



FINE2WORK

ENTREPRENEURIAL COMPETENCES

DESCULARTE & RUSE
CHAMBER OF COMMERCE
& INDUSTRY



Co-funded by the
Erasmus+ Programme
of the European Union





FINE2WORK

PROJECT INFORMATION

PROJECT ACRONYM: FINE2WORK

PROJECT TITLE: PROMOTING FINANCIAL, DIGITAL AND ENTREPRENEURIAL COMPETENCES FOR VULNERABLE ADULTS (WOMEN) WITH RESTRICTED ACCESS TO THE DIGITALISED MARKET (HOME BASED)

PROJECT NUMBER: 2019-1-LV01-KA204-060337

SUB-PROGRAMME OR KA: KA2 COOPERATION FOR INNOVATION AND THE EXCHANGE OF GOOD PRACTICES

PROJECT WEBSITE: WWW.FINE2WORK.EU







TABLE OF CONTENTS

MODULE TOPICS	1
KEY SYMBOLS	2
MODULE DESCRIPTION.....	3
TOPIC 1 SPOTTING OPPORTUNITIES AND VISION	4
1.1. Definition	5
1.2. Identifying business opportunities	6
1.3. Importance of setting goals	9
1.4. Importance of imagining the future	11
TOPIC 2 CREATIVITY	14
2.1. Definition	15
2.2. Importance of creativity	16
2.3. Creativity and Innovation	18
2.4. Types of innovation.....	19
2.5. Tools for creative and innovative ideas	21

MODULE TOPICS

Figure 1: Module: Digital Competences Topics

KEY SYMBOLS

Symbols	Explanation
	Definition of terms
	Tips
	Lesson Plans/Handouts E.g. Topic 1 – Activity 1
	Linked to 'Entrepreneurial Competences' E.g. Communication Skills, Presentation Skills etc.

MODULE DESCRIPTION

This module will provide basic understanding and some of the first steps in the process of setting up and starting a business. It will define and explain some of the cornerstone concepts in entrepreneurship, such as refining a business idea, finding and exploiting opportunities, acquiring and utilizing resources. It will also be useful as an overview of underlying characteristics that are important for one to perform their role as an entrepreneur in a successful way.

You will be able to find in this document the following topics:

1. Spotting opportunities and vision
2. Creativity
3. Self-awareness and self-efficacy
4. Motivation and perseverance
5. Taking the initiative planning and management
6. Learning through experience and working with others



TOPIC 1 SPOTTING OPPORTUNITIES AND VISION

The main goal of this topic is to give the tools so one can identify and seize opportunities; identify needs and challenges and establish new connections.



Linked to 'Entrepreneurial Competences'

- Creative thinking skills: Creative thinking is the ability to consider something in a new way.
- Problem solving skills: Problem-solving skills help you determine the source of a problem and find an effective solution.

1.1. Definition



Definition:

Knowing how to recognize and identify business opportunities is, without a doubt, one of the main characteristics of great entrepreneurs, who are attentive to all situations around them, in search of something or some idea that may offer them chances to launch a new product or service in the market, that meets with excellence the needs of its target audience.

It is notorious that, every day, the market offers more possibilities for investments, which generate positive and profitable returns for those who dare to go further and take risks. However, knowing how to identify these opportunities is a constant exercise that must be done and not all entrepreneurs and entrepreneurs are open and prepared for it.

1.2. Identifying business opportunities

How do you identify investment and business opportunities that are effectively profitable for you and your company? Below you can find some of the most important aspects regarding the identification of opportunities.

1) Identify your profile:

A valuable tip to identify your business profile or what kind of segment you should be active in is to make two lists. The first, of things you like to do. This list can contain simple items, such as reading a book, or more complex items, such as parachute jumping.

The second list is about the subjects and knowledge you like, master and want to continue learning. After creating these two lists, try to discover business ideas that have to do with what you have listed, uniting opportunity and personal satisfaction.

2) Assess market trends:

Stay tuned to news and market trends, whether in the short term - present in today's business environment - or in the long term (those ideas that will remain for many years).

Look out for new investments, which market segments have been most profitable and which ones you can afford to invest.

3) Have a great idea:

Surely you must have been thinking "How could I not have thought of this before?" when visualizing great ideas that turned into products or services and ended up being successful in the market. In general, they are simple ideas, but quite innovative. Hence the importance of getting ideas off paper, turning them into real business opportunities.

Facebook is an example of how a great idea can generate business: created in a university room, the social network has become one of the world's leading sites, where people interact and share content, guaranteeing millions for its founder Mark Zuckerberg.

4) Identify your client:

This is a very important tip for those who want to identify opportunities or want to invest in a new business. Know your target audience, their needs, desires and yearnings, what they expect from the product or service you intend to invest in, among other things.

Analyze if what you really want to insert in the market has a great differential that will add value to the life of your target audience, as well as meet their most intrinsic needs.

5) What problems can you solve?

It is important to analyse the market and, as I said above, the needs, desires as well as the problems, be they simple or complex, that your potential consumers face in their daily lives, to see how you can find a solution that meets all of these.

Always ask yourself: what problems, still without solutions, or with solutions that can be improved, can my company and I solve? From this analysis, ideas can arise, which if well worked, have great chances to be transformed into business opportunities.

6) Every opportunity has its time:

Another point that is essential to know is that every opportunity has its time. This means that no matter how much a product or service is launched in the market and at first meets the immediate needs of customers, it may be that in six months or a year they will no longer serve.

Therefore, it is essential to keep this assumption in mind, so that you and your company constantly look for ways to keep up to date, to remain active in the market.

7) Always keep an eye out

A business opportunity can arise from situations you least expect. In this sense, it is essential to be always alert to everything that happens around you and your company, that is, participating in events, reading a lot, updating your knowledge through courses, analyzing and talking with competitors, customers, employees and suppliers, keeping an eye on market trends, as well as the political, economic and social situation of the country, among many other types of postures, which can contribute, and a lot, for you to create a new business, which is highly profitable.

8) What can you do to always improve?

Another question you should constantly ask yourself is related to what you can and your company can do to get in constant process of improvement and improvement?

At this time, you should insert your employees in the process, because as they are dealing daily with the factors that involve the organization, they will certainly have several ideas for improvement to what the company already does, which, if well worked, can become great business opportunities.

There are many entrepreneurs who believe that the ideas that arise in their minds are truly extraordinary business opportunities. It is important to understand that there is a big difference between one thing and another.

It happens that an idea alone is not always enough to make a business really viable and generate the expected results. However, many entrepreneurs don't see it that way, and when they have a great idea, they become quite obsessed with it and don't rest until they see it coming out of the paper and coming to life.

In this process of passion, which borders even blindness, something quite dangerous happens, because a careful analysis is not made in order to understand if this is really a business opportunity.

Thus, it is fundamental to have an emotional detachment, that is, it is necessary to submit the idea to a critical evaluation, analyzing, mainly, if what is being proposed will really meet a consumer need, or if it is something that will only serve to spend energy in an unnecessary way, often damaging the permanence of the business in the market.

9) Coaching to identify business opportunities:

Corporate Coaching, which is a business and professional development programme, which, from a training, carried out within the organisation itself, in a personalised manner, i.e. according to what the company needs and its reality, is made all the preparation for identifying profitable business opportunities in the market.

By means of techniques and tools that have been proven to be effective, not only entrepreneurs and entrepreneurs, but all the professionals who are part of the company, become completely capable of having ideas and prepared to analyze the viability of each one of them, understanding whether it is really a business opportunity, and if so, managing to get them off the paper and transform them into extraordinary results for everyone.



Lesson Plans/Activities:

- Linked with Topic 1 – Lesson Plan 1 Activities 1 to 3

1.3. Importance of setting goals

To quote an expert on the subject, philanthropist, and author Tony Robbins, “Setting goals is the first step in turning the invisible into the visible.”

Here are six reasons why setting goals is important.

1) Goals Give You Focus

Without a goal, your efforts can become disjointed and often confusing. For example, a goal takes the flight of a hummingbird, which is chaotic and erratic and focuses it much like a hawk swooping down for its prey. It allows you to zero in on each day’s tasks with laser precision, weeding out wasted effort and idle movement.

2) Goals Help You Measure Progress

Being able to keep track of your progress toward achieving a goal is only possible if you set one in the first place.

Being able to measure progress is extremely rewarding and will help you maintain focus, keep your head held high and your energy up. It will also keep you from getting down.

Sometimes, when working towards success, it’s easy to become discouraged because you don’t feel you have “arrived” yet.

However, when you measure progress while working towards a specific goal, you will be able to see that though you might not be where you are wanting to get, you have made movements in the right direction and are a lot better off than where you started.

3) Goals Help You Stay Motivated

It’s easy to put off work until tomorrow when there is no goal on the line. For example, let’s consider the life of an athlete. If they have to get in shape for say an NFL combine, you better believe they are going to be working out each and every day, whether they feel good or not, whether they are sore or not, whether they are tired or not, whether they want to or not, because they have a goal. They have a destination. Their desire to achieve their goal keeps them in the gym when they would much rather skip.

In much the same way, having a goal will keep you motivated!

4) They Help You Beat Procrastination

Procrastination is something we all battle from time-to-time, myself included. However, when you set goals in life, specific goals for what you want to achieve, it helps you understand that procrastination is dangerous. It is wasted time. It is another day you aren't moving closer to that goal.

Consider this quote from Pablo Picasso next time you are thinking of putting off that next step towards your goal and rethink your stance: "Only put off until tomorrow what you are willing to die having left undone."

5) You Achieve Even More

When you set a goal and reach it, it gives you the taste of victory. You will want to taste that again. What does that mean? You push yourself towards the next rung of the ladder, challenge yourself to move past another ceiling, you achieve even more. Working towards meeting and surprising goals help you achieve way more than you ever thought possible.

6) Goals Help You Determine What You Want In Life

The act of setting goals forces you to contemplate what you truly want out of life. What is the level of success you want to achieve? What is the income level you want to have? What does your life of ease look like? What about your dream home? What do you need income-wise to achieve your dreams?

Once you set this end goal, you then break your desires down into attainable, measurable goals. These goals keep you motivated, helping you avoid procrastination and keeping you laser-focused on achieving your dreams. It is, therefore, the act of setting, achieving and surpassing goals that make living your best life possible.



Lesson Plans/Activities:

- Linked with Topic 1 – Lesson Plan 1 Activity 4

1.4. Importance of imagining the future

To stay competitive companies must be more strategic and more effective in anticipating important market changes.

Imagining the future is one way to make that happen.

To some, though, becoming a futurist sounds more theoretical than practical, especially in a corporate setting. Producing an action plan based on such thinking sounds even more daunting. But with a few relatively easy techniques, you can quickly turn theory into good business practice and make certain your company doesn't lose sight of the grander scheme of things.

1) Think in multiples

To begin, it's important to understand the role of the futurist. It is not, as many might think, to predict the future. Instead, the role is to foster a conversation about plausible, possible futures. That is correct, futures with an "s." It's more effective to think in terms of not one universe, nor one possible future, but instead of what one might call multiverses. Already you can feel your mind brimming with possibilities.

Being a futurist also means there is no magic involved. Think of futures as your imagination informed by data and science. Armed with that information, you can begin scouting for what futurists describe as "weak signals." Think of these as indicators of change that are so weak you wouldn't even call them an emerging trend. When we imagine a weak signal becoming mainstream, we begin to develop a canvas on which to depict possible future outcomes.

2) Create distance

To get your mind ready for futuristic thinking, create sufficient distance between today and the future. In cognitive science this is referred to as psychological distance. Studies have shown that psychological distance, specifically temporal distance, helps us think in more abstract terms and more creatively.

For example, in one study two groups of participants were asked to categorize and group a pre-populated list of objects one might need for a camping trip. One group was asked to do this for trip in the near future (say next weekend) and the other in a distant future (one year from now). The group planning for a near future created significantly more categories from the list than the group planning for a distant future. That is because the "near future" group tended to think about the trip and the objects more tactically. In other words, they focused more on what the items do. The "distant future" group created more abstract categories for the items. They focused on the bigger why behind these items.

This process works the same way with physical distances. That's why certain artistic work can only be fully appreciated at a particular distance. Many astronauts who returned from space reported an indescribable visceral experience from seeing the Earth below. This is referred to as the "overview effect," a new level of appreciation of Earth, life, and space because of that experience from a great distance. Greater distance truly does help us see things differently.

In your strategic planning process, rather than looking out a few months or even a few years, try to imagine at least 10 to 20 years in the future. The fact is that if you are looking at a future only a few years out, you are practically thinking about the present because your company already has some planning and budgeting in place for a few years from now.

So try to insert enough distance between today and the future you wish to imagine. This will allow you to see the bigger picture, and when you see a bigger picture you can ask better questions. Also, the further out you think, the more conceptual and creative you become. By utilizing temporal distancing, you have primed your mind to think more abstractly and creatively.

3) Develop your futures in layers

It isn't enough to simply imagine the future. The future should include people with emotional stories. That's what gives it a real-world context. There are many levels of detail you might think about. I recommend at least the following three:

3.1. World view

This is where we explain what the world we have imagined would actually look like. These are usually broad generalizations about what the future world is about. Is it utopian? Is it dystopian? Is there peace or war? What is the overall setting and mood of this world?

3.2. System view

Here, we go even deeper, describing how the future world plays out in terms of political, social, ethnic, religious, and economic systems. It is not enough to just imagine a future world; we need to have some idea, albeit imaginary, of how the world might work in those dimensions.

3.3. Interaction view

This is the most emotional and personal level. Once we have imagined the world and described how it works, we now need to place a person in that world and tell a story about him. What does that person care about, what objects does he interact with, what does it mean to have a daily routine? For a full effect, create artifacts, sounds, and videos of what it means for that person to live in that world.

Constructing a functional forward view of the future using these three levels of thinking provides you the mind-set with which to think holistically about the future. It also helps you spot sensitivities, weaknesses, and dependencies with other alternatives, including predictions by others.

There are also some traps to avoid on the way to becoming a futurist. One of them is making predictions. Prediction is overrated and ineffective, so don't paint yourself into a corner by making them. Instead, provide your audience with the tools to discover different possibilities of the future.

All of this probably sounds time-consuming, but it doesn't have to be. A good futurist can provoke an imaginative conversation and produce results quickly.

Follow these steps and you will be well on your way to becoming a futurist. In doing so, you can push your company toward making future-gazing a business and strategic planning tool as well as an imaginative

activity. It should not be mutually exclusive. Peering into the future can settle anxiety within your company and produce better results in both the short- and long-term.



TOPIC 2 CREATIVITY

This topic aims to develop several ideas and opportunities to create value; explore and experiment with innovative approaches and combine knowledge and resources.



2.1. Definition



Definition:

Creativity is the capacity of the human being to build and/or produce something new and original, with a goal in view. It comes from the search for an innovative solution. In this sense, a creative person is one who, besides caring about the interests of others, is also curious, courageous, and not only thinks in a conventional way.

However, putting creativity into practice is not always an easy task. It is necessary for the individual to find an activity that arouses his curiosity, so that it may emerge and flow more easily. Another important point is to structure the task, because in this way the person can have creative insights with more agility.

That is why the importance of the creative process, where the individual plans his activities with creativity, effort and innovation, and thus builds a product/idea that has some value, both for him and for the rest of society.

2.2. Importance of creativity

When we talk about creativity everyone thinks that this is something that comes easily for certain people, who end up being seen as more creative and more problem solvers than others.

This may even be true, however, even these people, who have their creativity at heart, have a script and carry out some processes, which help them to leave the freshest ideas in their minds and thus find truly creative solutions to deal with the most challenging situations of their daily lives.

In this sense, the creative process is configured as a step by step that some people follow and that all of us can elaborate our own and follow it, with the objective of stimulating creativity in our minds and applying it in the most diverse areas of life.

This is something truly important for our existence and development, since it allows us to always get ahead, since with the implementation of habits, which can be practiced daily, our creativity is awakened and, thus, we are able to deal much more skilfully with the routine challenges that life imposes on us.

1) Actions that result in the creative process

There are three actions that, when put into practice, result in the creative process, they are:

Attention: refers to the moment when the person sees a problem or an opportunity;

Escape: the individual stops thinking only of the present reality and opens the mind to new connections;

Movement: the person explores his/her imagination, generates new ideas and makes unpublished connections.

If we observe well, these three actions often happen in our daily lives, when we come across a problem and are constantly reflecting on it; when we stop thinking about it and end up finding a solution to this challenge, expanding our consciousness and thinking about other things; or when we are moving our body, performing a physical activity, for example, and our mind feels stimulated by it and ends up finding the solutions we were so much looking for to deal with the problematic situations that bothered us.

Being more aware of all this, the chances that you will develop a creative process that will truly help you to awaken your creativity constantly increase significantly, since when you come across a problem, you will put one of these actions into practice and you will have a greater chance of finding a creative solution for it, much faster than others.

2) How to stimulate creativity through the creative process

The creative process takes place through the practice of daily habits, which help us to stimulate our creativity, becoming more and more innovative and winners of obstacles and challenges.

So, for you to understand a little more about what habits we are talking about, here are some of the ways you can work on creativity in your mind. Read on and check it out:

Read more and read all about it: Reading is something that can expand our horizons, since it always presents us with new realities. In this sense, reading more and reading everything, i.e. books, newspapers, magazines, articles on the Internet, among several other materials, will help you to awaken your creativity;

Do something new every day: even if it is a new route to work, watch programs and videos that you have never watched, carry out activities that you have always wanted, but never had courage, finally, regardless of the action, the important thing is that you invest in the realization of something new every day, because in this way your mind will always work with new realities and will find more and more creative solutions to the challenges that arise;

Brainstorming: individual or group activity to explore, through thoughts and experiences, as many ideas as possible;

Going to creative centres: where people with common interests and objectives exchange ideas and work together;

Going to cultural environments: places where the person can stimulate curiosity and acquire knowledge;

Stimulating effort: to exercise creativity, the person must work intensively to achieve the desired goals;

To have the will to do something unprecedented: the creative process is based on getting out of the ordinary, of what is conventional, so the individual must "think outside the box" and not be content with the first answers or solutions that come to his mind.

3) Benefits of the creative process

The creative process brings benefits such as:

- It inspires trends;
- It generates solutions and innovations;
- Solves problems;
- Stimulates courage and daring;
- It promotes competitive differential;
- Facilitates communication;
- Encourages personal and professional growth;
- Encourages diversity;
- Overcomes limits;
- Contributes to the construction of a better society and world.

Through factors such as curiosity, emotion, willingness to innovate, imagination and movement, every human being can exercise creativity and thus offer solutions, ideas, products and services that contribute not only to their individual growth, but also to society as a whole.

2.3. Creativity and Innovation

Creativity means provoking the potential of the mind to conceive new ideas. This concept manifests itself in various ways, yet it becomes a good that cannot be measured.

On the other hand, innovation is completely measurable. It is the introduction of changes in relatively stable systems. It is also concerned with the work needed to make an idea viable.

In general, it is difficult to identify a place where innovation would not be essential. While some businesses depend more on this resource than others, it is a necessary skill for everyone

1) It offers a competitive advantage

The ability to anticipate competition is one of the most important reasons for innovation.

Successful businesses are able to maintain operations, services and products relevant to customer needs and changing market conditions. Innovation increases their chances to react and discover new opportunities.

2) Helps maximize ROI (Return on Investment)

Increased competitive advantage and continuous innovation generally result in increased profitability.

While measuring the ROI of innovation can be a challenge for entrepreneurship, investing in change is a good alternative to improving numbers.

3) Brings positive impacts to organisational culture

Innovation also benefits the business culture by increasing the ability to acquire, create and make the best use of skills, abilities and knowledge.

In addition, it helps build the habit of continuous learning and personal and collective development.

4) Increases productivity

Economic growth is driven by technological improvements, which reduce production costs. In this sense, different automation solutions reduce manual work, rework and failures.

For example, you can use a project manager to assign, monitor and prioritise tasks. You can use other methods to do this, but it is advisable to start early to meet specific demands.

As your needs change, you can update the tool at any time and thus remain productive.

2.4. Types of innovation

Innovation is found in several segments.

1) Product innovation

It includes product launches as well as design changes to others already established. It can also refer to the use of new materials or components in the manufacture of an item.

2) Service Innovation

It refers to all types of service provision, even if it is not actively sold, such as: logistics, ombudsman centre, sales consultancy, telecommunications, etc.

3) Business model innovation

Business model innovation encompasses differentiation in strategy, marketing, supply chains, value creation, price or cost structures.

4) Process and technology innovation

These are technological innovations in the area of production processes or software for applications. Product innovations, quality improvements or cost reduction usually go hand in hand with process and technology innovations.

5) Organisational Innovation

It directly affects the structure of the organisation. It can happen with processes or in the management area, for example. New tools to measure customer satisfaction, optimise processes or reduce costs are adopted.

6) Social innovation

In this type, the objective is not necessarily profit. The benefit comes to society itself through innovation in education, poverty reduction, equal opportunities, health and quality of life.

7) Environmental Innovation

All ideas that contribute to improving the environment are environmental innovations. This mainly concerns environmentally friendly products, contributions to environmental protection or reduction of emissions.

8) Technical innovation

It uses technology in new ways to improve workflows and business methodologies, as well as improving efficiency in the organization.

Some examples include process automation, development of technologies for the market or implementation of technological practices to increase productivity.

9) Corporate Innovation

It happens more often through collaboration and the combined efforts of a team. It shows how collaborators, the public or another group organize research and development together.

10) Marketing Innovation

Research, development and implementation of new practices and technologies that increase the efficiency and effectiveness of marketing strategy.

Innovation in digital marketing, as well as other types, is capable of providing a huge competitive advantage.

11) Value innovation

Improvements designed to reduce costs while differentiating the product on the market by eliminating unnecessary steps in the production cycle.

Finally, successful innovation requires thinking on a large scale and imagining a complete range of possibilities. It involves forecasting a future that is not always predictable.

2.5. Tools for creative and innovative ideas

1) List of attributes

Here you divide a problem into smaller parts to investigate it. The first step is to list the object's attributes. Let's consider a toothbrush: bristles, shape, size, thickness etc.

The second step is to consider the positive and negative values of each characteristic. Finally, modify what is necessary. This creative technique helps you to have innovative ideas in the design of new products.

2) Biomimetics

With this resource, you copy ideas and projects from nature to solve problems

human. Here nature is treated as a solution provider. These creative tips and techniques can be used to solve engineering problems.

The logic is that biological organisms and their organs have evolved over the years and are therefore reliable.

3) Classic Brainstorming

It is a group technique. Gather a team, write down the problem in a box that everyone can see. Then ask each person to present their proposals. The more the merrier.

A facilitator writes down the ideas. There is no censorship or evaluation of ideas, only generation. Once the ideas have been written down, look for a consensus on which ones can be considered later.

4) Personal analogy

This creative technique involves personifying animated or inanimate objects or identifying with concepts or objects. You take a concept and personify it, giving it human emotions and feelings.

Then you communicate the personification, emotions and relationships with the help of role-plays or photos. The next step is to make connections between the analogue and the subject. And, finally, write down the insights obtained.

5) Checklist of improvement

It serves to analyse the idea and prepare it for implementation. The steps involve shaping, adapting, modifying, strengthening, analysing possible defects, comparing with the current situation and finally getting the prototype ready.

6) Negative selection

This is a creative technique to classify ideas. You review the problem to see what you are trying to achieve.

You then classify the ideas into "No" and "Maybe" categories. You consider all aspects of idea implementation, such as cost, logistics, etc. The aim is to summarise the best idea that has the greatest chance of acceptability.

7) Technique of the six hats

It is a creative technique that you can use when you need different kinds of thinking. Very useful for exploring innovative ideas and deciding which one to follow through.

Six imaginary coloured hats in black, white, green, red, yellow and blue denote several characteristics. To those who do this exercise, the meaning of each colour is explained first.

Then you will analyze ideas, understanding the hat you are doing the analysis with. Thus, factors such as cost, control, benefits, obstacles, logic, feasibility, among others are considered in the evaluation.



Lesson Plans/Activities:

- Linked with Topic 2 – Lesson Plan 2

TOPIC 4 Motivation and perseverance: OVERVIEW

This topic will provide some important understanding and skills in motivation and personal stability.



Linked to 'Entrepreneurial Competences'

- Presentation skills: Refer to all the qualities you require, in order to create and deliver a clear and effective presentation
- Communication skills: Exchanging information by speaking, writing

1.1. Basic concepts



In basic terms, **motivation** is the driving force towards achieving certain goals. It is a temporary and dynamic state, that should not be confused with individual traits or emotional states, even if they are connected. Motivation stimulates the individual in his efforts to achieve the desired goals, most often successes, rewards, awards (mostly in sports), but is also important for daily or routine activities to achieve a certain result.

Generally, there are two types of motivation: internal and external:

- Internal motivation - occurs when people are internally motivated to create or do something that causes satisfaction in them.
- External motivation - occurs when people are motivated by external stimuli, such as money, recognition, awards, prestige, in specific cases - peer pressure, coercion, fear, and threats.

On the other hand, **perseverance** is a persistent determination to stick to a plan or course of action, without regard to discouragement, opposition or previous failure. It is closely related to motivation, but they are not interchangeable.



Lesson Plans/Activities:

- Linked with Topic 1 – Lesson Plan 1 – Activity 1

Exercise: make online research and find a global company, where employees are happy to work for. Keep an eye for their comments about the management. Keep an eye for their remarks about what motivates them the most.



1.2. How to motivate yourself

You will find many resources (online and offline) and courses about self-motivation, which can be lengthy and sometimes with questionable results. However, there are some simple techniques you can use in order to keep your motivation, that are backed up by science.

1. Get positive!

When do we procrastinate the most? When we're in a bad mood.

Procrastination is a mood-management technique, albeit a shortsighted one. But we're most prone to it when we think it will actually help. The most procrastination occurred among the bad-mood students who believed their mood could be changed and who had access to fun distractions.

Meanwhile, research shows happiness increases productivity and makes you more successful.

No small part of motivation plays **optimism**. So how do you get optimistic if you're not feeling it? Cognitive scientists suggest to monitor the progress you're making and celebrate it. Academic research found that nothing is more motivating than progress.

2. Get rewarded!

Rewards feel good. Penalties feel bad. And that's why they both can work well for motivating you. Research shows that rewards are responsible for three-quarters of why you do things.

Researchers find that perceived self-interest, the rewards one believes are at stake, is the most significant factor in predicting dedication and satisfaction toward work. It accounts for about 75% of personal motivation toward accomplishment. – Dickinson 1999

In short - treat yourself whenever you complete something on your to-do list. (Yes, this is how you train a dog but it is proven that it will work for you too.)

If you can't find a reward awesome enough to get you going, try the "commitment device" instead:

Give your friend 50 euros. If you get a task done by 5 PM, you get your 50 euros back. If you don't complete it, you lose the 50 euro. Your to-do list just got very emotional via positive punishment.

3. Get peer pressure!

Research shows peer pressure helps kids more than it hurts them. If you surround yourself with people you want to be, it will be far less taxing to do what you should be doing.

When people join groups where change seems possible, the potential for that change to occur becomes more real. - Charles Duhigg (2012), The Power of Habit: Why We Do What We Do in Life and Business

A big research project, which studied over 1000 people from youth to death, found that:

The groups you associate with often determine the type of person you become. For people who want improved health, association with other healthy people is usually the strongest and most direct path of change. - The Longevity Project (2012)



Tips:

- Always have a to-do list
- Make some kind of reward system for yourself

1.3. How to motivate others

As we noted so far, motivation is powerful. It predicts success better than intelligence, ability, or salary.

While the level of motivation is highly correlated with success, however, the source of motivation varies greatly among individuals and is unrelated to success. – Bashaw and Grant 1994

That raises the question, what's it take to get others to really give their best? We will review 4 methods, that was proven effective throughout the years.

1. Stop bribing them

When actors would ask the great film director Alfred Hitchcock "What's my motivation?" he would reply, "Your salary." Rewards most definitely work, as we previously noted, but as some researchers found out: *rewards just motivate people to get rewards*. When the rewards go away, people stop. And if you want anything other than basic manual labour — if you are doing creative or analytical work — rewards can actually backfire.

You need to pay people but you should pay them just enough to take the issue of money off the table. In short - for complex tasks we're more motivated by the need for autonomy, mastery and purpose.

So if rewards are problematic, what does work?

2. Make them feel something

We often talk about people being motivated by revenge, jealousy, fear, passion. It may sound counter-intuitive, but those feelings have much in common, and they are a powerful motivator. We rarely do anything we don't feel and it's very hard to resist things we do feel. It's how human brain is structured.

Focus on emotions. Knowing something isn't enough to cause change. Make people (or yourself) feel something. - Chip and Dan Heath (2010), Switch: How to Change Things When Change Is Hard

We often think of the workplace as less emotional, more formal and serious. And as far as motivation goes, research concluded this is not a very good idea. It is much more productive if you can change individual behaviour by addressing employee feelings.

...the core of the matter is always about changing the behaviour of people, and behaviour change happens in highly successful situations mostly by speaking to people's feelings. - Chip and Dan Heath (2010), Switch: How to Change Things When Change Is Hard

So what's the most powerful thing for people to be feeling if you want to increase motivation?

3. Emphasize progress

Harvard's Teresa Amabile's research found that nothing is more motivating than progress.

This pattern is what we call the progress principle: of all the positive events that influence inner work life, the single most powerful is progress in meaningful work; of all the negative events, the single most powerful is the opposite of progress—setbacks in the work. We consider this to be a fundamental management principle: facilitating progress is the most effective way for managers to influence inner work life. - Teresa Amabile (2011), The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work

A consistent amount of minor success produces much more happiness than occasionally chasing huge milestones.

Life satisfaction is 22% more likely for those with a steady stream of minor accomplishments than those who express interest only in major accomplishments. – Orlick (1998), The 100 Simple Secrets of Successful People

Your goal is to have a steady amount of challenge, achievement and feedback, both for motivational purposes, and to avoid burnout and boredom.

On the other hand, when we feel no progress, when we feel our work is futile, motivation dies.

So you made them feel something. You demonstrated progress. How do you keep the motivation flowing?

4. Form a cult (but not literally)

The main idea here is to have a shared belief, a story of some kind. Some of the best company cultures are technically cults - a group of people unified by a provocative idea. A properly designed culture often ends up looking cultlike in retrospect, but that's not the initial design principle. You shouldn't think hard about how you can make your company seem bizarre to outsiders. However, you do need to think about how you can be provocative enough to change what people do every day.

Looking at the research: What gives life meaning? Stories. What gives work meaning? Stories. What creates unity and morale? Stories:

Institutions that can communicate a compelling historical narrative often inspire a special kind of commitment among employees. It is this dedication that directly affects a company's success and is critical to creating a strong corporate legacy.

It is a far-fetched example, but a suitable one: It is believed that one of the reasons Lincoln was such a good president was because he was a great storyteller.

All motivating messages, from Apple's marketing to Martin Luther King's "I Have A Dream" speech, do the same thing: They start with "Why."

1.4. How to overcome motivational blocks

There comes a time in our lives when we come to a stage where we feel that our motivation levels are degrading. It is a common experience through which each and every one of us has to pass. It's not like we want to feel demotivated, it's just that our minds reach an intense level of exhaustion that we come to a conclusion making a false belief, that we are tired and can't push on. Those are classical signs of a motivational block. If you are experiencing motivational blocks, there are few approaches you can adopt to overcome the issues, and a few questions, you need to ask yourself.

1. What kind of response do you have for challenges?

There are two types of people - the "why bother" and "why not". A "why bother?" person will always shy away from the situation by confidently finding excuses and reasons to avoid the problem. Whereas, a person with the "why not?" attitude will never give up on the task and would rather try to find ways to get things done. As you can imagine, the "why bother?" perception can be a great hindrance to a person's motivation.

If you're finding yourself in a similar position, then it's probably time you break the habit and adopt a different attitude towards issues.

2. Where is your focus - on reasoning or results?

"You either have reasons, or you have results." You have probably already heard this aphorism, and you should know - it's true. People always fall into two categories when it comes to working for their goals. There are those who find all the unnecessary reasons why they are unable to achieve their dreams, and then there are those who simply focus on the result despite all the reasons.

Often people are unable to reach their goals because they fall into the demotivation trap unintentionally. To lead a happy, content, healthier & wealthier life, one must focus on results rather than the reasons.

3. "It can't be done" or "Let's try doing that"?

Many times, when we are faced with a challenge, the first response that we come up with is, “It can’t be done”. When our minds are set upon the notion that something is unable to achieve, they eventually set in a belief that their respective goals or objectives are actually unable to achieve. In this way, they let demotivation find its way in them and they are unable to reach the desired results which they sought.

A simple change of mindset has enabled many researchers to break new grounds and achieve big. Many great minds have innovated unimaginable results with just a simple change of thought. You should focus on changing the mindset, and the results will follow.

4. Are you the one to stick by the rules, or you break them to achieve more?

This may be a controversial one, but throughout the years revolutionary ideas and people have achieved great things when not conforming to generally accepted norms.

Similarly, if you’re feeling a motivation block, then it’s time for you to get out of your routine cycle & break the rules so you can do what your mind tells you or what you believe is the right thing to do. It’s the only way you’re going to get out of your own temper trap and do something worthwhile.

Doing things repetitively and not seeing changes take place the way we want them can really get on our nerves. But, if we are motivated, then we can make them work in our favour. So how about you give up on your demotivation and pick yourself up to do great things?

TOPIC 2 Taking the initiative(Planning and management): OVERVIEW

This module will provide information and skills in the crucially important topic of planning and managing tasks for a group or small team. It will also look into the practical side of everyday entrepreneurial life.



Linked to 'Entrepreneurial Competences'



Co-funded by the
Erasmus+ Programme
of the European Union

This project has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein. Submission number: 2019-1-LV01-KA204-060337

2.1. Taking on responsibilities



1. What is responsible behaviour?

Some might think that being responsible is the same thing as being accountable. In recent research, however, it is suggested that these are quite different mindsets. Being accountable means you are answerable and willing to accept the outcomes or results of a project or activity. But responsibility goes much further. It is the mindset that says, “I am the person who must make this happen,” whether it stems from your belief or because your job requires this of you, or there is some social force binding you to this obligation.

The responsible leader exhibits this behaviour in multiple directions. It influences how the leader behaves with subordinates but is equally strong in the relationship with an immediate boss and with other departments in the organization. Finally, it encompasses an overall set of values and attitudes.

2. Know how to lead your subordinates/partners

With subordinates, leaders manifest the quality of responsible behaviour through a willingness to take charge and not shirk from decisions. It means giving up being “one of the group” and instead, accepting the role of the leader. It is not much different when you have partners instead, but here you are assuming the role of “first among equals” - you are still the leader but without the usual hierarchy.

Being a leader means having a results-based view of your role. No matter how great a human being you are, your effectiveness is ultimately defined by the results your team produces. The responsible manager ensures the group successfully drives for results.

3. Adopt a responsible attitude

A second dimension of responsible leadership is not behaviour, but involves having an overall attitude of responsibility. It could be argued that a responsible attitude manifests itself in behaviour. However, an attitude of responsibility is also expressed in many small ways. The behaviour is subtle and nuanced, but it is also important and palpable.

Responsible behaviour includes doing things for which there is no immediate reward, but that are in the team’s best interests. For example, most companies have found no efficient way to reward executives who take the time and energy to develop upcoming leaders. Fortunately, many leaders continue to take that role very seriously, despite the fact they may never receive any tangible recognition or reward for this work.

Nowhere does the attitude of the responsible leader manifest itself more clearly than in the use of company resources. The responsible leader uses resources with even greater care than if they were their own. In cases of small entrepreneurship companies, however, this is usually the case, so you have to keep it in mind.

4. The responsibility-authority paradox

We often hear managers lament their lack of authority. In fact, authority comes only after a leader demonstrates responsibility. Authority is seldom simply bestowed by a senior executive, but only earned through responsible behaviour.

“Management has no power. Management has only responsibility.” - Peter Drucker (1939)

Leaders must both display and require responsible behaviour from themselves and their subordinates. This is what enables them to have maximum influence.

How can you increase your own responsibility? The first step is to focus on the fact that you are no longer primarily responsible for your own outcomes and results, but for the outcomes of your team. It is not about what you do, but about what your team or organization accomplishes. This is a huge leap for many, and to their detriment, many never achieve it.

Next is to accept the responsibility-authority paradox. The combination of your responsible behaviour with your responsible attitude gives you a powerful influence and accelerates your leadership growth.

Lesson Plans/Activities:

- Linked with Topic 1 – Lesson Plan 1 – Activity 1



Draft a plan for your activities for the next week. At the end of the week, check if you have managed to accomplish everything planned, and try to improve and set slightly higher goals next week.

2.2. Making the plan

In general terms, planning is the optimal allocation of resources to achieve a certain result, as well as the whole activity of defining the goals, tasks and actions in the future. If done effectively, it can reduce much the necessary time and effort of achieving the goal. A plan is like a map - when following a plan, a person can see how much they have progressed towards their project goal and how far they are from their destination.

Planning procedures widely varies depending on the size of the company, timeframes, financial numbers, people involved, and many others. In each field, there are different types of plans that help companies achieve efficiency and effectiveness. However, there are several steps, that can help with the preparation for future tasks and activities:

1. Being aware of the opportunity

This awareness stage is considered by some managers as a precursor to the actual planning process instead of taking it as an actual part of the process.

2. Setting objectives or goals

Objectives that are going to guide the course of the organization in the future must be clear, concise and specific.

3. Developing premises

Forecasting plays an important role in promising. Using forecasting, organizations try to answer various questions about future expectations and action statements.

4. Determining alternative courses

It's always useful to search for and find out alternative courses of action, especially those not immediately apparent. At this, a manager usually draws upon research, experimentation, and experience to identify and develop several possible courses of action. Small companies and start-ups are usually very flexible in this approach, so don't be afraid to experiment!

5. Evaluating alternative courses

Once alternative courses of action have been identified after seeking out alternative courses and examining their strong and weak points, they must be evaluated in light of how well each would help the organization reach its goals. Evaluating alternatives also include determining the costs and expected effects of each. Evaluation can be difficult because of uncertainty about the future, various intangible factors and inaccurate premises behind plans.

6. Selecting a course

After identifying the alternatives and considering the merits of each carefully, managers now shall have to adopt a plan and select one course of action.

Keep in mind, that sometimes it will be possible to follow several courses instead of one best course. It all depends on your goals, and you can afford to be flexible in this regard.

7. Budgeting

Things are getting serious here! When decisions are made and plans are set, the final step to give meaning to them is to quantify them with numbers converting them into a budget.



Linked to “Financial competences”

2.3. How to properly delegate tasks

One of the keys to building a successful team is learning how to delegate work to other people. If you do this well, you can quickly build a strong and successful team of people, well able to meet the demands that others place. This is why delegation is such an important skill, and is one that you absolutely have to learn!

When to Delegate?

Delegation of work to others is very productive approach when done correctly, however, that does not mean that you can delegate anything. To determine when delegation is most appropriate there are few key questions you need to ask yourself:

- Is this a task that someone else can do, or is it critical that you do it yourself?
- Does the task provide an opportunity for someone else to develop new skills or gain new knowledge?
- Is this a recurring task?
- Do you have enough time to delegate this task effectively? Time should be available for proper training and explanation, along with feedback and issues correction.
- Is this a task that should be delegated? Keep in mind that some tasks are crucial in long term (like recruiting new people or making financial decisions), and shouldn't be delegated

When decided to delegate a task to someone else, it's always a good idea to keep track. Even a simple spreadsheet or corkboard will work in this case.

To whom to delegate?

There are several factors, you should consider:

- The knowledge and experience of the individual
- The individual's preferred work style
- The current workload of the person

How should you delegate?

Several principles can be useful here:

- Clearly explain the desired outcome, and go through the whole work process
- Identify the constraints and boundaries. If there are authority, responsibility or accountability lines that shouldn't be crossed - make that clear from the start
- Match the amount of responsibility with the amount of authority
- Delegate at the lowest possible organizational level. If you are a small company of 5-10 people, this is not always applicable, but you should keep it in mind

- Provide support, and be ready to answer questions. Communication is crucial everywhere!

Keep in control

Take time to explain why they were chosen for the job, what's expected from them during the project, the goals you have, all the timelines and deadlines and the resources available to them. If needed, appoint a schedule for checking-in with progress.

By delegating effectively, leaders sometimes have to find the balance between giving enough space for people to use their abilities to best effect, while still monitoring and supporting closely enough to ensure that the job is done correctly and effectively.

2.4. Managing a team online

Virtual teams are increasingly becoming a fact of business life. Even before the global pandemic and lockdown working realities, working remotely (online) was a steadily growing trend across many countries, industries and fields of work.

Keep in mind, that working, managing and leading a team online is not *drastically* different than you average everyday office environment, but there are few things, that will help smooth things out.

1. Have a good communication system

Maintaining smooth communication depends on what the organisation decides works best. Depending on the structure of the team, communication is possible in many ways; email, text chat program, video chat etc. A network of communication is very important in sharing information, documents, reports and other necessary documentation - do your research carefully before choosing your tools.

2. Be available

It can be isolating working virtually. Don't make your team members feel you are absent; be in regular contact to talk not just about their day-to-day duties, but beyond that to general queries about their day, mood and social life. Of course, you should have boundaries, and not encroach into their private lives.

3. Hold regular meetings - both with individuals and the whole team

Team meetings are the thing you associate with online work, and they are really essential for the overall progress. You need to have some individual approach as well, in order to keep track of individual issues or specifics. It is really helpful if you occasionally have one-on-one meetings with each member of the team - maybe some of them are struggling, or want more/fewer responsibilities, and they are not feeling comfortable speaking in front of everyone.

4. Encourage informal conversations

Humans are social animals, and people tend to assume the worst if they don't know what others are up to. To help build relationships and trust between members, encourage your team to share their feelings and chat informally whenever they can. Nothing too personal, some small talk about their day, the weather, their pets, kids or loved ones - that can improve the mood significantly.

TOPIC 3 Learning through experience and working with others: OVERVIEW

This topic will teach how to extract valuable experience from past actions and mistakes, and how to make your network of friends and acquaintances work for your goals and mutual interests



Linked to 'Entrepreneurial Competences'



3.1. Learning through experience - why it is important?



In the educational theory, it is commonly accepted that only through the experiences, accepting errors and failures, we can draw our own conclusions to move forward. Learning is to advance and grow, without anything or anyone stopping us, avoiding difficulties and obstacles, reflecting on failures and overcoming them. It is usually unrealistic to expect that someone will be learning through life experiences of others, despite their advice, insistence and educational guidance.

“Experience is something you do not get until right after you need it” -Sir Laurence Olivier

In every field of life, not only in business, it is very important to understand that we make mistakes because we are not perfect, and this is not a failure, but part of the learning process. If we want to learn, evolve and improve ourselves, without a doubt, we will fail. However, getting up and moving forward makes us stronger, braver and wiser. It gives us a collection of reasons to be proud.

3.2. Reflecting on success and failure

Personal reflection enables us to process and make meaning of all of the good (and not so great) learning and working experiences we've had. Anyone can benefit from engaging in some type of reflection, but it's even more beneficial for everyone if we can also encourage others to grow through personal reflection. There is no one-size-fits-all method of reflection. Similarly, there is no reason to limit reflection on personal or professional experiences.

Reflection is a generic term for those intellectual and affective activities in which individuals engage to explore their experiences, in order to lead to a new understanding and appreciation. — Boud, Keough, & Walker, 1985

1. Benefits

- *It helps you learn from your mistakes.* We are on route to repeat our mistakes and failures if we don't reflect on our mistakes and failures. We can be smarter and choose to reflect on those mistakes and failures, figure out what went wrong, see how we can prevent them in the future. Mistakes and failures are valuable learning tools because we can use them as stepping stone to get better, instead of something to feel embarrassed or upset about
- *It helps you help others.* By reflecting upon yourself, you can gain a lot of insights which can be a valuable learning experience for others as well. You can always share what you've learned to help others going through the same things.
- *It gives you positive feedback.* When we reflect on the things we did right, it allows us to celebrate on the little successes in life - both professional and personal.
- *It gives you perspective.* A mistake, a failure, a stressful project or anything similar can seem like it means everything in the world. It can be extremely overwhelming. However, if we take a minute to step back, and reflect on these problems, and how in the overall picture they don't mean all that much, it can calm us down and lower our stress levels. We gain perspective and empower us to focus on what's more important

2. How to overcome failure

- Acceptance is the key. Acknowledge that the outcome was not what you had hoped. This may be a bit painful, but the quicker you accept it, the faster you can overcome it.
- Keep in mind - just because you failed doesn't mean you are a failure. Instead of taking this destructive mindset, you should know that with each attempt you take failure becomes less and less likely. This is because you are learning lessons from each failure
- Every successful person has failed at some point. "Overnight" is just not a realistic route for the vast majority of people, and nowadays social media doesn't do good service in this regard. We often only ever see the successes of the people we are following or admiring. Their failures are rarely on public display. Don't confuse people's social media highlights with real life.
- Say that you failed out loud to someone. Sometimes this can be a huge relief. When you share the defeat you experienced with someone else you are preventing shame from dictating your

actions. Failure doesn't need to be a secret. By saying it out loud you take the power the failure has over you away.

- Move forward. Yes, reflection is good. However, you do not want to spend too much time thinking about the failure before again taking action afterwards. Learn the lesson, and try again!



3.3. Teamwork

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. It is a very dry definition and doesn't cover any of the intricate details in team management, but in most cases the materials readily available will talk about larger teams and big organizations. In this topic, we will review only the most important principles for successfully managing a relatively small team.

1. Have a clear purpose, goals and expectations

All successful team management starts with answering two very basic questions – why the team exists, and which goals need to be met (on the individual and team level). The “why” speaks to the heart and the goals speak to the mind. To get the best out of people, you need to address both. The “why” is also the glue that brings people together and connects them on an emotional level.

But having a strong drive is never enough. You also need to have a clear goal of what must be achieved and what steps to take to get there. Too many times, managers assume that the team just knows what needs to be done and how it can be achieved.

Since people can't read minds, you always need to clearly communicate what needs to be done, what is expected from each individual, and what are the standards.

2. Build trust among the team

One of the greatest threats for a team to devolve into a dysfunctional group of people is the lack of trust. If the team members are in the defensive mode because there is an absence of trust, then they often don't support each other, they gossip, manipulate or even plot among themselves. It's a big waste of energy, time and efficiency.

But then the big question is, how to build trust among team members? Surprisingly, the most effective ways to build trust are not what leaders usually assume. It is counter-intuitive, but the activities that have a small impact on building trust are team building, giving recognition, and complete transparency.

On the other hand, activities that will help build trust the most are showing vulnerability as a leader, communicating the intent behind actions, and following through on commitments. In short: as a leader, it is better to be human and show your vulnerabilities. Show genuine interest in your team members, encourage them to share experiences, demonstrate credibility and integrity, follow through in multiple ways, and clearly communicate the intent behind your actions as a leader.

3. Hold regular planning and review meetings

Meetings can be a huge waste of time. But not if they're managed properly with a very clear and specific intention. The team needs a clear planning and monitoring structure, with regular face-to-face communication. Such an approach leads to team commitment, accountability and result orientation.

As a leader make sure you set a clear framework of how the tasks will be prioritized, delegated and supervised.

4. Be a good coach

According to numerous research articles, the number one thing that good leaders do differently is that they coach their team members. They take time for every individual to show them how things can be done better, they provide encouragement, support and other resources needed for people to thrive. Good leaders as coaches actively listen, build rapport, ask questions and give constructive feedback. If you want to successfully manage a team, you must become a good coach.

3.4. Networking

1. The basics

In broad terms, networking is:

- Making connections with people and developing mutually beneficial relationships
- Asking people for assistance (without feeling like you're imposing)
- Gathering and exchanging information, contacts, and experiences
- Listening

Whether you expand your network to find a new job, develop your current career, explore new career options, or broaden your professional horizons, it is important to focus on networking as an exchange of information, contacts, or experience. In any industry or career level, networking helps you make connections in a personal way and build relationships of support and respect to discover and create mutual benefits.

Nowadays networking is important because it allows you to reach your goals faster, it increases your visibility, provides future career or professional options, and last but not least - it offers an association with people/resources that you can utilize for life.

2. Get ready

- Prepare a self-introduction that is clear, interesting, and well delivered. This will allow you to start a conversation confidently and share information about you and your interests.
- The latest news or social media posts can provide updates on current events and industry news that will help you connect.
- Be prepared to network at any given moment. You can network at a conference, wedding, ball-game or at the bus stop. It will really help if you are an extroverted person, but even if you are not, there are many opportunities where you can connect with people in a more formal environment.

- Identify the goals you want to achieve at the networking event before you go (e.g. learn more about a particular field, to develop job/internship leads, find partners, etc.)

3. Create your elevator pitch and connect

- Create an elevator pitch - a quick way to present yourself when making introductions to strangers. An elevator pitch sets the stage for why someone would be interested in learning more about you. It can be used in a variety of settings including conferences, career fairs, grad school visits, social visits etc. Keep it short and simple, and try to make an interesting initial statement. People are more willing to listen if you grab their attention with the first sentence.
- Go where the people are and be visible
- Make eye contact with those speaking. Non-verbal communication is a very important and complex field of study, but you can stick to the basics - look people in the eyes, try to appear interested in them, be polite, and smile!
- Listen more, talk less. When in a new environment, it won't look good if you appear too intrusive.
- Keep moving around the room. You'll get more chances to be noticed, and to meet new interesting people

4. Engage

- The first 60 seconds of a conversation with a stranger is the hardest, but it will get easier as you learn more about the person, their experience, and interests. Commonalities help "strangers" connect.
- Break the ice with an open-ended question: Are you...? Do you...? Then ask a close-ended question: Who? Where? Which? Then repeat with more open-ended questions.
- The people best at networking are the best listeners. Anyone will speak to you for ten minutes if you are not speaking about yourself.
- Have quality conversations rather than quantity. At large functions, be content with a quality conversation with 5-7 people, who will remember you and what you spoke about the next day.
- Be respectful of time. Pay special attention for cues from the other person indicating that they are ready to move on.

5. Review

- Keep a record after the networking event; make a list of who you've spoken with so you don't forget how and when you met. A well-known trick to connect a face with a name is during the introduction between the two of you to verbally repeat their name in some casual way. When they introduce themselves, you can simply say "Michael? Nice to meet you, I'm Nikolay", or a similar phrase.
- Say "thank you". Show your gratitude for a referral, even if there is no result from the lead.
- Keep promises. If you offer to "take action", follow-through with the promise.
- Be persistent. Networking is a never-ending task.

- Keep your “network” informed. Share good news, success stories, resources, and information with your network.

6. Don't forget

- Quality over quantity
- Get to know people personally as well as professionally
- Take the time to introduce others
- Shyness can be misinterpreted as indifference
- Take a break by approaching someone you know
- Conversation is give and take

7. Final Thoughts

Each time you meet with someone new, you are a step closer to feeling more confident and believing in your ability to learn and grow from your network. The best networking is not simply a one-time association, but a continuing connection. Networking does not stop once the event or meeting is over. Be sure to follow up with those you've met, keep in contact, share information and offer to help in any way you can. A good method of keeping in contact with your network is through social media.

BIBLIOGRAPHY

Administrative IT (2017, February). *What's the difference between 'reply', 'reply all' and 'forward'?*. Retrieved from <https://admindit.ucdavis.edu/tech-tips/reply-replyall-forward>

Amelia (2018). *Tips and Tricks for Creating a Professional Email Address*. Retrieved from <https://wpamelia.com/professional-email-address/#:~:text=Use%20Names%20Rather%20than%20Nicknames,Domain%20%3D%20JaneDoe%40YourDomain.com>

Beal, V. (n.d.). *Online data storage*. Retrieved from https://www.webopedia.com/TERM/O/online_data_storage.html#:~:text=Online%20data%20storage%20refers%20to,optical%20media%20or%20flash%20drives.

Boxer, D. (2016, November). *Access levels in Google Drive when Sharing: View, Comment, and Edit*. Retrieved from <https://support.blakeschool.org/hc/en-us/articles/231790348-Access-levels-in-Google-Drive-when-Sharing-View-Comment-and-Edit#:~:text=from%20a%20folder-Editors,sync%20something%20to%20another%20device>

Chrome web store (n.d.). *Snooze email by cloud*. Retrieved from <https://chrome.google.com/webstore/detail/snooze-email-by-cloudhq/hbfacfkngieiejenggaabbnfhbjkdbknn?hl=en#:~:text=Snooze%20of%20an%20email%20will,the%20top%20of%20your%20inbox>.

Cisco (n.d.). *What is Spam Email?*. Retrieved from <https://www.cisco.com/c/en/us/products/security/email-security/what-is-spam.html>

Computer Hope (2020, June). *E-mail*. Retrieved from <https://www.computerhope.com/jargon/e/email.htm>

Computer Hope (2017, October). *Sent items*. Retrieved from <https://www.computerhope.com/jargon/e/email.htm>

Getsafeonline (n.d.). *Spam & Scam email*. Retrieved from <https://www.getsafeonline.org/protecting-your-computer/spam-and-scam-email/>

Google Drive (n.d.). *Google Drive Features*. Retrieved from <https://www.google.com/drive/features/>

Google (n.d.). *How to use Google Docs*. Retrieved from <https://support.google.com/docs/answer/7068618?co=GENIE.Platform%3DDesktop&hl=en>

Google (n.d.). *Google Spreadsheets*. Retrieved from <https://www.google.com/sheets/about/>

Google (n.d.). *How to use Google Slides*. Retrieved from <https://support.google.com/docs/answer/2763168?co=GENIE.Platform%3DDesktop&hl=en#:~:text=Google%20Slides%20is%20an%20online,and%20work%20with%20other%20people>.

Guru (n.d.). *16 Best Free Cloud Storage (2020 Update)*. Retrieved from <https://www.guru99.com/free-cloud-storage.html>

Hawkins, Donald T.; Brown, Carolyn P. (Jan 1980). *What Is an Online Search?*. Online. 4 (1): 12–18. Eric:EJ214713.

Medium (2018, September). *What's in a Name? New top level domains*. Retrieved from <https://medium.com/@NorwayJewelry/whats-in-a-name-82c37af39f1f>

MDN web docs (n.d.). *What is a URL?*. Retrieved from https://developer.mozilla.org/en-US/docs/Learn/Common_questions/What_is_a_URL

Namecheap (n.d.). *What is a TLD?*. Retrieved from https://www.namecheap.com/domains/what-is-a-tld-definition/?sscid=81k4_ow2j7&utm_source=SAS&utm_medium=Affiliate&utm_campaign=742098&affnetwork=sas

Papiewski, J. (n.d.). *The Advantages of Using Search Engines*. Retrieved from <https://itstillworks.com/advantages-using-search-engines-1277.html>

PCWorld (2008, September). *Google's Chrome: 7 Reasons for It and 7 Reasons Against It*. Retrieved from https://www.pcworld.com/article/150585/google_chrome.html

Prince George's Community College (n.d.). *Basic Internet Terms*. Retrieved from <https://pgcc.libguides.com/c.php?g=60038&p=385682>

QuestionPro (n.d.). *Online research – Definition, Methods, Types and Execution*. Retrieved from <https://www.questionpro.com/blog/execute-online-research/>

Rouse, M. (n.d.). *Gmail*. Retrieved from <https://whatis.techtarget.com/definition/Gmail>

Startcounter (n.d.). *Browser Market Share Worldwide*. Retrieved from <https://gs.statcounter.com/browser-market-share#monthly-202005-202005-bar>

TechTerms (n.d.). *Inbox*. Retrieved from <https://techterms.com/definition/inbox#:~:text=An%20inbox%20is%20the%20main,incoming%20mail%20gets%20stored%20in.&text=Because%20most%20people%20receive%20more,folders%20to%20store%20your%20messages>.

Tritonia (n.d.). *Searching Information: Searching information online*. Retrieved from https://uva.libguides.com/searching_information/online

The Computer Geek (2012, August). *What are the advantages and disadvantages of Google Chrome?*. Retrieved from <https://www.computer-geek.net/what-are-the-advantages-a-va-49.html#:~:text=Chrome%20is%20an%20extremely%20fast,making%20it%20easy%20to%20use>.

WebNotes (2019, February). *Advantages and Disadvantages of Google Chrome*. Retrieved from <https://www.webnotes.com/advantages-and-disadvantages-of-google-chrome/>

Williams, M. (2020). *Best email services of 2020: paid, free and business providers*. Retrieved from <https://www.techradar.com/news/best-email-provider>

How to Motivate Yourself: 3 Steps Backed By Science. Retrieved from <https://time.com/2933971/how-to-motivate-yourself-3-steps-backed-by-science/>

How To Motivate People – 4 Steps Backed By Science. Retrieved from <https://www.bakadesuyo.com/2014/04/how-to-motivate-people/>

<https://www.bakadesuyo.com/2013/03/4-steps-meaningful-life/>

<https://www.bakadesuyo.com/2014/02/love-what-you-do/>

<https://www.bakadesuyo.com/2013/07/great-team/>

<https://www.bakadesuyo.com/2014/03/lincoln-leadership/>

<https://101productivity.com/motivation-block-how-to-remove-it/>

<https://www.forbes.com/sites/jackzenger/2015/07/16/taking-responsibility-is-the-highest-mark-of-great-leaders/>

https://books.google.bg/books?id=qu9w8Jy227EC&printsec=frontcover&dq=the+end+of+economic+man&hl=en&ei=ytRVTdffaDla-sQPv_d2cDA&sa=X&oi=book_result&ct=result&redir_esc=y#v=onepage&q&f=false

https://ssir.org/articles/entry/the_responsibility_paradox

<https://www.entrepreneur.com/article/281416>

<https://smallbusiness.chron.com/entrepreneurship-business-planning-2532.html>

<https://managementhelp.org/planning/>

<https://www.iedunote.com/create-effective-plan>

https://www.mindtools.com/pages/article/newLDR_98.htm

<https://techmeetups.com/top-ten-ways-to-manage-an-online-team/>

<https://www.forbes.com/sites/iese/2013/06/20/managing-virtual-teams-ten-tips/>

<http://dldxedu.com/learning-life-experiences/>

<https://www.smashingmagazine.com/2018/01/importance-self-reflection-part-2/>

<https://medium.com/thrive-global/why-you-should-harness-the-power-of-reflection-4a8f6d7710d4>

<https://www.theexcellenceaddiction.com/why-failure-is-good/>

<https://careers.uiowa.edu/students/basics-networking>

<http://www.esiiproject.eu/moduli/modulo-5/unit-3/>

<https://www.spica.com/blog/how-to-manage-a-small-team>