating new ideas, feelings or even an update on your project.

Communication skills involve listening, speaking, observing and empathising.

It is also helpful to understand the differences in how to communicate through face-to-face interactions, phone conversations and digital communications like email and social media.

##### **The Importance of Communication Skills**



Having strong communication skills aids in all aspects of life – from professional life to personal life and everything that falls in between.

From a business standpoint, all transactions result from communication.

Good communication skills are essential to allow others and yourself to understand information more accurately and quickly.

In contrast, poor communication skills

lead to frequent misunderstandings and frustration.

In a 2016 LinkedIn survey conducted in the United States, communication topped the list of the most sought-after soft skills among employers.

1	Communication	57.9%
2	Organization	56.5%
3	Teamwork	56.4%
4	Always Punctual	55.9%
5	Critical Thinking	55.8%
6	Social Skills	55.8%
7	Creativity	55.0%
8	Interpersonal Communication	55.0%
9	Adaptability	54.9%
10	Friendly Personality	54.6%

## How to Improve Your Communication Skills

### ✓ **Listening**

To become a good communicator, it is important to be a good listener. It is important to practice active listening – pay close attention to what others are saying and clarify ambiguities by rephrasing their questions for greater understanding.

### ✓ **Conciseness**

Convey your message in as few words as possible. Do not use filler words and get straight to the point. Rambling will cause the listener to tune out or be unsure of what you are talking about. Avoid speaking excessively and do not use words that may confuse the audience.

### ✓ **Body language**

It is important to practice good body language, use eye contact, utilize hand gestures, and watch the tone of the voice when communicating with others. A relaxed body stance with a friendly tone will aid in making you look approachable to others.

Eye contact is important in communication – look the person in the eye to indicate that you are focused on the conversation. But make sure to not stare at the person as it can make him or her uncomfortable.

### ✓ **Confidence**

Be confident in what you say and in your communication interactions with others. Being confident can be as easy as maintaining eye contact, maintaining a relaxed body stance, and talking with concision. Try not to make statements sound like questions and avoid trying to sound aggressive or demeaning.

### ✓ **Open-mindedness**

In situations where you disagree with what someone else has to say, whether it be with an employer, a co-worker, or a friend, it is important to sympathize with their point of view rather than simply try to get your message across. Respect the opinion of others and never resort to demeaning those who do not agree with you.

### ✓ **Respect**

Respecting what others have to say and acknowledging them is an important aspect of communication. Being respectful can be as simple as paying attention to what they have to

say, using the person's name, and not being distracted. By respecting others, the other person will feel appreciated, which will lead to a more honest and productive conversation.

✓ **Using the correct medium**

There are several different forms of communication to use – it is important to choose the right one. For example, communicating in person about serious matters (layoffs, salary changes, etc.) is more appropriate than sending an email regarding the matter.

➤ **Good Communication Skills for a Great Career**

Succeeding in your career requires good communication skills. You need to know what you want and how you are going to attain it. Being an excellent communicator can help propel your career. Good communication skills can aid in helping you land an interview and pass the selection process. Being able to articulate well provides a significant advantage. To do your job effectively, you have to discuss problems, request information, interact with others, and have good human relations skills – these are all part of having good communication skills. They help in being understood well and in helping understand the needs of those around you.

➤ **Poor Communication in the Workplace**

Communication drives workplace success. Although the detriments of poorly communicating with others may not be apparent in the short term, it has a crippling effect on the workplace in the long term. Here are some signs of bad communication:

- Lack of specific communication
- Using the incorrect mediums to convey important messages
- Passive-aggressive communication
- Lack of follow-through and consideration
- Blaming and intimidating others
- Failing to listen

An example of poor communication would be the [RadioShack layoff notices](#) in 2006.

The electronics chain laid off 400 employees by notifying employees by email. The company faced significant backlash following the move, with many surprised that it used email instead of face-to-face meetings.

Bad communication by Radioshack resulted from using the incorrect medium of communicating with its employees. The company's employees felt dehumanized and subsequently resented the company.

## **The second pill about COMMUNICATION**

### **4 Smart Ways to Improve your Communication Skills**

Communication experts have many advice on how to improve communication skills.

For example, take a look at Simon Lancaster's best practices for speaking like a leader below

Simon Lancaster shares his best practices for developing great communication skills



Or watch what Linda Reynier has to say when it comes to building great communication skills for your personal and professional life:



As you can see, there is no single way to develop great communication skills or become a great leader.

The methodology you're going to pick will depend on you the objectives you want to achieve and your personality as well (we don't need to develop the same communication skills).

To help you get started with thought leadership, we share below **4 of the most productive ways** to quickly and efficiently improve your communication skills.

➤ **Listen with empathy**

Empathy is the ability to **understand the feelings, thoughts, and beliefs** of another person. Exactly this is the reason why organizations have started [developing empathy in the workplace](#).

Emotional acceptance, closely related to empathy, means that, after empathizing and **understanding how other person feels**, we can accept the reasons why somebody feels or thinks the way they do, regardless of whether we agree with it or not.

Try to see things from others' perspectives by accepting what you hear instead of trying to „fix things and solve the problem“.

➤ **Speak up**

Communication **begins with you**. Take responsibility and start communication, do not wait and expect another person to do so, and don't hide behind various forms of online communication.

Good communication, especially on important topics, requires far more than what we can express in a written message.

**We often misunderstand** this kind of communication because we do not see the person's face, its nonverbal communication, and in what circumstances communication starts.

➤ **Prepare what you're going to say**

**Think before you speak**. Most of us work best when we have time to process our own thoughts before we share them.

If the conversation or meeting is worth your precious time, take a few minutes to prepare the speech draft.

For a very important conversation, **try a mock-up conversation** with a trusted person so you can get rid of any potential mistakes.

➤ **Be ready for different answers**

As you formulate a speech strategy, put yourself in the position of a person who will listen to you. This will ensure a balanced approach and you will be prepared to learn and defend potential disagreements and it will be easier for you to defend your standpoint.

No one can predict with certainty how other people will react.

Improve chances of a successful conversation by expecting negative answers and queries. So it is harder for your listeners to catch you unprepared.

### **Stats on the Importance of Developing Strong Communication Skills**

We've compiled below **some of the most important stats on the importance of developing strong communication skills** in the workplace.

- **7% of communication** is verbal, **38%** is the tone and inflection, and a staggering **55%** is body language ([Hailo](#))
- **Over 80% of Americans** think that employee communication is a key factor in creating trust with their employers ([Slideshare](#))
- **81% of recruiters identify interpersonal skills as important** ([mba.com](#))
- However, **more than 60% of employers** say that applicants are not demonstrating sufficient communication and interpersonal skills to be considered for jobs ([Business Time](#))
- 98% of top salespeople identify relationships as the most important factor in generating new business (Salesforce)
- More than 90% of employees would rather hear bad news than no news (Jostle)
- 69% list strong communication skills as a reason they are confident in hiring graduates from business school (mba.com)
- According to the National Association of Colleges and Employers, 73.4% of employers want a candidate with strong written communication skills (Inc.)
- Companies lose on average \$62.4 million per year** because of inadequate communication to and between employees ([SHRM](#))
- 69% of managers** are not comfortable communicating with employees ([HR Technologist](#))
- Only 19% of organizations** say they are “very effective” at developing leaders ([Infopro Learning](#))
- **82% of employees** don’t trust their boss to tell the truth ([Forbes](#))
- **85% of employees** say they’re most motivated when management offers regular updates on company news ([Trade Press Services](#))

## 5.2 Training Pills : CREATIVITY

### The first training pill about CREATIVITY

#### Definition of creativity

Creativity encompasses the ability to discover new and original ideas, connections, and solutions to problems. It’s a part of our drive as humans—fostering resilience, sparking joy, and providing opportunities for self-actualization.

An act of creativity can be grand and inspiring, such as crafting a beautiful painting or designing an innovative company.

But an idea need not be artistic or world-changing to count as creative. Life requires daily acts of ingenuity and novel workarounds; in this sense, almost everyone possesses some amount of creativity.

#### Sources of Creativity

There are many pieces to the puzzle of creativity, including a balance between controlled, deliberate thought and spontaneous play and imagination.

Personality plays a role, as well as biology and life experience.

But everyone possesses some measure of creativity, even if they don’t realize it. Life is full of small moments that require new ideas or surprising solutions. A choice that you don’t think twice about—how you cook a fried egg or the route you take to work—someone else might find delightfully original.

#### Why are some people more creative than others?

Creative people embody complexity; they show tendencies of thought and action that are segregated in others, according to the pioneering creativity researcher Mihaly Csikszentmihalyi. They balance intense energy with quiet rest, playfulness with discipline, fantasy with reality, and passion for their work with objectivity.

Neuroscience research seems to support this idea. Creative people may better engage the three brain systems—the default mode network, the salience network, and the executive control network—that collectively produce creative thought.

### **Which personality traits are linked to creativity?**

The trait of [Openness to Experience](#) correlates with creativity, encompassing a receptivity to new ideas and experiences. People who are low in openness prefer routines and familiarity, while those who are high in openness revel in novelty, whether that is meeting new people, processing different emotions, or traveling to exotic destinations.

Accumulating these experiences and perspectives can help the [brain forge creative new connections](#).

Other characteristics that are linked to creativity include [curiosity, positivity, energy, persistence, and intrinsic motivation](#).

### **How to Be More Creative**

Some people think creativity is a gift—something only bestowed upon the Vincent Van Goghs, Toni Morrisons and Annie Leibovitzes of the world.

But the truth is, creativity isn't a gift—it's a skill. And it's a skill that anyone—painter, writer, accountant, stay-at-home dad, CEO, designer or anyone else—can get better at over time with the right kind of practice.

But what does that practice look like? How, exactly, can you be more creative?

Some people think creativity is a gift—something only bestowed upon the Vincent Van Goghs, Toni Morrisons and Annie Leibovitzes of the world.



But the truth is, creativity isn't a gift it's a skill. And it's a skill that any one painter, writer, accountant, stay-at-home dad, CEO, designer or anyone else can get better at over time with the right kind of practice. Turns out, there are three networks in your brain that are responsible for creativity: the executive attention network (which is responsible for focus and attention), the imagination network (which is responsible for you guessed it imagination and daydreaming), and the salience network

(which is responsible for making connections between the knowledge stored in your brain and your environment). And if you want to become more creative, you need to find ways to engage all three.

### **If you're trying to make room for more creative projects in your life...**

#### **➤ Put practicing creativity on your calendar**

Make room for practicing creativity on your schedule just like you would any other important commitment—and then stick to it. And when I say “make room,” I'm being literal. Block off a specific chunk of time (like Tuesdays from 6:30pm to 7:30pm) and put it on your calendar. Then, when that scheduled time rolls around, follow through and work on a creative project. That might mean brainstorming ideas for a new book, putting a few hours into a new design, or even something as simple as coloring or writing in a journal—what you do doesn't matter, as long as it's creative. Making creativity a priority and putting it on your calendar will activate the executive attention network in your brain and help you focus your attention on your creative projects—which is the first step towards becoming a more creative person.

#### **➤ Let yourself be bored**

If you're like most people, you wear “busy” like a badge of honor and schedule every second of your day with one task or another. But when you're constantly busy, you don't leave any room for your mind to wander.

If you want to be more creative, you need to let yourself be bored! When you're bored, you daydream, which activates your brain's imagination network.

And [studies show](#) that boredom—and all that daydreaming you do when you're bored—sparks creative thinking and can lead to a whole slew of new, creative ideas (and new, creative ways of thinking).

#### **➤ Try approaching the project at an unexpected time**



If you're stuck on a project, you need to make new connections and start to look at the project in a different way. And one of the best ways to do that?

Working at the project at a different time.

Changing things up and working on projects at an unexpected time can help you think differently. This can activate your brain's salience network—making it easier to make new, unexpected connections between your knowledge banks and the environment. In fact, a [recent study](#) found that you're more likely to solve “insight problems” (which is psychology-speak for problems that require creativity) when you're least alert—so, if you're a morning person, you'll be more effective at solving creative problems at night. This is likely because thinking creatively requires different areas of the brain—so while you'll definitely want to tackle analytical problems when you're at your peak level of attention and focus, more creative problems can actually benefit from a more relaxed mind.

#### ➤ **Go for a walk**

Sometimes, a change of scenery is all you need to think differently about a problem—and the best change of scenery to foster creative thinking? Getting outside.

Going for a walk (especially outdoors) is one of the best things you can do to boost your creativity and encourage new ways of thinking. It's [been shown](#) to increase creative output by up to 60%—likely because spending time outside can activate all three of the brain's creativity networks (you'll engage the executive attention network because you'll have to focus on where you're going; you'll be free to daydream, which activates the imagination network; and all the new stimuli in your environment will activate the salience network).

Creativity bonus points: if you want to supercharge your walk's creativity benefit, pop in some headphones and listen to “happy music,” which [research shows](#) facilitates divergent thinking and delivers a potent boost to creativity.

### **Practice to be more creative!**

Creativity isn't something that's reserved for geniuses. It's available to everyone, no matter who you are or where you're at in your life—all you have to do is practice.

So what are you waiting for? Get out there and start developing your creative strengths—we can't wait to see what new and amazing things you come up with!

## **The second training pill about CREATIVITY**

### **Creativity is a pattern of thinking**

So we know that creativity is an ability that allows people to develop new ideas, but that still feels a bit vague and intangible (kind of like saying swimming is the ability to not drown in water—technically true, but not particularly useful if you're going for a deeper understanding, or ya know, wanting to not drown). Put on your floaties and let's dive into the deep end.

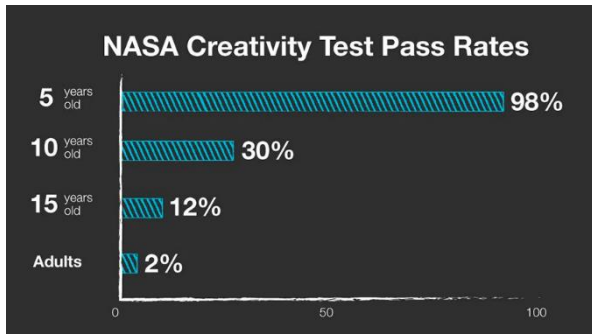
All skills originate in our brains: whether it's physical (learning to do the breaststroke) or mental (learning to solve an algebraic equation), it's all about neurons in the right part of your brain firing over and over again until what you're doing becomes ingrained.

Creativity is the skill to transcend traditional ways of thinking and come up with new ideas. But where do these new ideas come from?

### **Are children more creative than adults?**

If you do a Google search on creativity, you'll pretty quickly run into an article that mentions a [study run by Professor George Land](#) that seems to show that children become less creative over time.

The gist: Land worked with NASA to develop a creativity test that would help them select innovative engineers and scientists for the space program. In 1968, he and colleague Beth Jarmen gave the same test to 1,600 children and found that—shock—98% of five-year-olds were apparently creative geniuses. And we all just got less and less creative as we aged, until only a measly 2% of us adults qualify as creative geniuses.



## 5.3 Training Pills : STRESS MANAGEMENT & BURNOUT

### The first training pill about STRESS MANAGEMENT & BURNOUT

#### What Are Burnout

Burnout is a state of emotional, mental and physical exhaustion caused by prolonged stress. It is more common among people who work in high-stress environments like healthcare, social work or education. If it is not treated, it can have serious consequences for the individuals and the organization they work for

Symptoms: Chronic fatigue; Insomnia; Irritability; Lack of motivation; Heart disease; depression



#### Causes of burnout:

There are many factors that can contribute to burnout:

- Job demands like workload and time pressure;
- Lack of control: the extension that employees have autonomy and decision-making power;
- Interpersonal conflicts: difficult coworkers or supervisors;
- Lack of social support;
- Unclear job expectation;
- Mismatch between individual and organization values.

#### How prevent burnout ?

Preventing burnout requires a combination of individual and organizational strategies.

Individual strategies:

- self-care practice: exercise, meditation, hobbies
- Set realistic goals
- Seek social support which provide sense of connection and validation

Organizational strategies:

- Supportive environment to promote the work-life balance: flexible work-program
- Opportunities for professional development: training and promotion programs
- Recognition: regular feedback

#### Solving burnout in workplace

It is important for workplace to have clear policies to address burnout. This policies can include:

- Guidelines for workload management

- Stress reduction techniques
- Support resources for employees who may be struggling

A very interesting measure could be that employers and employees create by working together a wellness plan that include productivity engagement and overall satisfaction.

### **The cost of burnout**

Burnout can have important impact and costs for both individuals and organisations.

<p>Individuals:</p> <ul style="list-style-type: none"> <li>• Decrease job satisfaction</li> <li>• Poor performance</li> <li>• Reduce quality of life</li> <li>• High blood pressure</li> <li>• Obesity</li> </ul>	<p>Organisations:</p> <ul style="list-style-type: none"> <li>• Increase absenteeism</li> <li>• Turnover</li> <li>• Decreased productivity</li> </ul>
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### **Moving forward**

This part requires high commitment both individuals and organization. The strategies that can make the difference include:

- Stress management techniques
- Setting boundaries in the workplace
- Detect and address underlying issues like job dissatisfaction or personal struggles

This can lead to increase job satisfaction, productivity and better quality of life for all involved

## **The second training pill about STRESS MANAGEMENT & BURNOUT**

### **Stress management**

#### **Understanding Stress in the workplace**

Stress is a common experience in the workplace and it can have a significant impact on employee well-being and productivity. In order to manage stress in HR it is very important to understand the causes like for example:

- Heavy workload
- Long hours
- Poor communication
- Job insecurity
- Lack of support

#### **Resources and support for stress management:**

- Flexible work program
- Training on communication
- Introducing the “power skills programs”
- Team building

## 5.4 Training Pills : CONFLICT SOLVING & DECISION MAKING

### The first training pill about CONFLICT SOLVING & DECISION MAKING

#### Conflict solving

- refers to a situation where there is a disagreement, opposition, or clash between two or more individuals within the human resources department of an organization.

Examples of HR conflict may include disputes over promotions, disagreements over company policies, conflicts between team members, or clashes between employees and management.

<b>Technique for conflict solving :</b> <ul style="list-style-type: none"><li>• Active listening</li><li>• Collaboration and compromise</li><li>• Mediation and arbitration</li></ul>	<b>Best practice:</b> <ul style="list-style-type: none"><li>• Effective training and development programs in conflict solving</li><li>• Encouraging open communication: by actively listening, promoting collaboration, and creating a safe space for employees to express their thoughts and concerns.</li></ul>
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### The second training pill about CONFLICT SOLVING & DECISION MAKING

#### Decision making in the workplace:

Effective decision making is crucial in the workplace as it leads to improved collaboration, reduced risks and costs, and increased productivity and innovation.

#### Key factors for effective decision making

- Identifying the Problem: to understand the importance of accurately identifying problems before making decisions
- Collecting and analyzing information
- Considering alternatives and outcomes
- Making a decision
- Communicating the decision

#### Benefits of effective decision making

- ✓ Effective decision making promotes collaboration and communication within teams
- ✓ Clear decision-making processes improve communication and reduce confusion: When everyone knows how decisions will be made, it's easier to communicate and collaborate effectively.
- ✓ Involving diverse perspectives in decision making leads to better collaboration and innovation: This leads to more innovative solutions and better collaboration
- ✓ Effective decision making improves trust among team members: When team members trust that decisions are made fairly and transparently, they are more likely to collaborate effectively and communicate openly.

## 5.5 Training Pills : CRITICAL THINKING

### The first training pill about CRITICAL THINKING

Critical thinking is a way of thinking about particular things at a particular time; it is not the accumulation of facts and knowledge or something that you can learn once and then use in that form forever!

#### **Six key skills that help develop critical thinking:**

- Identification
- Curiosity
- Research
- Determine relevance
- Identification of biases
- Inference

#### **Why is critical thinking important in the workplace?**

There are times at work when you simply have to “do.” A tight deadline, a demanding project outline, or a highly particular superior might mean that it makes sense to complete a task without too much mental tinkering. At your workplace, critical thinking can distinguish you as a leader, and a valuable mind to bounce ideas off. It can help improve the quality of your work, and the perception those higher up the chain have of you. Using your critical thinking skills in the workplace will define you as a problem solver. The first step to actually using critical thinking is approaching every situation with an open mind.

#### **Benefits of critical thinking in work management:**

- Make informed decisions
- Streamlined, efficient work processes
- Solve challenging problems
- Effectively interviewing job applicants
- Anticipating problems and preventing them
- Planning and implementing business strategies

#### **How to promote critical thinking in the workplace?**

Despite myths that critical thinking skills are only applicable to subjects like science and math, the reality is that these skills-which are based on the evaluation and application of knowledge-are not only vital for success in all subject areas, but everyday life as well. Encouraging the employers and employees to think critically and make good decisions is essential to empowering your team to take the reins in their roles and help your business succeed.

One essential ability in critical thinking is determining whether a statement is a fact or an opinion. Thus, you must question what you're told and decide whether the information is accurate.

#### **How to encourage the employers and employees to think critically?**

Critical thinking is a skill that can be taught and strengthened. Critical thinking in the workplace means sorting among useful and arbitrary details to come up with a big-picture perspective that leads to an impactful decision or solution to a problem. With so many changes in the workplace, almost everyone needs to be a critical thinker. Possessing critical thinking skills will help pave the



way to retention and upward mobility for your workforce.

### **What steps are involved in critical thinking?**

- Ask basic questions when you set out to solve a problem

Forming a hypothesis or proposing an explanation based on limited information is a starting point for any analysis. Self-awareness is all about having a clear understanding of one's strengths, weaknesses, beliefs, emotions, thoughts, etc. When a leader is self-aware, they can assess their thoughts carefully and objectively.

- Question underlying assumptions and examine accepted beliefs

Look critically at processes that have "always been done this way." Seeking clarity is the first step towards improving critical thinking. Seeking clarity means asking questions or looking for information that seems to be overlooked or misinterpreted.

Try to break complex topics into smaller parts to gain a better understanding of it

### **The second training pill about CRITICAL THINKING**

#### **What is critical thinking in today's work environment and society?**

Pedagogy and psychology define the concept as follows: "Critical thinking means grasping an idea, examining it thoroughly, comparing it with opposing views and with what we know about the topic. Critical thinking is about curiosity, using various strategies to find out information, asking questions and systematically seeking answers, keeping a healthy amount of skepticism, finding alternatives to the usually established procedures, and doubting ready-made opinions. It concerns not only questioning, but also reaching decisions, taking stands and the ability to rationally defend one's opinion while carefully considering the arguments of others and examining the logic of those arguments" (Klooster In Grecmanová, Urbanovská, Novotný, 2000, p. 8).

#### **Six key skills that help develop critical thinking**

- **Identification** (the problem, the situation and the factors that influence it)
- **Research** (verification of the arguments of the parties and the source of the information)
- **Identification of biases** (assess the information objectively, being aware that the arguments of both parties are subjective)
- **Inference** (the ability to summarize the most important conclusions based on the information presented)
- **Determine relevance** (decide which of all the information is the most important to what you want to decide or for your objective)
- **Curiosity** (it is true that we are curious by nature, but in situations in which we have to apply critical thinking we forget to ask "why" or any other question that could expand the information we need)

## 5.6 Training Pills : PEOPLE MANAGEMENT

### **The first training pill about PEOPLE MANAGEMENT**

Many managers enjoy being managers because they enjoy people. Meaningful recognition occurs when you have intimate knowledge of someone's work. Go beyond resourcing. Understand what it takes to accomplish their work and what makes it meaningful for them. That perspective can help you communicate that every individual is seen and valued -- and in turn, create a work environment where employees recognize one another's efforts too.

Examining people management skills can help you discover your strengths and identify areas for improvement. Effective people management can improve morale and employee engagement, reduce turnover, and enhance communication throughout teams.

#### **5 key components of people management:**

- Create -building a workforce that builds a better future Confront
- Comprehend-involves understanding the people who make up the organization .
- Collaborate- cooperating smarter, faster and stronger
- Communicate- opening channels to connect effectively
- Confront - optimizing on healthy differences

According to recent studies someone with people management skills can:

- **Build long-term relationships**
- **Lead positive change**
- **Positively inspire others**

#### **How to effectively managing people in a work environment?**

- Separate personal problems from organizational ones
- Balance praise and criticism wisely
- Communicate clearly and accurately
- Promote mentoring relationships
- People management starts with listening

#### **Role modeling and people management**

One of ways that managers can inspire their teams to achieve greater work effectiveness is to be 'role-model managers'. Trust is not given, it is earned. Show your team that you can be trusted by always being fair, honest, and consistent.

Role models are individuals whose behaviours and successes are attractive to others and thus readily followed

#### **Mentoring and people management**

Mentorship is a fantastic way to help new managers grow into their roles as leaders. Studies show that two-thirds of employees in any given organization have been promoted without having received adequate training for their position. According to Brian Rollo Consulting Group, it's not surprising that 63% do not feel effective after six months, and 50% still do not feel effective after a year. Mentorship is imperative to properly train and support new managers. Companies need to realize that it's crucial to train and develop potential leaders at every level within an organization. Once the goals have been set, and alignment has been reached, the next step is to decide on a model for the mentoring program. There are several ways you can structure your program:

- Traditional 1-on-1 mentorship
- Group mentoring
- Peer mentoring

Any mentoring program that is not done physically or face-to-face could be done virtually. Receiving feedback is one of the most valuable ways for employers and employees to identify areas of strength, and gaps in performance.

### **Traditional one-on-one mentoring and people management**

A mentor may help with exploring careers, setting goals, developing contacts, and identifying resources. Mentee-mentor partners participate in a mentoring relationship with structure and timeframe of their making or as established by a formal mentoring program.

### **Distance Mentoring**

A mentoring relationship in which the two parties (or group) are in different locations. Sometimes called “virtual” mentoring.

### **Group mentoring and people management**

A single mentor is matched with a cohort of mentees. Initial program structure is provided while allowing mentor to direct progress, pace and activities. The manager or supervisor might set tasks or objectives for the individual or they may develop these collaboratively. The manager or supervisor will likely be reliant on the successful completion of objectives for the overall benefit of the project, team or organisation.

## **The second training pill about PEOPLE MANAGEMENT**

### **What is people management in today's work environment and society?**

People management is defined as a set of practices that encompass the end-to-end processes of talent acquisition, talent optimization, and talent retention while providing continued support for the business and guidance for the employees of an organization. Effective people management is a necessary quality for current and aspiring leaders who aim to improve workplace communication and prepare employees for success. Examining people management skills can help you discover your strengths and identify areas for improvement. Effective people management can improve morale and employee engagement, reduce turnover, and enhance communication throughout teams.

### **5 key components of people management**

- ✓ Create
- ✓ Confront
- ✓ Comprehend
- ✓ Collaborate
- ✓ Communicate

**Many managers enjoy being managers because they enjoy people. Meaningful recognition occurs when you have intimate knowledge of someone's work. Go beyond resourcing. Understand what it takes to accomplish their work and what makes it meaningful for them. That perspective can help you communicate that every individual is seen and valued -- and in turn, create a work environment where employees recognize one another's efforts too.**

## **5.7 Training Pills : STRATEGY DEFINITION**

### **The first training pill about STRATEGY DEFINITION**

A definition of strategy in companies consists of the ability to make the decisions and actions necessary to achieve a broader objective.

A well-defined strategy helps the company that develops it to be a leader in its field.

**Let's say that strategies make the difference between bankruptcy and success!**

### **Why is it important?**

- These skills can **help you adapt** depending on the situation you're facing.



- Rather than being specific to an occupation or position, strategic skills focus on the **personal and communicative** abilities individuals need to thrive in a productive work environment.
- Effectively can foster these skills through **self-reflection** and independent instruction.
- Strategy definition skills can be **beneficial for people in any role** at a company to develop, even if they aren't in leadership roles.
- In particular, leaders and managers with good strategic definition skills can **increase business productivity and profit**.



#### **What to consider when using this skill?**

- Forward-thinking
- Organisation and planning
- Communication
- Prioritisation
- Intentional actions

#### **How can employees of different levels apply this skill?**

- Discuss ideas with a wide variety of people
- Formulate and evaluate new strategies
- Analyse data and past performance
- Reflect on personal goal achievement

#### **What is the effect of this skill?**

- Plan activities in the long term;
- Able to see how his actions affect other employees and refers to the organization;
- Able to reduce the significant amount of mistakes made;
- Creating a chain of logical actions is able to achieve real goals;

### **The second training pill about STRATEGY DEFINITION**

#### **Prioritization- What is it?**

- According to the Merriam-Webster Dictionary, the definition of prioritization is “to organize (things) so that the most important thing is done or dealt with first.”
- Sometimes this involves organizing a group of tasks, or things that need to be completed, and ranking them according to different factors including but not limited to, criticalness, whether or not it is time sensitive, and how long it takes to complete each one.

#### **Why is it important?**

- Prioritization is important because **it with allow you to give your attention to tasks that are important and urgent so that you can later focus on lower priority tasks.**
- Establishing priorities is necessary in order to **complete everything** that needs to be done.

- If you do not take the time to prioritize, then you will have **trouble getting things done on time**, stress about how you will finish everything on your to-do list, and not be productive

### **How to prioritize tasks at work?**

- **Make a list of all your tasks**  
Effective prioritization comes from understanding what you need to get done. Make a list of all your tasks, including work activities, errands like grocery shopping or picking up your dry cleaning, and family gatherings.
- **Decide which tasks are most important**  
Write the deadline for each task, and order them from the most to least urgent. You should also think about the consequences of missing deadlines and the rewards for getting tasks done early. For example, missing a work deadline could make a client dissatisfied. However, postponing picking up your dry cleaning shouldn't have any consequences as long as you still have some clean, professional attire at home. You should prioritize meeting your deadlines and start with the tasks that are due soonest.
- **Avoid competing priorities**  
If the tasks you're working on aren't particularly difficult, you may be able to multitask and take care of more than one thing at once. For example, you could attend a meeting with staff members while prioritizing upcoming tasks. However, trying to multitask with more complex tasks can affect your performance. When in doubt, devote your full attention to one task at a time, and work in an environment that's free of distractions. Distractions can include checking emails, notifications, or chatting with colleagues.
- **Think about your actual goals**  
Think about your long-term goals and immediate deadlines. For example, you may want to get a university degree or additional certifications to enhance your resume to make you more qualified for a promotion.
- **Consider the amount of effort needed**  
If you often have a long to-do list, it's easy to become overwhelmed. This feeling reduces productivity and increases procrastination. To avoid it, prioritize the tasks that require the least time and effort. This can help you shorten your to-do list, give you some breathing room and create a sense of accomplishment to propel you through the day.

## **5.8 Training Pills : TEAM SPIRIT**

### **The first training pill about TEAM SPIRIT**

Definition : is a *fundamental* aspect for achieving the best results in any organization.

- It is based on respect and *loyalty* among the members of the organization and orientation towards a common goal.
- The *strengths* and weaknesses of each of the members must be known very well, since they will be the weaknesses and strengths of the organization itself.
- At the same time, work must be done to align the purpose of each member with the purpose of the organization and promote *common values*.



### **Why is it important?**

- Builds mutual trust
- Less burnout
- Improves team performance
- Helps to clear misunderstandings
- Helps to bring out hidden talents
- Promotes workplace synergy
- Boosts creativity
- Pleases customers who like working with good teams
- Encourages employees to take responsibility
- Smarter risk taking
- Fewer mistakes
- Reduces employee turnover
- Happier team members
- Enhanced personal growth

### **How to improve your teamwork skills?**

While it can take time and work to improve soft skills such as teamwork, it is certainly possible to build these qualities. Here are a few steps you can take to improve your teamwork skills:

**Get honest feedback.** It can be difficult to identify your own areas of improvement. Finding a trusted friend, colleague or mentor that can offer you honest feedback about your teamwork strengths and weaknesses can help you improve them.

**Set personal goals.** Using both your own observations and feedback from others to form achievable, relevant and time-constrained goals can help you improve one teamwork skill at a time. Using the SMART goal framework is an easy way to set appropriate goals for your career.

**Practice.** It takes time and practice to see improvements in your skillset. Pay close attention to your teamwork interactions throughout the day both in and out of work. Take mindful steps to practice the specific qualities you are trying to build.

**Mimic others with strong teamwork skills.** When you see examples of great teamwork, take note and identify why the interaction stood out to you. Apply those qualities in your own interactions when working with others.

Developing teamwork skills can help you both in your career and when seeking new opportunities. Take time to evaluate your current skill set and identify areas for improvement. With time and practice, you can begin building a strong set of teamwork skills.

### **What methods can be used for skill development?**

- Hire Good People
- Invest in Onboarding
- Make Use of Workshops

- Share Feedback & Praise
- Be Inclusive
- Organize Social Events

### **TIPS for promoting skill:**

- Instilling a culture of open communication;
- Try to keep everyone in the loop;
- Say NO to office gossiping;
- Take a personal interest in one another;
- Value everyone's opinions and suggestions;
- Organize social events regularly;
- Spread good vibes ;
- Avoid being negative and discourage negativity in others;
- Support colleagues whenever they need help;
- Appreciate good work ;
- Promote constructive criticism ;
- Behave politely, act as a team player.



### **How to develop this skill?**

- Choose activities your employees like;
  - Make a joint lunch;
  - Have lunch together;
  - Go hiking in the fresh nature;
  - Hold joint master classes;
  - Do sports together;
  - Go for general cleaning;
  - Do joint charity actions;
  - Improvise freely;
  - Learn together;
- Organize joint planned informal activities;
  - Tidy up the office together.

## **The second training pill about TEAM SPIRIT**

### **DIVERSITY, INCLUSION, BELONGING- why it is important?**

- Builds mutual trust
- Is a fundamental aspect for achieving the best results in any organization.
- Improves team performance
- Helps to clear misunderstandings
- Helps to bring out hidden talents
- Promotes workplace synergy
- Happier team members
- Enhanced personal growth
- The purpose of including someone or something as part of a group, list, etc. Is important;
- To boost team dynamics,
- Boosts team productivity
- Raises team innovation within organization.
- With DIB at the core ensure that each team member has equal opportunities to do their best work and feels valued.



**All employees must have a clear company position on:**

- Ethnic origin, nationality or race;
- Age;
- Disability, including mental health;
- Religion or belief, including the absence of belief;
- Marital or civil partnership status;
- Sexual orientation;
- Pregnancy and maternity;
- Gender reassignment;
- Sex;
- And/or:-
- Class or socioeconomic status;
- Political belief;
- Being a carer.

**If not - Discuss it, make it all clear!**

**Important questions ask within team:**



- Am I paid fairly?
- Is there a sense of community?
- Do I feel safe?
- Can I be my authentic self?
- Do I feel like I belong?
- Am I treated fairly and with respect?

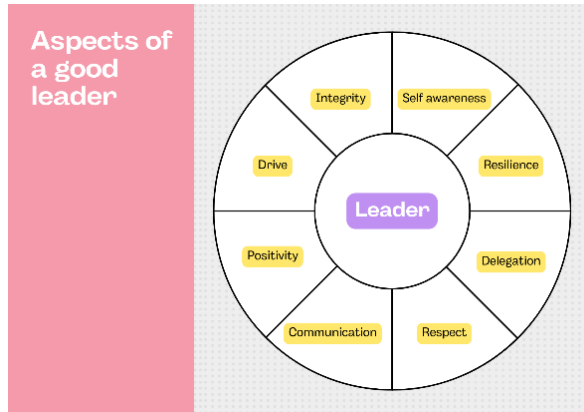
**How to develop this skill?**

- We listen to what everyone has to offer. Everyone has something valuable to offer and we give them our full attention without judgment.
- We speak from the heart, not just the head. When we share our lived-experiences and feelings, not just opinions or advice, we offer something really meaningful.
- We are kind to ourselves and each other. We take care of own needs as well as the needs of others and commit to creating an inclusive, kind, and safe space for everyone.

## 5.9 Training Pills : LEADERSHIP

### The first training pill about LEADERSHIP

**What is?** The ability of an individual or a group of people to influence and guide followers or members of an organization, community, or team is referred to as leadership. Leadership is frequently associated with a person's title, seniority, or position in a hierarchy. However, it is an attribute that anyone can have or achieve, even those who do not hold positions of leadership. It is a learnable ability that may be developed through time.



### **Aspects of a great leader**

Leaders can be found and are needed in nearly all aspects of society, including business, politics, religion, and social and community organizations.

Leaders are viewed as those who make sound, albeit often tough, judgments. They express a clear vision, set attainable goals, and provide followers with the information and resources they need to achieve those goals.

Leadership is about problem solving, encouraging creativity, matching business goals with personal aspirations, and more. As a result, a leader must possess unique attributes that set them apart from other company roles.

### **Why Is It Important to Develop Leadership Qualities in Employees?**

Developing leadership skills in your company's personnel will benefit many aspects of the business, from culture to money. Consider the advantages of leadership training to determine if it is worthwhile.

- Increases the number of leaders in the workforce. The workforce is always changing and expanding. People are leaving and entering the building. More leaders are always needed in the workforce, whether they are in the C-suite or not.
- Talent is attracted and retained. Employee retention is 20 times higher in organizations that prioritize leadership development. Not only will the organization attract new employees, but great employees will want to stay.
- Improves the performance of the business. Good leadership has been shown to increase a company's lifespan, impact its bottom line, and improve ROI.
- Improves employee retention. More than three-quarters of employees (79%) leave owing to a lack of appreciation. Good leaders make their employees feel appreciated.
- Encourages variety. Developing good leaders will boost workforce and consumer diversity. This leads to more inventiveness.
- Employees can thrive under good leadership, which fosters innovation and creativity.

### **Strategies for Developing Leadership Skills**

- **Create mentoring programs.**

People are rarely born leaders; even if they have a natural talent for it, everyone must learn how to lead effectively via example and practice. Mentorship is an important technique to assist this

learning in a corporate context. Asking a more senior member of staff to mentor a more junior member of staff in leadership skills may be a very helpful, relationship-building, and cost-effective method.

- **Provide employees with stretch projects.**

Stretch projects, such as managing a small team in a hard but non-mission-critical firm program, allow rising leaders to attempt (and sometimes fail) in real-time. This not only provides individuals with a fantastic learning opportunity, but it also provides the business with vital data about the employee's strengths and opportunities for growth.

- **Give leadership training.**

You may want to provide leadership training opportunities expressly to help employees grow as people and project leaders. This might be training from an outside provider or from an experienced leader within your organization who is familiar with your organization's aims and values.

- **Determine which leadership abilities are essential.**

Before attempting to instill these skills in your workforce, it is critical to identify which leadership skills employees require to thrive as people/project leaders.

- **Teach on Networking**

Employees can improve their people skills by learning to network. They will be able to strike up conversations with strangers, form friendships, and seek assistance from others. Start simple, such as networking during lunch or during organizational events, to encourage an employee to network. After they've gotten used to it, you can introduce them to opportunities such as industry events.

## The second training pill about LEADERSHIP

### Leadership vs management



### Different Styles of Leadership

The behavioral approach used by leaders to influence, motivate, and direct their subordinates is referred to as leadership style. A leader's leadership style affects how he or she implements plans and tactics to achieve certain goals while taking into account stakeholder expectations and the well-being and soundness of their team.

- **Democratic leadership**

A democratic leadership style is one in which a leader bases choices on feedback from team members. It is a collaborative and consultative leadership style in which each team member can contribute to the overall direction of current tasks. However, the leader is ultimately responsible for making the decision.

➤ **Autocratic Leadership**

Autocratic leadership is diametrically opposed to democratic leadership. In this situation, the leader makes all choices on behalf of the team without consulting or soliciting advice from them. The leader has complete authority and accountability. They have complete control over all tasks to be completed.

➤ **Laissez-faire Leadership**

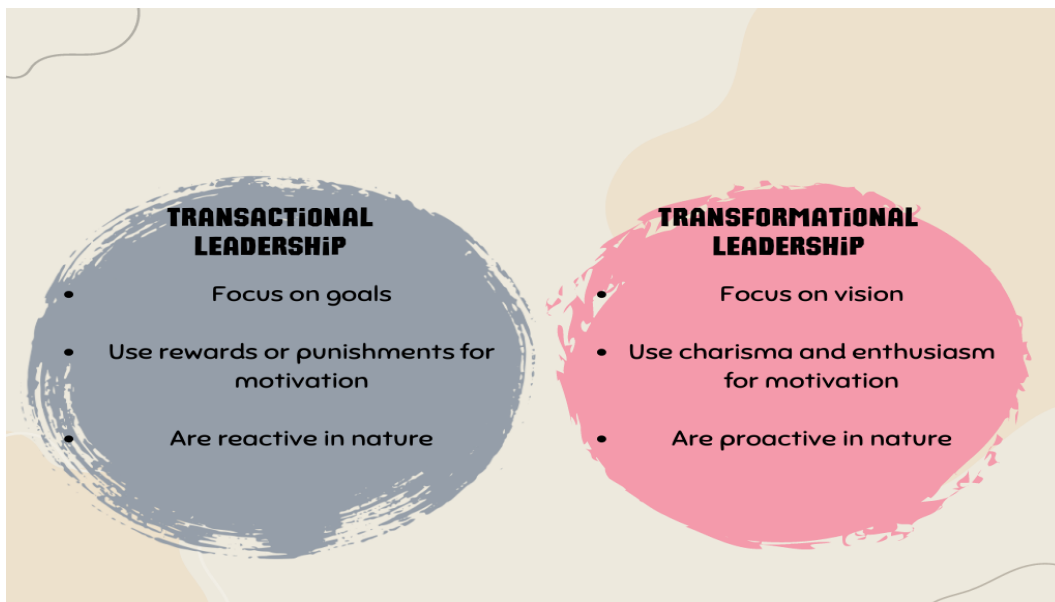
Laissez-faire leadership is correctly defined as a hands-off or passive leadership style. Instead, leaders empower their team members with the tools, information, and resources they need to complete their respective tasks. Employees who are creative, talented, and self-motivated benefit from a laissez-faire leadership style. The team's level of trust and independence can be uplifting and productive, leading to job satisfaction.

➤ **Transformational Leadership**

Transformational leadership is all about inspiring team members to continuously raising the bar and doing things they never thought they were capable of. Transformational leaders want the best from their teams and continually push them until their work, lives, and enterprises undergo a transformation or significant improvement.

➤ **Transactional Leadership**

Transactional leadership is primarily focused on the near term and is best defined as a "give and take" transaction. Team members agree to follow their leader's direction in accepting a job; as a result, it is a transaction involving payment for services done. Employees get compensated for the work that they would have done anyhow. If you meet a certain goal, you will receive the promised bonus. This is especially true in sales and marketing positions.



### Strategies for Developing Leadership Skills

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## 5.10 Training Pills : PERSONAL RESPONSIBILITY

### The first training pill about PERSONAL RESPONSIBILITY

#### What is Personal responsibility?

Personal responsibility is when you take full responsibility for your actions, your words, your decisions, your thoughts, your emotions and the consequences of it. Taking responsibility is not blaming others for what is happening in and with your life, but assuming that you are in control of what is happening

Blaming others for errors, refusing to accept responsibility for a commitment you made, waiting for a solution to emerge, claiming, "It's not my problem," and being terrified of being incorrect are examples of not accepting responsibility.

#### **Personal responsibility is a skill that most people don't put on their resumes but it is crucial in the workplace.**

Personal responsibility is a skill that most people don't put on their resumes but it is crucial in the workplace.

Responsible employees understand that they are in full control of themselves. They take credit for successes but also take responsibility for their failures. Personal responsibility is a crucial skill for any successful employee. Employees who have a strong sense of responsibility are more likely to be committed to their organization, feel more secure in their roles, and have higher levels of job satisfaction. When you assume responsibility at work, you may believe that you have control over the outcome of events.

#### **Key Personality Attributes of a responsible person:**

- **Reliable** - Follows through on obligations on a consistent basis. Unexpected challenges are communicated as soon as feasible.
- **Dedicated** - Doesn't give up when things get tough; makes sacrifices to complete the task.
- **Intentional** - Strives towards specific outcomes. Chooses depending on what is most important.

- Self-disciplined - Capable of overcoming personal wants for higher causes, regulating one's tongue and actions in order to stay on track.
- Future-oriented - Sees beyond the present moment and is willing to make short-term sacrifices for long-term gain. Also, don't get hung up on past failures or successes.
- Positive mindset; expects the best of oneself and others. Be realistic about your limitations.

### **Ways of developing personal responsibility**

- ✓ Determine your personal strengths and weaknesses.  
Identify your strengths and weaknesses by looking at areas where you could take more responsibility and asking for feedback from people you trust.
- ✓ Establish goals and make a plan to improve yourself.  
Goals provide direction, structure, accountability, and help to stay on track for long-term success.
- ✓ Learn from your mistakes  
A sense of responsibility encourages us to learn from our mistakes and address them, rather than trying to avoid them.
- ✓ Follow through on commitments  
Following through with commitments demonstrates integrity and trustworthiness, helping to build confidence and self-esteem.
- ✓ Improve your communication skills.  
A person with effective communication skills can build significant connections with others and even influence their job decisions.

### **The second training pill about PERSONAL RESPONSIBILITY**

#### **The Difference Between Accountability and Responsibility**

*“Responsibility is taking ownership of activities. Accountability is taking ownership of results.”*

Taking responsibility of activities is what it means to be responsible. A responsible individual is one who completes the tasks outlined in their job description.

Taking ownership of results is what accountability entails. Accountability is demonstrated by someone who clearly understands what has to be done and goes to great lengths to get the desired results.

Employees lose power when they blame others. Weak people allow fate to dictate their fate. They blame their problems on circumstances and other people, thereby transferring power to the conditions and the people they blame. "If this circumstance or person does not change on its own, then I'm stuck in this situation forever," they reason. "I'm a powerless victim."

#### **Attempting to Establish an Accountability Culture: Common Mistakes Owners and Managers Make**

- Failure to include personal accountability in the game's rules
- The clear inference here is that accountability by all corporate members must be a key principle.
- Being vague or generic in terms of company aims
- Because the business owners are usually big-picture thinkers who don't waste time on details, no specific goals are set. This type of owners believe that if they set large, hairy, daring goals, they will achieve them. However, the employees might get disoriented and tired.
- Putting up too many boundaries.
- This is the polar opposite of the second error, but it can be just as deadly. The idea here is to empower and empower your team to be innovative in getting the results you desire.

Provide encouragement and support, but do not micromanage the issue. In other words, don't be too controlling. Allow your employees to make mistakes and to learn from them.

### **The Benefits of Personal Accountability**

- Your connections with friends, family, and coworkers will probably be healthier.
- Accountability also fosters a culture of trust within teams and organizations. Accountable leaders are more likely to be trusted and appreciated since they are believed to be dependable.
- Time and money can be saved by maintaining personal accountability. When there is a problem, those who accept responsibility for their actions speak up and seek solutions. This stops expenses and delays.
- It can increase your chances of promotion is personal accountability. By demonstrating your dependability to senior colleagues, you establish yourself as a candidate for leadership.

### **Responsibility based leadership**

*Weak leaders inquire, "Who is at fault?"*

*Strong leaders ponder the question, "Where did the system fail?"*



The leader—the skills or characteristics needed to be a great leader—receives a lot of attention in the field of leadership development. All this does is make leaders more self-centered, which frequently leads to an egocentric approach. The environment that leaders create should be prioritized over the leaders themselves. So how do you create leadership that can uphold and sustain a culture of accountability? Having faith in other people is the first step. If your executives don't have faith in their staff, they won't trust them or give them a voice—two things workers need to feel appreciated and motivated. The most

effective business owners are aware that their organization won't succeed to its greatest potential without having the top personnel on staff.



### **Stop blaming others !**

Blaming others for mistakes can spread be contagious as people tend to defend themselves and, in response, blame others. If leaders always blame their team, nobody will take responsibility for problems, and blaming will continue.

## 5.11 Training Pills : FOCUS ON WHAT'S IMPORTANT

### The first training pill about FOCUS ON WHAT'S IMPORTANT

The skill of "**focus on what's important**" is the ability to prioritize tasks, goals, and objectives based on their level of importance or relevance. It involves being able to distinguish between what is urgent and what is truly important and allocating time and resources accordingly.

Individuals who possess this skill are able to identify and focus on the tasks or goals that will have the greatest impact on their personal or organizational success. They are able to resist distractions and avoid getting sidetracked by less critical activities or tasks. They can make informed decisions based on a clear understanding of their priorities and the outcomes they are trying to achieve.

**Setting goals** is the process of identifying and defining specific, measurable, achievable, relevant, and time-bound objectives that an individual or organization wants to achieve. Goals can be **short-term or long-term**, and can relate to personal, professional, or organizational objectives.



By setting clear and meaningful goals, individuals can focus their attention and resources on what's truly important. This can help them prioritize their tasks and avoid distractions that might derail their progress. It can also help them stay motivated and committed to achieving their objectives, even in the face of obstacles or setbacks.

The benefits of setting goals include increased motivation, improved focus and productivity, and a greater sense of purpose and direction. By setting clear and meaningful goals, individuals and organizations can stay aligned with their values and priorities, and make the most of their time and resources.

### Key competencies for "focus on what's important"

- **Decision-making:** requires the ability to make informed decisions about which tasks or goals are most important, based on factors such as urgency, impact, and available resources.
- **Time management:** involves managing time effectively, including setting deadlines and schedules, and allocating time to tasks based on their relative importance.
- **Organization:** requires strong organizational skills, including the ability to manage multiple tasks or projects simultaneously, and keep track of progress and deadlines.
- **Flexibility:** also requires flexibility, as priorities can change over time based on shifting circumstances or new information.
- **Communication:** often involves working with others, and requires effective communication skills, including the ability to articulate priorities clearly, negotiate priorities with others, and manage expectations.
- **Strategic thinking:** requires strategic thinking, including the ability to align priorities with broader organizational goals, and identify opportunities to optimize resources and improve efficiency.

- **Problem-solving:** often involves dealing with complex or challenging situations and requires strong problem-solving skills to identify and address obstacles or issues that may arise.
- **Specificity:** Goals should be clearly defined and specific, so that individuals know exactly what they are working towards. This can help to keep them motivated and focused on what's important.
- **Measurability:** Goals should be measurable, so that progress can be tracked and evaluated over time. This can help individuals to stay on track and adjust their approach as needed.
- **Attainability:** Goals should be challenging yet achievable, so that individuals are motivated to work towards them but not overwhelmed by the task at hand.
- **Relevance:** Goals should be relevant to one's values, priorities, and long-term objectives, so that individuals feel invested in the outcome and are more likely to stay committed.

### Objectives of "focus on what's important"

- **Improving productivity:** can help individuals and organizations to identify the most important tasks or goals, and allocate resources accordingly, which can improve productivity and efficiency.
- **Achieving goals:** can help individuals and organizations to focus on the tasks or goals that are most important and ensure that they are given the necessary attention and resources to be achieved.
- **Managing time effectively:** can help individuals and organizations to manage time effectively, by allocating time to tasks based on their relative importance and urgency.
- **Reducing stress:** can help individuals and organizations to reduce stress by providing clarity and focus and minimizing the feeling of being overwhelmed by a large number of tasks or goals.
- **Enhancing decision-making:** can help individuals and organizations to make better decisions by providing a clear framework for identifying and ranking tasks or goals based on their importance and urgency.
- **Improving communication:** can improve communication within teams or organizations by providing a common framework for prioritizing tasks or goals and enabling more effective collaboration.
- **Aligning priorities with organizational goals:** can help individuals and organizations to align their priorities with broader organizational goals and ensure that resources are being used in a way that supports overall strategic objectives.

### Benefits and outcomes of strong of "focus on what's important"

- **Improved focus and direction**  
Strong goals provide a clear target to work towards, which can help individuals and organizations to focus their efforts and resources on what's truly important.
- **Increased motivation and commitment**  
Strong goals are challenging yet achievable, which can help to increase motivation and commitment to achieving them. This can lead to greater effort and persistence in the face of obstacles or setbacks.
- **Enhanced performance and productivity**  
Strong goals can help individuals and organizations to improve their performance and productivity by providing a structured and organized approach to achieving objectives. Goals can also help to prioritize tasks and activities and reduce time and resource wastage
- **Greater self-awareness and self-regulation**  
Strong goals can help individuals develop greater self-awareness and self-regulation, as they learn to monitor their progress and adjust their approach as needed. This can help to build resilience and improve one's ability to manage stress and uncertainty.

➤ **Improved decision-making**

Strong goals can help individuals and organizations make better decisions by providing a clear framework for evaluating options and selecting the best course of action.

➤ **Enhanced learning and growth**

Strong goals can support learning and growth, as individuals and organizations work towards achieving new objectives and developing new skills and capabilities. The process of setting and achieving goals can also help to build confidence and self-efficacy.

## **The second training pill about FOCUS ON WHAT'S IMPORTANT**

### **Strategies for developing and improving goal-setting skills or focus on what's important**

➤ **Identify your values and priorities**

Setting goals that align with your values and priorities can help to increase motivation and commitment. Take some time to reflect on what's truly important to you and use this as a basis for setting goals.

➤ **Make goals specific and measurable**

Setting specific and measurable goals can help to provide clarity and focus and enable you to track your progress.

➤ **Break goals down into smaller steps**

Breaking goals down into smaller, more manageable steps can make them less daunting and more achievable. This can also help to increase motivation and provide a sense of progress.

➤ **Develop an action plan**

Developing an action plan that outlines the steps needed to achieve your goals can help to provide structure and focus. Use tools such as a Gantt chart or a to-do list to break down the tasks needed to achieve your goals.

➤ **Review and adjust goals regularly**

Regularly reviewing and adjusting your goals can help to ensure they remain relevant and achievable. Use feedback from others, as well as your own self-reflection, to make adjustments as needed.

➤ **Use visualization and positive self-talk**

Visualization and positive self-talk can help to increase motivation and belief in your ability to achieve your goals. Visualize yourself achieving your goals and use positive affirmations to reinforce your belief in yourself.

➤ **Seek support and accountability**

Seeking support from others and holding yourself accountable can help to increase motivation and commitment. Share your goals with others and ask for support and feedback as needed. Consider working with a coach or mentor to help you stay accountable and on track.



**Focus on what's important or setting goals** is an important skill for individuals and organizations looking to achieve success and improve their performance. By setting strong, specific, and measurable goals, individuals can enhance their focus, motivation, and commitment, and improve their decision-making and personal growth.

Strategies such as breaking goals down into smaller steps, developing an action plan, and seeking support and accountability can help individuals develop and improve their goal-setting skills.

Overall, goal-setting is a powerful tool for achieving success and can help individuals and organizations to realize their full potential.

## 5.12 Training Pills : ORGANIZATIONAL SKILLS AND FLEXIBILITY

### The first training pill about ORGANIZATIONAL SKILLS AND FLEXIBILITY

**Organizational skills and flexibility are two critical aspects of emotional intelligence** that can significantly impact an individual's success in the workplace. Organizational skills refer to an individual's ability to manage their time, resources, and responsibilities effectively to achieve specific goals. Meanwhile, flexibility is the ability to adapt to changing circumstances and situations, including being open to new ideas and approaches.

When combined, organizational skills and flexibility create a **powerful combination** that can help individuals thrive in the workplace. By effectively managing their time and resources, individuals can focus their energy on the tasks that are most important, while remaining flexible and adaptable to changing circumstances. This approach enables individuals to **achieve their goals** while being able to adjust their approach as necessary.

Organizational skills refer to the **ability to manage time, resources, and responsibilities** effectively to achieve specific goals. In the workplace, organizational skills are crucial for success, as they allow individuals to streamline their workflow, prioritize tasks, and meet deadlines.



Organizational skills are not limited to the workplace, they can also be applied in various aspects of life. By developing strong organizational skills, individuals can improve their overall **quality of life, reduce stress, and achieve their goals**.

Without strong organizational skills, individuals can struggle to manage their workload, leading to increased stress, missed deadlines, and reduced productivity.

The skill of flexibility is a valuable asset in the workplace and in life.

It enables individuals to navigate challenges with ease, collaborate effectively with others, and take

advantage of opportunities as they arise.

By cultivating this skill, individuals can enhance their personal and professional growth and increase their chances of success.

#### **Key competencies for organizational skills**

- **Time management**  
Being able to manage time effectively is an essential competence for organizational skills. This includes prioritizing tasks, managing schedules, and ensuring deadlines are met.
- **Planning and organizing**  
Another important competence is the ability to plan and organize tasks, projects, and resources effectively. This includes developing plans, establishing goals and objectives, and creating actionable steps to achieve them.
- **Attention to detail**

A strong attention to detail is also important for organizational skills. This involves being able to recognize and address small details that can impact the success of a project or task.

- **Multitasking**  
Finally, individuals with strong organizational skills are often skilled at multitasking. This involves the ability to manage multiple tasks and responsibilities simultaneously while remaining focused and productive.
- **Improve time management**  
Organizational skills can help individuals effectively manage their time, prioritize tasks, and ensure that important deadlines are met. By improving their time management skills, individuals can increase their productivity and reduce stress.
- **Enhance efficiency and productivity**  
Effective organizational skills can help individuals optimize their workflow, reduce wasted time and resources, and improve overall efficiency and productivity. This can lead to increased job satisfaction, better performance, and greater success in the workplace.
- **Develop effective goal-setting strategies**  
Organizational skills can help individuals set clear goals, develop actionable plans, and track progress towards their objectives. By developing effective goal-setting strategies, individuals can increase their motivation, focus, and commitment to achieving their desired outcomes.

### **Benefits and outcomes of strong organizational skills**

- **Increased productivity**  
Effective organizational skills can lead to increased productivity and efficiency, as individuals are better able to manage their time, prioritize tasks, and streamline their workflow. This can result in higher output, greater quality of work, and a better overall performance in the workplace.
- **Reduced stress**  
Individuals with strong organizational skills are often better equipped to manage their workload and responsibilities, which can help reduce stress levels. By prioritizing tasks, managing time effectively, and developing plans and strategies, individuals can feel more in control of their work and experience less anxiety.
- **Improved job performance**  
Strong organizational skills can lead to improved job performance, as individuals are better able to manage their workload, meet deadlines, and produce high-quality work. This can result in greater job satisfaction, better performance evaluations, and increased opportunities for career advancement.

### **Strategies for developing and improving organizational skills**

- **Set clear goals:** Setting clear goals and objectives is the first step towards improving organizational skills. By defining specific and measurable goals, individuals can focus their efforts, prioritize tasks, and track their progress towards achieving their objectives.
- **Prioritize tasks:** Prioritizing tasks is essential for effective time management and productivity. Individuals should identify essential tasks and prioritize them based on their level of importance and urgency. By doing so, individuals can ensure that they allocate sufficient time and resources to complete critical tasks first.
- **Develop a schedule:** Developing a schedule is an effective way to manage time and stay organized. Individuals can create a daily or weekly schedule that outlines their tasks and activities, including work-related tasks, personal tasks, and leisure activities. By developing a schedule, individuals can manage their time effectively, avoid procrastination, and meet deadlines.



- **Break down complex tasks:** Breaking down complex tasks into smaller, more manageable steps is an effective way to improve organizational skills. Individuals can divide large projects into smaller tasks and prioritize them based on their level of importance and urgency. By doing so, individuals can manage their workload effectively and achieve their goals more efficiently.
- **Utilize technology and tools:** Technology and tools can be useful in improving organizational skills. Individuals can use calendar apps, project management software, and other tools to manage their schedule, track their progress, and collaborate with team members.
- **Stay organized:** Staying organized is critical for improving organizational skills. Individuals should develop a system for organizing their workspace, including their desk, files, and documents. By keeping their workspace organized, individuals can reduce clutter, increase efficiency, and improve their overall productivity.

## The second training pill about ORGANIZATIONAL SKILLS AND FLEXIBILITY



**Flexibility** is a valuable skill in the workplace that involves being adaptable, open-minded, and able to approach challenges from different perspectives.

By developing and improving your flexibility, you can become a more effective and agile worker, better able to navigate the ever-changing demands of today's fast-paced and dynamic work environment. Through a combination of mindfulness practices, networking, and a willingness to take risks and learn from failure, you can cultivate your flexibility and position yourself for success in your career and beyond.

### **Key competencies for flexibility:**

- **Adaptability**  
The ability to adjust to new situations and changing circumstances with ease. This involves being able to quickly assess a situation and respond appropriately, as well as being comfortable with uncertainty and ambiguity.
- **Open-mindedness**  
Being receptive to new ideas, perspectives, and feedback. This involves being able to consider multiple viewpoints and being open to different ways of doing things.
- **Collaboration**  
The ability to work effectively with others, including those with different backgrounds, perspectives, and styles. This involves being able to communicate clearly and respectfully, as well as being able to compromise and find common ground when necessary.
- **Creativity**  
The ability to come up with unique and innovative solutions to problems. This involves being able to think outside of the box and approach problems in a non-traditional way.

## Objectives for flexibility

### ➤ **To improve adaptability**

One objective could be to develop the ability to adapt to new situations and changing circumstances with ease. This might involve working on skills such as problem-solving, decision-making, and flexibility of thought. By improving adaptability, individuals can better handle unexpected challenges and transitions in the workplace.

### ➤ **To enhance collaboration**

Another objective could be to improve collaboration skills, such as communication, teamwork, and conflict resolution. By developing these skills, individuals can work more effectively with others, build stronger relationships, and achieve better results together. Collaboration is also an important aspect of flexibility, as it requires individuals to be adaptable and open to different perspectives and approaches.

### ➤ **To foster creativity**

A third objective could be to cultivate creativity in the workplace. This might involve developing skills such as brainstorming, ideation, and innovation. By fostering creativity, individuals can approach problems and challenges in a non-traditional way, coming up with new and innovative solutions. Creativity is also closely linked to flexibility, as it requires individuals to be open to new ideas and approaches.

## Benefits and outcomes of strong flexibility

Allows individuals to approach problems from multiple perspectives, which can lead to more innovative and effective solutions. Also, allows individuals to consider multiple options and perspectives when making decisions, which can lead to better-informed and more effective choices.

### ✓ **Enhanced collaboration**

Enables individuals to work effectively with a diverse range of partners, which can lead to stronger relationships and better teamwork. Being open to different perspectives and approaches can help individuals to build trust and respect with others, ultimately leading to more productive and positive working relationships.

### ✓ **Increased resilience**

Helps individuals to bounce back from setbacks and failures, which can lead to greater resilience and perseverance in the face of challenges. By being adaptable and open to change, individuals can more easily navigate difficult situations and emerge stronger on the other side.

## Strategies for developing and improving flexibility

- ✓ **Embrace change:** Rather than resisting change, try to view it as an opportunity for growth and learning. Practice being open to new ideas and approaches and be willing to try new things even if they are outside of your comfort zone.
- ✓ **Seek out diverse perspectives:** Try to seek out different perspectives and opinions, whether from colleagues, mentors, or other sources. Listen actively to others and be open to new ideas, even if they challenge your existing beliefs.
- ✓ **Practice mindfulness:** Mindfulness practices like meditation or deep breathing can help you to stay present and focused, even in challenging or stressful situations. By cultivating a sense of calm and centeredness, you can more easily adapt to changing circumstances and think more creatively and strategically.
- ✓ **Build your network:** Surround yourself with people who have different skills and backgrounds, and who can offer different perspectives and approaches. Connect with others through professional organizations, networking events, or social media, and seek out mentors who can help you to develop your skills and expertise.

- ✓ **Learn from failure:** Rather than viewing failure as a negative outcome, use it as an opportunity to learn and grow. Reflect on your experiences and identify what you could have done differently and use that knowledge to inform your future decisions and actions.
- ✓ **Take risks:** Don't be afraid to take calculated risks and try new things. Even if things don't go as planned, you can learn valuable lessons from the experience and build your resilience and adaptability.



**Flexibility** involves being able to step outside of one's comfort zone and embrace change. It requires **individuals to be adaptable and open-minded**, willing to explore new perspectives, and able to shift their priorities and approach as needed.

People who are flexible are able to respond positively to feedback and learn from their experiences, which allows them to continuously improve their skills and knowledge.

## 6.LEARNING TOOLS

### 6.1.Learning tool : EMPHATIC LISTENING

#### Description of the tool

EMPATHIC LISTENING - is a structured listening and questioning technique that allows you to develop and enhance relationships with a stronger understanding of what is being conveyed, both intellectually and emotionally. As such, it takes active listening techniques to a new level.

We'll explore how honest and effective use of empathic listening can help you to win the trust of team members, and address the root cause of workplace problems.



#### Objectives

##### ➤ Listen patiently

To use empathic listening, listen patiently to what the other person has to say, even if you do not agree with it. It is important to show acceptance, though not necessarily agreement, by simply nodding or injecting phrases such as "I understand" or "I see."

- **Try to get a sense of the feelings that the speaker is expressing**, and stay mindful of the emotional content being delivered as well as the literal meaning of the words.
- **Think of yourself as a mirror.** Repeat the speaker's thoughts and feelings back to them. Encourage the speaker to continue with their message by interjecting summary responses.

#### What to learn ?

##### ➤ The importance of empathic listening

There are many benefits of using empathy when building professional relationships in the workplace, for example, with colleagues. Here are some benefits of becoming an empathic listener:

- **Better professional relationships**

If you demonstrate that you can actively listen to others and thoughtfully respond to their questions, others may find you more reliable and approachable. This often leads to many situations, in which you can build trust and get to know your colleagues, clients or even your employer. As a result, people who are empathic listeners can create more positive interactions in the workplace that, for example, help them advance their careers and network within their field.

➤ **Acting considerately**

Developing strong active listening skills is essential to acting kindly and compassionately in your day-to-day life and at work. You can use this ability to support others when they're struggling. For example, if a colleague is struggling to accept that their project failed, you can talk to them to encourage them to try again and continue believing in their skills.

➤ **Increased productivity**

When you demonstrate that you're a reliable and considerate person, you can impact how others perceive you or create a healthier and more positive environment in the workplace. This is important especially when you engage in a lot of teamwork. Co-workers who trust each other typically find it easier to collaborate because they're more productive and open with each other.

➤ **Better problem solving**

Workplace challenges frequently require you and your team to find solutions to different problems. If you know that others see you as someone resourceful, compassionate and considerate, you may feel more comfortable sharing your opinions and ideas with them. As a result, your team may have more solutions to choose from, which can help make the project you're working on more successful.

## 6.2. Learning tool : STORYTELLING

### Description of the tool

Storytelling is something that's often considered limited to content creators and writers. But, storytelling can be a powerful tool to convey a message, to buy your product, and to listen to your pitch through imagery, connection building, and evoking emotions.

Storytelling enables you to more easily connect with other people. Storytelling skills are especially critical in roles that involve marketing to an audience or business development.

A good story can convince, inform, or entertain the people you're trying to convince. You can use storytelling to persuade your boss to approve a new project during a presentation, create a brand identity for a firm, or assist customers in imagining how purchasing a product would enhance their lives.



## Objectives

- Stories Engage Your Audience
- Create a Human Connection
- Stories Are More Memorable Than Numbers
- Emotionally Connect People to Create Loyalty
- Humanising a Business = Increased Profits
- Storytelling Offers a Competitive Advantage
- Create Compelling Marketing Campaigns

## What to learn ?

- **Benefits of using storytelling in business**
- Storytelling in business can be a powerful marketing tool. There are many benefits to using storytelling in business, including:
  - **Engage customers and employees:** Stories engage customers on a deeper, personalized level. They can also help employees connect with a business and better understand their values and morals.
  - **Create a memory:** The longer that a person thinks of a product, or brand, the more likely they are to become a customer. Because stories resonate with people, they are more likely to create a memory.
  - **Trigger emotions and feelings:** Triggering emotions helps brands connect with customers. Emotions are more likely to encourage action.
  - **Develop customer loyalty:** Customers become loyal to businesses that they emotionally connect with. Because stories communicate ideas in a way that customers are used to listening then, they are more likely to encourage loyal customers.
  - **Gives businesses a competitive advantage:** Storytelling gives businesses the opportunity to stand out against competitors by connecting with their audience. Stories allow them to leave lasting impressions.
  - **Persuade customers to take action:** The goal of most marketing projects is to get the customer to convert. Stories persuade customers to take action, like buying a product.

## 6.3. Learning tool : BRAINSTORMING

### Description of the tool

**BRAINSTORMING** is a common technique for generating ideas, and you can find various exercises and approaches for implementing this method. With this technique, the goal is to produce as many ideas as possible within a particular time frame. For example, a group may set a 5-minute timer and allow participants to share every idea they think of, no matter how unusual they may seem. After sharing, the group can discuss these ideas aloud to determine which ones best suit the project's needs.



The concept of brainstorming was developed by Alex Faickney Osborn in 1942 while working in his advertising firm, BBDO.

When using this technique, it is essential to stay open-minded and non-judgmental about the ideas produced to ensure all participants feel comfortable sharing their thoughts. Groups typically assign someone a facilitator role to oversee the brainstorming

session and maintain a respectful and organized process.

They should consider all the options and their viability before determining which ideas to pursue.

### Objectives

- Its main purpose is to solve a problem **creatively or innovatively**.
- **Brainstorming** also emphasizes on improving our ideation process and elevates the creative thinking of individuals.
- One of the major objectives of brainstorming **is to withhold criticism and welcome all sorts of ideas to the table**.
- Idea association is another objective of brainstorming as it **encourages us to club ideas or work on existing ideas**.

### What to learn ?

**Promoting engagement:** Many brainstorming activities encourage team members to speak openly about their thoughts, which may help even quieter team members feel comfortable involving themselves in discussions.

**Encouraging creativity:** Brainstorming typically helps you develop more innovative and creative solutions and ideas, which might help you develop a stronger final product.

**Expanding your ideas:** Understanding all the different approaches you could take to a situation may help you build problem-solving skills and consider perspectives you might otherwise ignore.

**Bringing teams together:** Brainstorming as a team might help you align and collaborate more effectively, especially if your team is large or remote.

## 6.4. Learning tool : RANDOM WORDS (RANDOM INPUT)

### Description of the tool

**Random Words creative technique** encourages your imagination to create different perspectives and new angles on your idea or the problem you are facing. It is by far the simplest of all creative techniques and is widely used by people who need to create new ideas (for example, for new products).

When using this technique, it is essential to stay open-minded and non-judgmental about the ideas produced to ensure all participants feel comfortable sharing their thoughts. Groups typically assign someone a facilitator role to oversee the brainstorming session and maintain a respectful and organized process. They should consider all the options and their viability before determining which ideas to pursue



### Objectives

- to generate new ideas and solve problems with this association technique.
- to use randomness to create clearer solutions outside your comfort zone.

### What to learn ?

- Generate new ideas
- Think about problems in a new way
- Find creative solutions to problems
- Improve upon existing ideas

Random word brainstorming is a simple process and can be used in various ways. You can use it as an individual or in a group setting. The random nouns, verbs, and adjectives can help jumpstart your thinking and build on business ideas.

## 6.5. Learning tool : LEADERSHIP STORYTELLING

### Description of the tool



Leadership storytelling is the art of utilizing stories to encourage and inspire people by delivering key messages, values, and vision. Stories help leaders to instill a sense of purpose and identity in their followers or employees, which makes their message more accessible and memorable.

Selecting stories that are relevant and important to the audience and presenting them in an interesting and memorable way are essential components of effective leadership storytelling. Speeches, presentations, and one-on-one talks are just a few examples of the different

settings in which it can be employed.

Storytelling in leadership is such a powerful tool. In any circumstance, leaders should ask themselves, "Would a story make a difference here? Will it influence or inspire my audience?"

Would a story make a difference? In almost all cases, the answer is yes.

### Objectives

#### A leader can use stories and storytelling for:

- Explanation of ideas.
- Smooth the implementation of change.
- Communication improvement.
- Tacit knowledge sharing.
- Intensification of innovation.
- Community and team building.
- Planning.
- Creation of scenarios and visions.
- Coaching and training.
- Communication with clients and other stakeholders.
- Trust building.
- E-learning and many others

### What to learn ?

- A proper story helps the leader to overcome mental barriers people build against new knowledge. That is why a story improves communication between people, raises their creativity and helps to find common values and solve conflicts. Stories have the ability to open the imagination of people and to increase their innovative potential. A story can work as a catalyst of change
- A well-crafted story can assist a leader overcome the mental obstacles that people have against new knowledge. Because of this, a story fosters better interpersonal communication, increases creativity, and aids in the discovery of shared values and the resolution of disputes. People's capacity for imagination and innovation can be increased via stories.
- Leadership storytelling helps leaders to grow in strength by enabling them to lead authentically. Discovering your experiences helps you understand who you are as a leader, and if others can relate to you more because of your stories, that will increase their trust in you.





## 6.7. Learning tool : ROLE PLAYING

### Description of the tool



Through controlled interactions with others, role-playing is a technique that enables people to investigate real-world scenarios in order to gain experience and test out various tactics in a safe setting. Participants may be playing a role that is similar to their own (or one that they are likely to play in the future) or they may be playing the opposite part of the dialogue or interaction, depending on the activity's goals.

With the former enabling for experience to be gained and the latter helping the student to build an awareness of the problem from the "opposite" point of view, both alternatives provide the potential for major learning.

Participants are assigned specific roles to play in a discussion or other interaction typical of their discipline, such as an email exchange. Depending on the demands of the exercise, they may be given precise instructions on how to behave or what to say, as an aggressive client or a patient who is in denial, for example, or they may be required to act and react in their own way. The scenario will then be acted out by the participants, followed by reflection and discussion about the interactions, including potential solutions to the problem. Depending on the conclusions of the meditation and discussion, the situation can then be reenacted with modifications.

### Objectives

- Role-playing can be used to develop your skills or assess the existing ones. The role-playing objective is to understand an individual or group's competency levels.
- The role-playing objective is to provide the same level of challenge to all the members of a particular group to demonstrate their level of skills in a given situation.
- Role-playing in business is as follows-
- Role-playing in business training prepares the employees for real-life scenarios. It encourages them to develop cognitive skills that will prove a boon in the days to come
- One of the essential benefits of role-playing in business training is that it builds confidence. They have to face innumerable situations within a safe environment for the first few times. This gives them the confidence to understand the concept, identify problems, and learn ways to tackle the given situation admirably.
- Listening is an integral part of role-playing as you have to first listen to the instructions and then to your inner self and later to the nuances of the other participants. It helps to develop and hone listening skills that will always be a help in professional as well as personal setting
- In role-playing, it becomes essential to pay attention to the body language of other participants. This helps them to develop this all-important skill for future use
- Role-playing in a business training assist in handling difficult situations and develop problem-solving skills.
- The role-playing activity indicates the current skill of the employee and gives him a chance to be better

## What to learn?

- Adopting the perspective that you are accountable for yourself, your decisions, and your actions is a much more successful and constructive way of looking at life. You must take the initiative to make your own opportunities and pursue your goals in life. You use your personal space of freedom to make decisions and perform activities that don't depend on the approval or consent of other people rather than seeking outside of yourself for the answers. What you believe, value, and think, where you work, who your friends are, how you spend your leisure time, whether or not you exercise, how much, and what you eat and drink.
- To do this, one must be willing to be flexible and receptive to new ideas, experiences, and ideologies. It demands curiosity: What does that mean? How does that function? Why? Exists a more effective approach to this? What do I think? What matters to me? Am I allowing fear to prevent me from pursuing a novel course or concept?
- The abilities of active awareness, self-disclosure, empathetic listening, conflict resolution, anxiety reduction, goal setting, and planning are also necessary for taking more personal responsibility for your life and your relationships.

## 6.8. Learning tool : THREE STEPS TO ACCOUNTABILITY

### Description of the tool



The tool describes a way to hold successful accountability discussions at the workplace avoiding blaming and conflict through a 3-step- strategy

### Objectives

- Develop personal responsibility
- Take ownership of actions and decisions
- Learn how to manage accountability discussions at workplace

## What to learn?

- The effectiveness of teams and relationships does not depend on how kind, honest, and hardworking each individual is. The secret components are neither intelligence or talent. Though these traits and actions help people succeed, it is the willingness and capacity to deal with issues and obstacles in an effective manner that distinguishes between healthy and unhealthy relationships, as well as vibrant and lifeless companies.
- We all want to be a part of and contribute to healthy relationships and organizations, and this is true of teams, organizations, and relationships to the extent that problems are swiftly identified and discussed. But because we want to maintain our friendships and social networks, the majority of us are reluctant to speak up. And by doing this, we compromise both. This is paradoxical because we strengthen social ties and relationships by speaking

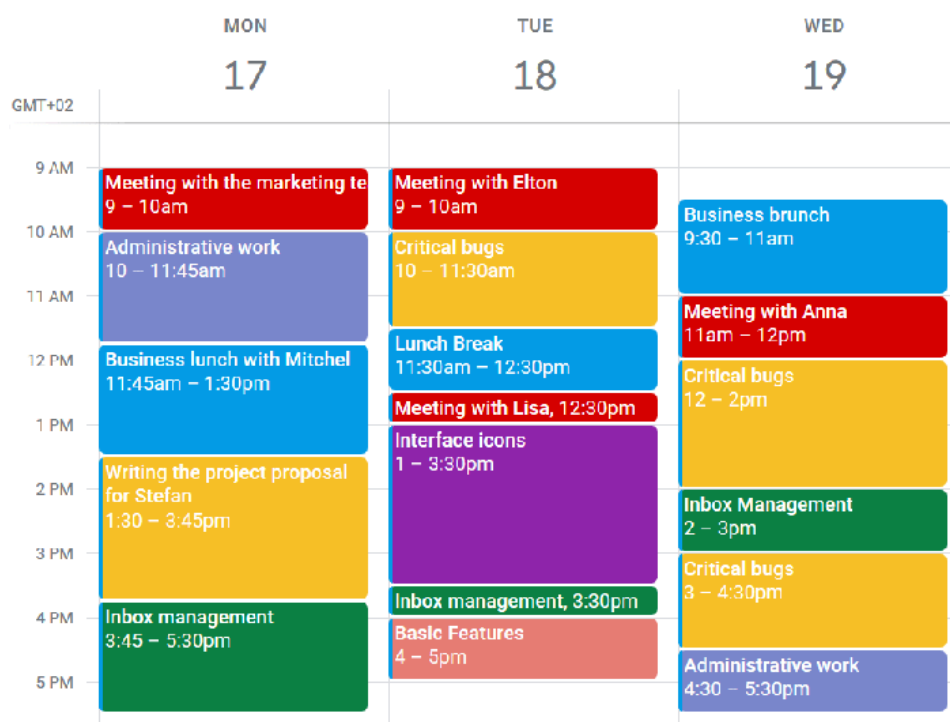
up. People know they are respected when they are held accountable. And when people feel appreciated, they give back, participate, and speak out for themselves.

- The actions reinforce one another. The critical component is how we speak up.

## 6.9. Learning tool: TIME-BLOCKING TECHNIQUE FOR TIME MANAGEMENT

### Description of the tool

The time-blocking technique is a time management strategy where you schedule blocks of time in your day for specific tasks or activities. It involves setting aside a fixed amount of time, typically 30 minutes to an hour, for each task on your to-do list, and focusing exclusively on that task during the designated time period.



During the time block, you work on the task without any distractions or interruptions. This helps you to stay focused and make progress on the task, without getting sidetracked by other activities or responsibilities. Once the time block is over, you move on to the next task on your list.

The time-blocking technique is an effective way to manage your time and increase productivity, as it helps you to prioritize your tasks and ensure that you allocate enough time for each one. It also helps you to avoid multitasking, which can be counterproductive and lead to lower quality work. By breaking your day into manageable time blocks, you can accomplish more in less time and achieve your goals with greater efficiency.

### Objectives

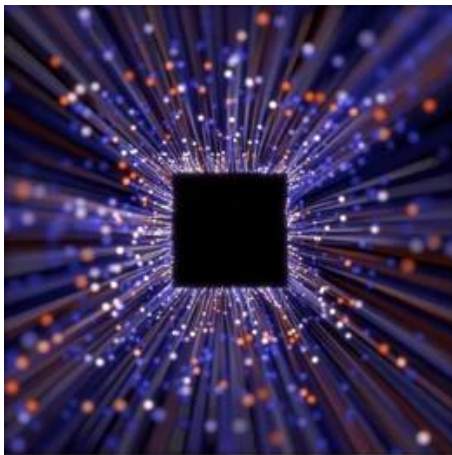
The objectives of this tool are **to help participants understand the importance of time management in the workplace**, to learn how to prioritize tasks effectively, and to develop strategies for managing time more efficiently using the time-blocking technique.

### What to learn?

Participants will learn the importance of effective time management in the workplace and **will develop practical strategies for prioritizing tasks and managing time more efficiently** using the time-blocking technique. They will also learn how to apply the time-blocking technique in their daily work routines and will leave the workshop with a valuable tool that they can use to improve their productivity and achieve their goals.

## 6.10. Learning tool : THE INFINITE SQUARE

### Description of the tool



The tool consists of identifying in two minutes the exact number of squares that appear in the image shown, trying to leave aside the traditional way of looking at things.

### Objectives

- Show that there is more than meets the eye when observing things at first sight.
- Have a broader outlook in every situation.
- Show that it is not good to draw fast and definitive conclusions without reflection.

### What to learn

This tool allows us to have a broader outlook while challenges the traditional set of values that lead us to solve problems and manage with different complex situations in the same way each time. Since circumstances are changing, our way of dealing with them must be too.

The tool also gives us an opportunity for reflection and for patience in jumping to conclusions. It shows us how we can progress in the stages of leaning through a flexible cognition.

## 6.11. Learning tool : SMART GOAL SETTING

### Description of the tool



It is a powerful tool for individuals and organizations to achieve their objectives. It involves setting **Specific, Measurable, Achievable, Relevant, and Time-bound (SMART)** goals that align with your personal or organizational values and vision.

## Objectives

- Identify their key priorities and objectives
- Develop specific and measurable goals that are aligned with their vision and values
- Create a roadmap for achieving their goals
- Measure progress and track success
- Stay focused and motivated towards their goals

## What to learn

- Develop specific and measurable goals that align with their vision and values
- Create a roadmap for achieving their goals
- Track progress towards their goals and adjust their plan as needed
- Stay focused and motivated towards achieving their goals
- Celebrate successes along the way to stay motivated and focused.

## 6.12. Learning tool : PRIORITIZING THROUGH EISENHOWER'S MATRIX

### Description of the tool

It is a graphic representation, in a quadrant of two axes of the different levels of importance and urgency of a specific task. With the so-called Eisenhower principle, you will have a basis to establish wisely what the priorities are and optimize the management of your own time. This will allow you to reach the goals faster.

Eisenhower developed a prioritizing method in which a matrix is used to classify the tasks to be performed. Eisenhower separates between the importance and the urgency of the tasks. The use of this simple matrix, consisting of a total of four quadrants, guarantees greater long-term productivity.



ProductPlan

If you follow Eisenhower's method, you will first perform those tasks that are important and urgent, and then you will spend time on those projects that are important, but less urgent. With respect to tasks classified as less important, the Eisenhower matrix indicates that they should be delegated or could even put away

## Objectives

- Improve your prioritizing skill ;
- Clear and correct prioritization that allows you to conclude the most important projects first;
- Delegate less important tasks.

### What to learn

You will learn how to **improve productivity**.

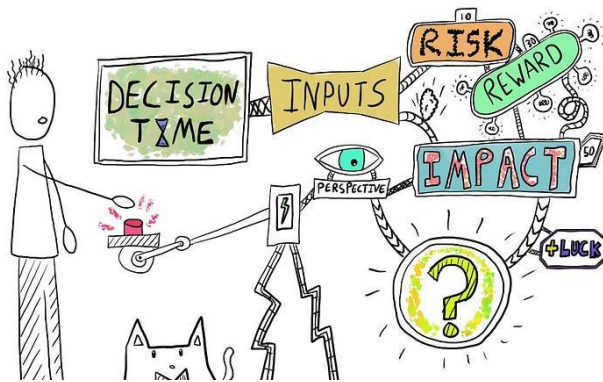
The Eisenhower Matrix is a simple technique that allows **prioritization** to be established, so that the workday is optimized to the maximum and be as productive as possible.

You will learn how to pick out in the right way to set priorities and know what **tasks they should perform first**.

## 6.13. Learning tool : “3X3X5 ACTIVITY”

### Description of the tool

It is an activity that is carried out with the aim of promoting teamwork and improving decision-making. At the same time, it is very useful to creatively generate new ideas. It can be developed in small groups of 3, 6, 9, etc



### Objectives

- Promoting teamwork and team support
- Improving decision-making and focus on important issues
- Improving creativity in the decision-making process and stress management

### What to learn

Participants will learn to collaborate, to defend their ideas, that the solution to the problem that worries everyone will be easier to find among all (the importance of teamwork) and that when faced with a problem, it is necessary to decide.

## 6.14. Learning tool : CHANGING HATS

### Description of the tool



The technique of Edward De Bono, of the hats to think, facilitates the use of different styles of thought that we use to solve problems. This methodology tries to identify different ways of thinking with colored hats.

### **Objectives -Changing hats, it facilitates:**

- the change of attitude
- different points of view
- proactive attitude
- assertive communication
- open mind

### **What to learn**

The technique of the 6 hats facilitates a methodology that allows the action of thinking to be more effective and constructive. It forces us to train assertive communication, proactivity and have a more open mind to the opinions of others, since we ourselves have to go through the 6 phases.

## **6.15. Learning tool : 4 MONKS**

### **Description of the tool**



This tool tries to reflect on the importance of active listening in relationships and the role it has in avoiding or solving conflicts.

### **Objectives**

- Learn to listen;
- Overcome conflicts;
- Do not blame others

### **What to learn**

**The problem today is that people do not listen to understand, but to answer.**

Learning to listen is one of the most difficult learnings a person encounters throughout their life. Learning when we should be silent, when we should listen, when we should think should help us to realize how important are the people we have around us and with whom we live daily.



## 6.16. Learning tool : HOLES AND BARRIERS

### Description of the tool

This exercise aims to help clients identify the behaviors, beliefs, and conditions that create metaphorical “holes” in the barrier between work and private life. In doing so, clients can better develop a solid barrier between work and private life to help them restore a healthy balance between the two.

### Objectives

- Work-life balance does not mean an equal balance of time spent on each area. Work-life balance is not defined by hours but by outcomes. Moreover, psychological detachment is about mentally switching off from work-related issues during off-time; it is not about caring less when at work, which may also be problematic.
- Ensure clients understand that there are no perfect, one-size-fits-all solutions. Work-life balance choices are different for each of us because we all have different priorities and lives.
- Reassure clients that the mind can be easily distracted, which is completely normal. When putting their solutions into action, the mind is likely to wander back to work-related issues. The key is to acknowledge that one’s attention has shifted and then refocus on the task at hand.

### What to learn

Cultivating a solid barrier between work and personal life is imperative to psychological detachment. Indeed, the absence of a strong barrier between the two roles may limit opportunities to recharge and unwind from work-related stressors.

It is, therefore, essential to identify the behaviors, beliefs, and conditions that create metaphorical “holes” in the work-life barrier. For instance, some actions, like not taking sufficient breaks or believing you must be available around the clock for work-related issues, will puncture holes in the barrier.

These holes weaken the work-life barrier and make it easier for work-related stress to spill over into private life. However, identifying ways to fill these holes and strengthening the barrier between work and personal life offers opportunities to recharge and unwind from work-related stressors

## 6.17. Learning tool : DO’S & DON’TS OF PEOPLE MANAGEMENT

### Description of the tool



This tool is for learning with support from professionals/trainers and helps you delegate do’s and don’ts when dealing with people management approach. Delegating can succeed or fail, depending on how you do it. In a developed company this would look more at encouraging innovation and getting people who do the job daily to suggest improvements that can save time and money.

This tool is for learning with support from professionals/trainers and helps you delegate do’s and don’ts when dealing with people management approach. Delegating can succeed or fail, depending on how you do it. In a developed company this would look more at encouraging

innovation and getting people who do the job daily to suggest improvements that can save time and money.

### **Objectives**

- Managing delegation skills in a successful way
- Categorising people management skills for leaders and managers
- Developing self-awareness and practicing people management skills

### **What to learn**



- Learn how to positively use your delegation skills.
- Learn how to distinguish between leaders and managers.
- Learn how to improve your people management skills through practical activities.

## **6.18. Learning tool : CRITICAL THINKING BETWEEN 10 OBJECTS AND 1 MEMORY**

### **Description of the tool**

This tool is for learning with support from professionals/trainers and helps you think critically using visual memory. It also shows you how to make full use of your critical thinking when it comes to real-world situations. Being a critical thinker facilitates positive interaction at the workplace and facilitates self-knowledge of one's own capacity.

### **Objectives**

- Making full use of memory during the critical thinking process
- Creating a critical thinking information report
- Developing self-awareness and practicing critical thinking skills

### **What to learn**

- Learn how to make full use of your memory during the critical thinking process.
- Learn how your memory helps you apply your critical thinking skills.
- Learn how to improve your critical thinking skills through practical activities.

## 6.19. Learning tool : 5 WAYS TO PEOPLE MANAGEMENT



### Description of the tool

This tool is for self-learning and helps you understand people around you and clarify your expectations by specifying how much time and effort you want to invest. One role of a people manager is empowering employees and inspiring others. This tool helps you be patient, inspire and deliver your knowledge to people in companies to achieve (greater) performance.

### Objectives

- Applying people management skills to connect goals and values.
- Setting realistic goals for ensuring an effective people management approach.
- Developing self-awareness and practicing people management skills using a 5-way method

### What to learn

- Learn how to inspire others by making full use of your existing people management skills.
- Learn how to apply people management skills in leading positions.
- Learn how to identify, analyse, select and deliver key information on people management skills.

## 6.20. Learning tool : CRITICAL THINKING AND STRESS PLANNING

### Description of the tool

This tool is for self-learning and shows that visual aids can be powerful if you are working through a challenging problem. The tool helps you become a critical thinker and facilitates the ability to think critically. It promotes the people-oriented approach and demonstrates that critical thinkers are more self-reflective.

### Objectives

- Identifying main stress factors at the workplace by thinking critically
- Creating a stress plan using critical thinking
- Developing self-awareness and practicing critical thinking skills

### What to learn

- Learn how to become aware of your critical thinking skills.
- Learn how to apply critical thinking in stressful situations.
- Learn how to compare past behaviour in a tense (workplace) situation and learn what you would do now if you were to face the same situation again.

## 6.21. Learning tool : STRATEGIES SKILL ORGANIZATIONS FOR GROUPS

### Description of the tool

Training Defining strategies skill allows organizations or groups to create systems for developing the professional skills of employees. When employees receive training, it helps them perform their jobs more effectively, increasing the overall productivity of the company. Developing a training strategy ensures that these efforts are aligned with your business, organizational goals to maximize the benefits of each training session.

You can implement these strategies for current and future staff members. For example, you may use a training program to teach your existing workforce to use a new technology or adhere to new company policies. You can also develop onboarding training strategies to get new staff members accustomed to working within your company more quickly.

### Objectives

- Employee training is a critical component of a successful company. Some of the significant benefits of developing a training for strategy definition.
- Developing the definition of strategies as a team is important to know how and what everyone should work on together.

### What to learn

You will learn how to **improve strategy definition.**

Mutual communication will improve by defining common strategies. Always write down ideas and shared conclusions, they can prove to be very valuable. A common group discussion can improve team spirit, the team's common understanding and perception. You can always ask questions in discussions - let them ask questions. Motivate ideation and thinking in the long-term future.

## 6.22. Learning toll : STRATEGIES SKILL INDIVIDUAL

### Description of the tool

Systemize your business, empower teams and improve efficiency. Sometimes it's difficult to decide what the most important work is, and when to do it. You need to prioritize your tasks. This means deciding what order tasks should be completed based on importance and immediacy, allowing you to get things done in the most effective way possible.

Prioritizing your daily tasks will help you organize your time efficiently and boost your productivity. It helps you learn how to complete important tasks first, meet deadlines and have the time to finish larger tasks. The act of prioritization also allows for process improvement, and means that you strategize to make sure you – and your team – are making the best possible use of the time available.

This personal training tool will help you improve your prioritization skills

### Objectives

- Improve your time management, set of tasks to be performed.
- Prioritization that allows you to conclude the most important projects first.
- Delegate less important tasks or get loose of them.



### **What to learn**

You will learn to organize and systematize the work and tasks to be performed.

Perhaps, while thinking about the basic tasks, you will notice some other important tasks. Will make the working day and working time efficient.

## **6.23. Learning tool : WORK TOGETHER HARMONIOUSLY**

### **Description of the tool**

This tool is just one way to bring your team together and improve team spirit. Try it with your colleagues or in your team.

Team building challenges improve communication!

This is a great exercise to do with a group of people who don't know each other yet or get to know more your colleagues. After the exercise, the participants will have a lot to talk about, because during they will find things they have in common.

### **Objectives**

- To improve communication
- Increase employee morale and motivation to work
- Learning and understanding each other's strengths and weaknesses
- It builds and strengthens team trust
- Evolving company performance.

### **What to learn**

In this exercise teams get to communicate more and get to know better each other. Therefore, in this way, the team comes together, gets to know each other more, and discovers commonalities and differences and uniqueness's. Which can be useful when working in teams or tasks that need to be done together in order to achieve the company's goals. This task is cohesive.

## **6.24. Learning tool : TEAM SPIRIT AND TEAMWORK**

### **Description of the tool**

Team spirit and teamwork are difficult to improve alone. That's what team spirit is all about.

A team that performs well has the right coordination and understanding between each other. This is because their team spirit is on the right wavelength. It allows each team member to believe in their capabilities and skill level. Thus, enhancing their productivity and overall standard of work.

Without team spirit, the growth of modern organizations is limited, and employees fail to produce the desired engagement. It is necessary to have a spirited team to perform at the highest level in a competitive market.



## Objectives

- The objectives of using this learning tool is team bonding, working together.
- It can show leadership skills in some of team members others could support that.
- To create strong ties between team members, make memories between team members. A process, that can be fun make more creative ideas and bring value to the work environment

## What to learn

### The most obvious benefits of improving team spirit at work:

- Promotes a collaborative and motivated work culture,
- Promotes responsive and meaningful communication, employees getting to know the personalities, preferences, strengths and weaknesses of their colleagues,
- Helps harness creativity and out-of-the-box thinking by diverting employees from routine work that recharges and refreshes them, Creates an atmosphere for improved productivity,
- Increases employee morale because they feel that the company and colleagues care about them. Finally, the lessons and insights gained from team building games can be transferred to the actual work environment, resulting in better work equations and organizational performance.

## 7. RESULTS PILOT TESTING

The consortium of the project organized a pillot testing in each country (Belgium , Spain, Ireland,Latvia , Romania and Greece ) with HR departments, in each project country, in different types of organizations (SME´s, public institutions, etc).

Each country developed 4 learning tools and 4 training pills which were presented to the participants and later they discussed them learning tools and training pills. After the presentation and discussions, the questionnaires were applied in each country.

They refer to the following skills :

- ✓ **CPIP Romania : "Critical thinking" and "People management"**
- ✓ **I&F Education Ireland : "Focusing on What's Important" and "Organisational Skills and Flexibility."**
- ✓ **INNOVATION HIVE Greece : " Leadership" and " Personal responsibility"**
- ✓ **LACONSEIL Belgium: " Communication" and "Creativity"**
- ✓ **ERIA Latvia : "Strategy definition"and " Team spirit"**
- ✓ **ELEBO Spain : " Stress management & burnout "and "Conflict solving & decision making"**

## FEEDBACK QUESTIONS

Welcome ! We're interested in learning your opinion through a few questions about 4 learning tools & 4 training pills which have been presented to you. It shouldn't take long than 15minutes. Get it started.

1. The presented materials- 4 learning tools & 4 training pills- have provided you **information in a logical , structured , dynamic and interesting way ?**

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
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2. Do you consider that **answers to the questions of participants were to clarify and deepen the knowledge ?**

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
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3. The piloting participants had the **chance to be active** (discussions, questions and answers, etc)

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
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4. Do you consider that participation/what you have learning during the piloting testing will be **useful and accessible in your future professional activities ?**

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
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5. What I have learning during the piloting testing will be **useful for me .**

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
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6. **Delivered exercises were useful and inspiring** in line with the soft skills approaches.

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
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7. In your opinion , the training pills and learning tools contain **enough information to deepen your knowledge ?**

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
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8. In your opinion,the training pills and learning tools use **a language you can easily understand??**

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
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9. **Time needed to finish** per learning tool / soft skill – Time dedicated to the exercises / activities.

Strongly disagree	Disagree	Undecided	Agree	Strongly agree
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10. On a scale from 1 to 10, where 1 means you were very dissatisfied and 10 means you were very satisfied, **how do you rate the pilot testing?** What was **your overall assessment** of the pilot testing?

1	2	3	4	5	6	7	8	9	10
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What **suggestions for improving the pilot testing workshop** do you have?

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## CONCLUSIONS PILOT TESTING

The participants provided feedback on the learning tools and for training modules developed in the project. The feedback was generally positive, with participants suggesting minor adjustments based on their availability for future use of these resources within the BTR project.

The pilot testing session related to the learning tools and training pills because and helped participants in a positive way.

The time dedicated to free discussions helped the participants to learn from each other and to be aware of the problems they face in the work environment.

At the end, all participants expressed their interest in continuing to support the BTR project and provide feedback when needed.

Based on the results of our research and the assessment of the current situation we made during the workshop, **we concluded:**

- That one of the biggest challenges they face is **burnout**;
- That could improve the commitment of the teams with the organization through the implementation of **soft skills training sessions**;
- That good **conflict management improves the burnout situation** in some cases;
- That **decision-making** should be done with the participation of representatives of all departments;
- That **communication** improves work flow, conflict management and the stress suffered by employees.

### **The strengths of the pilot testing :**

- **Immediate Applicability:** participants have identified ways to immediately apply these skills in their HR responsibilities. This includes improving task prioritisation, enhancing communication, and adapting to changing circumstances with greater agility.
- **Increased Awareness:** the session has increased our awareness of the critical role that creativity and communication play in our daily HR tasks. We now recognise their significance in optimising our work processes.
- **Positive Reception:** the concepts of "Focusing on What's Important" and "Organisational Skills and Flexibility" were well-received by participants, indicating their relevance and potential value in our HR practices.
- **Room for Growth:** while the initial exposure to these skills was beneficial, there is still room for further development and refinement. Continuous training and practice will be essential to fully integrate these skills into our daily routines.
- **Collaborative Potential:** the session highlighted opportunities for collaborative efforts within the HR department to reinforce these skills. Sharing experiences and best practices can expedite our individual and collective growth.
- **Alignment with Organizational Goals:** we could see how these skills align with our organisation's broader goals of efficiency, adaptability, and employee well-being. Incorporating them into our HR strategies can contribute to achieving these objectives.
- **Need for Ongoing Training:** it's evident that a one-time session is not sufficient to master these skills. A commitment to ongoing training and development in "Focusing on What's Important" and "Organisational Skills and Flexibility" as well as other skills is crucial for long-term success.



- **Feedback Integration:** the feedback gathered during the session will be invaluable in tailoring future training programs and resources to better meet the specific needs and challenges of our HR department in the overall context of the Boost Train 6 Retain Project.



The positive sentiments and constructive feedback received from the participants underscore the success of the national pilot testing session and indicate the potential for these educational resources to be beneficial in the context of the broader project.

All the other skills and their learning tools and training pills were briefly presented to the participants to increase their curiosity in accessing and using them in their daily work. The pilot session started with an ice-breaker

activity in which the participants had to describe in one word what "skills" means to them. The initiative brought positive results because it made the participants get to know each other better and not be pressured to give feedback.

All participants expressed the general need to participate in more sessions of this type for their continuous recycling of knowledge.

More information about EUROPEAN REPORT FINAL PILOT TESTING at the following link :

[https://boost-train-retain.eu/wp-content/uploads/2024/05/European\\_Report\\_Final-3-PILOT-TESTING- WP2.docx.pdf](https://boost-train-retain.eu/wp-content/uploads/2024/05/European_Report_Final-3-PILOT-TESTING- WP2.docx.pdf)