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TEACHING MATERIAL

MODULE: COOPERATIVE SKILLS



SoftSkills4EU:
Promote your Soft Skills with Open Badges



TEACHING MATERIAL

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TABLE OF CONTENT

Topic 1 – TEAMWORK MANAGEMENT	8
1.1 Forming high performing teams.....	9
1.2 Creating an action plan	16
1.3 Monitoring the team	18
1.4 Further Reading.....	24
Glossary	25
Topic 2 – TEAM BUILDING	26
2.1 Team building importance	27
2.2 Team building techniques	29
2.3 Fostering positive working atmosphere	31
2.4 Further Reading.....	37
Glossary	37
Topic 3 – FLEXIBILITY AND ADAPTABILITY	38
3.1 Adjusting to changes	38
3.2 Respectfulness in teamwork	43
3.3 Reliability in teamwork, support and helping others	46
3.4 Further Reading.....	50
Glossary	50
Topic 4 – WORKING STYLES	51
4.1 Assessment of working styles	52
4.2 Tasks adjustment to working styles.....	55
4.3 Creating action plan.....	56
4.4 Further Reading.....	58
Glossary	58
Topic 5 – COLLABORATION AND NETWORKING	59
5.1 Efficient communication with partners	60
5.2 Efficient internal communication.....	63
5.3 Networking importance in company development.....	64
5.4 Further Reading.....	66
Glossary	66
Conclusion	67









Bibliography	68
ANNEX 1	70
ANNEX 2	75
ANNEX 3	78
ANNEX 4	81
ANNEX 5	87

TABLE OF FIGURES

Figure 1: Work states (Golemanova, 2016)	13
Figure 2: Action plan elements. (Desjardins, 2011)	16
Figure 3: Monitoring Performance of The Team	20
Figure 4: Key Components of Effective Feedback	22
Figure 5: Perfect Team Features	27
Figure 6: Elements of a positive working environment.....	31
Figure 7: Trust building rules	34
Figure 8: An example of positive messaging.	35
Figure 9: Do you have also Plan B? (SI21, 2015)	38
Figure 10: Positive relationships (Grone, 2019)	40
Figure 11: Elements of flexibility and adaptability (<i>University of Bradford, 2019</i>)	40
Figure 12: Phases of teamwork development (Wikipedija, 2018)	43
Figure 13: How to include "a different" colleague in work team	45
Figure 14: Team cooperation (Brezovnik, 2011)	46
Figure 15: What reliability is? (Janowiak, 2017)	47
Figure 16: Every obstacle can be overcome (Olivera, 2019)	49
Figure 17: Balancing the "work team" taking into account different work styles (Torres, 2019)	51
Figure 18: Four basic types of work styles (Quality improvement, 2019)	52
Figure 19: Working Styles Characteristics (Quality improvement, 2019)	53
Figure 20: Action plan	57
Figure 21: Networking	59
Figure 22: Interest and power stakeholder`s matrix (Thompson, 2019)	60
Figure 23: Developing a Communication Strategy Plan (MARUSHEVSKA, 2019)	64



KEY SYMBOLS

Symbols	Explanation
	Definition of terms
	Scenario
	Tips – Causes
	Questions
	Learners/Trainers activities
	Resources E.g. links, reports, articles



MODULE – COOPERATIVE SKILLS

MAIN OBJECTIVE OF THE MODULE

Cooperative skills, ...

Skills gained in this module are aiming at the improvement of mutual cooperation within the workplace. Successful cooperation between workers significantly and directly improves work performance and results for the organization as a whole.

Cooperative skills provide an understanding of how to reach mutual goals and objectives with effective cooperation between co-workers. (Brown, 2013)

To meet this aim, the module covers the 5 following topics:

1. Teamwork management
2. Team building
3. Flexibility and adaptability
4. Working styles
5. Collaboration and networking



MODULE COOPERATIVE SKILLS SYLLABUS

Course Module	Topics	Sub-topics
Cooperative Skills Module	1. Teamwork management	1.1 Forming high performing teams
		1.2 Creating an action plan
		1.3 Monitoring the team
	2. Team building	2.1 Team building importance
		2.2 Team building techniques
		2.3 Fostering positive working atmosphere
	3. Flexibility and adaptability	3.1 Respectfulness in teamwork
		3.2 Reliability in teamwork, support and helping others
		3.3. Adjusting to changes
	4. Working styles	4.1 Assessment of working styles
		4.2 Tasks adjustment to working styles
		4.3 Creating an action plan
	5. Collaboration and networking	5.1 Efficient communication with partners
		5.2 Efficient internal communication
		5.3 Networking importance in company development



TOPIC 1 – TEAMWORK MANAGEMENT



Definition

“Teamwork management is the administration of a group of people assembled to work on a particular project or to perform a particular function within an organization.” (Business Dictionary, 2019)

In other words, if co-workers work together in a group to perform a particular task a process of organizing their work is called teamwork management. If teams within the workplace do not function properly it might often lead to conflicts, misunderstandings and a visible decrease in work results. Soft Skills developed within this module serve to improve collaboration between people working together in organisations.

In order to improve teamwork in the workplace, it is important to gain the skills for managing, monitoring and dividing tasks within groups of workers who cooperate in one organization.

This topic has been divided into three parts:

- 1.1. Creating teams based on their skills
- 1.2. Adequate task division between members of the team and creating an action plan
- 1.3. Monitoring of teamwork



1.1 FORMING HIGH PERFORMING TEAMS

This chapter will present effective methods to create teams of workers. One of the important factors affecting team performance is the choice of group members in accordance with their skills. Creating powerful teams is a challenge for many organizations. The Soft Skills which are necessary to divide workers properly are primarily useful for organization directors or people responsible for task division in the working environment.

If the skills or competencies of individual members of the team aren't adequate to the given task it might cause the entire team to experience frustration or helplessness. It is essential to evaluate each worker separately in order to define if a particular role in the team suits him/her at the early stage of employment. There is no need to avoid changes in workers' position if we recognise workers' potential to perform a different task than predicted. (Mattson, 2018)

IDENTIFYING THE COMMON GOAL AND NEEDED SKILLS

Before forming a working team it is significant to be aware of the skills that we are looking for in each group member. If the tasks or goal of the team isn't clearly defined it will be difficult to choose persons who have needed skills useful to perform a particular role.

A good team shares a mutual goal, which must be specific and clear for all members. It encourages workers to support each other, share priorities and cooperate.

Apart from defining the Hard Skills needed for task completion, it is crucial to identify necessary Soft Skills. For example, if the role of the team that has to be formed is to create a new software system than their hard skills are easy to identify (programming, designing etc.). On the other hand, the team will require workers, who can talk to end-users and understand their needs. The team will require a member who will be able to explain the software system to people who do not know much about programming or technology but will be the end-users.

What is more, if the team requires independent workers then one member of that team must have skills to bring them together to cooperate. (Lucas, 2019)

Lack of skills might negatively affect the work of an entire team if the roles are not fulfilled as planned. It is necessary to monitor the work of each team member individually in order to make sure if the roles are properly distributed among the workers. (Mattson, 2018)

Shared goals and ambitions provide a great foundation for a successful team. All of the members should be aware of what exactly is expected from them and what they can expect from others. It helps the team to develop mutual accountability and build trust. What is more, most of the teams have leaders, who are responsible for the results and coordinating activities. (Human Resources, 2019)



SKILLS EVALUATION

After identifying needed skills an important step of creating a successful team is to build it based on both soft and hard skills of candidates. In this chapter, we will focus on soft skills, which allow employees to be good communicators, leaders, who can also solve problems properly.

Employees' skills directly influence team performance as a group of flexible, well-organized and highly motivated workers can increase company effectiveness. It is important to evaluate the soft skills of workers before forming a team. (Buswell, 2019)

The possibilities for evaluating soft skills are poor compared to hard skills. The most useful way to evaluate soft skills is the interview. Here we will present effective questions, which can be used in order to analyse a candidate's skills in order to give him/her an appropriate role in the team. Each of the evaluated skills is significant for working in a team. (Buswell, 2019)



Questions

Communicational skills

1. Describe yourself in 2 sentences.
2. Imagine you have to explain to your 90-year old grandfather what your job is.
3. Sell me your pen, using only 4 sentences.
4. Your co-worker is underestimating your success in front of others. What would you say?
5. How do you react to criticism?

Teamwork skills

1. Do you prefer working alone or in a group?
2. How would you react if one of the team members wouldn't fulfil their task?
3. Give an example of a solution for improving team performance of the members wouldn't get along with each other.
4. What would you do if you disagreed with the opinion of other team members?
5. Can you describe a task which you had to complete as a part of the team?

Leadership skills

1. What would you do if you would be convinced that your manager is wrong?
2. What action would you take if your team members would start to quit?
3. What are the characteristics of a good manager?
4. If you had to let one worker go from your company how would you choose him/her?
5. Describe your leadership style.

Flexibility

1. Do you enjoy surprises?
2. Describe one change at work to which you had to adjust.
3. How do you cope with unexpected schedule changes?
4. How long do you need to learn about new tools at work? Give one example.
5. Is routine job suitable for you?

Problem-solving skills

1. Describe one problem you had to solve at work.
2. What was the most stressful situation you had to face at work?
3. Describe a moment, when you had to use your creativity to solve a problem.
4. Are you a good problem-solver?

Creativity skills

1. What is the most innovative idea you have presented to your co-workers?
2. How would you encourage your work team to be more creative?
3. Describe a problem which you solved using your creativity.
4. Give one example of your creativity.

**Tip**

While checking candidates' creativity and imagination you might also use abstract questions. You will not get an exact answer but the questions encourage the candidate to use their creativity and apply logical thinking to an unusual scenario. For example:

How much does the mountain weigh?

What would the world look like if the wheel would not be invented?

This kind of question does not require quick response. It is good to take time and think about choosing your answer. The goal of the question is not to get the specific answer but to check the candidates' creativity. It is useful to ask logical questions, to help you, for example: How big is the mountain? What shape does it have?

(The Medic Portal, 2019)



Questions

Conflict solving skills

1. Describe a conflict that you have faced at work. How did you solve it?
2. How do you react when a co-worker has an opinion different than yours?
3. What would you do if a conflict would appear in your team?
4. How would you calm another worker down if you noticed he was angry?
5. Are conflicts good, always bad or neither?

Motivation

1. What motivates you the most at work?
2. What would you do to keep your co-workers highly motivated?
3. What is more important for you, getting promoted or friendly co-workers?

Responding to criticism

1. What is constructive criticism for you?
2. How do you respond to criticism?
3. How do you feel about giving feedback to others?
4. Describe a situation when you have learned something useful from criticism.

Questions listed above are useful for dividing tasks among the team members, creating successful teams. What is more, questions could be useful in the recruitment process for both, employees preparing for the job interview and employers looking for workers with particular skills. (Buswell, 2019)

TASK ASSIGNMENT

The team leader is usually obligated for delegating tasks amongst the team members. If responsibilities are distributed properly the team functions well. The skill for successful evaluation of a person having best skills for a particular role in a team is difficult to gain. (Golemanova, 2016) In this chapter, we will point out a few practical ways on how to handle task delegation.



Figure 1: Work states (Golemanova, 2016)

Tasks should be divided based on skills and experience. It is necessary to make sure if the chosen person has all of the required skills needed to perform their role and tasks in the team. On the other hand, the delegated task should not be too easy for the team member as it might cause boredom and apathy of the worker:

As visible above the received tasks are optimal if they have a moderate level of difficulty, which makes the team members feel in control of their work and not overwhelmed. The optimal state is *Flow* which allows the worker to boost his possibilities. (Golemanova, 2016)

Delegating the task is not enough, it is important to take time to explain the members their obligations so that they would know exactly what is expected from them to do.

Tasks assignment in the team should be based on the role that a specific person will get in the team.

TEAM ROLES BY MEREDITH BELBIN

Here we present a division of roles, based on the work of Meredith Belbin and his colleagues who have done much research in this area. Dir. Belbin's research was based on experiments conducted at Management College Henley and on case studies in industry. They showed that having the appropriate knowledge about human characters and abilities one can predict the activity of this team in terms of success or failure. (Belbin, 2015)

The Nine Belbin Team Roles (Belbin, 2015)

Team role	Function
Resource Investigator	Resource Investigators are quick to open up and exploit opportunities. They have an ability to think on their feet and to probe others for information. They are the best people to set up external contacts, to search for resources outside the group, and to carry out any negotiations that may be involved.
Team worker	The role of the Team Worker is to prevent interpersonal problems within a team and allow everyone to contribute effectively. Since they don't like friction, they will go to great lengths to avoid it. The diplomatic and perceptive skills of a Team Worker become real assets, especially under a managerial regime where conflicts are liable to arise or to be artificially suppressed. Team Worker managers are seen as a threat to no one and therefore can be elected as the most accepted and favoured people to serve under. Team Workers have a lubricating effect on teams. Morale is better and people seem to co-operate better when they are around.
Co-ordinator	Co-ordinators are useful people to have in charge of a team with diverse skills and personal characteristics. They perform better in dealing with colleagues of near or equal rank than in directing junior subordinates. Their motto might well be "consultation with control" and they usually believe in tackling problems calmly. In some organisations, Co-ordinators are inclined to clash with Shapers due to their contrasting management styles.
Plant	The main use of a Plant is to generate new proposals and to solve complex problems. Plants are often needed in the initial stages of a project or when a project is failing to progress. Plants have often made their marks as founders of companies or as originators of new products. Too many Plants in one organisation, however, may be counter-productive as they tend to spend their time reinforcing their own ideas and engaging each other in combat.
Monitor Evaluator	Monitor Evaluators are at home when analysing problems and evaluating ideas and suggestions. They are very good at weighing up the pro's and con's of options and to outsiders seem dry, boring or even over-critical. Some people are surprised that they become managers. Nevertheless, many Monitor Evaluators occupy key planning and strategic posts and thrive in high-level appointments where a relatively small number of decisions carry major consequences.



Team role	Function
Specialist	Specialists play an indispensable part in some teams, for they provide the rare skill upon which the organisation's service or product is based. As managers, they command support because they know more about their subject than anyone else and can usually be called upon to make decisions based on in-depth experience.
Shaper	Shapers generally make good managers because they generate action and thrive on pressure. They are excellent at sparking life into a team and are very useful in groups where political complications are apt to slow things down. Shapers are inclined to rise above problems of this kind and forge ahead regardless. They like making necessary changes and do not mind taking unpopular decisions. As the name implies, they try to impose some shape and pattern on group discussion or activities. They are probably the most effective members of a team in guaranteeing positive action.
Implementer	Implementers are useful because of their reliability and capacity for application. They succeed because they have a sense of what is feasible and relevant. It is said that many executives only do the jobs they wish to do and neglect those tasks which they find distasteful. By contrast, Implementers will do what needs to be done. Good Implementers often progress to high management positions by virtue of good organisational skills and efficiency in dealing with all necessary work.
Completer Finisher	Completer-Finishers are invaluable where tasks demand close concentration and a high degree of accuracy. They foster a sense of urgency within a team and are good at meeting schedules. In management, they excel by the high standards to which they aspire, and by their concern for precision, attention to detail and follow-through.

The Belbin Test For assessing team roles can be used in order to determine the primary and secondary preferred team roles of each member:

Find the Questionnaire in Annex 1.

Of course, dividing roles in the working team depends not only on the preferred role but on the actual team goals and work. It is possible that one person will need to perform more than role or few members will be suitable the same role. In that case it is useful to consider the secondary preferred role of the worker. Considering the team roles while giving responsibilities encourages creation of a high performing team. (Belbin, 2015)



1.2 CREATING AN ACTION PLAN

In this chapter, an explanation on how to create an action will be given.



Definition

The action plan is a sequence of steps that have to be taken or activities that must be performed well, for a strategy to succeed. (Business Dictionary, 2019)

Preparing an action plan helps the team to focus their work, creativity and ideas on the mutual goals. It clearly shows which steps should be taken in order to reach the wanted result in a given time. A strong action plan begins with having a clear goal or vision in mind. (Chernyak, 2019)

HOW TO PREPARE AN ACTION PLAN?

A well-designed action plan might become a valuable tool for monitoring team's progress as it contains detailed descriptions of all actions/activities that should be implemented in order to fulfil the given goal or vision. According to (Desjardins, 2011) there are 8 important factors to be considered while preparing a solid action plan:



Figure 2: Action plan elements. (Desjardins, 2011)

Ownership

The team leader should be indicated in order to take responsibility for the team progress. One person with appropriate skills needs to monitor work and actions that should be implemented. Deadlines of actions should be controlled and adjusted if needed.

Action steps

Action steps provide a clear path to achieve necessary objectives by following the indicated activities in the given time or order. They give team members specific explanations and procedures on how to achieve a particular goal, instead of just expressing a vision or an idea.

Responsibility

Each action step should be led by the indicated team member (or members), who will be responsible for its implementation.

Support

Team member responsible for leading a particular action step should have support from another team member (or members). It should be clearly defined, who should help in the implementation of each task, without bearing the responsibility for the action.

Being informed

Good communication within the working team is of great importance. Each team member should be informed about work progress in each action step, especially if different actions have a direct impact on each other.

Metrics and budget

Each action step must be measurable in order to control its implementation. It is necessary to indicate a specific metric or outputs, which will indicate the action step being completed. Simultaneously, the implementation of some steps requires budget or resources, which should also be considered in an action plan.

Milestone date

The path to reaching a goal should be marked with milestones, which indicate a deadline for each action step. Defining the milestone date helps in monitoring the teamwork and ensure that the wanted goal will be reached in the wanted period of time.

Completion date

Completion date indicates the period when the given goal should be achieved.





Activity

Create an example of the action plan including all 8 factors mentioned above.

1.3 MONITORING THE TEAM

Monitoring work of the team is basically checking its performance, which is significant for confirming achievement of indicated goals. What is more, it gives the opportunity to improve areas that have visible weaknesses and make the teamwork as good as possible.

WHY SHOULD THE TEAMWORK BE MONITORED?

(QMD, 2006) : The two main reasons for monitoring the team are:

To show that the team is implementing planned actions, in other words, to check if the team is doing what it is supposed to. (to prove)

To search for opportunities for improvement, finding ways to make teamwork more effective or efficient (to improve)

Teamwork monitoring should be based on awareness of what exactly is expected from the team, what outputs or effects should be produced. Quality and quantity of the ending results should be indicated even before the team starts working on a particular project. Action steps (see 1.2 CREATING AN ACTION PLAN) should include precisely described procedures and rules to be followed. (QMD, 2006)





Activity

First indicate aspects of your teams work which require monitoring. Create a list of those aspects and decide what are they checking:

- A. Quantity
- B. Quality
- C. Respecting the rules or procedures
- D. Improving efficiency/reducing costs

Insert the answers in the table:

MONITORED ASPECT	A, B, C or D

(QMD, 2006)

MONITORING TECHNIQUES

Methods of monitoring vary depending on the monitored aspect of the team. (QMD, 2006) In this section, you will find a summary of main techniques that can be used to monitor the performance of the team.

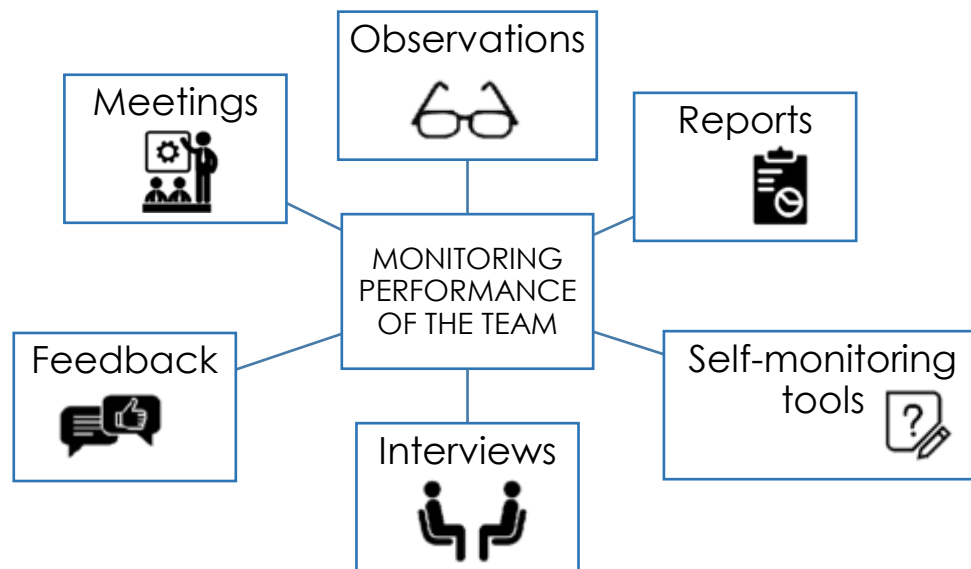


Figure 3: Monitoring Performance of The Team

Observations

Watching people while working seems to be the most typical way of monitoring. It allows team leaders to observe how team members are performing their job and if they notice any mistakes they might correct it right away. In some organizations, observation might even take the form of video or audio recording, for instance, recording phone calls in the customer service department. (QMD, 2006)

Reports

Progress of the team's work might be observed by careful analysis of the reports, which contain quantitative and qualitative data on produced results or products in a given period of time. Manual recording of work results can be implemented in electronic or paper form. Leader of the team should be responsible for preparing a record of the work progress or results. (QMD, 2006)

Self-monitoring tools

Employees can be asked to use self-monitoring tools in order to follow their progress and results. Good examples of those tools are project plans and checklists. Tools make it easier to track if the activities or results are ready within the deadlines in the prepared plan. Also checklists with comments, explanations and corrections can be presented to employers on a regular basis after an agreed time period. Other useful self-monitoring tools are activity logs, which are diaries in which each team member can write what he/she was working on during a particular day. (Rainmaker Thinking Inc., 2019)



Activity

Create an example of a checklist of work activities, use the table below as an example. Think about sections that can be added (or adjusted) to the table in order to provide the necessary information for monitoring your work.

	Task	Person responsible	Deadline	Date of realisation	Notes
1.					
2.					
3.					
4.					
5.					
6.					
7.					

Interviews

The person responsible for monitoring the team should regularly talk one-on-one to every team member and ask what have they done since their last conversation. Interviews give the opportunity to listen to each person individually and can give the manager a huge amount of information on the performance of individuals working in a group and even check if their position or function suits their skills. (Rainmaker Thinking Inc., 2019)

Feedback

Giving feedback might be a challenge, especially if it intends to point out workers weakness or issues that require improvements. Feedback is crucial if a team member does not complete the required task, seems disengaged or has poor time management etc. Team leaders are also expected to praise good results and notice any success of their team members. (St-Aubin, 2018)

According to (St-Aubin, 2018) Effective feedback (both, positive and negative) should include 3 Key Components of Effective Feedback:

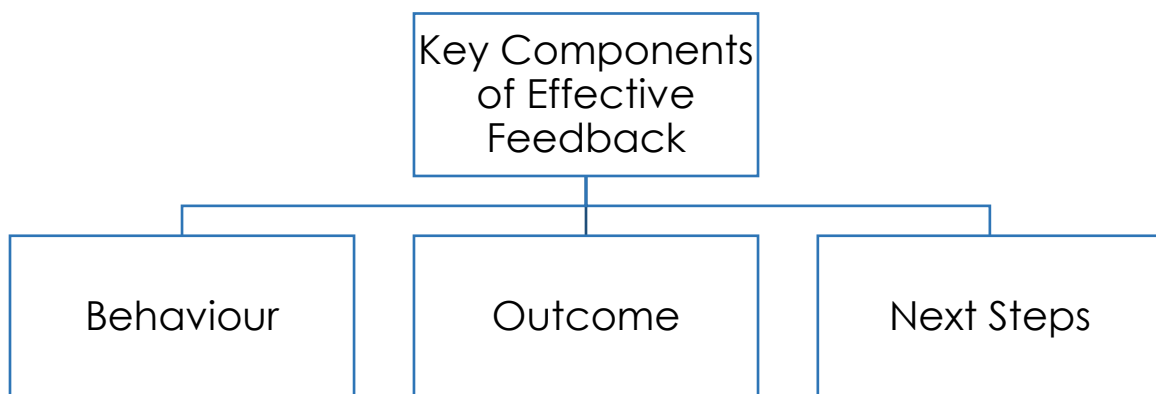


Figure 4: Key Components of Effective Feedback

- **The Behaviour:** feedback should address the way in which the employee behaves and does the tasks, his/her relationship with other workers, it is important to focus on the behaviour, not the person,
- **The Outcome:** explain the results of employee`s actions and work, how did it affect the team and results
- **The Next Steps:** prepare specific instructions on how to improve work or correct the mistakes that have been made.



Scenario

Example:

A member of the team set unrealistic goals for the project. Here is an example of how you could provide feedback:

You did a good job preparing goals for your team. You have done a lot and it is OK that you did not accomplish all of the planned points. (BEHAVIOUR)

I noticed it gave you and your team a feeling that you did not do well enough although you have worked really hard. (OUTCOME)

I think the goals you set were too ambitious. I suggest that on the next project you try to set fewer main goals and several smaller ones. It would be good if you made your goals more measurable and adequate to the team's abilities. (NEXT STEPS)



Activity

How would you construct an effective feedback for a worker, who did not complete the task in the given time with no good reason? Write a feedback using 3 Key Components of Effective Feedback.

Meetings

Staff meetings, if organized regularly (for example once a week/ daily) are a great opportunity to exchange information between team members or even between different teams. Every staff member should get a chance to tell others what is he currently working on and present results.



1.4 FURTHER READING



- 25 Real Teamwork Tips for Managers:
<https://www.sandler.com/blog/25-real-teamwork-tips-for-managers>
- See the 6 Steps You Need to Do to Create a Successful Team:
<https://www.thebalancecareers.com/putting-work-team-together-1919250>
- Successful teamwork: A case study:
<http://www.unice.fr/crookall-cours/teams/docs/team%20Successful%20teamwork.pdf>
- Teamwork: Situation Monitoring:
<http://familymedicine.slu.edu/uploads/lectora/STEPPSmodules/SituationMonitoring/index.html>
- Teach Teamwork Situation Monitoring:
<https://www.slideshare.net/AmandaMacchiMPH/teach-teamwork-situation-monitoring>
- How to Create an Effective Action Plan:
<https://www.wikihow.com/Create-an-Effective-Action-Plan>
- Is the Work Getting Done? Five Ways to Monitor Employee Performance:
<http://rainmakerthinking.com/is-the-work-getting-done-five-ways-to-monitor-employee-performance/>
- Co-operative skills: what are they and why do we need them
<https://www.theguardian.com/social-enterprise-network/2013/apr/19/cooperative-skills-what-are-they>
- Team management
<http://www.businessdictionary.com/definition/team-management.html>
- How to execute corporate action plans effectively
<https://biv.com/article/2011/12/how-to-execute-corporate-action-plans-effectively>
- Monitor the performance of a team towards successful achievement
https://www.sqaacademy.org.uk/pluginfile.php/42753/mod_resource/content/1/HTML_files/PD_Amanagement_02.htm
- Is the Work Getting Done? Five Ways to Monitor Employee Performance:
<http://rainmakerthinking.com/is-the-work-getting-done-five-ways-to-monitor-employee-performance/>

GLOSSARY

Action plan-A sequence of steps that must be taken, or activities that must be performed well, for a strategy to succeed. An action plan has three major elements (1) Specific tasks: what will be done and by whom. (2) Time horizon: when will it be done. (3) Resource allocation: what specific funds are available for specific activities. Also called an action program. (Business Dictionary, 2019)

Milestone- sub-objectives or stages into which a program or project is divided for monitoring and measurement of work performance. (Business Dictionary, 2019)

Feedback- Process in which the effect or output of an action is 'returned' (fed-back) to modify the next action. Feedback is essential to the working and survival of all regulatory mechanisms found throughout the living and non-living nature, and in man-made systems such as education system and economy.



TOPIC 2 – TEAM BUILDING



Definition

Team building is simply creating a well-functioning group of workers in order to achieve better results. It includes various processes aiming to build a team with defined goals and effectively divided roles. It is mostly based on different forms of group integration intended to make team member get to know each other better, learn how to cooperate and build positive relations. (Fistaszek, 2015)

This topic has been divided into three parts:

- 2.1 Team building importance
- 2.2 Team-building skills
- 2.3 Fostering positive working atmosphere (trust-building)



2.1 TEAM BUILDING IMPORTANCE

Team members are divided into roles, and their work is to effectively use the area of cooperation between members, to achieve synergistic results. (Fistaszek, 2015)

Team synergy



Definition

“Synergy is the state in which two or more things work together in a particularly fruitful way that produces an effect greater than the sum of their individual effects.” (Business Dictionary, 2019)

Aristotle said, “The whole is greater than the sum of its parts.” In other words, a group of people working together can reach greater results than each person individually. The sum of all results together increases if employees work together effectively, which is a powerful argument for improving team performance in the working environment.

Increased creativity

Team building improves the team’s ability to share a multitude of ideas, ways to solve problems, brainstorming, many proposals and tools. Team provides a lot of reference points, a look at a specific problem from many perspectives, more ideas, more strength in overcoming problems. Intensive information exchange and quick access to professional opinions of team-mates positively affect intellectual development and increasing knowledge. (Fistaszek, 2015)

Perfect team

The goal of team building is to create a team as close to ideal as possible. According to (Fistaszek, 2015) in order to take actions to create a well-functioning group it is good to consider the perfect team features:



Figure 5: Perfect Team Features

Good communication

High level of communication means that members of a well-built team are intensely communicating, thus accelerating the achievement of a common goal.

Great leadership

The perfect team leader has all the competences to y manage effectively "his people", has authority and is a person who has the trust of his team members. An effective leader can show clear goals, share responsibilities and motivate. He/she should know how to reward and indicate mistakes and failures.

Clear goals

Definition of clear goals in the work of each team is one of the most important elements. Each team must have a goal to strive for.

Well-divided roles

Proper division of roles in the team means that we use the best set of features and abilities of each person, thus improve the functioning of the team and achieving goals.

Creativity

In each team, creative people are highly desirable. Those members of groups are characterized by an exceptionally high level of imagination, ingenuity, an objective look at the problems.

Focus on achieving goals

A perfectly built team consists of people focused on achieving goals. Each of the team's participants must be aware of the goal and strive for its implementation.

Building a new value

The feeling of building, creating new products, services, technological solutions and processes is a feature of a development team, governmental of new challenges, moving forward.



2.2 TEAM BUILDING TECHNIQUES

Team building usually requires additional activities outside working hours. It is necessary to organize some integration trips, send employees to a conference, prepare special workshops for them, etc. Integration events can be organized in different ways, but it's not so easy to prepare something effective.



Tip

The form of the team building should take into account the situation of your team. Some activities will work for a well-coordinated team, to which you want to give an impulse for development, and others for a group that is in a communication crisis. (Steciuk, 2018)

(Steciuk, 2018) provides examples of team building ideas, which might be used as inspiration for team leaders or company managers.

Company event outside the work premises

Summary of an important project, a celebration of success, end of the budget year are opportunities to strengthen the company's ties. Depending on the needs, a gala dinner in the restaurant or the atmosphere of an informal meeting in the club will work. To choose a place that meets expectations and matches the profile of the event, pay attention to the menu, location, size of the room and the number of people it can accommodate, table settings, parking spaces, access to the garden, terrace, etc.

Soft-skills workshops

Workshops developing the so-called soft skills - communication, time management, empathy, etc. - will help not only improve relations with customers but above all, the company's employees among themselves. Specialist training on any topic can be supplemented with integrating elements.

Scenario games

Scenario games help to develop specific competences of the team. This kind of game involves participating in an imaginary world - embedded in the real world: a team of Formula 1, a jungle, or a fictitious country: a fairy-tale land, a fictional state. Individuals adopt new roles and identities (e.g. head of state, person from the company's board, tribe). The team can practice in this way the ability of strategic thinking, non-standard problem solving, negotiations, acting under time pressure, communication in the whole team and between subgroups involved in the game. Scenario games can be played both, indoors or outdoors.



Sports competition

A great alternative to an event in a restaurant could be active spending time outdoors. Sports competitions can include volleyball, go-carting, football. It can also become a cyclical event (annual bicycle rally as a company tradition).



Scenario

Team building game scenario (Hansen, 2017):

The Barter Puzzle

Time: 1 - 2 hours

Participants: Four or more small groups

Tools: Different jigsaw puzzles for each group

Rules: Have everyone divide into small, equal-sized groups. Give each group a different jigsaw puzzle with the same difficulty level. The goal is to see which group can complete their jigsaw puzzle the fastest. However! Some pieces will be mixed around in other group's jigsaw puzzles. It's up to the team to come up with a way to get those pieces back — either through negotiating, trading, exchanging team members, etc. Whatever they decide to do, they must decide as a group.

Objective: This activity will rely heavily on problem-solving and leadership skills. Some team members might stand out and some might stand back, but it's important to remember that the entire team must come to a consensus before a decision is made.



2.3 FOSTERING POSITIVE WORKING ATMOSPHERE

There are many factors influencing a positive working environment. The work atmosphere has a big impact on employees' efficiency. It's much easier to get involved in your duties when we approach everything positively. However, this approach is difficult when there are some clashes, unexplained cases and envy in the workplace.

We spend a huge part of our lives at work - it does not matter if we are an employee or we run a business. Therefore, it is important that this element of everyday life is also associated with something good, pleasant, something that gives satisfaction and joy. If the workplace is positive, you can see it in the company's results. The time at which the employed people perform their tasks is used much better. In addition, information about a good atmosphere will also affect the company's image on the labour market. In this chapter, some of the most significant factors influencing positive atmosphere are explained. (Szymczyk, 2018)

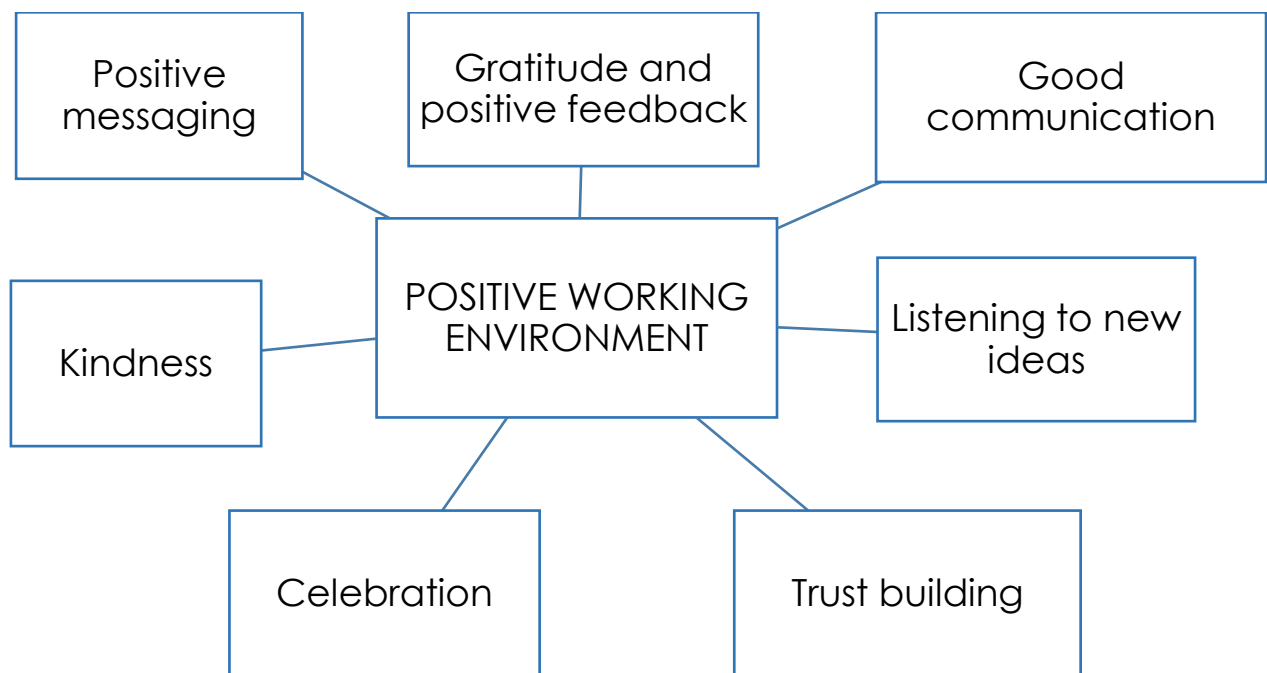


Figure 6: Elements of a positive working environment.

Good communication

Good communication has a significant impact on the work atmosphere of the team. And this translates into motivation to act, effective cooperation, and thus the results of the entire group. In each cooperation, it is advisable to observe certain overriding principles of communication. (Glinska, 2019)

Below we present a case study in which the basic rules of good communication were not followed. Effects of communicational mistakes affect the work results, lower employees motivation and make it impossible to keep a positive working atmosphere:



Scenario

Case study by (Glinska, 2019):

Sara works in a small development company. Her superior, David, is the owner of the company. They both respect and trust each other in professional matters. However, Sara must consult David even for all the smallest decisions. That's how it has been since the beginning of their cooperation and the boss had similar expectations towards other employees.

Often the important decision making time is prolonged because at a given moment any consultation is not possible. Recently, the company began to have difficulties and David became nervous and surly. The scoop changed when Sara herself made, in her opinion, a good decision for the company.

David was furious and offended her in front of other employees, saying that she is incompetent and ignorant. Sara felt deeply offended and unappreciated. As a result, she stopped trying and slowly lost her motivation to work. She was quietly waiting for an apology.



Tip

Common mistakes in communication within the working team:

- centralization of decisions
- unconstructive criticism
- offence, lack of respect
- no feedback
- withdrawal, avoiding contact
- inconsistent verbal and non-verbal messages
- imprecise expectations or responsibilities
- no communication about the company's overall goals and strategies
- rewarding for personal reasons, not for substantive reasons

Gratitude and positive feedback

Giving positive feedback or praising is a communication procedure intended to provide the employee with a positive opinion on the work he has done. It is used to strengthen the employee's desired behaviour. Appreciation is an extremely important element influencing the feeling of happiness at work. Valued employees feel greater satisfaction from their job, are more involved and loyal to the company in which they work. (Hallis, 2015)



Activity

Here are some ways for expressing gratitude or giving positive feedback. Think about the specific examples of how you could praise your employee or co-worker . Finish the following sentences

- I must say you really know how to...
- I'm impressed with...
- I really enjoy working with you because...
- Your team couldn't be successful without your...
- I admire the way you take the time to...
- I noticed you are really good at...

Listening to new ideas

Even if the proposed idea does not appeal to us, or is simply wrong. Team members should appreciate the innovativeness of others and listen to their opinions. Sometimes, very good ideas arise from brainstorming.



Trust building

Trust between team members encourages mutual respect and cooperation. This will certainly affect the atmosphere in the company, which for many workers plays a key role. The better we feel at work, the more willingly we engage in the tasks. There are certain rules we must obey in order to gain the trust of workers and co-workers: (Szymczyk, 2018)

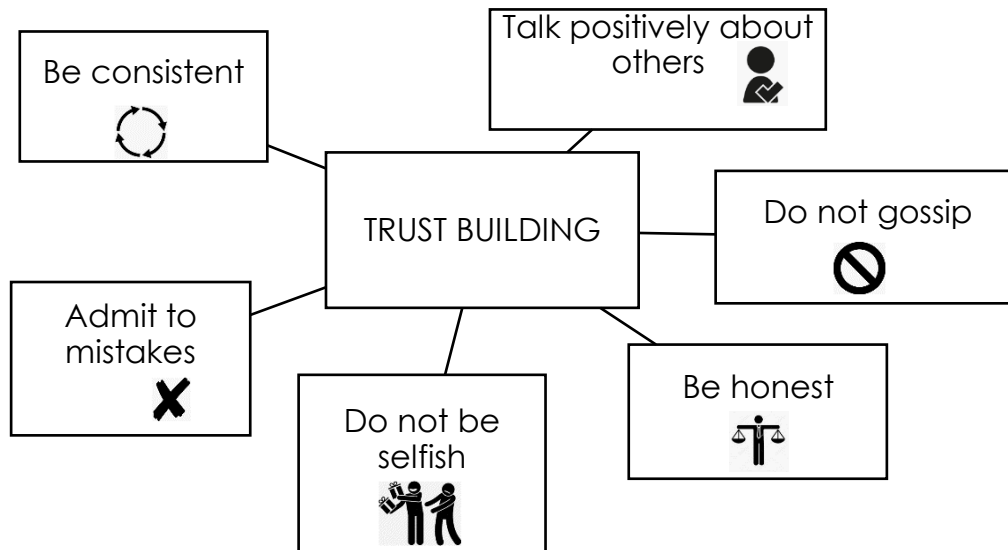


Figure 7: Trust building rules

- Be consistent**
 Be consistent in what you do and say. If you promised that you would help someone, do not pretend that you do not remember, and when it turns out that you cannot do this, let them know in advance that your colleague would have no problems. Do not just talk, rather act. Your words must follow your actions and vice versa. It is worth to be aware of it, both when we build trust in the workplace and when we maintain it.
- Do not gossip**
 Rumours are indeed an informal source of information and their intensity may be the result of inefficient information flow within the working team. The more formal communication in the company fails, the more rumours appear. Inaccurate messages, based on the author's assumptions, often arise from unverified information and may be hurtful for others.
- Talk positively about others**
 This point is also connected with gossiping. If you want to talk something about someone, definitely speak only positively. Also, do not be afraid to tell someone that you like the way he does his job, that he has a nice blouse or hairstyle. (Szymczyk, 2018)
- Be honest**
 Nobody appreciates liars. You definitely cannot trust them. So be honest with your co-workers and expect the same from others. It concerns both, hiding the error in the task being performed, and, for example, explaining why are you late. (Szymczyk, 2018)

- **Do not be selfish**

If you work in a team, do not forget that you are not alone in it. Thus, if you are talking about achievements, do not assign them only to yourself, use the words "our" or "we". Do not exalt yourself, it is difficult to trust someone who, when talking about working together, calls himself the strongest worker that makes everything work. Remember about your colleagues and their merits. Even if you think you've done something better, keep it to yourself. Of course, this does not mean that you have to be silent if you did the whole project yourself and the rest was bored, but if that happens, first talk to your colleagues and present your point of view. (Szymczyk, 2018)

- **Admit to mistakes**

In life, it often turns out that we make some mistakes or bad decisions. We have the right to do it, because no one is infallible, and all kinds of failures often involve getting experience - if we can draw the right conclusions from them. Of course, we admit to mistakes, we must do it in the right way. Do not be aggressive, do not try too much to justify yourself with external factors. Treat your failure as a completely natural thing, because it can happen to anyone, and let us show immediately that we are able to remedy it ourselves. (Szczepan, 2011)

Positive messaging

Power of words is enormous. Positive messaging is using short texts, quotes or words filled with optimism. If we choose to communicate in a positive way the chances that our listener will receive the message or feedback better is higher. Day-to-day communication should be based on positive interactions. (Whalen, 2017) Positive messages can be used to motivate employees in their workplace.

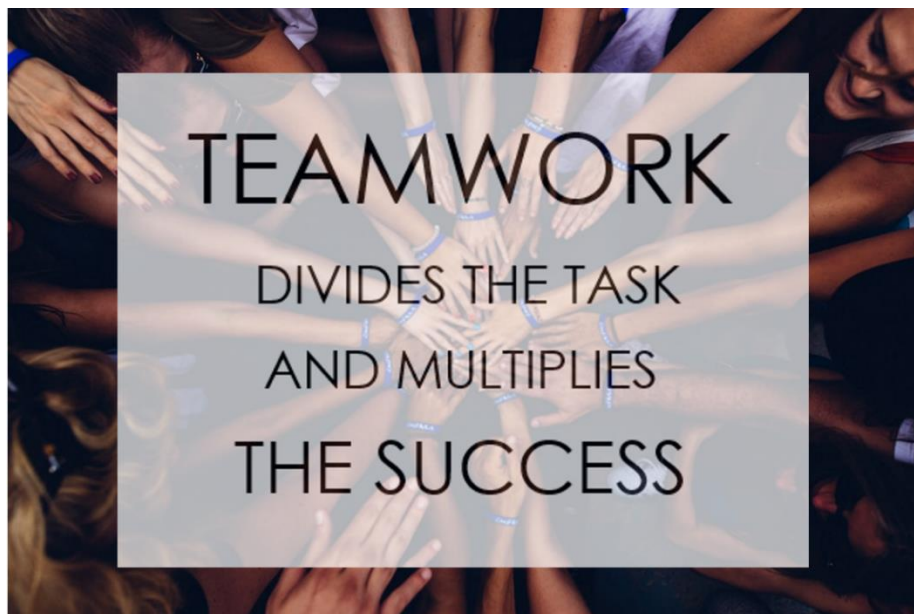


Figure 8: An example of positive messaging.

Celebration

It is worth to find occasions for celebration with workers, whether it is a company's success or someone's birthday. Every victory (big or small) should be appreciated in order to motivate the working team to make effort. (Hallis, 2015)

Kindness

Kindness in communication between team members is not only a manifestation of one's personal culture but also an element of marketing communication of the company. Properly used, it can significantly contribute to creating the canon of enterprise value. One may be tempted to say: kindness costs little, but with it you can gain a lot.



2.4 FURTHER READING



- Important Steps when Building a new Team:
<https://hr.mit.edu/learning-topics/teams/articles/new-team>
- 10 Clever Team Building Techniques You Need to Try With Your Team:
<http://blog.pekininsurance.com/business/clever-team-building-techniques-you-need-to-try-with-your-team>
- 5 Ways to Create a Positive Work Environment:
<https://www.liquidplanner.com/blog/5-ways-to-create-a-positive-work-environment/>
- Benefits of Teambuilding:
www.innovativeteambuilding.co.uk/benefits-of-teambuilding/
- Important Team Building Skills That Employers Value:
<https://www.thebalancecareers.com/list-of-team-building-skills-2063772>
- How to Build a Successful Team:
www.wikihow.com/Build-a-Successful-Team

GLOSSARY

Synergy- A state in which two or more things work together in a particularly fruitful way that produces an effect greater than the sum of their individual effects. Expressed also as "the whole is greater than the sum of its parts." (Business Dictionary, 2019)

Team building- 1. Philosophy of job design in which employees are viewed as members of interdependent teams instead of as individual workers. 2. Ability to identify and motivate individual employees to form a team that stays together, works together, and achieves together.

TOPIC 3 – FLEXIBILITY AND ADAPTABILITY

Adaptability and flexibility are two of the important quality that employers seek in early 21st-century employees. Employers have high expectations regarding the qualities of their employees connected with adjusting to the changes because this has an important impact on the efficiency of their work.

When talking about adapting to change, we cannot avoid interpersonal relationships in the team. Communication between team members has to base on respect, support and helping each other. Changes are possible only in a team where communication is positive, encouraging and cooperative.



Figure 9: Do you have also Plan B? (SI21, 2015)

3.1 ADJUSTING TO CHANGES

Adaptability and flexibility are two crucial skills, which give ability to adjust or change itself in order to meet best the needs of the situation or environment to an individual, team or organisation. However, there is a difference between them (see Glossary).

WHAT DO EMPLOYERS WANT?

Employers want (University of Bradford, 2019) applicants to be able to demonstrate that they can adapt to changing circumstances and environments and to be able to produce new ideas and concepts. They want people with the personal confidence to respond positively to change and with new ways of working. Moreover, they want people who are prepared to rise to the challenge of dealing with the unfamiliar and show they can cope with the new or unexpected.

Job adverts analysis (University of Bradford, 2019) shows how employers describe these qualities without using words 'adaptable' or 'flexible':

- "A positive 'can do' attitude and a willingness to grasp opportunities."
- "We want you to demonstrate a dynamic approach."

- "We're after ambitious graduates who can respond with pace and energy to every issue they face..."
- "We are looking for graduates who have the right attitude to change..."
- "...respond positively to change and the challenges and opportunities it brings"



Activity

What makes a person adaptable / flexible?

Answer individually, then discuss in pairs. Compare responses and consider which responses show more flexibility.

You can ask yourself to find out how you would react on these situations bellow ...

- Could you change three different jobs in 5 years or you would prefer sticking with just one job?
- If your boss says that tomorrow you have to go abroad for a job meeting, would you go?
- If you are currently working on one thing and your boss asks you to quit it and start another task, would you do it?
- Imagine that you are organizer of an event and the person who should perform the main presentation, informs you just 15 minutes before the event that he would not come. What would you do in this situation?

Flexibility and adaptability show through different abilities (see Figure 13). When assessing adaptability and flexibility, employers may look for someone who (University of Bradford, 2019):

- is able to respond with a positive attitude and a willingness to learn new ways to achieve targets and objectives (receptiveness),
- has intellectual flexibility, which means that someone who is able to demonstrate and can integrate new information and draw conclusions from it, and that can switch from the detail to the big picture,
- is actively seeking out new ways of doing things and having the confidence to improvise or experiment (creativity),
- is able to adjust the style of working or method of approach to meet the needs of a situation (modification of behavior).



Figure 10: Positive relationships (Grone, 2019)

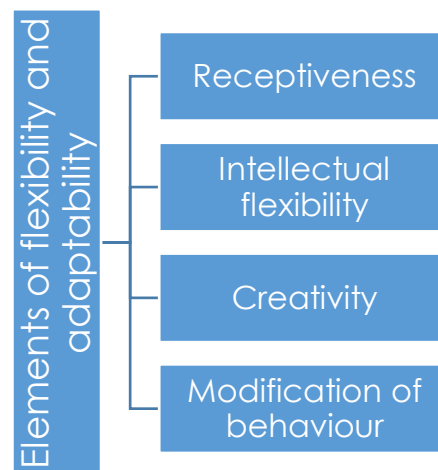


Figure 11: Elements of flexibility and adaptability (University of Bradford, 2019)

Some people are adaptable by their nature. They are open for changes, even more, they look for changes, because they take them as a challenge, moreover changes motivate and activate them. They do not like routine, they are not the kind of people with to-do lists and precise plans, but they are living spontaneous, and they successfully deal with unexpected situations.

**Tip****You can always learn or improve your flexibility and adaptability using these approaches:**

- look for positive ways to make changes (saying "yes" rather than "no" as a first reaction)
- show a willingness to learn new methods, procedures, or techniques
- shift from problematic thinking (analyzing the situation) to targeted thinking (seeking a solution)
- use new ways to adapt to changes (changing the strategy, not the goal)
- produce ideas for increasing the effectiveness of changes
- adjust your priorities in accordance with changes

HOW TO MAKE FLEXIBILITY VISIBLE?

You cannot just say "I can adapt to situations" or "I am flexible in the way I work", but you have to prove it by giving appropriate examples, such as:

- Living abroad (studying, mobility program or current job requirements)
- Balancing job with new study commitments
- Working or living with people of different ages and cultures
- Having different work experience, particularly internships, voluntary work, on-the-job training

**Activity**

Think of an example of when you have had to adapt to a change and analyze the situation using the STAR (University of Bradford, 2019) technique to describe it. Following the example might be helpful (see Case study below).

- | | |
|---|---|
| S | Define the Situation and start with another task, would you do it? (where were you?; what were you doing?; what was the context?) |
| T | Identify the Task (what was your aim?; what was the problem?) |
| A | Describe your Action (be clear about what you did) |
| R | Highlight the RESULT you achieved: (what was the outcome of your actions?; what did you achieve?) |



Scenario

Case study: The manager invites you to a meeting to inform you that the following day you will start working on a new project. You do not have any information about the project yet.

S DEFINITION OF SITUATION

The manager wants me to start working on a new project tomorrow.

T IDENTIFICATION OF THE TASK

Currently I am working on three different projects following many deadlines. This new project did not occur in the right moment. I do not have time for the new project.

A DESCRIPTION OF ACTION (what would you do)

- Ask for information about the project. Carefully read information about the new project and set the first steps of implementation.
- Only important deadlines of the current project will be met, while the other less important will be postponed.
- Accept working on the new project, if it does not cause damage to ongoing projects. Otherwise propose to the boss alternative solutions (for example, take just part of the responsibility/tasks on the new project).

R HIGHLIGHT THE RESULT YOU ACHIEVED (what would be the results)

For the new project basis were established. At the same time, other projects have not lost quality.

I have shown that I can adapt to new situations in order to achieve a higher goal of the company.



Activity

Test your skills! (Employement service, 2019)

Find the Questionnaire in Annex 2.

3.2 RESPECTFULNESS IN TEAMWORK

The team always develops from group work. Team development runs through several levels. The lowest level represents the level of dependence, followed by the phase of power measurement, then the phase of consolidation of the internal structure and the phase of reciprocity.

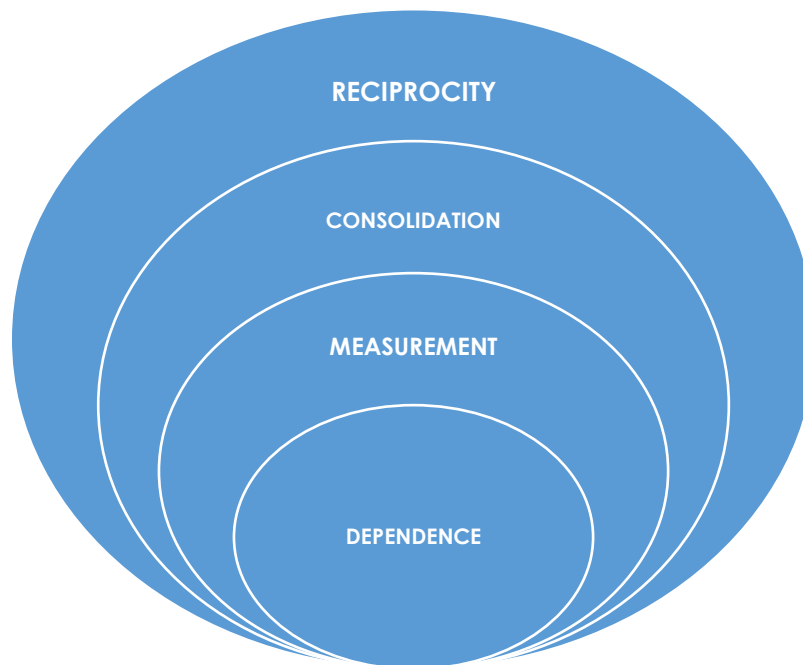


Figure 12: Phases of teamwork development (Wikipedija, 2018)

At the lowest level, the most frequently asked question is: "Will they accept me?" "Will I be able to establish myself"? An authoritative leader is established.

This reduces the uncertainty of the members, but the development is prevented from reaching a higher level, as long as others in the group do not begin to compete for positions in the group. Measurement of power between the group members takes place both vertically and horizontally.

The members first strive to establish the need for security. Desire to cooperate develops later. When the group begins to form itself as a whole, the borders between the members disappear, everyone experiences "the same" and revives the space of diversity. Power is given to it by a group orientation, a common task of work, which requires a diversity of members for its realization. Besides managing different opinions, mutual relations have to be regulated also.

Reaching the highest level, the level of functionality succeeds only in that group which respects and supports specific differences between members and reasonably seeks the advantage in the functional connection of diversity. (Wikipedija, 2018)

Encouraging mutual respect will help to (Martinelli, 2018):

- reduce conflict and problems, consequently workplace stress,
- increase productivity, knowledge and understanding.

Mutual understanding and respect increase, while the stress decreases, the exchange of ideas will rise which will increase company's knowledge and innovation.

All staff members have to pay attention to:

- Effectively manage their anger.
- Always communicate in a polite manner (use of assertive communication).
- Encourage and help each other.
- Avoid judging their peers.



**Question**

How to strengthen respect in the team? (discuss)

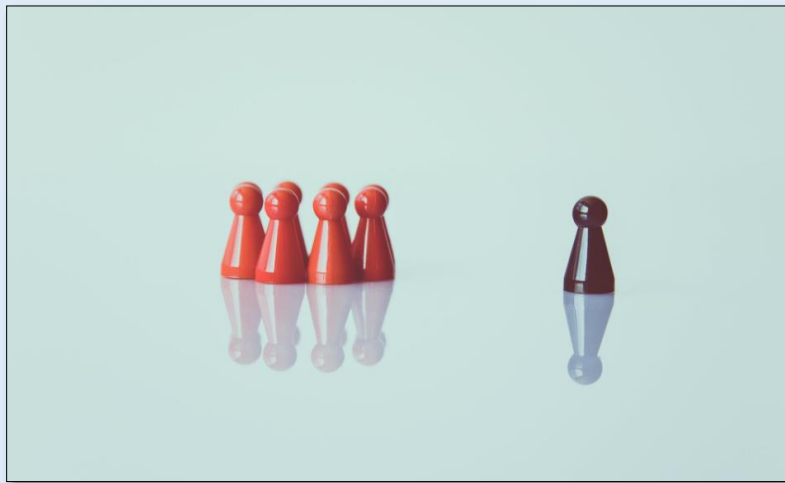
**Activity**

Figure 13: How to include "a different" colleague in work team

Imagine that one of your co-workers is not accepted in the work team, because he is so different from other co-workers in the work team. Think about 5 possibilities what can you do, that the team would include him!

3.3 RELIABILITY IN TEAMWORK, SUPPORT AND HELPING OTHERS

A dynamic and complex organizational environment requires the team to solve difficult coordination processes involving individual cognitive, motivational, emotional and behavioral resources. These processes are cyclical and reciprocal - when group processes coincide with environmentally mediated tasks, the team is effective. The effectiveness of the team is a dynamic process and it depends on the level of reliability, support and helping other within the team.

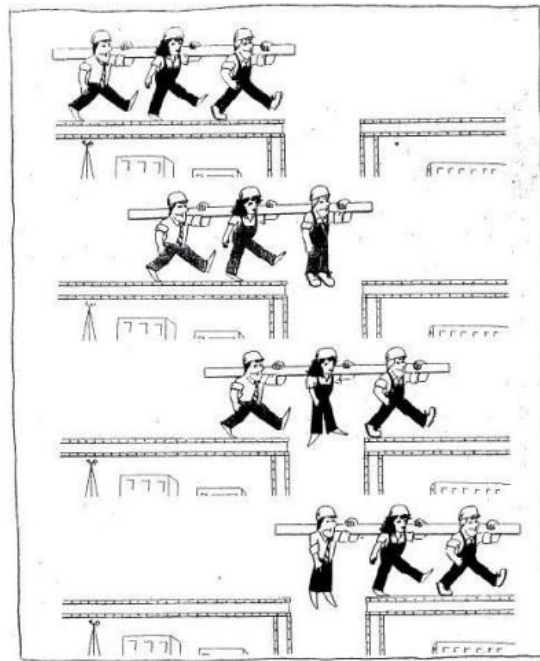


Figure 14: Team cooperation (Brezovnik, 2011)



Activity

Look at the picture above and discuss within a pair/a group what does it represent?

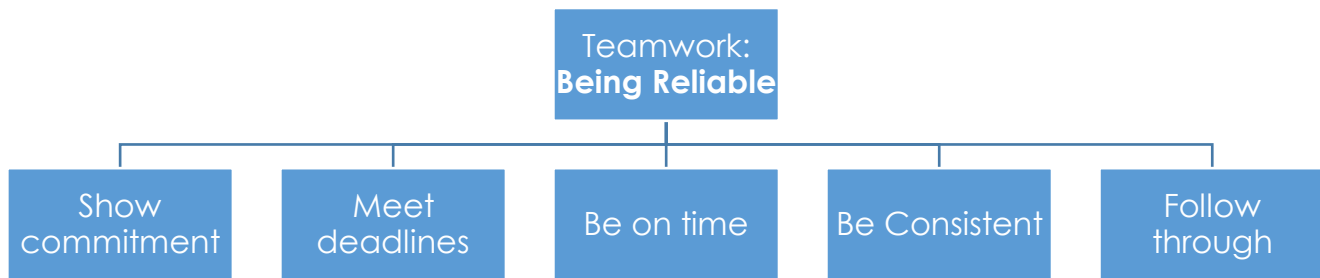


Figure 15: What reliability is? (Janowiak, 2017)

Co-operation and support among team members are successful if goals are clearly set (what do we want to achieve within the team), also the vision, strategy of work and precisely profiled roles and clearly defined tasks of all members (including the takeover of team management). An effective team is looking for solutions, for potential conflicts and controversial issues, openly talking, all together. Conflicts are taken as an initiative for further discussion and action.

Communication must be spontaneous and open, a versatile method of communication (vertical, horizontal, circular, chain, etc.) is formed, on the basis of which an efficient working process is created. Each member can express his / her opinion, which the team deliberates on. A tolerant climate prevails in the successful team, all members are involved in the process of work, which is the basis for achieving the overall advantages of such a form of work. Promoting mutual relations are also developing.

Criticism or comments from team members are not considered as a personal attack, they are always given constructively and are intended to remove obstacles that prevent the team from meeting a particular goal. Team members also critically evaluate their achievements and, if necessary, correct the way and course of work.

**Tip**

Obstacles to the effective operation of the teams are:

- Ineffective goals planning.
- Lack of communication.
- Personal conflicts (distrust, personal introversion, lack of empathy, etc.).
- Lack of respect for other team members can lead to a conflict, as people who have problems with others in the team lead to the destructive nature of the team.
- Leaving responsibility to other people.
- Discussing rather than solving a problematic situation.
- The problem of unclearly defined roles (who is who, the sense of belonging to the team).
- Detecting the fear and personal risk to individuals in the team.
- Unemployment of members for work, they are not ready to put much effort into realizing goals in order to satisfy both their interests and the interests of the organization.
- Lack of trust among team members. Members are positioned in the direction of the task and the vision of the team directed towards mutual checking and protecting their own interests. Because they do not trust one another, this makes common communication difficult, as there is often a misunderstanding of the information and brakes in communication.
- Insufficient management support.
- Poor qualifications for teamwork.
- Inappropriate internal processes (communication, performance monitoring, interpersonal relationships, leadership, coordination and organization).

**Activity**

Discuss possible obstacle that might occur and explain how this problem can be solved with better cooperation between members of the team.

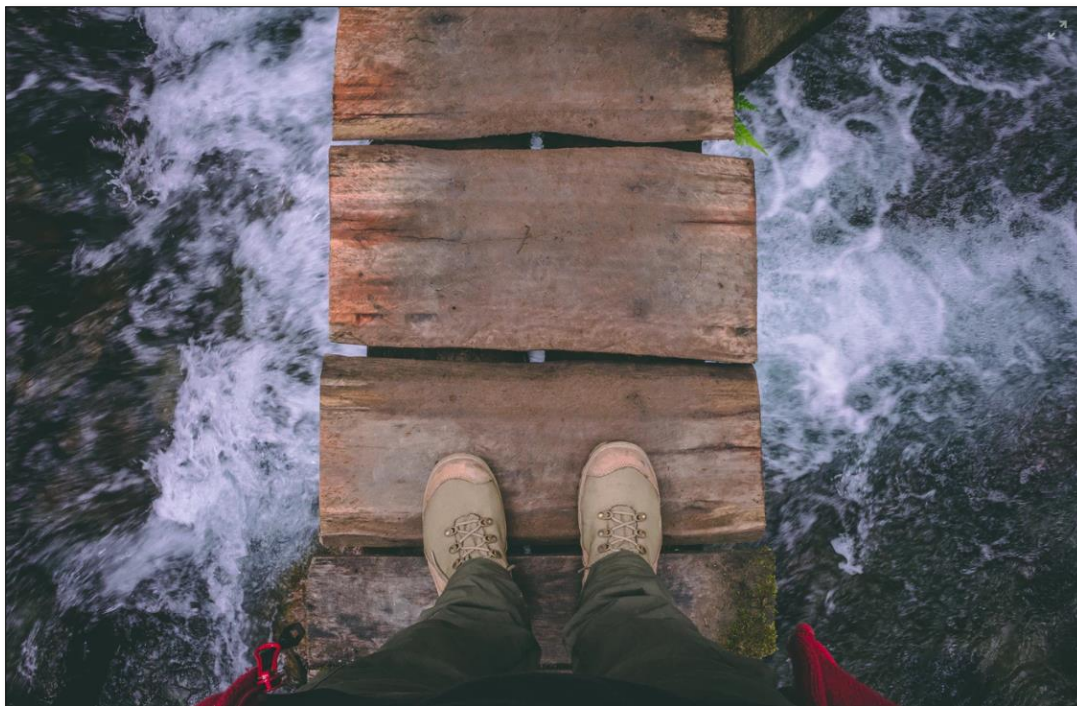


Figure 16: Every obstacle can be overcome (Olivera, 2019)



Activity

Test your cooperative skills! (Emploiment service, 2019)

Find the Questionnaire in Annex 3.



3.4 FURTHER READING



- How Well Do You Handle Change? The Benefits of Being Adaptable: <https://www.business.com/articles/how-well-do-you-handle-change-the-benefits-of-being-adaptable/>
- How to Demonstrate Adaptability on the Job: <https://work.chron.com/demonstrate-adaptability-job-15407.html>
- Flexibility: <https://www.thebigchoice.com/graduate-jobs/careers-advice/flexibility>
- The Definition of Adaptability in the Workplace: <https://woman.thenest.com/definition-adaptability-workplace-14904.html>
- SURVEY: WORKABILITY INDEX: <https://wlguidance.wixsite.com/toolbox/blank-ja3wj>
- Importance of respect in the Workplace: <https://www.highspeedtraining.co.uk/hub/importance-of-respect-in-the-workplace/>
- 10 Tips For Handling Change in the Workplace: <https://www.quickbase.com/blog/10-tips-for-handling-change-in-the-workplace>
- Teamwork: Being Reliable: <https://www.conovercompany.com/teamwork-being-reliable/>

GLOSSARY

Adaptability (Bridge, 2018) is the ability to change from one existence to another. This could mean a change in habits based on what environment you are in. This could also be when you can't change the way you work even after your actual job has changed meaning you are failing to adapt to your new work environment.

Flexibility (Bridge, 2018) is more like when you bend something tangible. Like the ability to bend your body, or your ability to change a rigid schedule. If a tree is not flexible then it would break in high winds. If shoes are not flexible then it might be difficult to walk.

Respect is a category of social interaction, expressed in respect of the individual's dignity. The notion of respect is based on norms of morality, general culture and tolerance, and it does not only appear in the level of responsibility, but also as an internal motive. (Psychology and psychiatry, 2019)

Employability (ETSC – The Education and Training Service Centre, 2019) “The competences, (skills attitudes, and behaviours) you need to enter, stay in, and progress in the world of work and in daily and personal activities”.

TOPIC 4 – WORKING STYLES

Workstyle is the foundation upon which businesses operate, grow, and thrive today. Usually we have employees with diverse working styles within company.

If everyone in your organization had, for example, an analytical and planned approach to completing tasks and avoiding new ideas, probably company's growth is threatened. Moreover, if everyone in your organization had a very big-picture, strategic and intuitive approach to completing tasks and avoiding planning, then you might frequently find yourself behind schedule. Neither of these situations support sustained business growth over time. (Tate, 2015)

That gives us a dynamic working environment, but this can also cause conflicts. The major task for employers is to find balance between diversity of working styles of his employees and to find appropriate task division and task adjustment to each employee. Based on that knowledge we can also develop an action plan, which helps efficient implementation of tasks.

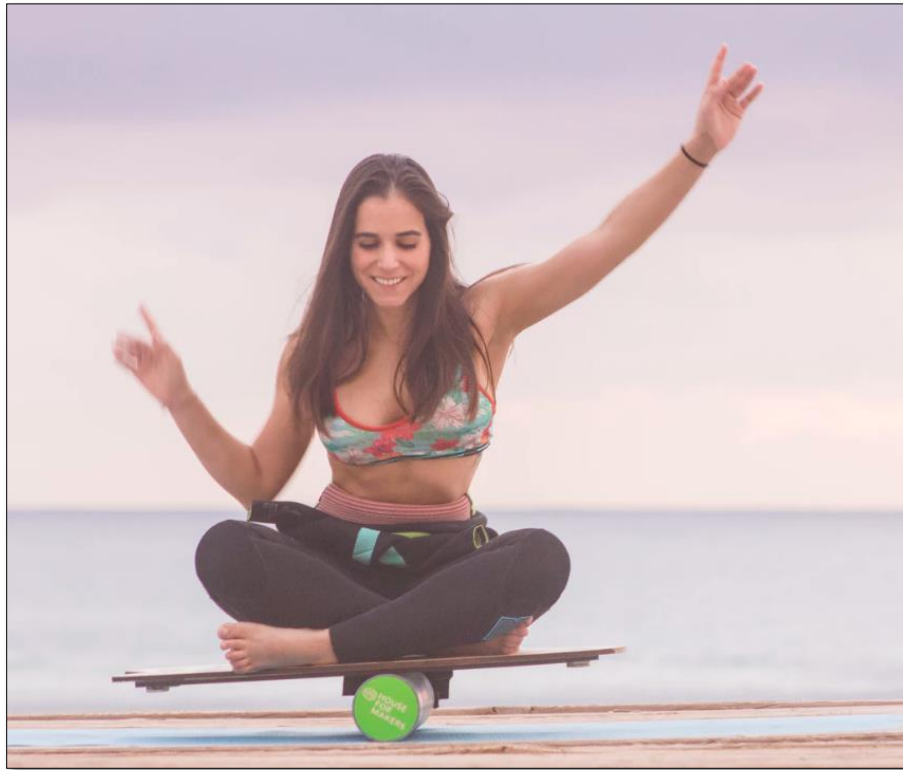


Figure 17: Balancing the “work team” taking into account different work styles (Torres, 2019)

4.1 ASSESSMENT OF WORKING STYLES

WORK STYLE TYPES

"In poker, they call them tells: they're betting patterns or physical changes that you use to evaluate your opponent and their hand. We have the exact same tells in our work-flow styles." (Quality improvement, 2019)



Tip

To be able to recognize quickly your colleague's obvious working style, the following questions might be helpful:

- Does your colleague send emails using only few words or does he write long sentences?
- Does your colleague consistently complete work early, before deadlines, or wait until the last minute or is even in delay?
- Is your colleague's nonverbal communications very visible or it is more controlled?



Figure 18: Four basic types of work styles (Quality improvement, 2019)

We can divide working styles into 4 main types: analytical, driver, amiable and expressive.



Figure 19: Working Styles Characteristics (Quality improvement, 2019)

WHAT ARE THE STRENGTHS OF EACH WORKING STYLE TYPE?

Logical, linear, data-oriented working style strengths are in logical processing, analyzing data and solving complex problems. They are focused on achieving the stated goal, which ensures efficient work and results.

Organized, planned and detail-oriented working style strengths are in developing structuring tasks and accuracy, which ensures meeting the deadlines.

Supportive, expressive and emotionally oriented working style strengths are in encouraging positive relationships, fostering team interaction. They are good at negotiation. They will ensure that each idea is effectively implemented in working tasks.

Big-picture, integrative, and ideation-oriented working style strengths are in inventing solutions to problems, and integrating diverse ideas. They will ensure variety in both ideas and execution, which will ensure progress.

ASSESSING WORKING STYLES

Knowing which working style is your priority and also knowing your co-worker's working style, is very important, as it improves understanding within the team and the effectiveness of the work.



Activity

Discover your strengths. Which working style fits you?

Find the Questionnaire in Annex 4.



4.2 TASKS ADJUSTMENT TO WORKING STYLES

We are now familiar with the characteristic of different working styles and assessments that show employees' strengths. Regardless of the model we are using, we have to be aware that people typically don't have just one style, it depends also on environment that person is in.



Activity

5 tips for handling different work styles among employees (Insperity, 2019):

1. **Adapt to employees working style**
As a leader, your job is to adapt your style to get the most out of the people around you, because people respond well to those whose work style reflects their own.
2. **Put the right person in the right job**
As a leader it's your job to understand their working style. Putting them in the right position and giving them an environment where they can succeed is crucial to their success – and for your company also.
3. **Set a clear vision for the team**
Managing challenging behaviors – such as forcing ideas or overanalyzing – takes more time in planning, setting rules and dealing with communication on your part. It is important to take into account your employee's strengths and direct their energy toward common goals to achieve common result.
4. **Different doesn't mean bad**
To take diversity as challenge and opportunity for creativity, for improvement, for progress instead of obstacle and problem. It is good to have a mixture of working styles in the same team.
5. **Start understanding your employees' different work styles**
It is crucial to get to know the characteristic of your employee's working styles and what motivates them. This is the first step to plan efficient team work.

4.3 CREATING ACTION PLAN

There is a value in the diversity of our work styles. By observing the work style differences among our employees, discovering the strengths of those work styles and ensuring that different work styles are represented on each task, at the same time you encourage your team and your company for innovation, growth, and sustainability.

On the next working team, you lead or participate in, ensure that different work styles are represented. Realistically you might not have a person who represents each of the four work styles, but you can ensure that their approach and thinking is represented by asking this series of questions about the project (Quality improvement, 2019):

- *What is the goal?*
- *What is the deadline?*
- *What data or facts are necessary?*
- *What methodology and tools will be used to evaluate success?*
- *How will the task be implemented?*
- *How will the task be completed? Is a plan necessary? How will the plan look like? What will you include in the plan?*
- *How will information about the project be communicated?*
- *Who are the task target groups/ stakeholders?*
- *Who else needs to be involved?*
- *Who can support you in achieving the goals of the tasks?*
- *What are the gaps between where you are today and where you want to be at the end of the task?*
- *Why do this task matter to the team and the organization? What will be the main effect of the task? Who will benefit from it?*
- *What threats can you foresee that will need to be addressed as you implement this task?*



Scenario

Use the answers to these questions to develop your own working action plan for a specific task/project.





Scenario

In work team we have a designer, a project manager, an expert from the field 1 and an expert from the field 2. Each member of the team has different working style.

Working style of members of working team:

- Designer: Expressive
- Project manager: Driver
- Expert from the field 1: Analytical
- Expert from the field 2: Amiable

Working team has to design a new innovative product.

How would you divide tasks below in the table to achieve the best results?

Write in the chart below who is accountable, supportive and responsible for each task. Also add objectives and deadlines.

Action	Objective	Accountable	Supportive	Deadline	Responsible	Date of realization
Gathering ideas for the product	To ensure that the product is innovative			31.8.2019		
Selection of the best idea for the product	To ensure that the product is innovative			15.9.2019		
Plan for designing of product	To ensure efficient development of product			15.9.2019		
Development of product	To design the final product			31.10.2019		
Testing the product	To ensure the best quality of the project			30.11.2019		
Product updates	To improve the product			31.12.2019		
Monitoring activities	To ensure a smooth implementation of the process			Constantly		

Figure 20: Action plan

4.4 FURTHER READING



- DICS Personality types:
<https://www.discprofile.com/what-is-disc/overview/>
- MBTI Personality type:
<https://www.myersbriggs.org/home.htm?bhcp=1>, <https://www.myersbriggs.org/my-mbti-personality-type/take-the-mbti-instrument/>
- How to Create an Effective Action Plan:
<https://www.wikihow.com/Create-an-Effective-Action-Plan>

GLOSSARY

Workstyle is the way we think, structure, organize, and complete our work. (Tate, 2015)

Adjustment is a small change that is made to something such as a machine or a way of doing something. An adjustment is also a change in a person's behaviour or thinking. (Collins, 2019)



TOPIC 5 – COLLABORATION AND NETWORKING

Building relationships within the company is equally important as developing products/implementing services, even more for a company's long-term growth.

On the other hand, networking within a job seeking process is an active form of seeking jobs with the help of well-known people or also unknown people. It appears in many forms, from a meeting on a drink with a friend, to a former classmate at a business conference or being recommended by a friend's mother in your company. Networking as a form of job search is based on a personal recommendation: a certain person who believes in you, recommends you to employer. You can arrange a meeting with a skilled person or simply provide information about the job and job requirements.

For both networking within the company or within a job-seeking process, good communication skills are essential.

Within this chapter we will talk about efficient internal and external communication within the company, moreover, we will talk about the importance of networking for companies and organizations.

Internal and external communication are strongly connected. It's important that while communicating, we have both audiences in mind. You should never say something to one audience, that you would not feel happy telling the other. However, common to both communication is the fact, that communication must be clear, prompt, honest and friendly. For both a clear strategy must be developed.



Figure 21: Networking

5.1 EFFICIENT COMMUNICATION WITH PARTNERS

Successful employers seek out long-term partnerships among their customers and employees to vendors and investors. They understand the value of maintaining long-term relationships with both the businesses and customers they serve and with those, they rely on to keep their businesses running.

When we consider about potential partners, we first have to define who our right partners/stakeholders are.

Before getting in touch with them, we can do a quick analyse to define the right one in two steps:

- The first step is to identify potential stakeholders (we can use brainstorm technique)
- The second step is to prioritize them (see image...).

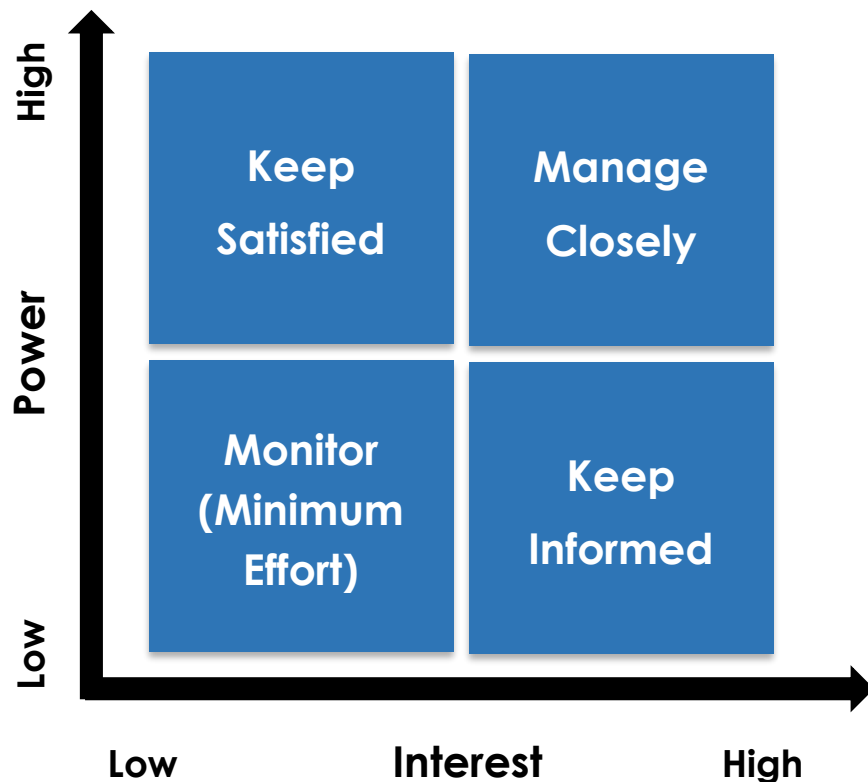


Figure 22: Interest and power stakeholder's matrix (Thompson, 2019)

The position that you determine to a stakeholder on the grid shows you the actions you need to take with them (Thompson, 2019):

High power, highly interested people (**Manage Closely**): you must fully engage these people, and make the greatest efforts to satisfy them.

High power, less interested people (**Keep Satisfied**): put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.

Low power, highly interested people (**Keep Informed**): adequately inform these people, and talk to them to ensure that no major issues are arising. People in this category can often be very helpful with the detail of your project.

Low power, less interested people (**Monitor**): again, monitor these people, but don't bore them with excessive communication.



Activity

Think about one task/project and define your stakeholders using Interest and power stakeholder's matrix.



Tip

Here are some tips on securing and strengthening the relationships with your business partners (Wernette, 2019):

1. Be honest, no matter what.

Following the principles of honesty and transparency, give benefits to your business relationships. This is the trust-building base. No other action can give higher trust-building as honesty. Employees, partners, clients etc. generally know if someone is either lying outright or attempting to manipulate the truth. Once someone gets a bad feeling about you and your business, it's almost impossible to turn things around.

Moreover, if you don't know the answer on the one thing, it is better to say "I don't know" instead of pretending you have all the answers. People will appreciate your honesty, particularly if you are ready to find any options for answering their questions or problems.

2. There is never enough communication

There are always two parties involved in the communication process and for successful communication, it has to be mutual. In healthy relationships, each side depends on the other to stay informed. A good manager, employer, for example, would send updates on the progress of a specific task to partners, without even asking for this information. This increases trust, ensures smooth workflow and reduces the element of surprise.

3. Fulfil your obligations

Being true to your word also enhances trust between partners. When you say you'll deliver your product by a certain date, then do it. Meeting commitments enhances trust between partners. Knowing that you'll meet a promised deadline relieves your clients and partners, also employees within tea work, of any concern that things might go wrong at your end. This also encourages motivation to work.

4. Willingness to share knowledge and resources

Offer your knowledge and resources even when you don't need anything.

5. Always stay in touch

Without proper concerns regarding continuous communication business relationships can die just like any other kind of relationship. You can set up an automated system that reminds you to stay in touch with your employees, partners and customers. Social media tools and platforms also make it easier to maintain contacts.

6. Personal approach

A business relationship that relies only on written communication on email and texting lacks the grounding that comes with personal contact. These experiences can significantly deepen the quality of your relationships.



5.2 EFFICIENT INTERNAL COMMUNICATION

In times of rapid changes, internal communication (IC) is like a glue that holds companies together. Internal communication is important for any company to function effectively. Employees should feel that they can easily communicate with their team members as well as upper management because this contributes to productivity and overall results.

It's, therefore, no wonder that IC is growing in both its relevance and in the number of people working in the field. In fact, a recent survey by Ragan Communications found out that IC budgets are the ones most likely to be increasing.



Tip

How to improve Internal Communication at Your Business (Jostle, 2019)

- Share information
- Use Online Project Management Tools for facilitating communication
- Plan External Events
- Make "Sticky" Information Accessible
- Keep the Mission and Vision Clear
- Strengthen Connections
- Create Open Dialogue

Considering ICT progress some new ideas might be useful in order to make sure your company is communicating as best it can, namely (Lockley, 2019):

- The Need for Speed (in order to connect and reach the new workforce that consists mainly of millennials and Gen Z, messages need to be brief and precise, using also different social networks and platforms)
- Company Culture (demand for Gen Z and millennials who are looking for companies that align with their values, commitments, and aims)
- Working From Anywhere
- Using video
- Employees as Content Makers (becoming the most important voice a company, that is why they should cooperate by developing new product, activities, their ideas should be taken into account, thus feeling more loyal to the company)
- Peer-to-Peer or Horizontal Communication (Peer-to-peer communication can actually have a productive and powerful influence on the way your employees work. Internal communication departments should work on supporting such peer-to-peer collaborations by rewarding teamwork, encouraging sharing, and setting team goals.)
- Measuring the effectiveness of their internal communication (is essential to get feedback regarding efficiency of current methods and for improving it)



- Emojis: are easy to understand, and they can address people no matter what language they speak. They connote feelings of familiarity and they can help you to support your brand and advertise your company. Their wise use is definitely a trend on the rise.

5.3 NETWORKING IMPORTANCE IN COMPANY DEVELOPMENT

Pay attention to developing good collaboration and relationships within the company is equally important as developing products/implementing services, even more for a company's long-term growth.

Each company should have a communication strategy to ensure efficient internal and external communication. The communication strategy is a well-planned strategic approach to carrying out communication with resources and timeframes. As in any strategic management activity, when developing communication strategies, it is necessary to identify the goal, objectives, tasks, target audience, communication channels, etc. It is important to note that your communication should focus on dissemination of knowledge and experience both among the cultural and creative sectors and the wider audience. It is also very important to identify the expected outcomes and how you plan to measure them. These are the parts of your communication strategy that you should include in your application. (Anastasiya Nurzhynska, 2018)

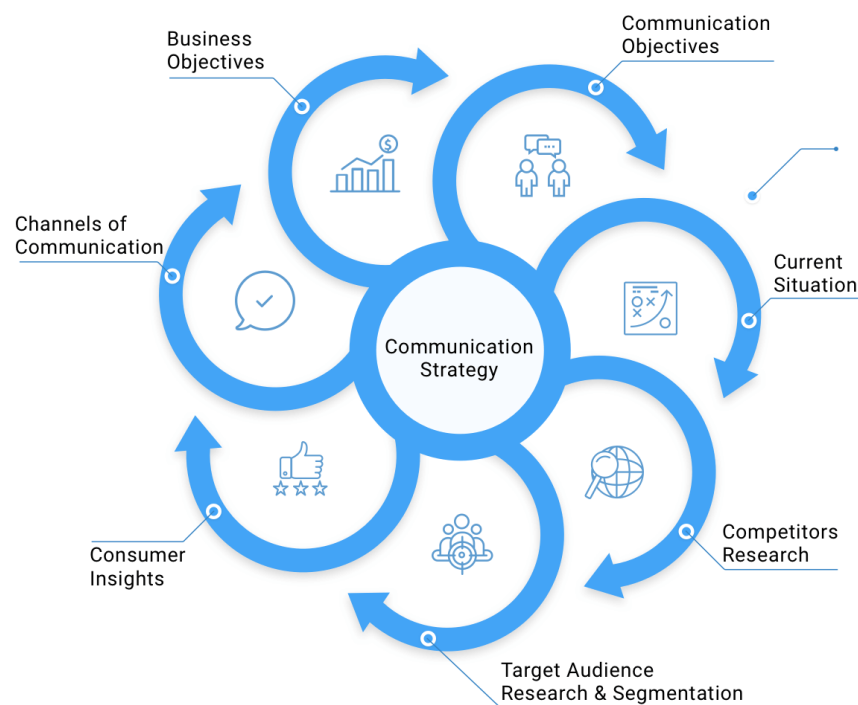


Figure 23: Developing a Communication Strategy Plan (MARUSHEVSKA, 2019)

ASSESSMENT OF NETWORKING SKILLS

Testing your own networking skills is good for raising awareness, because if we know where we are, we can also improve that.

Test your networking skills! (Employment service, 2019)

Find the Questionnaire in Annex 5.

CO-WORKING

A new way of work in which typical users are self-employed, a telecommuter, or a freelance worker, is called co-working. Some businesses use the spaces to provide employees with equipment, space and services that they could not otherwise afford. Larger enterprises sometimes use co-working facilities to provide office space when they have more than the normal number of employees working at any given time. In this case, the business may maintain a certain number of memberships to the co-working service. Co-working facilities follow various business models. (TechTarget, 2019)

The use of co-working space for a company does not only mean saving time but also money. Research shows that co-working costs are on average 25 per cent lower than traditional office costs. Also, the user of the co-working does not need to deal with a number of payment orders for various costs (from electricity, water and internet connections to paper and other stationery), but every month pays only a pre-agreed amount through a single payment slip. (Honzak, 2018) Moreover, besides fostering creativity, productivity, co-working also gives opportunity for networking, namely:

- Employers can find the best colleagues: every employer knows that it is one of the most difficult tasks that awaits for further growth and development of the company, the detection and recruitment of the most suitable personnel.
- Employers can get new customers and partners: one of the most obvious differences between a traditional and a co-working office is the division of working spaces with individuals and businesses that deal with various businesses. This is also one of the biggest advantages of such spaces. Working in an environment full of like-minded, working, passionate, entrepreneurial and focused individuals bring all users of co-working opportunities to networking opportunities, creating partnerships, finding mentors and meeting new potential clients. Brigita Tomas also mentioned the importance of other users among the reasons for choosing co-working.

Co-working spaces are the ideal solution for freelancers and start-ups, and can also offer many benefits to larger companies and organizations. The joint operation of smaller and larger companies brings advantages to both: larger companies can , gain inspiration and original views on their functioning by joining with similarly-minded start-up companies, while opening companies and freelancers open up opportunities to connect with larger partners through which they can acquire new customers and potential investors.

The trend of co-working spaces is spreading all over the world, and its strengths are increasingly recognized by well-established companies and organizations. Experts predict that by the end of this year more than a million individuals will work in 14 thousand co-working facilities around the world. (Honzak, 2018)



5.4 FURTHER READING



- 7 Ways to Improve Internal Communication at Your Business:
<https://blog.jostle.me/blog/7-ways-to-improve-internal-communication-at-your-business-2-2/>
- 6 STEPS FOR SUCCESSFUL PROJECT COMMUNICATION:
<https://www.culturepartnership.eu/en/article/nurzhinska-6-steps>
- 6 Communication Tips To Secure Lasting Business Partnerships:
<https://www.allbusiness.com/communication-tips-secure-lasting-business-partnerships-21267-1.html>
- 10 Constructive and impactful employee feedback examples
<https://www.officevibe.com/blog/employee-feedback-examples>

GLOSSARY

Communication Strategy: The communication strategy is a well-planned strategic approach to carrying out communication with resources and timeframes. (Anastasiya Nurzhynska, 2018)

Co-working is a business services provision model that involves individuals working independently or collaboratively in shared office space. (TechTarget, 2019)



CONCLUSION



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ANNEX 1

The Belbin Test For assessing team roles

This version of the Belbin test has been taken from Teambuilding by Alistair Fraser and Suzanne Neville: The Industrial Society 1993.

Self-Perception Inventory

To complete each section of this inventory, tick in the far left-hand column the one, two or three sentences most applicable to yourself.

Then in the column on the right, apportion 10 points between those sentences that apply to you: one of which you feel sums you up well while the other only applies some of the time. In this instance, you could give your first choice seven points and the remaining points to your second choice. In some instances, you might decide that there are two sentences which apply to you equally - if this is the case, award five points to each.

You must allocate all 10 points in each section.

SECTION A

WHEN INVOLVED IN A PROJECT WITH OTHER PEOPLE:

Tick		Points
	1. I can be relied upon to see that work that needs to be done is organised.	
	2. I pick up slips and omissions that others fail to notice.	
	3. I react strongly when meetings look like losing track of the main objective.	
	4. I produce original suggestions.	
	5. I analyse other people's ideas objectively, for both merits and failings.	
	6. I am keen to find out the latest ideas and developments.	
	7. I have an aptitude for organising people.	
	8. I am always ready to support good suggestions that help to	



SECTION B

IN SEEKING SATISFACTION THROUGH MY WORK:

Tick		Points
	1. I like to have a strong influence on decisions.	
	2. I feel in my element where work requires a high degree of attention and concentration.	
	3. I am concerned to help colleagues with their problems.	
	4. I like to make critical discrimination between alternatives.	
	5. I tend to have a creative approach to problem-solving.	
	6. I enjoy reconciling different points of view.	
	7. I am more interested in practicalities than new ideas.	
	8. I particularly enjoy exploring different views and techniques.	

SECTION C

WHEN THE TEAM IS TRYING TO SOLVE A PARTICULARLY
COMPLEX PROBLEM:

Tick		Points
	1. I keep a watching eye on areas where difficulty may arise.	
	2. I explore ideas that may have a wider application than in the immediate task.	
	3. I like to weigh up and evaluate a range of suggestions thoroughly before choosing.	
	4. I can co-ordinate and use productively other people's abilities and talents.	
	5. I maintain a steady systematic approach, whatever the pressures.	
	6. I often produce a new approach to a long continuing problem.	
	7. I am ready to make my personal views known in a forceful way if necessary.	
	8. I am ready to help whenever I can.	



SECTION D

IN CARRYING OUT MY DAY-TO-DAY WORK:

Tick		Points
	1. I keep a watching eye on areas where difficulty may arise.	
	2. I explore ideas that may have a wider application than in the immediate task.	
	3. I like to weigh up and evaluate a range of suggestions thoroughly before choosing.	
	4. I can co-ordinate and use productively other people's abilities and talents.	
	5. I maintain a steady systematic approach, whatever the pressures.	
	6. I often produce a new approach to a long continuing problem.	
	7. I am ready to make my personal views known in a forceful way if necessary.	
	8. I am ready to help whenever I can.	

SECTION E

IF I AM SUDDENLY GIVEN A DIFFICULT TASK WITH LIMITED TIME
AND UNFAMILIAR PEOPLE:

Tick		Points
	1. I often find my imagination frustrated by working in a group.	
	2. I find my personal skill particularly appropriate in achieving agreement.	
	3. My feelings seldom interfere with my judgement.	
	4. I strive to build up an effective structure.	
	5. I can work with people who vary widely in their personal qualities and outlook.	
	6. I feel it is sometimes worth incurring some temporary unpopularity if one is to succeed in getting one's views across in a group.	
	7. I usually know someone whose specialist knowledge is particularly apt.	
	8. I seem to develop a natural sense of urgency.	



SECTION F

WHEN SUDDENLY ASKED TO CONSIDER A NEW PROJECT:

Tick		Points
	1. I start to look around for possible ideas and openings.	
	2. I am concerned to finish and perfect current work before I start.	
	3. I approach the problem in a carefully analytical way.	
	4. I am able to assert myself to get other people involved if necessary.	
	5. I am able to take an independent and innovative look at most situations.	
	6. I am happy to take the lead when action is required.	
	7. I can respond positively to my colleagues and their initiatives.	
	8. I find it hard to give in a job where the goals are not clearly defined.	

SECTION G

IN CONTRIBUTING TO GROUP PROJECTS IN GENERAL:

Tick		Points
	1. I think I have a talent for sorting out the concrete steps that need to be taken given a broad brief.	
	2. My considered judgement may take time but is usually near the mark.	
	3. A broad range of personal contacts is important to my style of working.	
	4. I have an eye for getting the details right.	
	5. I try to make my mark in group meetings.	
	6. I can see how ideas and techniques can be used in new relationships.	
	7. I see both sides of a problem and take a decision acceptable to all.	
	8. I get on well with others and work hard for the team.	



Scoring Key for Self-Perception Inventory

Transfer your points allocation from the seven sections of the Self Perception Inventory to the appropriate boxes below. The pre-printed numbers in the grid refer to the question numbers of each section.

For example, if for Section A you scored seven points for question 6 and three points for question 1, you would allocate them in the columns RI and IMP respectively.

	Shaper	Co-ordinator	Plant	Resource Investigator	Monitor Evaluator	Implementer	Teamworker	Completer Finisher
A	3 ____	7 ____	4 ____	6 ____	5 ____	1 ____	8 ____	2 ____
B	1 ____	6 ____	5 ____	8 ____	4 ____	7 ____	3 ____	2 ____
C	7 ____	4 ____	6 ____	2 ____	3 ____	5 ____	8 ____	1 ____
D	2 ____	3 ____	6 ____	4 ____	5 ____	1 ____	8 ____	7 ____
E	6 ____	5 ____	1 ____	7 ____	3 ____	4 ____	2 ____	8 ____
F	6 ____	4 ____	5 ____	1 ____	3 ____	8 ____	7 ____	2 ____
G	5 ____	7 ____	6 ____	3 ____	2 ____	1 ____	8 ____	4 ____
Total								

Once you have allocated all your points, total each column.

The highest two totals represent your primary and secondary preferred team roles.



ANNEX 2

Test your Flexibility! (Employement service, 2019)

Question	1 I totally disagree	2 I mostly disagree	3 I neither agree nor disagree	4 I mostly agree	5 I totally agree
1. I can perform several tasks at once.					
2. I could not live in a culture that is completely different from mine.					
3. I'm not changing the plane at the last minute.					
4. I experience ups and downs as part of my life and, therefore, tend to drive me less than everyone else in my surroundings.					
5. I want every visit to be announced.					
6. I allow others to do things on their own.					
7. I easily adjust to the different styles of working for my coworkers.					
8. I quickly get used to the new currency.					
9. I can easily go down to the level of children when I play with them.					
10. If I could not perform the profession I want most, my world would be broken.					
11. In teamwork, I insist on my way of working and my ideas.					



Analysis of results

Summing individual points in your choices

Question	1 I totally disagree	2 I mostly disagree	3 I neither agree nor disagree	4 I mostly agree	5 I totally agree
1. I can perform several tasks at once.	1	2	3	4	5
2. I could not live in a culture that is completely different from mine.	5	4	3	2	1
3. I'm not changing the plan at the last minute.	1	2	3	4	5
4. I experience ups and downs as part of my life and, therefore, tend to drive me less than everyone else in my surroundings.	1	2	3	4	5
5. I want every visit to be announced.	5	4	3	2	1
6. I allow others to do things on their own.	1	2	3	4	5
7. I easily adjust to the different styles of working for my coworkers.	1	2	3	4	5
8. I quickly get used to the new currency.	1	2	3	4	5
9. I can easily go down to the level of children when I play with them.	1	2	3	4	5
10. If I could not perform the profession I want most, my world would be broken.	5	4	3	2	1
11. In teamwork, I insist on my way of working and my ideas.	5	4	3	2	1

Scores total: _____

Interpretation of results

Low competence (11-27)

The result indicates that you are more difficult to adapt to changes in the environment. It pleases you that everything is pre-determined and without major surprises. You need a lot of persuasion for others to decide to try something new. You prefer to be in a well-known society of people and reluctantly change the environment, for example, job. When you are forced to perform multiple tasks at once, you feel overwhelmed. In almost no way there is only one path, try to relax and find something positive in unplanned events. Try something new.



Medium expressed competence (27-40)

You are relatively adaptable to changes in the environment, as long as they are not too much or not too dramatic. In most cases? you accept people as they are, they are only disturbed by too many deviations from socially accepted norms. When solving problems, check out several possible solutions, but you do not devote much time to it. You can focus your attention on several activities at the same time. Even major changes are part of life and can bring you positive things. Try to stay open in such situations.

High expressed competence (41- 55)

Your high score shows that you have the ability to quickly adapt your own behaviour and thinking of change circumstances. You understand that you can successfully solve every problem in many ways, so you do not give up at the first obstacle. You work in different situations, with different people and groups. Unpredictable and changeable events do not get you out of the track. At the same time, you can dedicate more tasks and successfully accomplish them. It may, however, sometimes be useful to have a schedule or an indicative plan, since otherwise less flexible ones are difficult to follow. Even constant adjustment is not always the best, insist that others sometimes adapt to you.



ANNEX 3

Test your cooperative skills! (Employement service, 2019)

Find the Questionnaire in Annex 3.

Question	1 I totally disagree	2 I mostly disagree	3 I neither agree nor disagree	4 I mostly agree	5 I totally agree
1. I find it important to know the strengths and weaknesses of all the members of my group.					
2. There is no room for those who want to do things differently from the majority in the group.					
3. I prefer to work in a group where tasks are clearly divided.					
4. The goal of the group is also my goal.					
5. I do my job in the group, but I am not interested in the duties of others.					
6. It's important for me to help you in the group.					
7. In the areas that I control, I do not need the opinion of others.					
8. I believe that each member of the group can make a valuable contribution.					
9. The advantage of doing the job alone is that it is well done.					
10. I can express my opinion to all members of the group without any reservation.					



Question	1 I totally disagree	2 I mostly disagree	3 I neither agree nor disagree	4 I mostly agree	5 I totally agree
1. I find it important to know the strengths and weaknesses of all the members of my group.	1	2	3	4	5
2. There is no room for those who want to do things differently from the majority in the group.	5	4	3	2	1
3. I prefer to work in a group where tasks are clearly divided.	1	2	3	4	5
4. The goal of the group is also my goal.	1	2	3	4	5
5. I do my job in the group, but I am not interested in the duties of others.	5	4	3	2	1
6. It's important for me to help you with the group.	1	2	3	4	5
7. In the areas that I control, I do not need the opinion of others.	5	4	3	2	1
8. I believe that each member of the group can make a valuable contribution.	1	2	3	4	5
9. The advantage of doing the job alone is that it is well done.	5	4	3	2	1
10. I can express my opinion to all members of the group without any reservation.	1	2	3	4	5

Scores total: _____

Low competence

The result shows a low level of competence in teamwork. Working in a group is not one of your favourite forms of collaboration, or it's hard to find your place in group work. You need a greater measure of tolerance to the ideas and feelings of others, trusting yourself and others, in order to better cooperate with others. Collaboration is a very common form of work and therefore an important component for successful integration into the work collective, therefore it is useful to make efforts to adapt to the group or become her productive member.



Medium expressed competence

You are aware that this way of cooperation can be successful and you are not avoiding it. The average expression of this competence indicates that you are involved in the group without major problems, but you do not pay enough attention to how you work in the team and how they can contribute to its greater performance. Good knowledge of your strengths and weaknesses, as well as the qualities of other members, will help you to achieve the common goals successfully. Of this, often the success in work and life is also dependent. You know, more heads more and more time makes work easier. The result may also be the result of a lack of experience with teamwork, and your score may change over time.

Highly expressed competence

In teamwork, you are very successful, and the high level of competency enables you to successfully team up and work in the team. Team members are well-known, you also trust them and feel good in the group. You are aware that the success of the whole team depends on all members, and therefore you support clear group communication, as well as cooperation and consideration of the ideas of all members. You want to see that the tasks in the team are clearly divided, and the team goal is taken as your personal goal. Be aware, however, that in critical situations, teamwork can take too much time and a decision must be taken completely independently.



ANNEX 4

Which working style fits you?

Find out how some of your attributes, values, and skills affect the selection of a suitable job or work environment.

Please indicate to what extent the following statements apply to you. Depending on the work environment, the workplace and the organization, a given working style is an advantage or disadvantage. Respond honestly, the results are meant only to get to know your strengths and weaknesses that affect your job.

	Characteristic	If it is true for you, mark with 1
1.	I'm flexible.	
2.	I care for my appearance.	
3.	I'm a responsible worker.	
4.	I have many interests.	
5.	I enjoy helping others.	
6.	I'm unorganized.	
7.	I'm effective at work.	
8.	I'm innovative.	
9.	I'm competitive with others	
10.	I'm impatient.	
11.	I'm sensitive.	
12.	I'm very meticulous.	
13.	I'm cautious.	
14.	I have a lot of new ideas.	
15.	I always pay attention to.	
16.	I tend to be tense.	
17.	I'm a man of habits.	
18.	I'm enthusiastic.	
19.	warm	
20.	I'm untactful.	
21.	I'm resistant to stress	
22.	I'm a man of the creative mess.	
23.	I'm committed to the family	
24.	I'm imaginative.	
25.	I work in harmony with my conscience.	



	Characteristic	If it is true for you, mark with 1
26.	I'm independent.	
27.	I'm loyal to the company.	
28.	I'm superficial.	
29.	I'm not creative.	
30.	I'm open to changes.	
31.	I'm a good listener.	
32.	I'm inaccessible	
33.	I don't get upset easily.	
34.	I'm curious.	
35.	I'm inflexible.	
36.	I'm a team worker.	
37.	I'm committed to working.	
38.	I'm sleepless until I fulfil the task.	
39.	I'm charming.	
40.	I'm tough-minded.	
41.	I'm indecisive.	
42.	I'm understanding.	
43.	I'm spontaneous.	
44.	I'm friendly.	
45.	I have no imagination.	
46.	Wants to be accurate.	
47.	I'm hard-working.	
48.	I'm clever.	
49.	I lack creativity.	
50.	I'm always depending on others.	
51.	I'm easily offended.	
52.	I always use my common sense.	
53.	I adjust the rules to fit me.	
54.	I often want the help of others.	
55.	I motivate others.	
56.	I can take care of myself.	
57.	I rarely set goals.	
58.	I trust in my abilities.	
59.	Difficult to perform multiple tasks simultaneously.	
60.	Criticism easily affects me.	
61.	I believe in myself.	



	Characteristic	If it is true for you, mark with 1
62.	I am solving problems very well.	
63.	I have difficulties in controlling my feelings.	
64.	I keep deadlines.	
65.	I'm motivating myself.	
66.	I feel good in a safe environment	
67.	I tend to doubt myself.	
68.	I care for my interests.	
69.	I cannot do many things at the same time.	
70.	I'm often late.	
71.	I want to be a leader.	
72.	I want to get the recognition of others.	
73.	I want to have a lot of free time.	
74.	I want to do something from myself	
75.	I enjoy varied work.	
76.	I like the structure.	
77.	I ask many questions.	
78.	I'm task-oriented.	
79.	I'm goal-oriented.	
80.	I'm slow at taking actions and making decisions.	

Analysis of results:

Enter points in empty spaces. Add the points at the end of each column. The style with the most points is your dominant working style.

	EXPRESSIVE	ANALYTICAL	AMIALE	DRIVER
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				



	EXPRESSIVE	ANALYTICAL	AMIALE	DRIVER
10.				
11.				
12.				
13.				
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15.				
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	EXPRESSIVE	ANALYTICAL	AMIALE	DRIVER
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42.				
43.				
44.				
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71.				



	EXPRESSIVE	ANALYTICAL	AMIALE	DRIVER
72.				
73.				
74.				
75.				
76.				
77.				
78.				
79.				
80.				
TOTAL (sum)				

ANNEX 5

Test your networking skills! (Employment service, 2019)

Use the lower scale to indicate to what extent you agree with each claim. For each statement, encircle the corresponding number, give only one answer for each statement. You respond quickly.

Try estimating items with estimates from 1 to 5. To what extent they apply to you.

Question	1 I totally disagree	2 I mostly disagree	3 I neither agree nor disagree	4 I mostly agree	5 I totally agree
1. In addition to school/service, I am strongly involved in social events through various circles, clubs, societies, etc.					
2. I am very fond of getting to know new people because you never know when a link will benefit you.					
3. I do not have the need to meet new people, because my present society is sufficient for me.					
4. I only go to a seminar / course if another acquaintance is applying.					
5. I enjoy the parties where I do not know a lot of people.					
6. In addition to the order, I also like to have a chat room in the shop/pub.					
7. I do not maintain contact with my childhood friends or with former colleagues / classmates.					
8. When I need a favor, there is always one of the people who can help me.					
9. I do not know neighbors in my block/neighborhood, although I have been living here for some time.					
10. People who want to talk to strangers on the bus/train, I find annoying.					



Analysis of results

Summing individual points in your choices

Question	1 I totally disagree	2 I mostly disagree	3 I neither agree nor disagree	4 I mostly agree	5 I totally agree
1. In addition to school/service, I am strongly involved in social events through various circles, clubs, societies, etc.					
2. I am very fond of getting to know new people because you never know when a link will benefit you.					
3. I do not have the need to meet new people, because my present society is sufficient for me.					
4. I only go to a seminar/course if another acquaintance is applying.					
5. I enjoy the parties where I do not know a lot of people.					
6. In addition to the order, I also like to have a chat room in the shop/pub.					
7. I do not maintain contact with my childhood friends or with former colleagues/classmates.					
8. When I need a favor, there is always one of the people who can help me.					
9. I do not know neighbors in my block /neighborhood, although I have been living here for some time.					
10. People who want to talk to strangers on the bus/train, I find annoying.					

Scores total: _____



Interpretation of results

Highly expressed competence

You are the type of person who quickly establishes a relaxed relationship with your partner and more than most people are taking the initiative in making contact. Even in everyday situations, such as on a bus or train, it's not difficult for you to get in touch with your companions, as you never know when a link is useful to you. In addition to school/service, you are strongly involved in social events through various clubs, societies, etc. With most people, you keep in touch even after completing the activity. You enjoy parties even if you do not know a lot of people. You are already friend with employees in the nearest store or bank. In addition to getting to know people, we recommend that you also spend more time maintaining the ties.

Medium expressed competence

The result indicates that you have a medium-sized networking competence. This means that in different situations, like most people, you want to connect and maintain contacts. When you have a bad day, you do not even get energy for a greeting or chat. We suggest that you try to be friendly and take initiative in those days. You can further expand your network of formal and informal acquaintances with individuals from different backgrounds, without much effort, as you proceed.

Low competence

It seems that you are satisfied with the existing relationships that you are nurturing in your surroundings. You do not feel the need to get to know and socialize with new people, and, as a rule, you do not maintain contact with your friends from childhood or with former colleagues/ classmates. We suggest that you go to a seminar/course yourself, without your partner/ acquaintance. Be relaxed and friendly with everyone, because you never know when a new acquaintance can benefit you.

