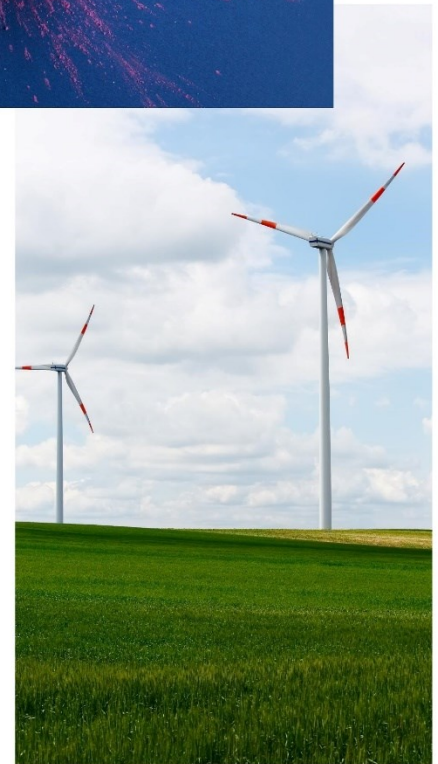
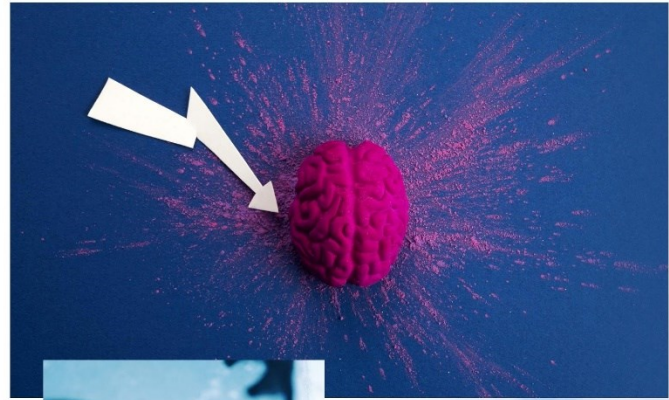


RISKREAL

TOOLKIT



Training low qualified workers to reduce RISks and increase resilience in demanding industry using virtual REALity

Toolkit for the capacity building of psychosocial skills of low qualified workers of the manufacturing industry

Project reference: 2020-1-ES01-KA204-081847



The RISKREAL Toolkit:

Training low qualified workers to reduce RISKS and increase resilience in demanding industry using virtual REALity

1st Edition: July 2022. Spain.

Consortium RISKREAL - Training low qualified workers to reduce RISKS and increase resilience in demanding industry using virtual REALity.

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- LinkedIn: <https://www.linkedin.com/company/riskreal/>



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INTRODUCTION

Welcome to the **Riskreal Toolkit**. You are probably asking yourself a lot of questions right now. Let's go step by step. A toolkit is a collection of easy-to-use, easy-to-read documents and resources, organized so you can find what you need at a glance.

In this Toolkit you will find the necessary tools to improve a series of social skills. But how will it benefit you and why should you read it? Why are social skills important?

These skills, called soft skills, are increasingly important in companies as they bring a large number of benefits to those who work to improve them:

1. You will work in a better work environment.

The development of Social skills will improve communication within the team and the work environment. Communication of needs shall be assertively put forward, which would allow the sharing of ideas and emotions in a clear, friendly and honest way. this shall therefore help support the capacity of negotiation at The workplace.

2. You will improve your productivity.

Your determination and perseverance to achieve long-term goals shall be rewarded. Productivity at the workplace is increased as a result of improved organization, positive thinking and proactivity.

3. It will increase your self-confidence.

You will be more proactive in taking the the initiative at work, including the proposal of new challenges coupled with the required skills to face them. Increased self-confidence shall help embrace new challenges with a positive attitude.

4. You will learn to have better time management.

As a result of improved communication and organization coming from the skills achieved, time management would also improve.

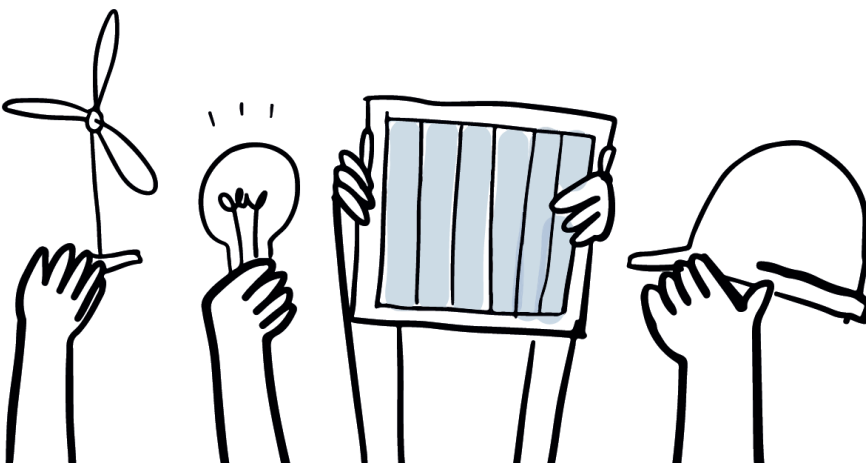
5. You will be able to adapt better to changes and different tasks.

Adaptability at the workplace to perform multiple functions shall allow increased flexibility which supports further learning, thereby increasing motivation, resulting in a lower likelihood of remaining within a comfort zone.

6. You will reduce stress at work.

Honing of the above mentioned skills shall contribute towards increased confidence in facing the workplace, including any newly adopted strategies and challenges, in a more constructive way, managing the stress levels better, supporting increased self regulation and self control.

Awareness of the personal development which this Toolkit can provide, we encourage you to make use of it and its application to support in your ways of life.





WHICH PUBLIC IS THE TOOLKIT AIMED AT?

The toolbox is aimed at all those jobs in which there are psychosocial occupational risks related to emergency management and those ports related to the selection of personnel for companies, to help define the theoretical and practical contents to consider. according to the non-technical curriculum for the strengthening of socio-emotional capacities, in particular for low-skilled positions.



Psychology Professionals



Human resources professionals



Professional experts in occupational risks



Trainers




Workers in some industrial sectors such as wind power, metal fabrication, or mold making

DO YOU KNOW THE RISKREAL APPLICATION FOR THE DETECTION OF SOFT SKILLS?

Before starting, do we evaluate the soft skills of the worker?

Here you can find the resources we have developed in the RISKREAL project to enable the assessment of soft skills in workers, or future workers, with a special focus on low-skilled occupations.

With our Questionnaire, based on validated screening tools, and Test Scenario, we can assess your soft skills, giving you a clear picture of what your strengths are and where you need to improve. What are you waiting for? Try them now!



IOI – Gamified App
(Available now)

A gamified app to evaluate the attitudes & skills detected as relevant, as well as to elaborate on different profiles, in order to adapt the training to specific individual needs.



WELCOME TO THE RISKREAL APP FOR THE DETECTION OF SOFT SKILLS!

Click on each icon to discover the application to allow for the assessment of soft skills in workers or prospective workers, with appropriate attention for the required knowledge.

Our team of experts has selected 10 among the most important soft skills that we deem essential for the workers of this collection.

With our Questionnaire, based on validated screening tools, and Test Scenario, we can assess your soft skills, giving you a clear picture of what your strengths are and where you need to improve. What are you waiting for? Try them now!

- TAKE OUR QUESTIONNAIRE
- GO TO OUR TEST SCENARIO
- GO TO THE AREA FOR COMPANIES

Take our questionnaire

You will be able to assess your levels of soft skills.

Go to our test scenario

You will be able to assess your levels of time management and pressure management.

Go to the area for companies



Our team of experts has selected 10 of the most important soft skills that we consider essential for workers in high-risk sectors.



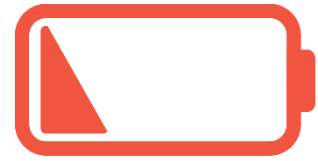
If your rating is "super"

CONGRATULATIONS!



If your rating is "good"

YOU CAN STILL BETTER



If your rating is "low"

**SURELY THANKS TO THIS
TOOLKIT YOU WILL BE
ABLE TO ACQUIRE YOUR
SOFT SKILLS!**

You can improve your skills with this toolkit:





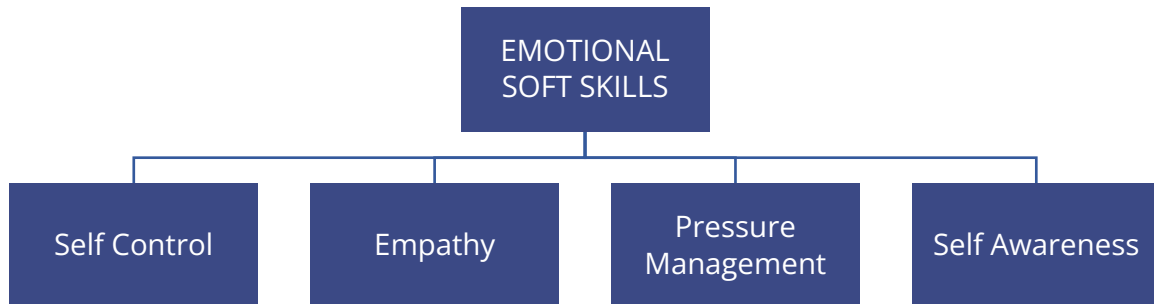
DIMENSION 1

Emotional soft skills



DIMENSION 1:

Emotional soft skills



1. Self Control

What's emotional self-control?

Emotional Self-Control is the ability to keep your disruptive emotions and impulses in check, to maintain your effectiveness under stressful or even hostile conditions. This doesn't mean suppressing your emotions. We want to control our disturbing emotions, not the positive ones. With Emotional Self-Control, you manage your disruptive impulses and destabilizing emotions, staying clear-headed and calm.





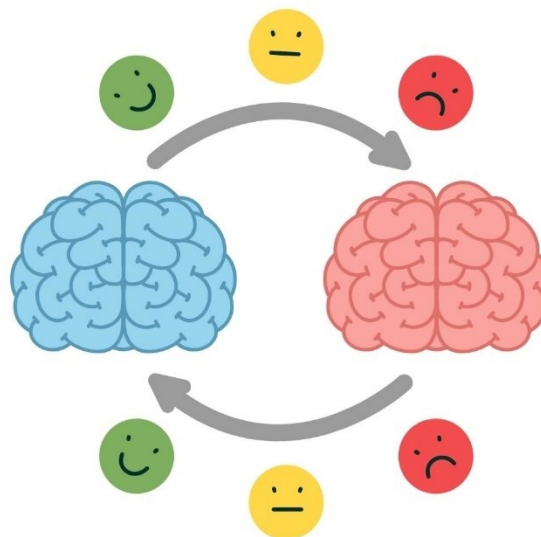
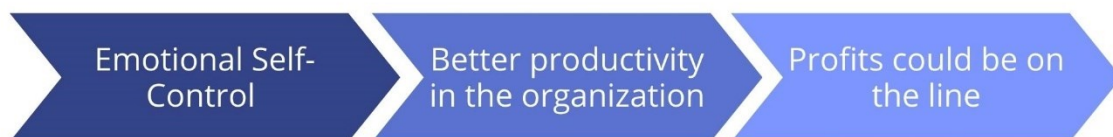
Why Does Emotional Self-Control Matter?

Cognitive science tells us that the more upset you are, the less well you can focus on what's important, take it in deeply, or respond nimbly.

Being hijacked by your emotions sabotages your ability to make good decisions or to react skilfully.

Other research indicates that emotions spread from the leader of a group outward to the members of the group.

Australian researchers found that leaders who manage emotions well had better business outcomes.





What is discipline?

Discipline is the ability to direct your energies into something, even if you don't feel particularly motivated. This is very important because it is unlikely that you will feel motivated to do everything worth doing in life. For example, a student who can study four hours despite feeling bored.



Some ways to improve emotional self-control: good habits

Remove temptation

We are not wired to consistently resist temptation, a study of the APA (American Psychological Association) found that the way most people resist temptation is to remove it.

Measure your progress

Monitoring your progress keeps you focused on your goals; monitoring helps us become experts on our own behaviour.

Learn how to manage stress

Stopping and taking a few deep breaths helps your heart rate slow down, that helps you relax in the moment. Make sure to exercise regularly, eat well and make sure you're getting enough sleep. It all improves focus, cognitive function and your health.

Prioritize things

Make a list for every day, week, month. It makes you feel more in control, because feeling overwhelmed and like things are out of your control only leads to disorganization, stress and wasted time.

Forgive yourself

Failing is a part of life; so forgive yourself and move on. Beating yourself up and worrying achieves nothing, it's wasted energy.



2. Empathy

What's empathy?

Empathy is the ability to emotionally understand what other people feel, see things from their point of view, and imagine yourself in their place. Essentially, **it is putting yourself in someone else's position and feeling what they must be feeling.**

When you see another person suffering, you might be able to instantly envision yourself in the other person's place and feel sympathy for what they are going through. While people are generally pretty well-attuned to their own feelings and emotions, getting into someone else's head can be a bit more difficult. The ability to feel empathy allows people to "walk a mile in another's shoes," so to speak. **It permits people to understand the emotions that others are feeling.**



Research suggests that there are important neurobiological components to the experience of empathy: different regions of the brain play an important role in empathy, including the anterior cingulate cortex and the anterior insula.

The activation of mirror neurons in the brain plays a part in the ability to mirror and mimic the emotional responses that people would feel if they were in similar situations.

Signs of empathy

There are some signs that show that you tend to be an empathetic person:

- You are good at really listening to what others have to say.
- People often tell you about their problems.
- You are good at picking up on how other people are feeling.
- You often think about how other people feel.
- Other people come to you for advice.
- You often feel overwhelmed by tragic events.
- You try to help others who are suffering.
- You are good at telling when people aren't being honest.
- You sometimes feel drained or overwhelmed in social situations.



- You care deeply about other people.
- You find it difficult to set boundaries in your relationships with other people.

Different types of empathy

There are different types of empathy that a person may experience:



Affective empathy involves the ability to understand another person's emotions and respond appropriately.

Such emotional understanding may lead to someone feeling concerned for another person's well-being, or it may lead to feelings of personal distress.



Somatic empathy involves having a sort of physical reaction in response to what someone else is experiencing.

People sometimes physically experience what another person is feeling. When you see someone else feeling embarrassed, for example, you might start to blush or have an upset stomach.



Cognitive empathy involves being able to understand another person's mental state and what they might be thinking in response to the situation.

This is related to what psychologists refer to as theory of mind or thinking about what other people are thinking.

Tips for practicing empathy

Fortunately, empathy is a skill that you can learn and strengthen. If you would like to build your empathy skills, there are a few things that you can do:

1. Work on listening to people without interrupting.
2. Pay attention to body language and other types of nonverbal communication.
3. Don't judge the others.
4. Try to understand people, and their emotions, even when you don't agree with them.
5. Ask people questions to learn more about them and their lives.
6. Imagine yourself in another person's shoes.





3. Pressure Management

What's pressure management?

Pressure management is the ability to manage with interior and external stimulus.

Pressure is a part of every day, whether it's a small, ordinary inconvenience or an overwhelming personal or professional burden that stretches over weeks, months and perhaps years. But only a small part of life is dictated by what happens to you, the vast majority of life is dictated by how you handle what happens to you. This principle also applies to pressure; it's inevitable, so its impact is dictated by how you react to it.

Philosopher Thomas Carlyle said: "No pressure, no diamonds", suggesting that, in manageable doses, it can energize and motivate you to perform and achieve.

Too much of it, however, can tip the balance the other way. The trick to making pressure work for you, and not against you, is to find the "sweet spot" between having too little and too much of it.



<https://www.forbes.com/sites/francesbridges/2019/03/30/the-five-best-ways-to-handle-pressure-at-work/?sh=5d2878f48c1e>



Where does pressure come from?

There are 2 kinds of pressure:



Internal pressures

Internal pressures stem from pushing yourself too hard, or from worrying about your ability to meet others' expectations of you and those other that you have of yourself.



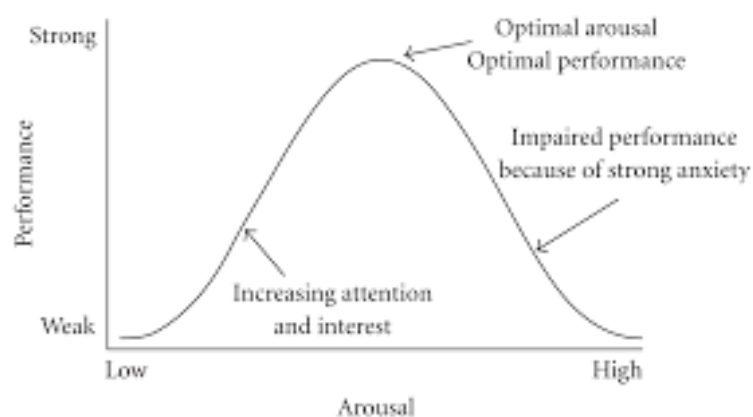
External pressures

External pressures come from circumstances or the other people around you – a micromanager, for example, making you work in a certain way, or giving you a hefty workload that exceeds your capacity to deal with it.

Pressure measurement

The idea that increasing pressure stimulates people to perform better and better, until an optimum point is reached, dates back to 1908.

Psychologists **Robert Yerkes and John Dodson** found that, when pressure exceeds this optimum point, it has the opposite effect and people's performance starts to suffer; this conclusion still holds today.

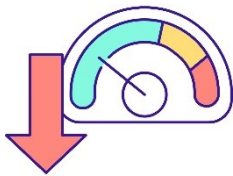




How to handle pressure on the job

Responding proactively to pressure can help you to manage its negative impact on you. Being able to deal with pressure in the workplace is a highly sought-after skill. If pressure at work is part of your everyday life, you will be pleased to learn that there are things you can do to both lower the pressure and prove to others that you can handle pressure effectively. Here there are some strategies to help:

KEEP CALM



Remain calm, always. Maintain a calm demeanour no matter what happens. This takes some practice, but the more you practice, the better you will get. Staying calm demonstrates that you have the ability to take things in stride and complete your tasks even in the face of difficult circumstances.



Managing pressure with the inverted-U. Consider how your ability, personality and self-confidence, and the complexity of your work, might influence how much pressure you feel. Addressing your “weak spots” and balancing these influences can help you to optimize your performances. The inverted - U model is a useful tool for doing this.



Be organized. Taking control of your workload enables you to directly manage it when pressure starts to build.



Stay focused on what needs to be accomplished. Even though the day may be stressful, keep your mind firmly focused on completing your regular responsibilities.

Sidestep the drama and stay positive. Refuse to engage in arguments or other disagreements with your colleagues. Keep busy to enable your thoughts to remain positive and focused. We all get sucked into drama periodically. But, if you are getting really wound up, stop and think what you feel the final resolution should be. Stop, breathe, take a step back, and the proceed with a clear mind.



Get help if you need it. Part of your job as an employee is to protect your employer. Notice if there is something out of line and get the help that you need immediately. Assessing the situation and taking care of issues right away demonstrates that you can think clearly under pressure.



Steer clear of too much caffeine. Coffee is a good stimulant, and while it can be a good thing for you in small amounts, too much of it can actually cause you undue stress. Limit your coffee intake and space them out throughout your work time. Chocolate is also a stimulant, so go easy on the chocolate snacks.



Take your breaks. Taking short breaks helps you release pent-up stress, rejuvenates you, and actually enables you to be more productive. Take a walk to the restroom or just get up and move about your office space.

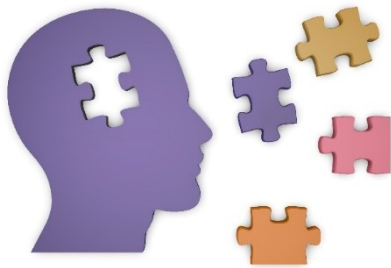


Join in with big projects. From time to time, your company may need help with a large or complex project. Take on the responsibility willingly. Showing your ability to be flexible demonstrates your willingness to step out of your comfort zone, openness to learning something new, as well as your ability to handle added pressure.

<https://www.mindtools.com/pages/article/coping-under-pressure.htm>

4. Self Awareness

What's emotional self-awareness?



Emotional Self-Awareness is **the ability to understand your own emotions and their effects on your performance**. You know what you are feeling and why—and how it helps or hurts what you are trying to do. You sense how others see you and so align your self-image with a larger reality (Goleman Daniel, Kornferry, 2022).

Emotional Self-Awareness isn't something that you achieve once and then you're done with it. Rather, every moment is an opportunity to either be self-aware or not. It is a continual endeavour, a conscious choice to be self-aware. The good news is that the more you practice it, the easier it becomes. [See more](#)

What makes emotional self-awareness so important?

You can only change things that are happening in your mind if you're aware of them. Emotional self-awareness provides insights into your world so you can benefit from the changes you make. For example, you can benefit from learning who you are and how your buttons are pushed by different things. Furthermore, emotional self-awareness allows you to recognize situations when emotions like fear, frustration, and anger start to control you. These emotions are obviously negative for your happiness.



Example of emotional self-awareness

Losing out on a job promotion:

You and your colleague friend have been competing to receive a job promotion. Your friend ended up getting the promotion. You worked hard, but management made the decision that your friend should get the promotion. At first, you're disappointed you didn't get the job. However, you then realize that your friend is happy about the promotion. So you decide that you're also happy for him. You realize that it's only good that your friend got the job instead of someone else. You could have decided to be bitter and angry, but instead, you decided to find a positive angle. That requires a lot of emotional self-awareness, but will ultimately have a positive influence on your happiness.



Benefits of Emotional Self-Awareness

Better react to factors outside your control

This involves various situations like difficult co-workers, traffic jams, bad customer service, etc. In your life, you're eventually going to be in a bad situation because of uncontrollable factors. For example, you might find yourself yelling at a rude or annoying co-worker for whatever reason. Your feelings and emotions might, in fact, be "natural" in these situations. However, they can also have negative results, like the co-worker getting upset or you getting in trouble for throwing a fit. Sure, getting angry at this co-worker might satisfy your short-term needs (you're angry!). But by getting in touch with your emotions and remaining calm, you can reach a far better result in the long term.

Facing and dealing with disappointments

More often than not, disappointments are a result of high expectations.

Here some questions that all results in more emotional self-awareness and the benefit is to allow you to deal with high expectations in the future:

- Could you have lowered your expectations before being disappointed?
- Were you a bit naive in hindsight?
- Can you learn something from your disappointment?

Predicting the response of others

A large part of emotional self-awareness is being aware of our own emotions. That includes recognizing, acknowledging, identifying, accepting, and reflecting on the feeling that we experience. As we know now, this is a complex and difficult process, but critical for getting in touch with our emotions. However, this process also improves our ability to forecast feelings. And it just so happens that that skill can be used on our own emotions but also on that of others! As we become better at forecasting our own feelings, we also get better at figuring out how other people will feel as well.

Higher emotional intelligence

The key is to do an accurate self-assessment to get the biggest emotional intelligence. It's important for people to think about their strengths and weaknesses in terms of their emotional intelligence. What am I good at? In what situations do my emotions get out of hand more easily? Another great benefit of a higher emotional intelligence is that it helps to create an environment in which you can receive honest feedback better.



ADDITIONAL MATERIALS

VIDEOS

1. Self Control



**TOMMY BOY STRUGGLE WITH
SELF-CONTROL**

(ENGLISH WITH SUBTITLES)



**12 PSYCHOLOGY TRICKS TO BUILD
SELF-DISCIPLINE**

(ENGLISH WITH SUBTITLES)

2. Empathy

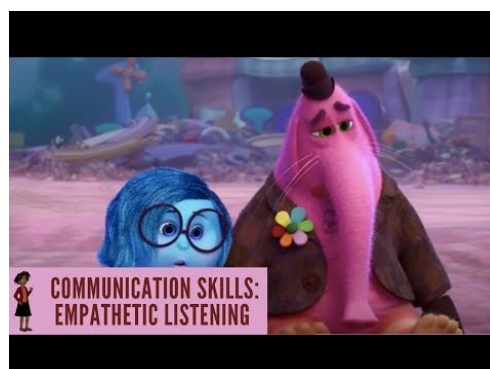


BRENÉ BROWN, EMPATHY

(ENGLISH/ITALIAN WITH SUBTITLES)



EMPATHY - A SHORT FILM

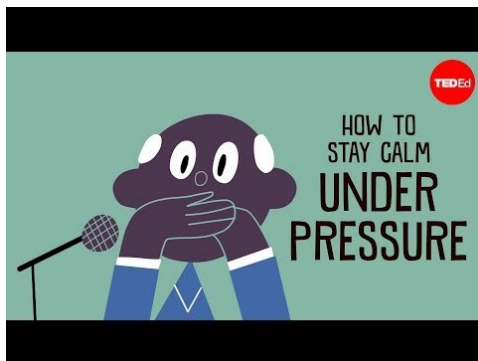


**COMMUNICATION SKILLS:
EMPATHETIC LISTENING -
INSIDE OUT 2015**

(ENGLISH WITH SUBTITLES)



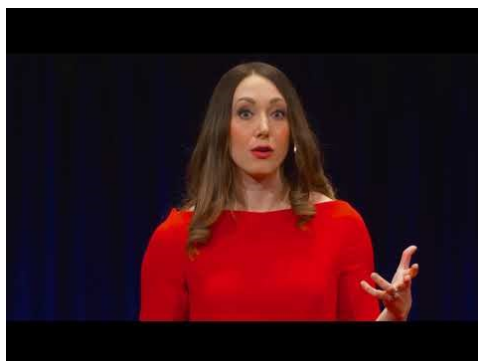
3. Self Control



HOW TO STAY CALM UNDER PRESSURE

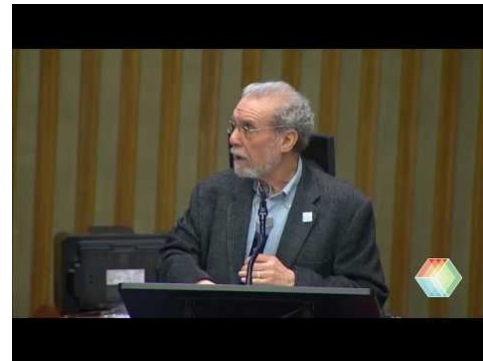
(ENGLISH WITH SUBTITLES)

4. Self Awareness



INCREASE YOUR SELF-AWARENESS WITH ONE SIMPLE FIX

(ENGLISH WITH SUBTITLES)



DANIEL GOLEMAN AND THE IMPORTANCE OF DEVELOPING SELF- AWARENESS

(ENGLISH WITH SUBTITLES)



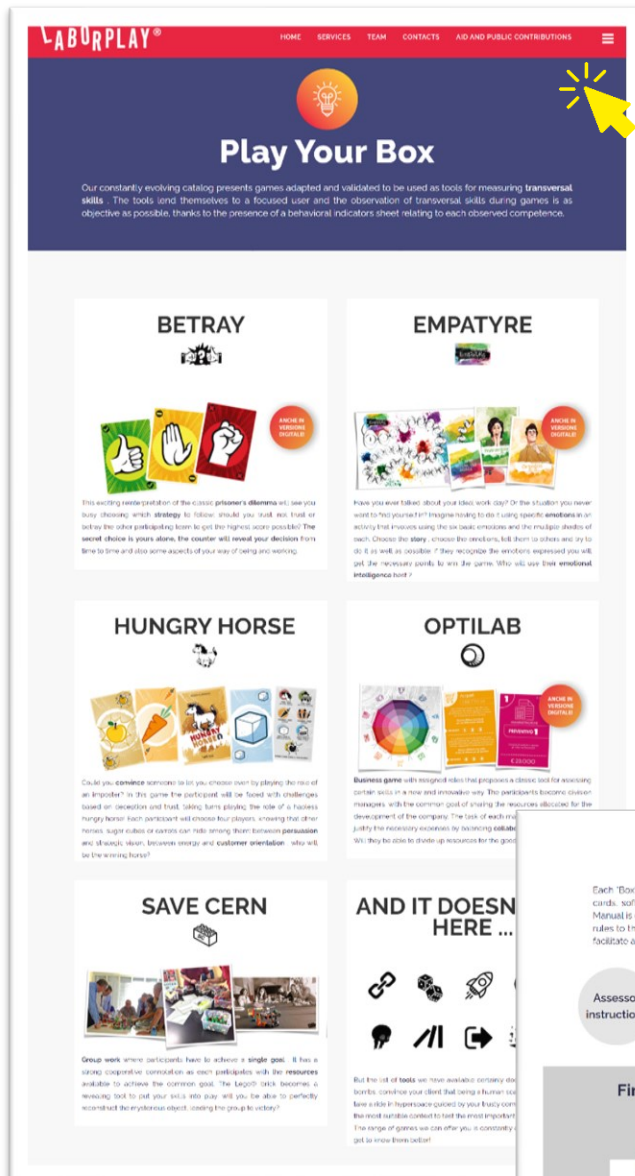
10 SIGNS YOU LACK SELF- AWARENESS

(ENGLISH WITH SUBTITLES)



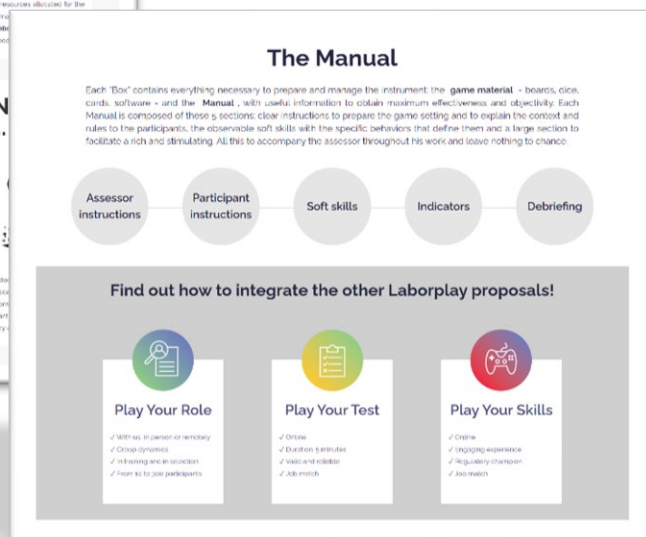
PRACTICAL MATERIALS

Gamification based tools



Play your box

It is a constantly evolving catalog that presents adapted and validated games to be used as tools for measuring transversal skills. The tools lend themselves to a focused user and the observation of transversal skills during the games is as objective as possible, thanks to the presence of a sheet of behavioral indicators related to each competence observed.





The image shows a composite graphic. At the top is a screenshot of the Gamestorming website. The website has a navigation bar with 'Home', 'Courses', 'About', 'Games', and 'Contact'. The main heading is 'Game storming' in large, bold letters. Below the heading, it says 'Home' and 'Gamestorming is a set of co-creation tools used'. To the right of the website screenshot is a yellow cursor icon pointing to a dropdown menu. The dropdown menu lists various categories of games, each with a small square icon to its left:

- Core Games
- Facilitator resources
- Games for any meeting
- Games for closing
- Games for decision-making
- Games for design
- Games for fresh thinking and ideas
- Games for innovating
- Games for opening
- Games for planning
- Games for presenting
- Games for problem-solving
- Games for team-building and alignment
- Games for update or review meetings
- Games for vision and strategy meetings

Below the website screenshot is a video frame showing two people's hands interacting with a whiteboard. The whiteboard has the word 'amazon' written on it, and several colorful sticky notes (pink, yellow, green, blue) are attached to it. One person is pointing at a sticky note while the other looks on.



Game storming

Set of tools and strategies to examine things in depth, to explore new ideas, to perform experiments and test hypotheses, to generate new and surprising ideas and results.



Other practical content

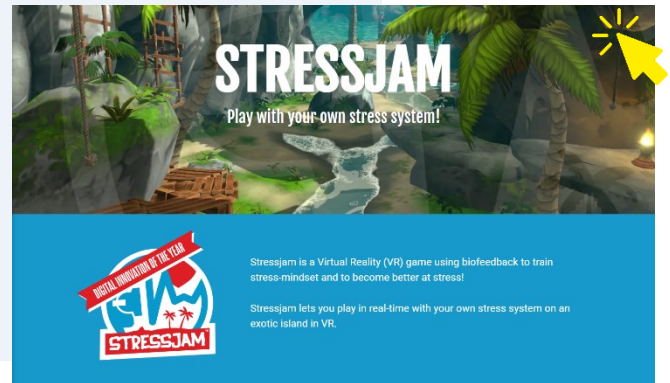
1. Self-Control

Virtual Reality tools

- Stressjam VR



Virtual reality adventure and decision-making game that uses biofeedback (heart rate and breathing) to train and improve stress levels. The player will have to relax or stress in order to progress through the story.



Role playing exercises

- Exercises focused on body awareness and breath



Emotional Self-Control doesn't just matter for keeping a person calm and less stressed, it impacts the emotions of everyone they interact with, and the productivity of the organization.



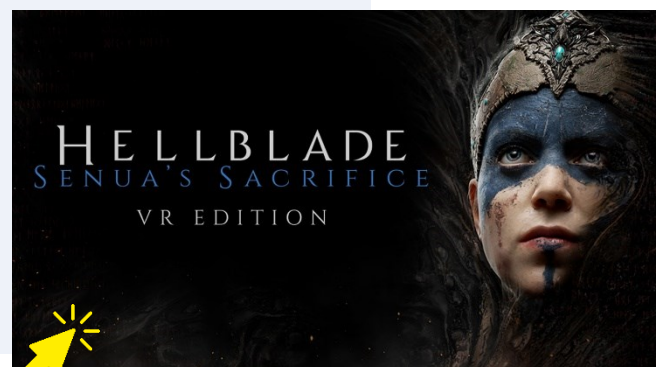
2. Empathy

Virtual Reality tools

- Hellblade: Senua's Sacrifice VR



Put themselves in the shoes of the main character to understand her goals and motivations. Senua, a Nordic warrior suffering from psychosis, goes on a journey of self-improvement and self-discovery while trying to rescue her husband's soul from hell.





Role playing exercises

- Exercises focused on body awareness and feelings.
- Exercises on understanding the facial expression of the others.
- Exercises on “connection” with the others.

- **Exercise 1**

1. In the group, each worker finds a partner and tell an episode that is considered important / significant, taking about ten minutes of time, while the other is free to ask all the in-depth questions to know and listen to their own story.
2. Subsequently, swap roles.
3. Return to the larger group and tell the story of the person we listened to, presenting it to the rest of the participants.
4. Finally, it could be interesting to discuss the sensations experienced during one's own story (productive moment), during the story of the other (listening moment) and during the re-proposition of the narration to the rest of the group by those who listened to us (listening to the own production).

- **Exercise 2 - Eye contact**

1. Workers move freely in the room without being able to make eye contact for a few minutes; they then write down their feelings on a sheet of paper.
2. Participants can now make eye contact, but as it happens, they must then look away and move back into space; always follows an annotation on the sheet of paper at the end of the phase.
3. The workers can make eye contact and, once they have crossed their gaze with a partner, they must stop for about 30/60 seconds in the other's gaze.
4. There is an annotation of one's feelings on the sheet of paper. Reading and sharing of experiences by all participants, guided by a teacher.

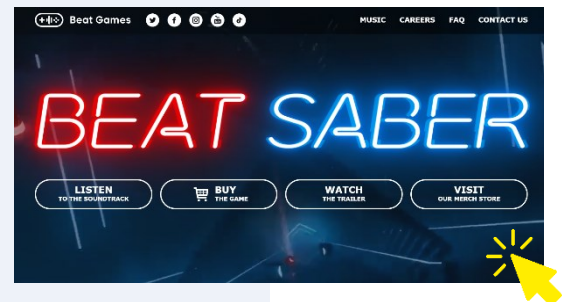


3. Pressure Management

Virtual Reality tools

- Beat Saber

Virtual reality musical game in which the player must make cuts with lightsabers to the rhythm of the music. The difficulty of the game increases and the player must adapt to time in order not to lose. Users can play as many times as they want and choose the difficulty to train pressure management.



Role playing exercises

- Example

Part I - Purpose: People identify situations that cause stress (20 minutes)

1. Ask workers to list situations that they find stressful.

Workers identify symptoms of stress. Ask them to describe how they feel when that situation occurs. Encourage them to consider their emotional and physical reactions. (They might respond: tension, rapid breathing, losing sleep, sleeping too much, depression, getting sick, anger, eating too much or not enough.)

Explain that these responses can be symptoms of stress and that learning to recognize these symptoms can help us reduce stress.

2. Persons work in groups and prepare to role-play stressful situations.

Divide into groups of three or four workers. Have each group choose a stressful situation to role-play. Allow them five minutes to prepare their role plays.

Instruct them to include the following in the role plays:

- identify and describe the stressful situation by acting it out
 - show the symptoms of stress
 - show how and why one character's perceptions of the situation make it stressful.
3. People perform their role plays for the whole team ok workers.



Part II - Purpose: People analyze the role plays and suggest techniques for managing or reducing stress (20 minutes)

1. Brainstorm some stress-management techniques.

Explain to workers that they are now going to suggest ways to manage or reduce the stress that they saw in the role plays. Ask them to suggest some common techniques for managing or reducing stress.

(They may respond: being prepared, staying healthy, talking it out, going for a walk, breaking down big tasks into manageable pieces, breathing deeply, visualizing relaxing places, exercising, thinking of the “big picture.”).

2. Groups analyze the role plays.

Explain to people that they are now going to suggest appropriate ways to handle the stressful situations they portrayed in their role plays.

Assign each group one of the role plays that another group performed.

Allow them to discuss the following questions:

- Why was the situation perceived as stressful?
- What stress-management techniques could be useful?

When they are finished, have groups share their analyses with the whole team.

Conclusion

Elicit the following key points that were taught in this exercise:

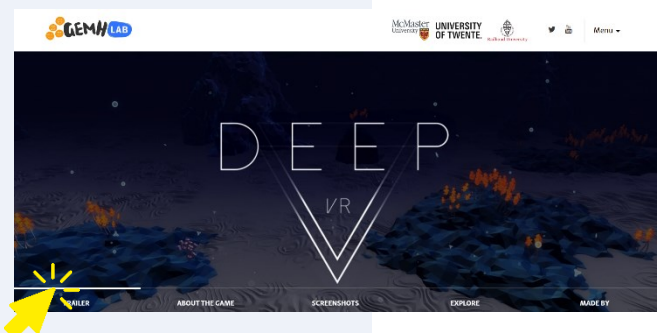
- Most situations are not stressful themselves; rather, it is how we perceive them that determines the stress we feel.
- Recognizing the symptoms of stress can help us reduce stress.

4. Self Awareness

Virtual Reality tools

- Deep VR

Relaxation virtual game where players are encouraged to slow down their breathing to move around the environment and relax. Through abdominal breathing, the player is intended to reduce their stress levels and enjoy a visually beautiful experience.

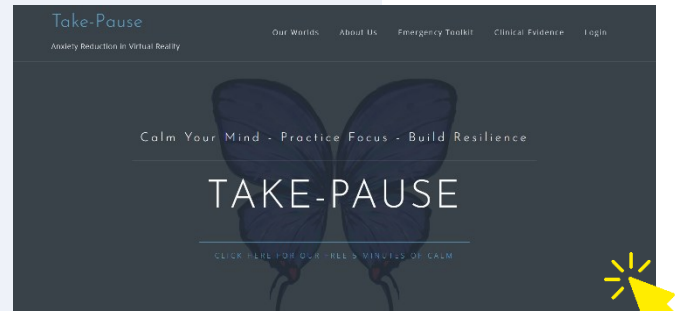




- Take pause

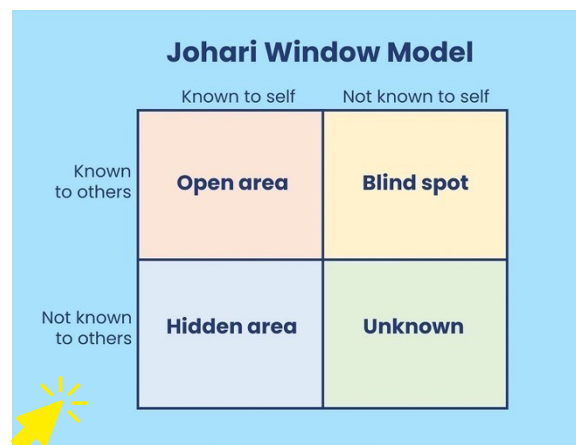


Relaxation virtual game to reduce anxiety levels. The player will have to breath as is marked in the game in beautiful and relaxing environments. The game is used to teach users tools that will help them reduce their anxiety.



Role playing exercises

- Exercises focused on body awareness and here and now experience, done alone and in group.
- "Johari Window Model" on self-awareness (Joseph Luft e Harry Ingham).





GLOSSARY

Interpersonal Self-Awareness

Interpersonal Self-Awareness is the ability to understand your own emotions and their effects on your performance.

Emotional Intelligence

Emotional intelligence or EQ is an individual's "ability to recognize, understand, manage, and reason with emotions." This soft skill is becoming more sought after by employers. With today's focus on company culture and teamwork, emotional intelligence is a critical component to building high performing teams.

Self-Regulation

This is the ability to control emotions and impulses. People who self-regulate typically don't allow themselves to become too angry or jealous, and they don't make impulsive, careless decisions. They think before they act.

Empathy

Empathy is the ability to identify with and understand, needs, and viewpoints of those around you. People with empathy are good at recognizing the feelings of others, even when those feelings may not be obvious.

Personal development

Personal development consists of activities that develop a person's capabilities and potential, build human capital, facilitate employability and enhance quality of life and the realization of dreams and aspirations.

Pressure management

Pressure management is the ability to manage with interior and external stimulus. The perception of an optimal pressuring could increase performances.



Mirror neuron

Mirror neuron is a neuron that fires both when an animal acts and when the animal observes the same action performed by another. Thus, the neuron "mirrors" the behaviour of the other, as though the observer were itself acting. Such neurons have been directly observed in human.

Self-knowledge

Self-knowledge is a term used in psychology to describe the information that a individual draws upon when finding an answer to the question "What am I like?". While seeking to develop the answer to this question, self-knowledge requires ongoing self-awareness and self-consciousness.

Human capital

The skills, knowledge, and experience possessed by an individual or population, viewed in terms of their value or cost to an organization or country.

Quality of life (QOL)

Quality of life is defined by the World Health Organization as "an individual's perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns".



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- Emotional intelligence
www.danielgoleman.info
- Empathy
<https://www.verywellmind.com/what-is-empathy-2795562>
- Self-control
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- Pressure Management
<https://www.forbes.com/sites/francesbridges/2019/03/30/the-five-best-ways-to-handle-pressure-at-work/?sh=5d2878f48c1e>
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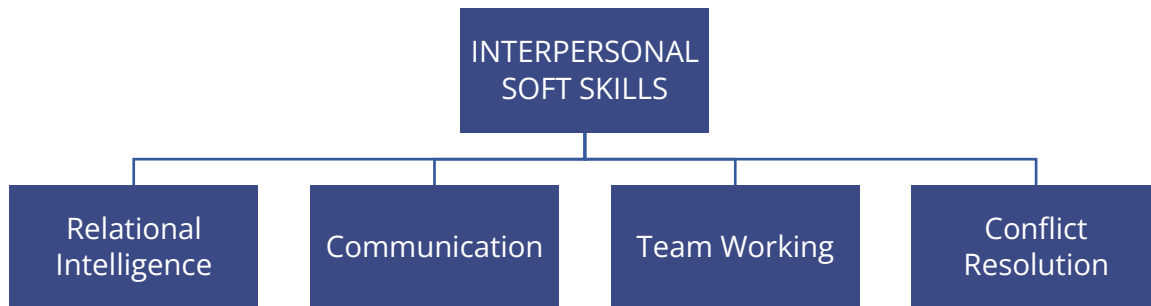
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DIMENSION 2: Interpersonal soft skills

DIMENSION 2:

Interpersonal soft skills



1. Relational Intelligence

The ability of a person to build and maintain reliable, healthy, strong and lasting relationships with others is called **relational Intelligence**, and it is present in both our daily and work lives.

Relational Intelligence ensures that a person has an easier time solving problems or adapting to new situations.

 [Know more](#)

Relational intelligence and professional success





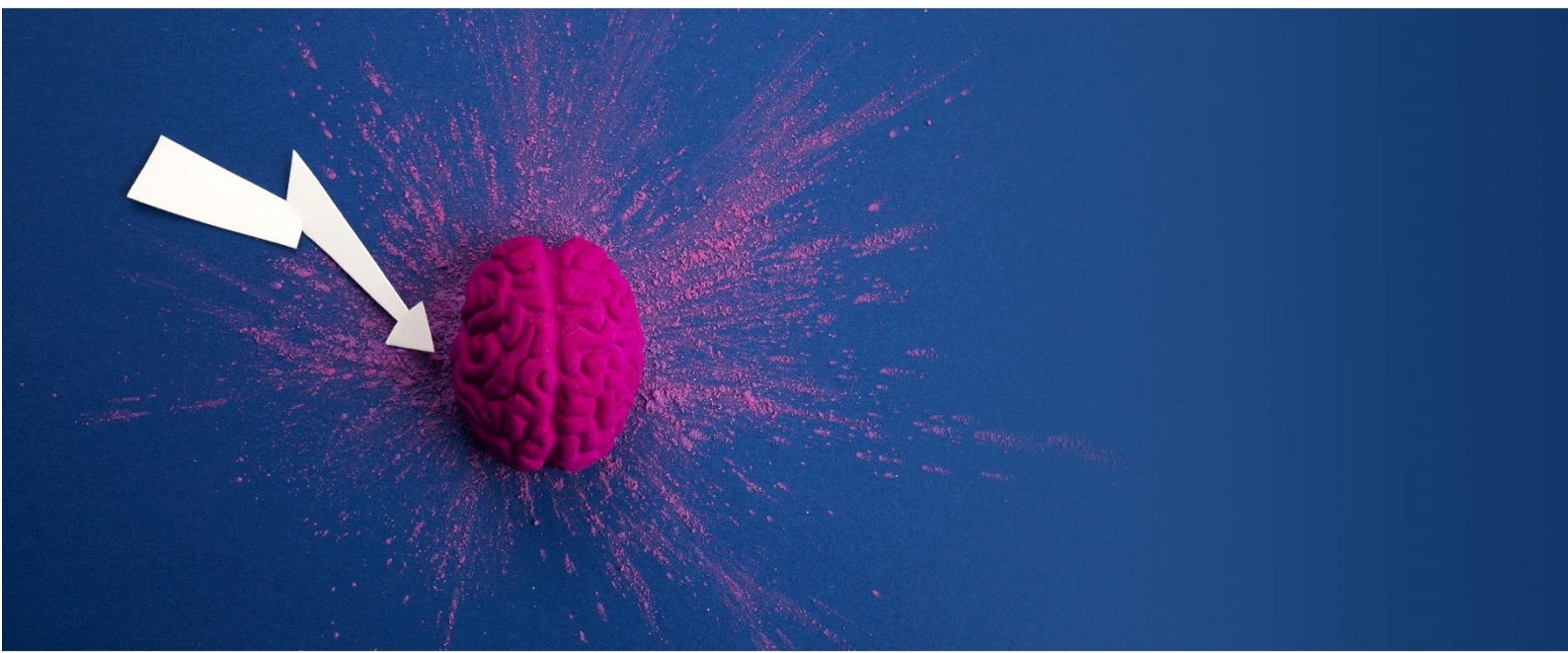
People with high Relational Intelligence ●●●

- are able to analyze the development of events, to observe the situations and people around them and adapt their **attitude**, decisions or behavior based on what they have perceived.
- are **proactive**, they know how to organize themselves and make decisions (even if the rules are not set) to meet their objectives more effectively.
- have critical capacity. They can assess situations without relying solely on their own emotions or beliefs.
- stand out for their **Intrapersonal Intelligence**. They know how to recognize their own emotions and regulate them effectively.
- stand out for their **Interpersonal Intelligence**. They appreciate and recognize the successes of others and do not take all the credit for themselves.
- have a great ability to solve problems. They do not focus only on the problem or the culprits, but on the search for solutions.

2. Communication

Effective communication is the act of being understood correctly by others. The purpose is that the receiver of the message understands the **meaning** and **intention** of what is being communicated.

Effective communication is a skill that can be developed.



Keys to Effective Communication

Unassertive and confusing Communication can generate misunderstandings and problems, so it is important to know the keys that will help us communicate effectively. For this, the message must be:

"Rule of the 7 Cs":



Clear

Our audience must understand the message well. Before speaking or writing, we must decide what we want to communicate.

Concise

Communicate in a simple, brief and easy to understand way, highlighting what is important and eliminating unnecessary phrases or words.

Concrete

Be specific, giving only the necessary details. Make it clear what they have to do, when, how and with whom.

Correct

Try to adapt our communication style to the listener, pay attention to technical terms, check spelling and pronounce names correctly!

Consistent

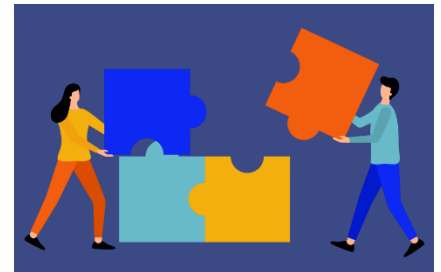
What we say needs its logic, all the points that we want to transmit need to be connected, followed naturally and been relevant to the message.

Complete

Include everything that is essential so that others are clear about all the important points.

Courteous

Being **assertive** does not mean being aggressive, it is important that we communicate politely and respectfully, always keeping the other person in mind, especially in delicate situations.



3. Teamwork

Teamwork refers to that task that is carried out by a group of members who contribute knowledge and share information and criteria to achieve the same **common goal**, although each one develops their tasks individually to achieve it.

The purpose to be achieved when working as a team is to unite efforts and skills, maximize these and reduce the execution time of tasks.

The greater the understanding and cohesion between all team members, the better results will be obtained with the execution of their work.

We must know that teamwork brings benefits to the company in many aspects. Thus, when working efficiently as a team, many variables that affect the company are very positively enhanced.

Among these, we can highlight the following:

- Improvement of the work environment.
- Improvement of employee's motivation and engagement.
- Improvement of the productivity in the company.
- Fewer conflicts of interest, as everyone pursues the same goal.
- Greater acceptance of the decisions adopted, as there is a consensus.
- Relationships between members of the company are strengthened.
- Creation of **synergies** between employees.
- Reinforcement of companies in the face of changes that occur in operations, or in the sector.
- There is a greater transfer of knowledge and know how between members.
- Multidisciplinary teams allow their members to get feedback of a very extensive and diverse knowledge.
- Awaken of the leadership and soft skills of team members.
- Encouragement of the individual responsibility of workers.



Mistakes that prevent the proper development of teamwork. These are the most common:

- **Individually thinking and not as a group:** Each member carries out their tasks, but it is necessary to have collective thinking and an interest in the common goal among all team members. If this does not happen, the original vision can be lost, and individuality fostered.
- **An erroneous leadership:** The leader must be a good example, if on the contrary it has an arrogant, dominant and unmotivating attitude, it will be a problem for the team.
- **Unclear goals:** Have clear goals, and the action plan is indisputable. If this is not resolved from the beginning, it can lead to numerous problems.





4. Conflict Resolution

What is conflict management?

Activity aimed at preventing or containing the escalation of a conflict, with the ultimate goal of reaching a situation in which it is possible to reach an agreement or even resolve the conflict itself. The management of conflicts starts from the knowledge of the cause that provokes them.

All these sources of disagreement end up creating uncomfortable and tense situations that must be redirected by people who are **experts in managing interpersonal conflicts**, who will turn this potentially destructive energy into something positive, an experience that will allow everyone to grow, improve and learn from the mistakes of others.

Any interpersonal problem-solving process should be aimed at resolving differences fairly, early, openly, without retaliation, and as close to the source of the conflict as possible.

Informal conflict management may include mediation as a problem-solving strategy.

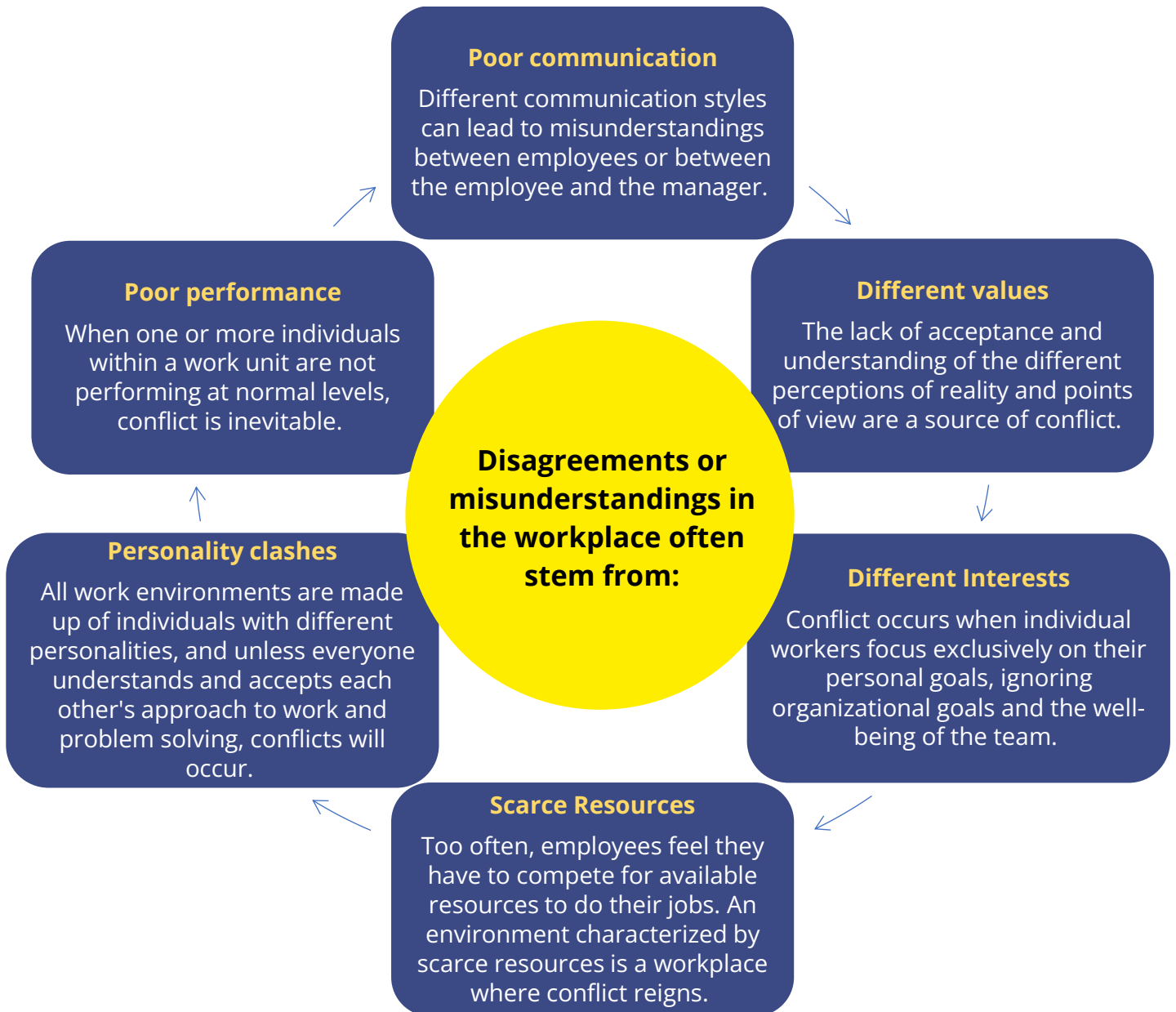


What is interpersonal conflict management in the workplace?

Conflict could be defined as strong disagreement or opposition of interests or ideas. Any time people work together, conflict can arise and, in fact, is seen as a normal and natural part of any workplace.

However, this is not a positive situation, since when it occurs, the morale of the staff drops, absenteeism increases and productivity decreases. To all this, we must add the time that management must invest in conflict management, which ends up causing lower performance in the workplace.

Managing and resolving conflicts that arise in the workplace is one of the biggest challenges managers and employees face, and there are generally two types of responses to conflict: avoid it or deal with it.



Learning to constructively resolve conflict allows you to turn a potentially destructive situation into an opportunity to boost creativity, strengthen relationships, and improve performance.



How to resolve labor conflicts?

There are different techniques that help to manage conflicts, although we highlight the following:

1. Talk to the other person if you are an active party in the conflict, or promote communication when it comes to resolving the conflict that affects other colleagues. It is important to set a meeting time and place where differences can be calmly discussed and a solution can be found without being interrupted.
2. Focus on objective data and avoid any subjectivity. You have to look for a solution and never make the differences bigger. Nor is it advisable to generalize.
3. Listen carefully to the other party. Do not interrupt anyone's speech and avoid switching off and preparing to react instead of focusing on the other person's words. It often gives good results to rephrase what the other person has said, once they have finished speaking, to make sure that the message has been understood correctly.
4. Identify points of agreement and disagreement. Summarize the areas of agreement and disagreement and ask the other party if they agree with the assessment. Introduce the necessary adjustments until the terms of the conflict are defined.
5. Prioritize areas of conflict. Not all issues have the same importance for everyone and, therefore, it is necessary to specify which areas of conflict are more important for each party.
6. Develop a plan to work through each disagreement. Start by addressing the most important conflict and focus on the future. Future meetings may be planned to continue negotiations.
7. Celebrate success. Look for opportunities to point out progress and complement the other person's ideas and accomplishments.



What is conflict management and resolution in formal terms?

When the management of interpersonal conflicts at the informal level in the workplace does not bear fruit, it is possible to turn to the formal route.

Once the individual discussions are left behind and this route is exhausted, employees can initiate a formal complaint resolution process by filing a formal document. This can be managed, either in court or through the different mechanisms out-of-court resolution of conflicts that exist.



Techniques for conflict management. Which do you prefer?

Let's situate ourselves in a plausible scenario: you are the director of a company and a conflict has arisen between two positions that threaten to divide the company and put its continuity at risk. What would you do? Check out these conflict management techniques:



Arbitration

It is typical of serious conflicts or those problems that require a quick solution. The main affected delegate to a third party, whose authority may be linked to the structure of the company or outside it, to design a solution. It tends to focus on claims and lawsuits, and the parties may not be completely satisfied.



Facilitation

It is recommended for conflicts of low or medium severity. A neutral person helps the others to dialogue and resolve their differences in a diplomatic way, trying to satisfy their different demands. Said person does not impose the solution, but it is the result of the consensus of all.



Inquiry

The parties request the intervention of one or several neutral people so that they can assess the conflict. After this stage, more recommendations are usually given to prevent increasing disagreement.



Mediation

More formal than facilitation, it is a useful resource for industrial disputes that have reached an impasse. The mediator is usually outside the matter and its function is to create the right climate for the two parties to understand each other. Sometimes it is the main affected of the conflict who request the presence of the mediator since their relationship is not even enough to lay the foundations for a dialogue.



ADDITIONAL MATERIALS

VIDEOS



RELATIONAL INTELLIGENCE (ESTHER PEREL)

(ENGLISH WITH SUBTITLES)



RELATIONAL INTELLIGENCE: THE KEY TO BUSINESS SUCCESS

(ENGLISH WITH SUBTITLES)



WORKPLACE COMMUNICATION SKILLS

(ENGLISH WITH SUBTITLES)



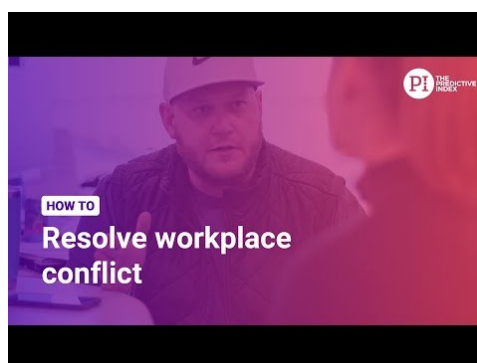
HOW TO IMPROVE COMMUNICATION SKILLS AT WORK

(ENGLISH WITH SUBTITLES)



5 REASONS WHY EFFECTIVE TEAMWORK IS IMPORTANT FOR ALL ORGANISATIONS

(ENGLISH WITH SUBTITLES)



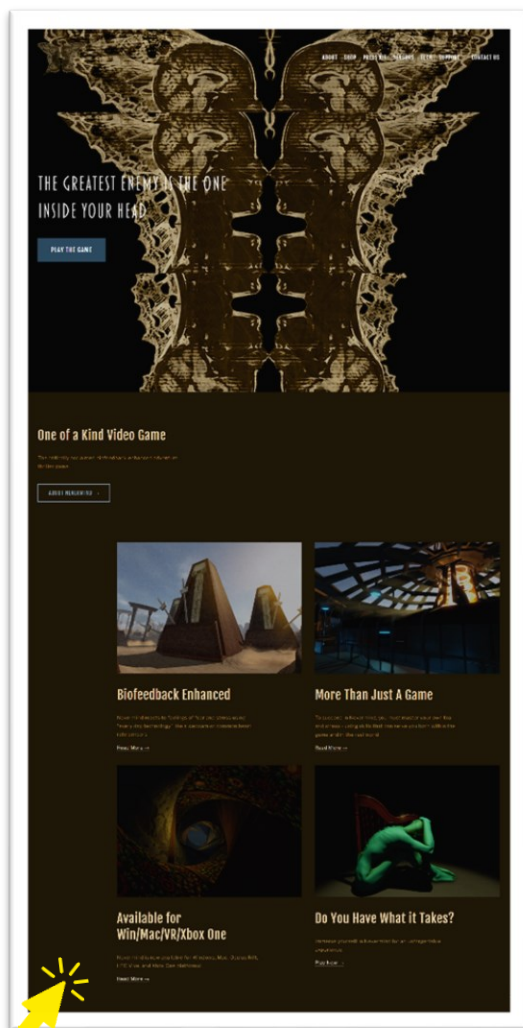
HOW TO RESOLVE WORKPLACE CONFLICT

(ENGLISH WITH SUBTITLES)



PRACTICAL MATERIALS

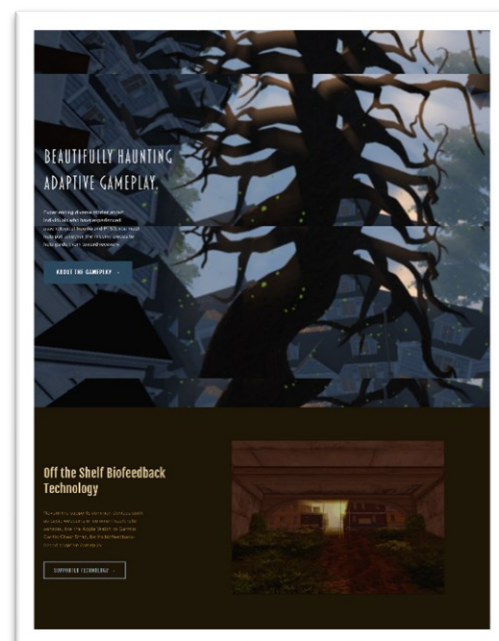
Gamification based tools



Nevermind



Nevermind is a biofeedback-enhanced adventure-thriller that strives to create an unsettling gaming experience that also teaches you how to become more aware of your internal responses to stressful situations. If you can learn to control your anxious feelings within the haunting realm of Nevermind, imagine what you can do when it comes to those inevitable stressful moments in the real world...



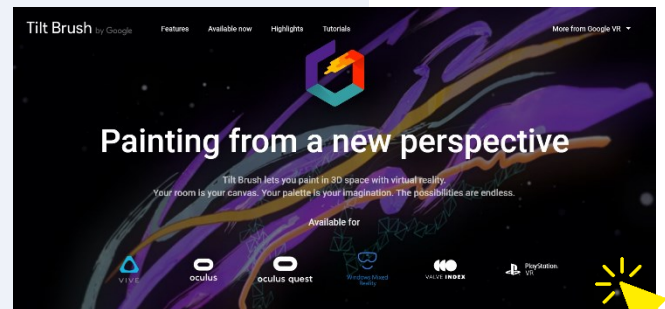
Other practical content



Virtual Reality tools

- [Google Tilt Brush](#)

Virtual reality tool to paint that allows the user to develop creativity without limits. This tool can be used to share ideas with others in a creative way and to promote interpersonal communication.

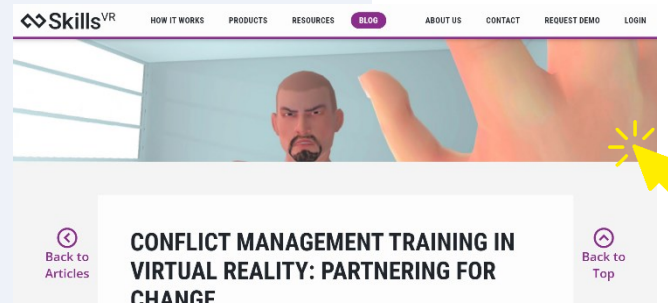


- [Rec Room](#)

Multi-platform space that can be used to develop creativity and to encourage teamwork. It contains some cooperative multiplayer games that will improve interpersonal relationships. It is recommended to play in virtual reality.

- [Conflict management](#)

Virtual reality game that helps train conflict management skills. Different scenarios can be safely practiced. This tool is focused on understanding other people's emotions, self-management of one's own and prioritizing safety in any type of situation.



Role playing exercises

- [Teambuilding:](#)
<https://www.thepowermba.com/es/blog/actividades-de-team-building>
- [Conflict Resolution Activities, Games & Ideas For Work in 2022:](#)
<https://teambuilding.com/blog/conflict-resolution>
- [Ten simple games to improve your communication skills:](#)
<https://futurumcareers.com/ten-simple-games-to-improve-your-communication-skills>



GLOSSARY

Interpersonal conflicts

Any type of conflict involving two or more people. It's different from an intrapersonal conflict, which refers to an internal conflict with yourself. Mild or severe, interpersonal conflict is a natural outcome of human interaction.

Socialize

The process by which the human being learns, during his life, the sociocultural elements of his environment and integrates them into the structure of his personality under the influence of experiences, events and social agents.

Attitude

Attitude refers to the behavior that a person must perform a task. It is what defines a person through their personality or their ability to solve problems, their reactions and how they deal with adversity in their work environment.

Proactive

Assuming an active, rather than passive, role in doing, accomplishing, etc.; taking the initiative.

Intrapersonal Intelligence

Individuals who are strong in intrapersonal intelligence are good at being aware of their own emotional states, feelings, and motivations. They tend to enjoy self-reflection and analysis, including daydreaming, exploring relationships with others, and assessing their personal strengths.

Interpersonal Intelligence

Interpersonal intelligence refers to the ability to understand social situations and the behavior of other people, whereas intrapersonal intelligence refers to the ability to understand one's own behavior, thoughts, and feeling.



Assertive

Being assertive means finding the right balance between passivity (not assertive enough) and aggression (angry or hostile behavior). It means having a strong sense of yourself and your value and acknowledging that you deserve to get what you want.

Synergies

The interaction or cooperation of two or more organizations, substances, or other agents to produce a combined effect greater than the sum of their separate effects.

Disagreement

It can be viewed as positive and functional as well as natural. Disagreement doesn't have to lead to a huge fight. Conflict, on the other hand, is a powerful collision or dispute of needs, values, interests and intentions between two individuals or communities, groups, nations and organizations.



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<https://habilidades.top/habilidades-de-organizacion/>
<https://es.chalized.com/lista-de-habilidades-organizacionales-con-ejemplos/>
- Interpersonal Intelligence (Spanish).
[Inteligencia Interpersonal • 8 Habilidades Sociales para Mejorar las Relaciones](#)

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- Inteligencia emocional y bienestar, (Emotional intelligence and well-being) varios autores.
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DIMENSION 3: Organisational soft skills



DIMENSION 3:

Organisational soft skills



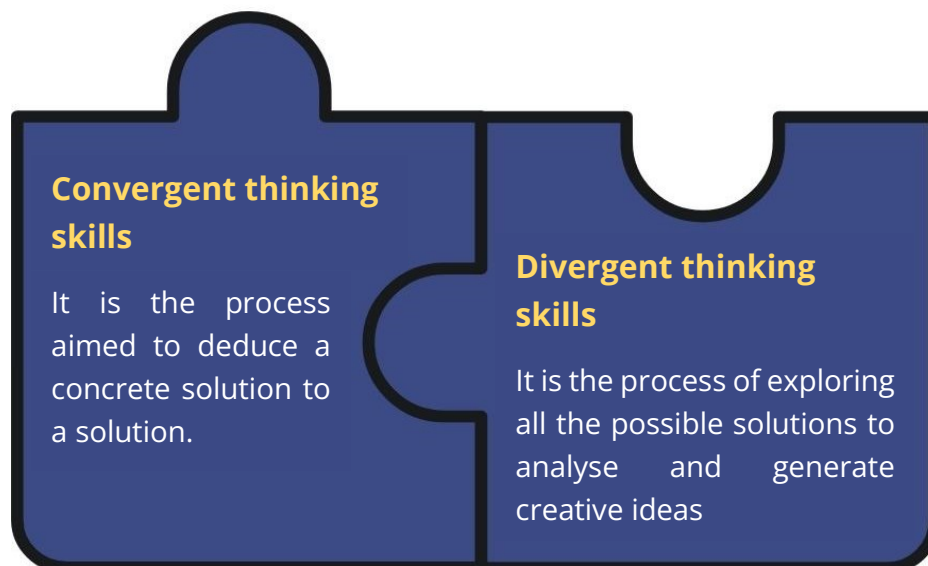
Organisational Soft Skills

Longitudinal studies from different countries suggest that cognitive skills together with psychosocial skills are both predictors for personal achievement and success across the individual's life (OECD, 2015). Rather than each acting in isolation, with psychosocial skills solely enhancing interpersonal outcomes whilst cognitive skills mediating professional performance, the two interlace and cross-fertilise (OECD, Okumura and Usui, 2010). Furthermore, Lynch and Simpson (2010) listed problem solving abilities as a pathway for the fulfilment of social needs and a social skill that facilitates a positive relationship between the individual and their environment. **As a result, we highlight and agree with the importance of including the listed organisation soft skills (problem-solving, time management, adaptability/flexibility) amongst the psychosocial skills of interest.**



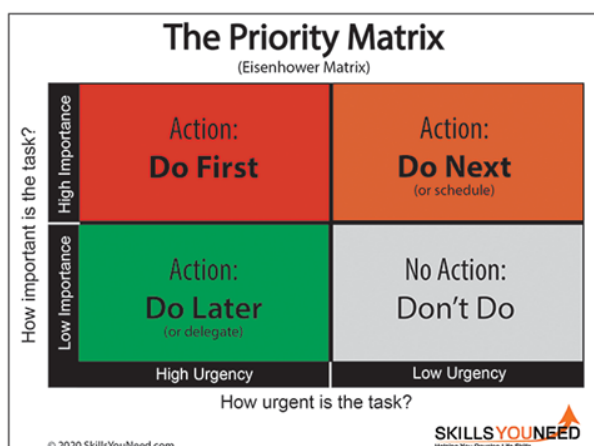
1. The importance of the development of Problem-Solving Skills

Problem-solving is defined as the **ability to quickly solve any given problem with ease**. This requires **convergent** and **divergent** thinking skills.



The former is a process aimed to deduce a concrete solution to a solution, whereas the latter is the process of exploring all the possible solutions to analyse and generate creative ideas.

People with good problem-solving skills are indeed an asset to society. These skill sets are much sought-after in this competitive world and are therefore imperative for life in general and life at the workplace. Such skills determine **personal development, employment prospects, and overall contribution to society**.



Fostering problem solving skills works hand in hand with the strengthening of the decision making component of the problem solving process. Decision making skills are paramount to solve problems because they help in weighing the **advantages** and disadvantages before reaching a conclusion or determining a way forward. The thorough analysis of a situation from multiple dimensions supports the research and the preamping of repercussions of individual choices.



2. Time Management

Time management is the ability to use your time **productively and efficiently**. It can also be considered as the art of having time to do everything you need, without compromising on your well being and that of the people around you. It is actually much harder in practice than theoretically, due to any unforeseen circumstances which can adversely impact original plans.

Time management skills are key in making one's day **productive, effective** and **efficient** in what they do. It can therefore be seen as a combination of working productively and prioritising your time.

People who manage their time efficiently are generally good at prioritising what merits the most effort and what deserves primary attention, i.e. what really needs doing, and shelving other less important things which also need attention.

Understanding the difference therefore between urgent and less important tasks is key for prioritisation.

A **priority matrix** can support with the organisation of tasks into their appropriate level of importance. Time Management is however more than just prioritisation; it is also about working more efficiently and productively.





The following salient pointers support in working more effectively and more organised in a more structured fashion:



Keep Tidy. Clutter can be a major distraction and does not support a clear mind.

Self esteem and motivation are promoted within a clear working space.

Staying on top of things and ensuring systems used for working are kept tidy would help in ensuring that everything is in its right place and the right time.



Use a To-Do List. Lists help keep track of what needs to be done, so important tasks don't get forgotten. Consider highlighting the most important items and remember to mark tasks that are done or no longer needed.



Timing of different tasks also helps ensure that specific tasks are tackled at their respective appropriate times. **Scheduling tools** help plan and tackle the tasks that we never find time for or always end up procrastinating on other, more important tasks. Apps like Doodle, Calendly, Microsoft Bookings, and Google Calendar can help you schedule your work.



Do not Procrastinate, but Do Ask Why You're Tempted. If a task is genuinely urgent and important, get on with it. If, however, you find yourself making excuses about not doing something, ask yourself why. You may be doubtful about whether you should be doing the task at all.



Don't Try to Multi-task. Generally, people are not as productive when multi-tasking, because it takes our brains time to refocus. It is often more productive to start and finish one task before moving on to the next one. If you do have to do lots of different tasks, try to group them together, and do similar tasks consecutively.



Stay calm and keep things in perspective. Feeling overwhelmed by too many tasks can be very stressful. Remember that the world will probably not end if you fail to achieve your last task of the day, or leave it until tomorrow, especially if you have prioritised sensibly.



3. Adaptability & Flexibility

Adaptability means the ability to be **flexible** and **adjust to changing factors**, conditions or environments. Being adaptable is highly valued in almost all workplaces, since every industry and business can be unpredictable.

Being able to adapt to changing environments and work processes makes you a competitive job candidate and a strong overall professional. Having **adaptability skills** means you are open and willing to learn new things, take on new challenges and make adjustments to suit transitions in the workplace. Additionally, developing your adaptability can also mean developing other soft skills like communication and interpersonal skills.

Adaptability skills are qualities that allow you to adapt to changes in your environment. Being adaptable at work can mean that you can respond quickly to changing ideas, responsibilities, expectations, trends, strategies, and other processes, revealing how motivated you are to try new things and learn new skills. Being adaptable also means possessing interpersonal, communication, creative thinking, and problem-solving skills.

Being adaptable and open to change may not always be easy, however, you might consider the following steps to help you develop and improve your adaptability skills:

1. Be aware of changes in your environment.
2. Develop a growth mindset.
3. Set goals for yourself.
4. Ask for feedback.
5. Learn to acknowledge and accept change.



ADDITIONAL MATERIALS

VIDEOS



**WHAT ARE ORGANIZATIONAL
SKILLS AT WORK**

(ENGLISH WITH SUBTITLES)



**PRIORITISING TASKS TO PINPOINT
YOUR PRIORITIES**

(ENGLISH WITH SUBTITLES)



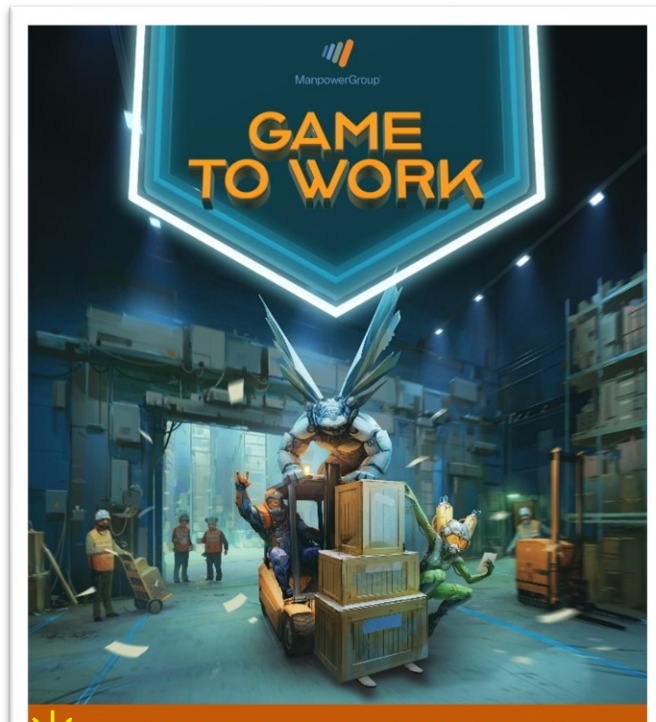
**PROBLEM SOLVING IN THE
WORKPLACE**

(ENGLISH WITH SUBTITLES)



PRACTICAL MATERIALS

Gamification based tools



Game to Work



1. Setting up Brainstorming workshops to encourage discussion across multiple stakeholders within the organisation to derive better ways of organising works and prioritisation.
2. Preparation of Visual Aids to support the efforts to organising and priority setting. Setting up criteria to evaluate multiple tasks and order of importance.
3. Inclusion of role playing to support the understanding of the organisational behaviours.

Strategy, Puzzle and Quiz

StarCraft, Civilization, Pac-Man, Words with Friends or League of Legends



Gamers develop decision-making, planning, concentration and persistence. Problem-solving is at the heart of games that require players to work out approaches to progress to the next level.¹³ These games help players hone their ability to make inferences and think systemically about solving the game, which develops their critical-thinking skills.

KEY SKILLS DEVELOPED

- Critical thinking
- Creativity
- Problem-solving
- Social perceptiveness

POTENTIAL JOB MATCHES

- Production and machine operators
- Warehouse and construction workers
- Quality control technicians

Other practical content



Virtual Reality tools

- Cooking Simulator VR

Virtual reality cooking game in which the player has to manage the resources to deliver their dishes on time to become the best chef. The game also allows a free mode to practice and improve the skills before facing the pressure of the game against the clock.



- Orbus VR

Virtual reality role-playing game in which the user must complete some missions that are updated weekly depending on the role chosen. In addition, it is an open world which allows the player to play with responsibilities, in a relax mode, talk with other players...



- Training mechanisms for continued development of multiple stakeholders.
- Group meetings for continued discussion and periodic evaluation of how processes are being developed and addressed to improve previously highlighted issues.
- Platforms for individual discussions to encourage bringing forward concerns/ challenges to meet organisational requirements.

Role playing exercises

- Problem-Solving, Adaptability/Flexibility. Top 15 Problem Solving Activities for Your Team to Master - <https://www.wrike.com/blog/top-15-problem-solving-activities-team-master/>
- Time Management. Problem-Solving, Time Management, Adaptability/Flexibility. <https://biz30.timedoctor.com/time-management-activities/#list>



GLOSSARY

Problem Solving

Problem-solving is defined as the ability to quickly solve any given problem with ease. This requires convergent and divergent thinking skills. The former is a process aimed to deduce a concrete solution to a solution, whereas the latter is the process of exploring all the possible solutions to analyse and generate creative ideas.

Time Management

Time management is the ability to use your time productively and efficiently. It can also be considered as the art of having time to do everything you need, without compromising on your well being and that of the people around you. It is actually much harder in practice than theoretically, due to any unforeseen circumstances which can adversely impact original plans.

Adaptability

Adaptability means the ability to be flexible and adjust to changing factors, conditions or environments. Being adaptable is highly valued in almost all workplaces, since every industry and business can be unpredictable.

Prioritising

Prioritising your workload means ordering the tasks at hand according to urgency. The first step is to identify and keep track of all the outstanding tasks you are expected to complete. Being able to see the bigger picture means you can assess which of the tasks are urgent, important or less important and prioritise.

Delegation

People who show excellent organisational skills at work often achieve efficiency through effective delegation. Delegating work does not mean finding someone to pass the dirty work onto – this would cause animosity and resentment in the team. It involves identifying trusted and capable colleagues (often junior to the person delegating) who can support within the remit of their role. If one decides to delegate work, the outcome of the task remains their responsibility, so providing support and



guidance to their delegate will be beneficial to them as well as aiding their professional development.

Project Management Skills

Project management involves using processes, plans, methods and evaluation tools to guide a project from conception to execution, while remaining on budget and within deadline. Often associated with large-scale, high-budget projects, project management skills are also applicable for smaller projects that the employer would expect the employee to manage.



THEORETICAL RESOURCES AND BIBLIOGRAPHY

Resources. Theoretical material

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- How the Priority Matrix can help you focus on what matters most.
<https://www.lucidchart.com/blog/priority-matrix-project-management>
- Important Adaptability Skills for Workplace Success.
<https://www.thebalancecareers.com/important-adaptability-skills-4768260>
- Time Management Methods.
<https://modulesolutions.eu/time-management-methods-help-you-work-more-productively-here-are-four-ways-to-help-you-pace-your-work-day/>

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- Britton, B.K. & Tesser, A. (1991), Effects of Time-management Practices on College Grades, *Journal of Educational Psychology*, 83(3). 405–410.

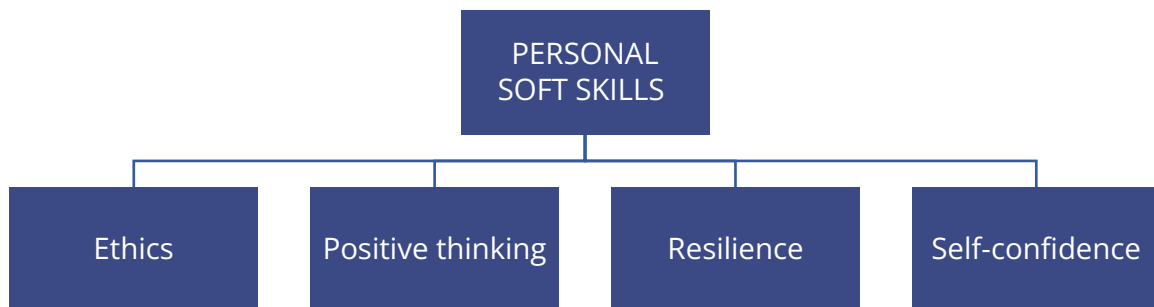


**DIMENSION 4:
Personal soft skills**



DIMENSION 4:

Personal soft skills



1. Ethics

Work Ethics is a collection of values and behaviours which people feel are moral. In other words, "ethics" is the name we give to our values or good behaviour. Positive work ethic is the collection of all the values and actions that people feel are appropriate in the workplace. Although ethics differ in every work, some principal ethics are universal.

The 8 central characteristics of strong employee work ethic are:



Accountability: employees and employers alike should be held accountable in their work efforts, meaning they shoulder the responsibility for ongoing projects and take the blame for errors when necessary.

Focus: in order to efficiently accomplish a task, an employee must remain focused and avoid the distractions of chatter, social media, technology, etc.

Initiative: ability to do something productive or useful by oneself. Strong employees don't stick to just doing the right things, they do what they see fit to improve the organization. This aspect indicates that an employee values success.

Productivity: productivity hinges upon an employee's ability to overcome distractions, ignore external influences, and conquering obstacles that inhibit them from performing their task.

Professionalism: being present in their work culture, employees who exhibit professionalism show up and take their work seriously, staying respectful of others and dressing appropriately.

Dedication: dedication means consistency and showing up ready to accomplish tasks daily, all while maintaining focus and productivity.

Desire to Improve: employees who embrace feedback and learning moments show that they are willing to work to grow in their careers.





Companies should always have an employee **code of conduct** available, so all members of an organization can have a clear understanding on where the company stands on different ethical matters. If some unethical behaviors to some may seem harmless and go unaddressed, it will speak a lot to both the individual's character and the tolerance of misconduct by the organization.

Some of the most common examples of workplace ethical lapses fall under the following categories:

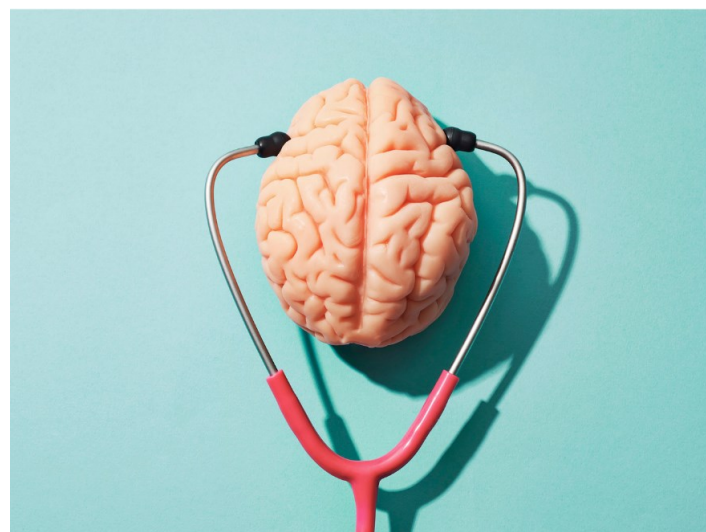
- **Preferential Treatment**. Employees who receive special treatment at work, whether from patronage, friendship, or sexual and/or romantic relationships, are privy to unfair and unethical favoritism, which should be reported by fellow employees.
- **Gossiping**. Spreading untrue rumors about colleagues, company projects and plans, or anything else related to work culture is both unethical and indicative that an employee cannot be trusted when it comes to discretion and privacy.
- **Dishonesty**. This can manifest in several different ways, though common ones include taking credit for other people's work or misleading information about progress on a project.
- **Selfishness**. Thinking only of your own interests, even in seemingly insignificant situations, such as hoarding office supplies, is not behavior conducive to cooperation and may be considered unethical by co-workers.

The Value of Strong Workplace Ethics

Ethics collects the guiding principles that determine how employees behave in the workplace. Although organizational efforts have always been directed toward improving ethics and behavior in the workplace, there are still issues related to unethical conduct and corporate judgment.

Internally, honest and hard-working workers base their work on productivity and strong ethics, which gives them access to their promotion within the organization, as they participate in improving the reputation of the organization and ensure long-term success.

Understanding the elements and challenges of workplace ethics and behavior can help companies create harmonious work environments for their employees.





2. Positive thinking



Positive thinking is a type of thinking that focuses on maintaining a positive and optimistic attitude to tackle life's challenges. It involves making the most of potentially bad situations, trying to see the best in other people, and seeing yourself and your abilities in a positive light.

Understanding positive thinking and self-talk

Positive thinking doesn't mean that you ignore life's less pleasant situations. Positive thinking just means that you **approach unpleasantness in a more positive and productive way**. You think the best is going to happen, not the worst.

Positive thinking often starts **with self-talk**. Self-talk is the endless stream of unspoken thoughts that run through your head. These automatic thoughts can be positive or negative. Some of your self-talk comes from **logic and reason**. Other self-talk may arise from misconceptions that you create because of lack of information or expectations due to preconceived ideas of what may happen.

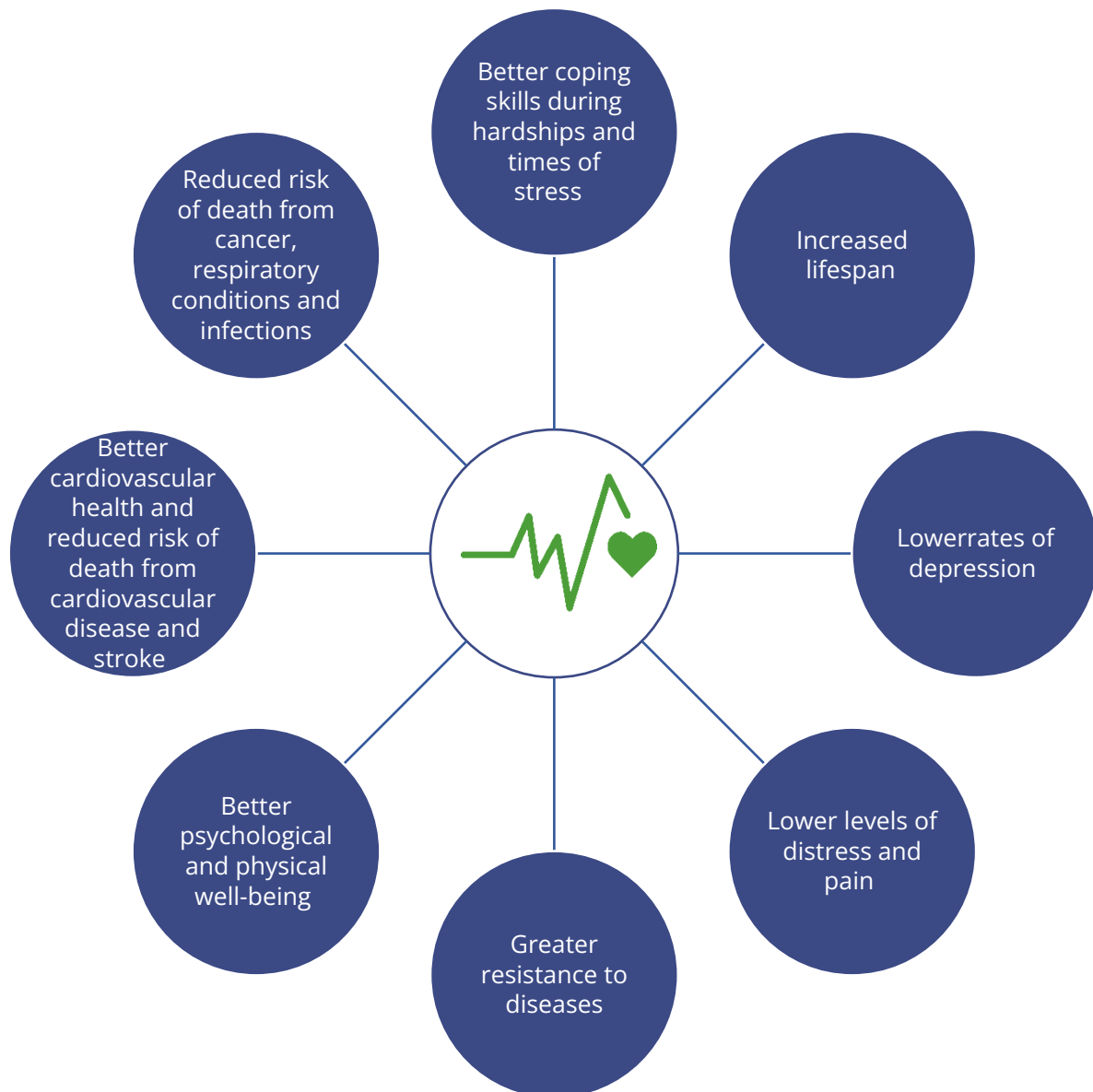
If the thoughts that run through your head are mostly negative, your outlook on life is more likely pessimistic. If your thoughts are mostly positive, you're likely an optimist/someone who practices positive thinking.





The health benefits of positive thinking

Researchers continue to explore the effects of positive thinking and optimism on health. Health benefits that positive thinking may provide include:



According to some theories, having a positive outlook allows you to better cope with stressful situations, which reduces the harmful health effects of stress on your body.

It is also believed that positive and optimistic people tend to live healthier lifestyles.



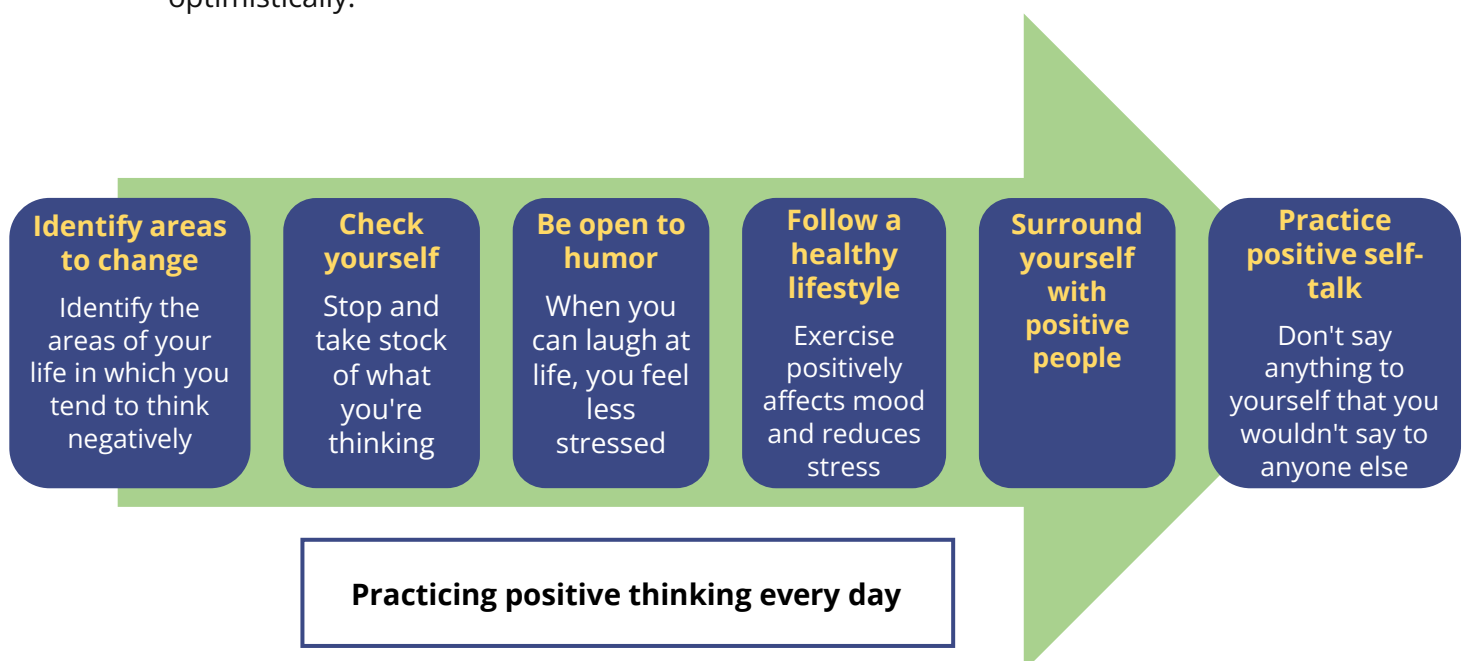
Identifying negative thinking

Not sure if your self-talk is positive or negative? Some common forms of negative self-talk include:

- **Filtering.** You magnify the negative aspects of a situation and filter out all the positives. For example, you had a great day at work and were complimented on completing your tasks early, but you just focus on the next task and forget about the praise you received.
- **Personalizing.** When something bad occurs, you automatically blame yourself.
- **Catastrophizing.** You automatically anticipate the worst without facts that the worst will happen. The cafeteria messes up her order and thinks the rest of her day is going to be a disaster.
- **Blaming.** You hold others responsible for what happened to you instead of yourself.
- **Saying you "should" do something.** You think of all the things you think you should do and blame yourself for not doing them.
- **Magnifying.** You make a big deal out of minor problems.
- **Perfectionism.** Keeping impossible standards and trying to be more perfect sets yourself up for failure.
- **Polarizing.** You see things only as either good or bad. There is no middle ground.

Focusing on positive thinking

The process of turning negative thinking into positive thinking is simple, but it takes time and practice. The following are ways to think and behave more positively and optimistically:





3. Resilience



What is Resilience?

“Resilience is that ineffable quality that allows some people to be knocked down by life and come back stronger than ever. Rather than letting failure overcome them and drain their resolve, they find a way to rise from the ashes.”

In a nutshell, resilience can be defined as the **ability and tendency to “bounce back”**.



Mental toughness is “a personality trait which determines in large part how individuals deal with stress, pressure and challenge irrespective of circumstances” (Strycharczyk, 2015). It’s part hardiness (optimism and predisposition towards challenge and risk), part confidence, and it is what allows people to take whatever comes in stride, with a focus on what they can learn and gain from the experience.

Mental endurance refers to the mental or inner strength that we use to deal with our challenges.

It requires willpower, self-discipline, and perseverance to develop and maintain mental endurance (Sasson, n.d.). Although it is not specific to “bouncing back” from trauma or adversity, it is related in the sense that both traits help us deal with difficulty in our lives.

“Merriam-Webster’s dictionary defines **fortitude** as “strength of mind that enables a person to encounter danger or bear pain or adversity with courage.”

All three terms are rooted in this idea of inner strength, a reservoir of mental power that we can draw on to get us through the toughest of times.

As the APA Help Center (American Psychological Association) article on resilience says: “Research has shown that resilience is ordinary, not extraordinary. People tend to show resilience.”



Resilience is not about floating through life smoothly, it is about experiencing all the **negative, difficult, and distressing events** that life throws at you and staying **focused, optimistic, and high-functioning**. If we never encountered disappointment in the first place, we would never learn to deal with it.

How to demonstrate resilience as an individual?

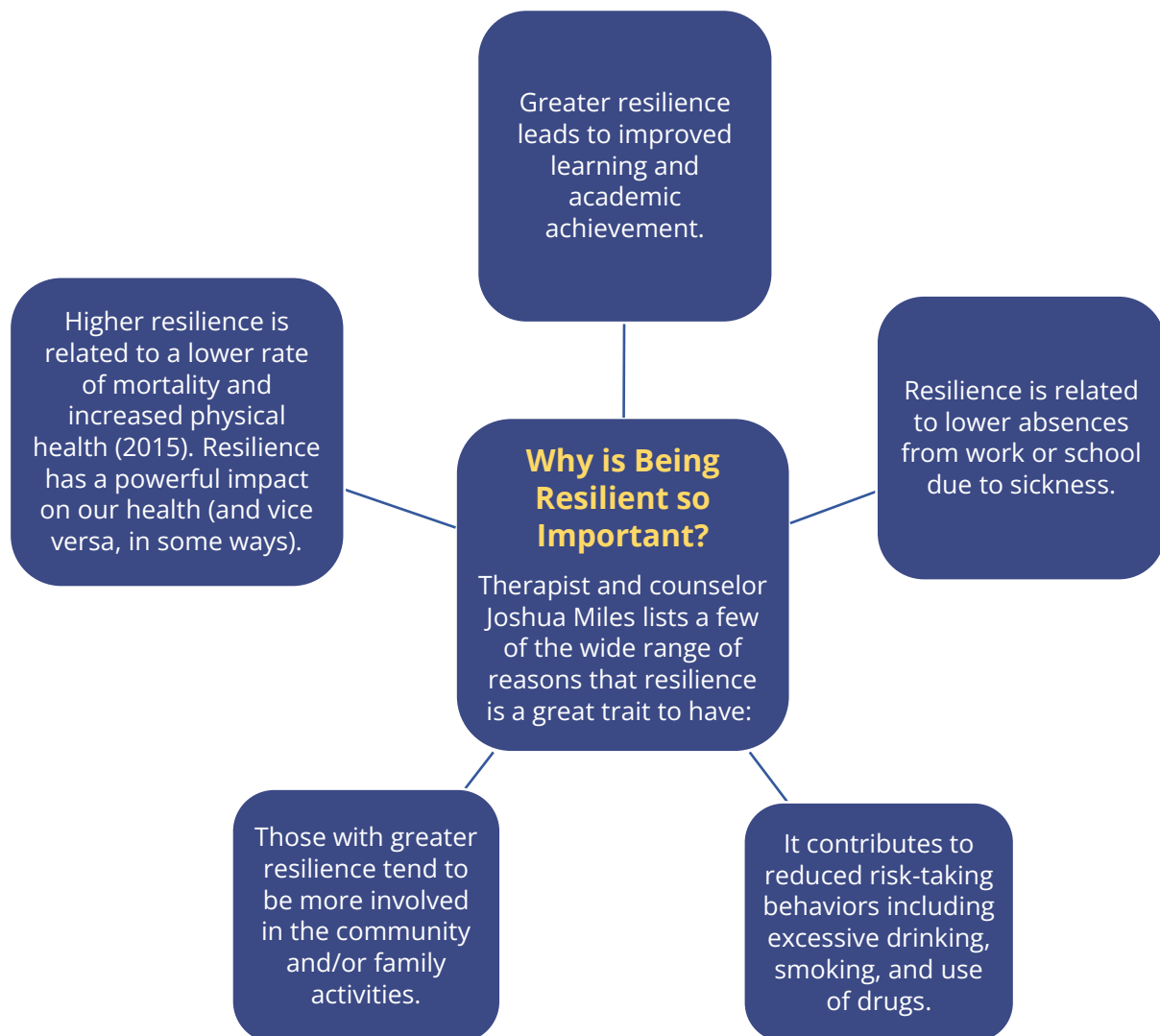


- A positive view of yourself and confidence in your strengths and abilities.
- Skills in communication and problem-solving.
- The capacity to manage strong feelings and impulses (APA Help Center).
- Sense of autonomy (having appropriate separation or independence from family dysfunction; being self-sufficient; being determined to be different—perhaps leaving an abusive home; being self-protecting; having goals to build a better life).
- Calm under pressure (equanimity, the ability to regulate stress levels).
- Rational thought process.
- Self-esteem.
- Optimism.
- Happiness and emotional intelligence.
- Meaning and purpose (believing your life matters).
- Humor.
- Altruism (learned helpfulness), love, and compassion.
- Character (integrity, moral strength).
- Curiosity (which is related to focus and interested engagement).
- Balance (engagement in a wide range of activities, such as hobbies, educational pursuits, jobs, social and cultural pastimes).
- Sociability and social competence (getting along, using bonding skills, being willing to seek out and commit to relationships, enjoying interdependence).
- Adaptability (having persistence, confidence, and flexibility; accepting what can't be controlled; using creative problem-solving skills and active coping strategies).
- Intrinsic religious faith.
- A long view of suffering.
- Good health habits (getting sufficient sleep, nutrition, and exercise; not using alcohol or other substances immoderately; not using tobacco at all; maintaining good personal appearance and hygiene).





Why is Being Resilient so Important?



Self-Learned Resilience

Self-learned resilience, as the name implies, is the resilience that you build up in yourself through concerted effort. It is the result of being aware of the opportunities for self-development and the courage to take advantage of them. There are many ways to build up your own reserve of self-learned resilience.



Below are just a few ways to go about it:

- Allow yourself to feel a wide range of emotions.
- Identify your support system and let them be there for you.
- Process your emotions with the help of a therapist.
- Be mindful of your wellness and self-care.
- Get some rest or try to get an adequate amount of sleep.
- Try your best to maintain a routine.
- Write about your experience and share it with others (2017).
- Find a sense of purpose in your life, which will help boost you up on difficult days.
- Build positive beliefs in your abilities to help you increase your self-esteem.
- Develop a strong social network of people who support you and who you can confide in.
- Embrace change as the inevitability that it is, and be ready for it.
- Be optimistic—you don't need to ignore your problems, just understand that it's all temporary and that you have what it takes to make it through.
- Nurture yourself with healthy, positive self-care—get enough sleep, eat well, and exercise.
- Develop your problem-solving skills through strategies like making a list of potential ways to solve your current problem.
- Establish reasonable goals by brainstorming solutions and breaking them down into manageable steps.
- Take action to solve problems rather than waiting for the problem to solve itself.
- And remember: Keep working on your skills and don't get discouraged if it takes a while to get to the level of resilience you desire (Cherry, 2018).
- Change the narrative by free writing about the issue or deciding to focus on the positives.
- Face your fears and challenge yourself; expose yourself to things that scare you in increasingly larger doses.
- Practice self-compassion; try to be mindful, remind yourself that you're not alone, and be kind to yourself.
- Meditate and practice mindfulness; the Body Scan is a good way to work on your meditation and mindfulness skills.
- Cultivate forgiveness by letting go of grudges and letting yourself off the hook (2016).

This section is merely informative. We invite you to see a psychologist to treat your particular case.

4. Self-confidence

Self-confidence is an attitude about your skills and abilities. It means you accept and trust yourself and have a sense of control in your life. You know your strengths and weakness well, and have a positive view of yourself. You set realistic expectations and goals, communicate assertively, and can handle criticism.



Albert Bandura defines self-efficacy as an individual's beliefs about their capacity to influence the events in their own lives (Bandura, 1977).

This differs from self-esteem in an important way: the definition of self-esteem often rests on ideas about an individual's worth or worthiness, while self-efficacy is rooted in beliefs about an individual's capabilities to handle future situations. In this sense, self-esteem is more of a present-focused belief while self-efficacy is more of a forward-looking belief.

One of the most cited sources on self-confidence refers to it as simply believing in oneself (Bénabou & Tirole, 2002).

Another popular article defines self-confidence as an individual's performance expectations and self-assessments of skills and previous performance (Lenney, 1977). Finally, Psychology Dictionary Online defines it as an individual's confidence in his or her own skills, abilities, and judgments, or the belief that he or she can successfully meet the challenges and demands of everyday life (Psychology Dictionary Online). Many psychologists tend to refer to self-efficacy when considering an individual's beliefs about their abilities with respect to a specific task or set of tasks, whereas self-confidence is more often referred to as a broader and more stable trait related to self-efficacy with an individual's perceptions of general ability.

Possibly the most influential voices in self-esteem research were Morris Rosenberg and Nathaniel Branden, through their book *Society and the Adolescent Self-Image* (1965).

The definitions are similar, but it's worth noting that Rosenberg's definition is based on beliefs about self-esteem, a belief that can have very different meanings to different people, while Branden's is more specific about what beliefs are involved in self-esteem.

High and low self-esteem can be harmful, so it's important to strike a balance in the middle. A realistic but positive view of oneself is usually ideal.

Rosenberg defined self-esteem as a trait that is influenced by many different factors and is relatively difficult to change. Rather, Branden believes that self-esteem is made up of two distinct components: self-efficacy, or the confidence we have in our ability to deal with life's challenges, and self-respect, or the belief that we deserve happiness, love and success (1969).



The Importance of Self-Confidence

A broad review of the correlates of self-esteem found that high self-esteem is associated with better health, better social lives, protection against mental disorders and social problems, healthy coping, and mental well-being (Mann, Hosman, Schaalma, & de Vries, 2004).

Children with high self-confidence perform better at school and, later in life, have higher job satisfaction in middle age.

Self-esteem is also strongly linked to happiness, with higher levels of self-esteem predicting higher levels of happiness. High self-confidence has even been found to increase the chances of survival after a serious surgical procedure (Mann et al., 2004).

The success of individuals with high self-esteem lies in these six attributes:

1. A greater sense of self-worth.
2. Greater enjoyment in life and in activities.
3. Freedom from self-doubt.
4. Freedom from fear and anxiety, freedom from social anxiety, and less stress.
5. More energy and motivation to act.
6. More enjoyable time interacting with other people at social gatherings. When you are relaxed and confident others will feel at ease around you.

Journalists in mainstream media have pointed out that there are also negative correlates with self-confidence. For example, self-confidence has steadily increased over the last 50 years, and with it, narcissism and unrealistic expectations have also increased (Kremer, 2013). Maybe there is such a thing as “too much a good thing,” when we are building our children’s self-esteem. Boost self-esteem, but in a more measured and cautious manner (Baumeister et al., 2003). They encourage parents and teachers to give children praise in order to increase their self-confidence, but only as a reward for socially desirable behavior. Steve Baskin (2011) lays out another positive move parents can take: letting their children fail.

A Take-Home Message: It’s a Process

The bottom line is that a healthy sense of self-confidence is not something that we achieve once and then just have for the rest of our lives. Self-confidence waxes and wanes and takes work to build, develop and maintain. We all experience moments which challenge our confidence, however, when we understand the sources of healthy self-confidence we can always work on cultivating it within ourselves.



9 Lessons for Practicing Self-Confidence

Martin Seligman reminds us that positive self-image by itself does not produce anything. A sustainable sense of security in oneself arises from positive and productive behavior (Seligman, 1996).



Stand or Sit in a Posture of Confidence

- Harvard psychologist Amy Cuddy and others have studied the positive effects of confident body postures on our hormones. Look for the sensations of confidence and practice feeling them more in your body. Feel your feet on the ground, keep your body relaxed and open. Think regal.



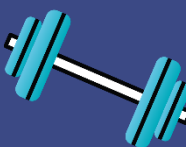
Practice Presence

- Mindfulness is proven to have significant benefits for your physical and psychological well-being. Start with your body sensations, feeling your feet and legs, your belly and chest, your arms, neck, and head. Notice your breath flowing in and out, the many sensations that you are experiencing. Feel your presence. **Ask For Help and Offer Your Help to Others**



Build Your Capacity for Energy

- What does this mean? A bit of stress can be useful to keep us alert and give us the extra energy needed to perform. Try reframing your nervous jitters as excitement! Knowing how to engage with these feelings in your body will expand your presence rather than shrinking it down.



Exercise Regularly

- Exercise has a powerful effect on confidence. Regular exercise releases endorphins which in turn interact with the opiate receptors in the brain, which produces a pleasurable state of mind and in turn, you'll view yourself in a more positive light.



Visualize: Imagine Confidence

- Close your eyes and relax your body completely. Stay firmly connected to the sensation of relaxation and in your mind's eye, sees yourself speaking on camera or doing whatever activity for which you would like more confidence. Allow the feelings of a comfortable presence to pervade your body and your mind.



Give Yourself Permission To Be In The Process, Take Risks and Make Mistakes



•From the outside, we often think, “wow, everybody else is more happy, beautiful, creative, successful, active, etc. than me. I’m just not good enough to be like them.” What we don’t tend to consider is that failure is inherent in accomplishment and that in order to pursue our goals we have to work hard and face our weaknesses. Even those who are exceptional in some areas of life are likely struggling in others.

Clarify Your Goals



•Making progress towards personally meaningful goals is the scaffolding upon which healthy self-confidence is built. When considering what goals you’d like to set for yourself, it may be helpful to start big considering your core values and life goals. Then you can come up with actionable steps to work toward these. Writing a personal mission statement is a great way to give you some direction.

Speak Well to Yourself



•It’s always delightful to get good feedback from others. However, always seeking approval from outside yourself is an easy trap. “Approve of yourself; be the one that says the words of encouragement you long to hear.” Speak to yourself with self-compassion, kindness, and encouragement. After all, the most important relationship you have in your life is with yourself- make it a good one!

Ask For Help and Offer Your Help to Others



•Many of us struggle to ask for help due to fear of rejection or being seen as incompetent. In Western cultures, the high value placed on self-reliance gets in the way of reaching out to others even though this is a necessary part of working toward our goals. However, conversely, a core feature of self-confidence also lies in being valued by others. Collaboration among people creates the most powerful results. When we reach out to others we can see our efforts flourish in ways that we could never achieve on our own.



ADDITIONAL MATERIALS

VIDEOS

1. Ethics



**ETHICS IN THE WORKPLACE-
MAKING ETHICAL DECISIONS**

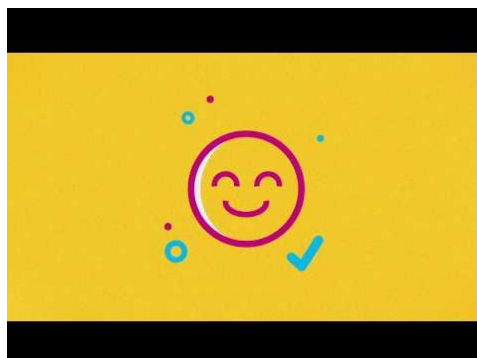
(ENGLISH WITH SUBTITLES)



**ETHICS IN THE WORKPLACE - A
GOOD WORK ETHIC**

(ENGLISH WITH SUBTITLES)

2. Positive thinking



POSITIVE PSYCHOLOGY AT WORK

(ENGLISH WITH SUBTITLES)



POSITIVETHINKING/ATTITUDE

(ENGLISH WITH SUBTITLES)

3. Resilience



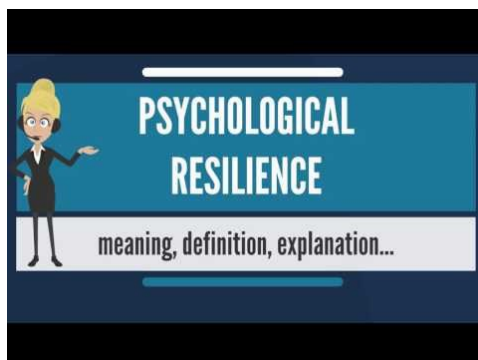
WHAT IS A BUSINESS RESILIENCE PLAN? THE IMPORTANCE OF BUSINESS RESILIENCY

(ENGLISH WITH SUBTITLES)



RESILIENCE AT WORK. HERE'S WHY IT'S A MUST

(ENGLISH WITH SUBTITLES)



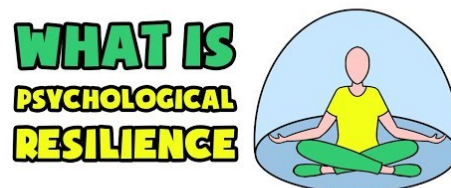
RESILIENCE AT WORK. HERE'S WHY IT'S A MUST

(ENGLISH WITH SUBTITLES)



WHAT IS PSYCHOLOGICAL RESILIENCE? WHY IT'S IMPORTANT FOR MANAGING STRESS?

(ENGLISH WITH SUBTITLES)



WHAT IS PSYCHOLOGICAL RESILIENCE?

(ENGLISH WITH SUBTITLES)

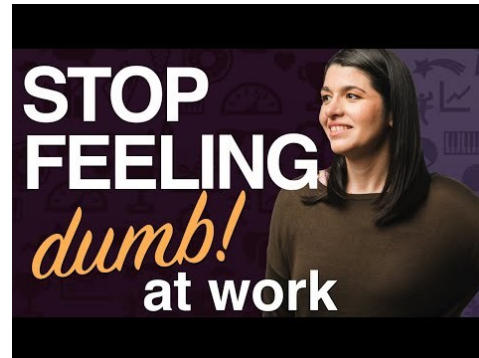


4. Self-confidence



THIS IS HOW YOU IMPROVE SELF-ESTEEM, FOR WORKPLACE PRODUCTIVITY

(ENGLISH WITH SUBTITLES)



HOW TO BUILD CONFIDENCE AT WORK

(ENGLISH WITH SUBTITLES)



SELF CONFIDENCE IN THE WORKPLACE

(ENGLISH WITH SUBTITLES)



PRACTICAL MATERIALS

1. Ethics

Gamification based tools



Quandary Game

Shape the future of a new society with ethical decision making.

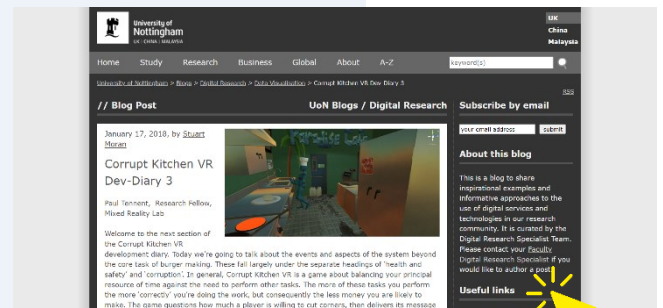
Play Quandary, a free educational online game to get kids motivated and excited to learn.

Other practical content

Virtual Reality tools

- The Corrupt Kitchen VR Experience

Virtual reality simulation game where the player will be in a power position and will be able to choose unethical shortcuts to increase the profits of their virtual business. Each made decision will have consequences and will change the course of game.



- Group experiential workshops to enhance appropriate values and actions in the workplace.
- Educational games such as: role-playing, practice in imagination, written guides, etc.
- Individual and group counselling meetings.
- Theoretical Presentation on the subject of work ethic.



Role playing exercises

- Trustworthiness on the Job

Read the following scenario and then decide which answer is most appropriate and why. Be prepared to discuss your choice in the group.

During his break, Marvin was playing basketball in the parking lot. During the pick-up game, which went way beyond his break time, he slipped and twisted his ankle. He was limping back in the shipping department after break. His employer saw him limping and, thinking Marvin had slipped on the job, told him to fill out an incident report. His boss offered to take care of Marvin's medical expenses and give him time off from work, even though Marvin was still capable of performing his work duties. What should Marvin do? Possible result of this choice:

- Keep quiet and take the time off with medical benefits. The company can afford it. Who's going to rat him out?
- Quit his job because he doesn't want to be dishonest and if he tells the truth he might be fired.
- Tell his boss he was playing basketball when he should have been working and twisted his ankle then. Apologize and pay for his own medical care. Tell his boss he can still work.
- Marvin should just blow off work the next day.

- Integrity at Work

Read the following scenario and then decide which answer is most appropriate and why. Be prepared to discuss your choice in the group.

Wanda recently began work at the D&D Company. She has been talking to you during breaks and lunch and seems very friendly. She gushes over her other co-workers when she is around them, talking about how much she loves working at the company. Lately, however, Wanda has been gossiping and bad-mouthing these same co-workers when they are not around. She's also revealed some personal information about several co-workers and asked you some very personal questions. What should you do? Possible result of this decision:

- Ignore the gossip, questions, and comments. After all, it's not bothering you and you get to hear a lot of dirt!
- Start gossiping about her to other people. What goes around.
- Tell the boss what a jerk Wanda is.
- Politely tell Wanda you are uncomfortable with gossip and personal issues that have no place at work. Distance yourself from her if she continues.



- Reliability at Work

Read the following scenario and then decide which answer is most appropriate and why. Be prepared to discuss your choice in the group.

Fred knows his employer is going to ask him to do a boring—but necessary—job. Fred should (possible results of this decision):

- A. Avoid the boss as long as possible by hanging out in the lunchroom, taking a lot of cigarette breaks, or hiding in the employee locker room.
- B. Clutter up his work area, look frazzled, and loudly complain about how overworked he is.
- C. Sigh, roll his eyes, and accept the job, but then conveniently "forget" to do it.
- D. Accept the task cheerfully. Tell your boss how much he likes his job and that he'd really like to head up the new safety project.

- Loyalty at Work

Read the following scenarios and then decide which answers are most appropriate and why. Be prepared to discuss your choice in the group.

Zack and Donetta are clerks at D&D Groceries. A customer asks them where she can find TipTop paper-towels. "Hey, man, you don't want to get those here," Zack remarked. "They are like way too expensive, like everything else here." "Yeah," Donetta chimed in. "You ought to go to QuickSave. Their stuff is totally cheaper. You'll need some bags, though. Here, take these with you." Donetta reached under the counter and gave the customer a stack of paper bags.

Obviously, Zack and Donetta have a loyalty problem. How will this affect D&D Groceries? How will it affect them? How should they have responded?

Amanda works as a records clerk at a local mental health facility. As such, she has access to patient records. Friday night Amanda was out with her friends at a local bar. "Wait 'til you hear this!" she excitedly told them. She then breathlessly related the juiciest details of several patients, including their names. The group howled with laughter.

Confidentiality is a critical aspect of loyalty. What might be the consequences of Amanda's actions?

Paul is the director of a non-profit agency. The agency just received a large federal grant to set up a satellite location. The agency needs to purchase furniture and other accessories for the new location. Paul's old college buddy owns an office furniture store. He and Paul recently sat down over lunch to discuss the project. Although Paul's friend was going to charge over twice what other office suppliers would charge, Paul agreed to purchase everything from him. To "sweeten the pot," Paul's friend is going to give Paul an entertainment center for his home.

What are the possible consequences of Paul's actions? How would this be considered unethical and a conflict of interest? How has Paul shown a lack of loyalty?

2. Positive thinking

Gamification based tools



Tinytap.



Positive Thinking

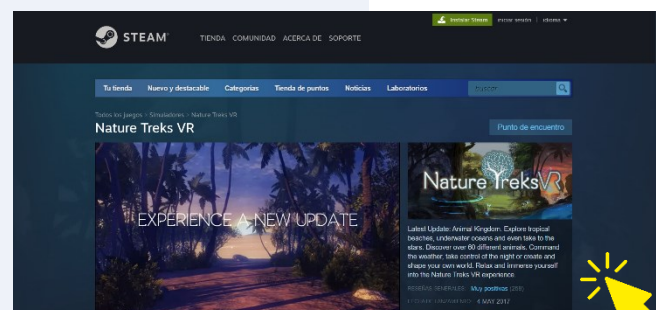
Play Expected And Unexpected Behaviour

Other practical content

Virtual Reality tools

- Green Meadows - Nature Treks

Virtual reality relaxation game based on the exploration and enjoyment of relaxing environments such as paradisiacal beaches, deep seas or walks through nature. The goal of the game is to enjoy its design and find different animals hidden in the environments.





- Individual and group counselling meetings.
- Group experiential workshops to enhance positive thinking and attitude.
- Educational games such as: role-playing, practice in imagination, written guides, etc.
- Theoretical Presentation on the subject of positive thinking.

Role playing exercises

- Sensory Awareness

Keywords: Positive experiences, awareness, savoring, mindfulness

Modality: Groups

Time: 45 minutes

Goal: To help workers identify experiences from which they derive pleasure, comfort, and enjoyment through each of their five senses.

Instructions

Create five columns on a piece of paper, labeling each with one of the five senses: touch, taste, smell, sight, and sound. Clients should then take 15-20 minutes to think about and write down the experiences that give them pleasure through each of their senses.

On completion of this step, clients should regroup and discuss how specific experiences give them pleasure.

Reflection Questions

- The Attitude Inventory:

Ask workers to take out a piece of notebook paper and ask them the following questions one at a time, and allow them to answer the questions as much as possible:

1. Write down the name of someone you think typically has a good attitude. Why do they or what about them makes you think that?
2. Write down the name of someone you think typically has a lousy or bad attitude. How do you know they have a bad attitude?
3. When you think of the person with a bad attitude, what things or who does that person usually point to as the reason they are in a bad mood?
4. Do you think you can have a bad attitude one day and a good one the next? Why or why not? What influences that?



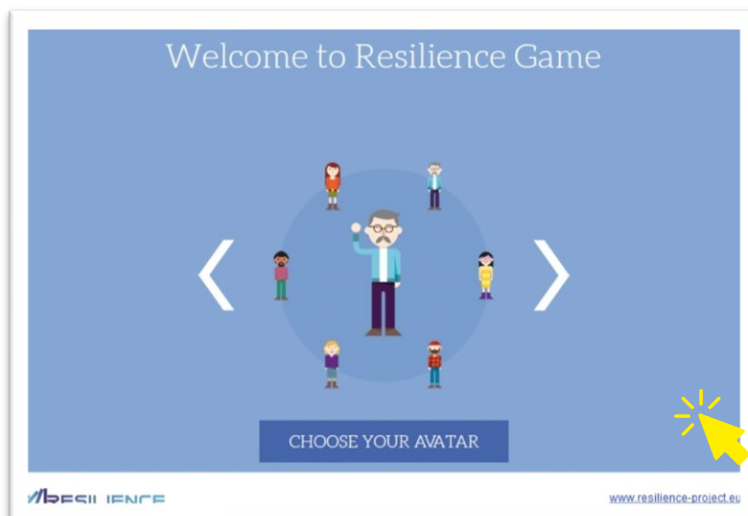
5. Do you have to have a bad attitude if things aren't going your way or do you think it's possible to have a good attitude even when bad stuff is happening? Tell me why.
6. Are there things in your life you'd like to change to help you have a more positive attitude?
7. If negative stuff is happening to you, are there things you can do to keep your outlook positive? Name a few of them.

After they complete answering the questions. Have workers break out in groups and discuss their answers. Have them note if there are classmates who might feel the same way about certain issues and see how they handle negative issues in their lives.

This activity will help them spot when they are having negative moments and can help them curb their emotions and think positive thoughts.

3. Resilience

Gamification based tools



Resilience Game

How resilient are you? This new project explores how to help individuals through resilience training to develop their ability to 'bounce back' from life's challenges such as unemployment. Research shows that people who believe confidently in their abilities are more

consistent in overcoming challenges, less susceptible to anxiety disorders and depression and more successful in education and professional life. Through resilience training, people can gain important skills like stress management, resource-seeking, flexibility and the ability to face the future in a positive way. Training helps them to extend their ability to take action, see themselves as self-efficient and realize their personal and professional ambitions. There are also benefits in education such as reducing drop outs and for employers such as lower sickness absence. An online selection box including positive health promotion approaches, an interview scheme



and guidelines for identifying individuals who are at risk were developed during the project.

Other practical content



Virtual Reality tools

- Resident Evil 7 Biohazard

Commercial survival and horror virtual reality game in which the user will have to make decisions to achieve different objectives. The player must adapt to situations that generate fear and anxiety in order to survive.



- Group experiential workshops to improve work resilience.
- Role-playing games and free association exercises.
- Individual and group counselling meetings.
- Theoretical Presentation on the subject of work resilience.

Role playing exercises

- Resilience Exercise 1
 1. Identify an example where you had a negative emotional reaction to change (e.g. angry that a colleague was promoted ahead of you).
 2. Identify an example where you were resilient in the face of change (e.g. managing when a colleague goes on sick leave for six weeks).
 3. Think about why you may have reacted differently in each case.
- Resilience Exercise 2
 1. Describe a key stressful situation.
 2. Think out how it could be worse.
 3. Think out how it could be better.
 4. Make up a story – how worse could go bad.
 5. Make up a story – how better could go well.
 6. Plot out what specifically you will do to prevent worse and achieve the better result.

- Resilience Exercise 3

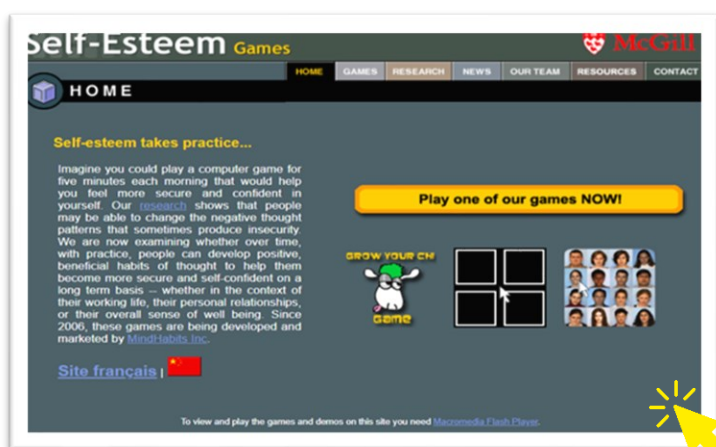
Focusing on past experiences and sources of personal strength can help you learn about what strategies for building resilience might work for you. By exploring answers to the following questions about yourself and your reactions to challenging life events, you may discover how you can respond effectively to difficult situations in your life.

Consider the following:

1. What kinds of events have been most stressful for me?
2. How have those events typically affected me?
3. Have I found it helpful to think of important people in my life when I am distressed?
4. To whom have I reached out for support in working through a traumatic or stressful experience?
 - 4.1. What have I learned about myself and my interactions with others during difficult times?
 - 4.2. Has it been helpful for me to assist someone else going through a similar experience?
 - 4.3. Have I been able to overcome obstacles, and if so, how?
 - 4.4. What has helped make me feel more hopeful about the future?

4. Self-confidence

Gamification based tools



Self-Esteem Games



Self-esteem takes practice...

Imagine you could play a computer game for five minutes each morning that would help you feel more secure and confident in yourself. Our research shows that people may be able to change the negative thought patterns that sometimes

produce insecurity. We are now examining whether over time, with practice, people can develop positive, beneficial habits of thought to help them become more secure and self-confident on a long term basis -- whether in the context of their working life, their personal relationships, or their overall sense of well-being. Since 2006, these games are being developed and marketed by Mind Habits Inc.



Other practical content



Virtual Reality tools

- Presentation simulator

With this virtual reality tool, the user will be able to practice speaking in public in a safe environment as many times as they want. In addition, the experience can be configured so that the virtual avatars have different behaviours during the speech. The environment and the audience size can be also chosen to train the user.



- Group experiential workshops to boost self-confidence.
- Role-playing games and free association exercises.
- Individual and group counselling meetings.
- Theoretical Presentation on the subject of self-confidence.

Role playing exercises

- Act with Intention

Most people don't live as intentionally as they believe (or would like). Instead, they're reactive to the people and world around them.

This is you if you often feel like you're:

- Juggling a million balls in the air (worrying about which one's going to drop),
- Jumping from one emergency to another (and not getting to the things you wanted), and/or
- Struggling to 'do it all' (and feeling like your priorities are always the last things that you get to).

Acting with intention means setting boundaries to enforce your priorities and then staying focused on those priorities so that you can get the things that are most important to you done (instead of always pushing them to the bottom of a long list of unimportant to-do's).

How does this relate to self-confidence? When you're struggling like this, you end up stressed out and overwhelmed. And it's easy to start questioning why, thinking that there's got to be more to life – which eats at your confidence.



But acting with intention is purposeful – and creates self-efficacy, self-confidence and self-respect (and hence also increases your self-esteem).

- Self-Assess To Act With Intention

If you want to act with more intention, start by asking yourself some questions:

- What are your core personal values?
- What do you want and why (and how does this relate to your values)?
- What are your strengths – and how might you leverage them to help you?
- What weaknesses do you have (that you'll want to enlist help for or plan around)?

Use this information to your benefit to create an overarching, values-based vision and plan of action. And then follow your plan of action by building boundaries, saying no and blocking off time for your priorities.

Living this way creates alignment with who you are – which increases your sense of self-worth and your confidence levels.



GLOSSARY

Positive Thinking

Is the practice of focusing on the good in any given situation.

Self-confidence

Is the belief that you can do things well and that other people respect you.

Resilience

Is the ability to withstand adversity and bounce back from difficult life events.

Ethics

Ethics, also called moral philosophy, the discipline concerned with what is morally good and bad and morally right and wrong. The term is also applied to any system or theory of moral values or principles.

Communication

The imparting or exchanging of information by speaking, writing, or using some other medium.

Positive Psychology

Positive psychology is the scientific study of what makes life most worth living, focusing on both individual and societal well-being. It studies "positive subjective experience, positive individual traits, and positive institutions. It aims to improve quality of life.

Personal skills

Personal skills are recognised as soft skills which are not easy to teach (although not impossible). They are also known as interpersonal or even 'people' skills. Examples include dependability, adaptability, motivation, problem-solving, and analytical skills.



Self-sufficiency

The ability to maintain oneself or itself without outside aid, capable of providing for one's own needs, having an extreme confidence in one's own ability or worth.

Crisis management

Crisis management is the application of strategies designed to help an organization deal with a sudden and significant negative event. A crisis can occur as a result of an unpredictable event or an unforeseeable consequence of some event that had been considered as a potential risk.

Empathy

The term "empathy" is used to describe a wide range of experiences. Emotion researchers generally define empathy as the ability to sense other people's emotions, coupled with the ability to imagine what someone else might be thinking or feeling.

Leadership

Is the ability of an individual or a group of individuals to influence and guide followers or other members of an organisation.



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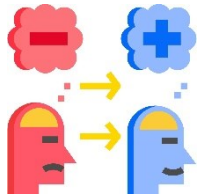


**DIMENSION 5:
Soft thinking skills**



DIMENSION 5:

Soft Thinking Skills (Adaptation to Change)



"It is not the strongest of the species that survives, nor is it the smarter one. Is the species best suited to change"

Charles Darwin

What is adaptation to change? Are there any guidelines or steps in place to be able to work on this adaptability?

Human beings are subject to multiple changes that need to be adapted to maintain their well-being. When the change is caused by an event that alters the psychological condition of the person, adaptation is a requirement for a return to balance and stability.

If the response to a stressful or high emotional burden life event is not adaptive

Adaptation Disorder (AD)

Mismatched reaction to a stressful situation, with the development of a set of emotional or behavioural symptoms that may lead to conditions of depressive mood (feelings of sadness and disexpectancy), anxiety, concern, feeling unable to cope with problems, to plan the future or to be able to continue in the current situation and a certain degree of deterioration in the way the daily routine is carried out (it may involve problematic, risky or reckless behaviour).

What does the person suffering from Adaptation Disorder (AD) feel?

- You feel that the situation you are facing is untenable
- Can't find a solution
- The difficulties you experience exceed your coping capacity
- Frustration



The Adaptation Process

The process of **adapting to changes needs** to meet a number of basic requirements in order to be effective:

1. Identification of the problem

Assess where we are, where we want to reach and what are the steps we need to take to reach out.



2. The ability to accept (flexibility)

Adaptation cannot take place if we constantly keep the memory of the past and let it influence our daily lives. Accepting the situation entails additional acceptances:

- Accept that any situation may change.
- Accept that we cannot control much of the events that may affect us negatively, either from personal origin (illnesses, physical or intellectual disabilities) or from our surroundings (accidents, natural disasters, interpersonal conflicts, etc.).
- Accept what we cannot change from us or our environment. The new situation may require changes in the way we see and relate to our environment, but not all desired changes will be possible.



Conclusions:

ADAPTATION TO CHANGE

Every process of change is accompanied by several emotional states: fear, distress, illusion... that can facilitate it or, on the contrary, stop it. It is important to detect the emotions that drive us towards change and to monitor those that make it difficult for us to go.

Any change has a price (emotional, social, economic, etc.): appreciate whether you are ready before taking the step in some direction.

Cultivates patience: the path to significant change can be long and worrying, for this reason it is very important to self-regulate your effort.

It is not possible to move backward (passivity or conformism): it is necessary to look at the present and the future.



ADDITIONAL MATERIALS

VIDEOS



**3 WAYS TO MEASURE YOUR
ADAPTABILITY — AND HOW TO
IMPROVE IT, NATALIE FRATTO**

(ENGLISH WITH SUBTITLES)



**HOW ADAPTABILITY WILL HELP YOU
DEAL WITH CHANGE (JENNIFER
JONES), HEREINAFTER REFERRED TO
AS 'HOW ADAPTABILITY WILL HELP
YOU DEAL WITH CHANGE'**

(ENGLISH WITH SUBTITLES)



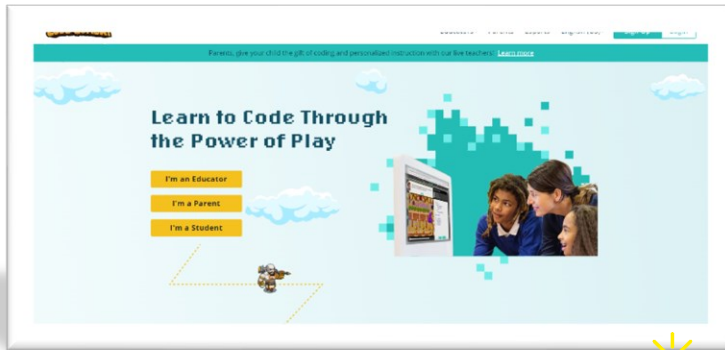
**WHAT ARE FLEXIBILITY AND
ADAPTABILITY SKILLS AND
DEVELOP THEM**

(ENGLISH WITH SUBTITLES)



PRACTICAL MATERIALS

Gamification based tools



CodeCombat

A video game to learn to program in which we will have addressed certain challenges and problems through code to advance and improve our level and equipment. Each time they will be more complicated approaches, and

each time we will learn more. It is remunerated to look if you want to learn any of its available languages, such as Python or LUA, among others.

Other practical content



Virtual Reality tools

- Virtual Battlespace

Virtual reality action game that simulates a military confrontation where the user must make decisions to achieve some objectives. This game works adaptability through training and knowledge of the game itself so that the user improves every time he plays, and the results are better.



Role playing exercises

- Exercise of Flexibility and Adaptability: The change of plans

This exercise can be carried out with only one piece of equipment, or two or more that are in competition with each other. Each team is asked to make an advertising poster with one of the company's products or services they are already familiar with, are given a time limit and are warned that they are open to change and new ideas.



The “truco” is that every time we will change the rules of the game. For example, we can tell you that it will no longer be a poster, but a radio spot, or that it will no longer be this product, but the other, or that they now have to use a tone of language completely opposite to the one they were handling.

If you are doing this with more than one team, they can compare each other's final outcome and open a debate on how the best team managed to adapt on the way rather than frustrate it by constant change.

- Finding new solutions: CREATIVITY

Creativity is the ability to generate different ideas or solutions to a problem or situation. To this end, it is necessary to develop the ability to seek different views. More possible solutions to the same problem or situation, greater freedom of choice. Think about a specific situation or problem and do

1. **Can I change myself**, i.e., changing the way I see things, how to interpret the situation that has arisen and how to assess its consequences and therefore change my attitude and way of acting?
2. **Can I change the environment** so that it favours my expectations to allow me certain stability, balance and psychological well-being?
3. **Should the two be modified at the same time?**



GLOSSARY

Adaptation to change

The ability to effectively adapt our behavior to new environment changes. It involves analyzing the situation, creating alternative plans, understanding different positions, and working on areas different from the usual ones.

Mismatched

We use the term "emotional mismatched" to refer to the possible alterations that can occur at an emotional level, because of the need to deal with a stressful event, which do not meet the characteristics or criteria necessary to be considered as psychopathological disorders.

Flexibility

The ability to adapt and work in different and varied situations with diverse people or groups. It involves understanding and valuing different positions or opposing points of view, adapting their own approach as the changing situation requires, and promoting changes in the organization itself or the responsibilities of their position.

Coping ability

Coping is any activity that the individual can start, both cognitive and behavioral ways, in order to face a certain situation.

Frustration

The concept of frustration is defined as the feeling that is generated in an individual when they cannot satisfy a stated desire. Faced with this type of situation, the person usually reacts emotionally with expressions of anger, anxiety or dysphoria.

Proactive behavior

Proactive behavior involves acting while anticipating a future situation, instead of just reacting. It means taking control and making things happen, instead of just adjusting to a situation or waiting for something to happen.



Passivity or conformism

The passive person is one who remains inactive, does nothing. Passivity is frequently associated with fear, whether it is induced by intimidation, for example, or simply because the person feels that they cannot do anything in the face of some circumstances. They feel incapable and therefore, afraid of what is happening.

Rigid thinking

Rigid thinking occurs when a person is unable to consider alternatives to a current situation, alternative points of view, or innovative solutions to a problem. Rigid thinkers cling strongly to preconceptions and generalizations, often reacting with fear or hostility in the face of unexpected changes or challenges.



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DIMENSION 6: Motivational soft skills



DIMENSION 6:

Motivational Soft Skills



1. Learning Orientation



Be flexible and have the ability and, above all, the interest to learn new knowledge to adapt to the news and improve your performance and that of the entire company. It is not enough to train once in a lifetime and focus on a specialization. Lifelong learning is a requirement for all professionals.

Currently, Human Resources departments have a new mission that has to do with "employee engagement" and the commitment of workers to the company. So training is key to continue motivating and, indirectly, improving corporate reputation.

The Fourth Industrial Revolution is here, and many jobs have disappeared and many others are being created. "*Life must be a continuous education*", said the French writer **Gustave Flaubert**.

Continuing with famous quotes, we join this: "*The illiterate of the twenty-first century will not be those who do not know how to read and write, but those who do not know how to learn, unlearn and relearn*," said **Alvin Toffler**; American writer, sociologist and futurist, doctorate in Letters, Law and Science, known for his discussions about the digital revolution, the communications revolution and the technological singularity.



Our life expectancy has increased. So there is a need to continue working longer and training is key to staying among the active population. Training has been shown to work; sharing knowledge enriches us as a society and makes us aware of other points of view complementary to our own.

You can opt for short courses or long-term training, but first of all we must put it into practice. It is not a question of signing up for many courses but of applying them to assimilate them and see if they are useful for our current employment or for our future project, or simply to expand knowledge and be more "complete". Training has no limits and knowledge can be gained in many ways.



Types of continuing education courses

Face-to-face courses

- Face-to-face courses consist of offering a formative experience in a physical place where the teacher interacts face to face with the student, which allows to personalize more the classes and the student's learning.

Blended courses

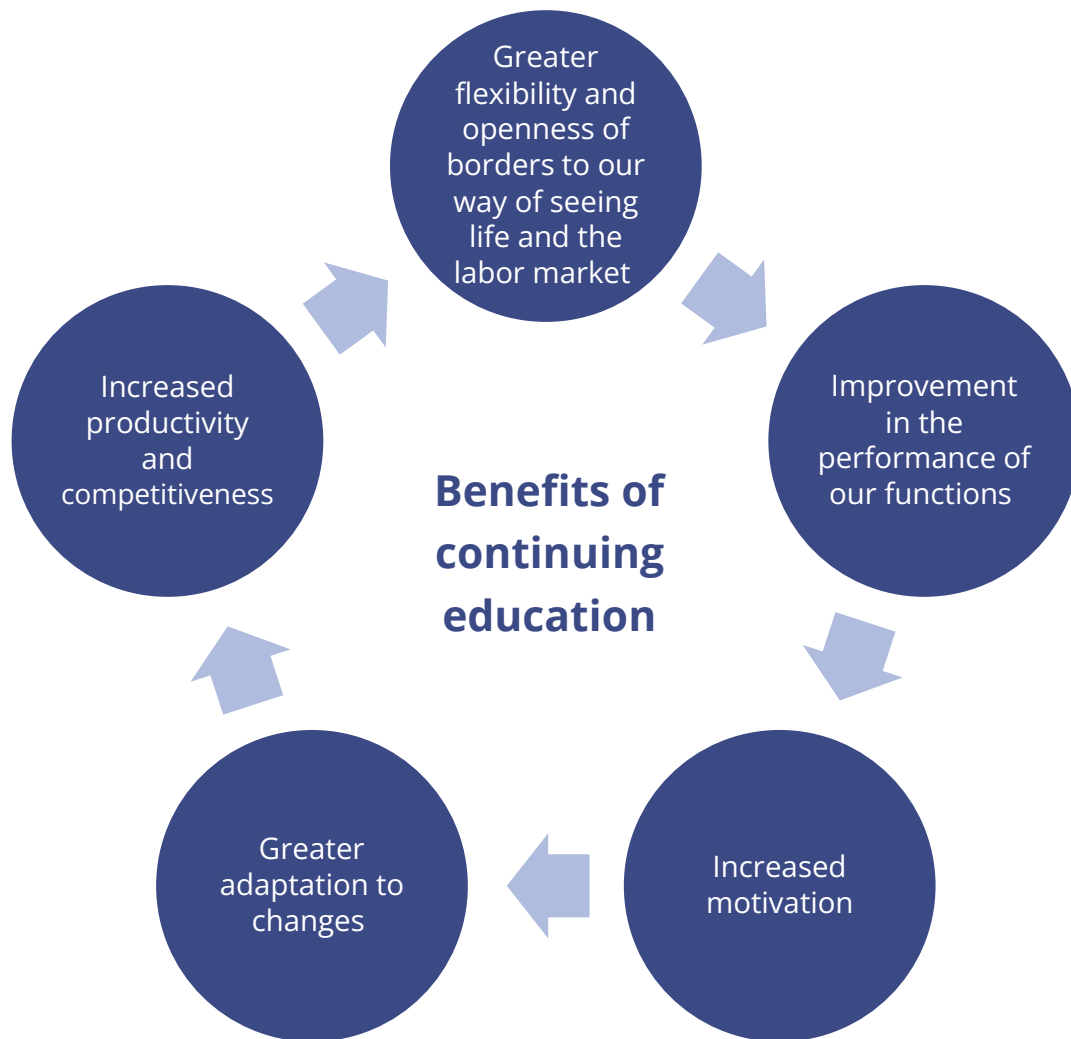
- The blended courses consist of the combination of online training and face-to-face training where the students are autonomous and have the support of a group and a tutor for their learning.

Online courses

- Online courses consist of non-face-to-face training which is done through a device with an internet connection such as a computer or tablet. Students access the contents of the course through the virtual campus of the educational center. In this type of training, students are completely autonomous and organize their time according to their schedules.

Distance courses

- Distance courses consist of offering the student a formative experience without having to attend a physical site. In this case, the center provides paper materials such as books, exercises, tests and self-evaluations, combined with multimedia materials, which are sent through postal mail. This type of training has the continuous support of the teacher who communicates through email.



2. Achievement Orientation



Achievement orientation is the concern to do the job well or exceed a standard. Standards can be one's past performance (striving to surpass it), an objective measure (results orientation), surpassing others (competitiveness), personal goals that one has set oneself or things that no one has done before (innovation).



Elements of Achievement Orientation:



1

Try to do the job well or correctly

1. Expressing frustration at inefficiency or loss of time (for example: regretting wasting time and wanting to do better) but not making concrete improvements.
2. Do not lose sight of the objectives to be achieved in the field of responsibility.
3. Express the desire to do things better.

2

Create your own work standard

1. Use your own systems to measure and track your results with your own standards (not imposed by the company).
2. Use new methods or ways to achieve the objectives imposed by the company.
3. Be persevering to achieve the objectives, despite the obstacles.
4. Be efficient, optimize resources and time in performing your tasks.

3

Improve performance (set ambitious goals)

1. Ambitious means that there is a 50% chance of achieving the goal, which is difficult but not impossible.
2. Make specific changes to the system or your own working methods to achieve performance improvements without setting any specific goals (e.g., find better, faster, less expensive, or more efficient ways to get things done, improve quality, customer satisfaction, work environment, revenue earned, etc.).
3. Strive to achieve the goals, exceeding what is expected of her.
4. Seek excellence and continuous improvement in management.



3. Initiative/Proactivity

What Does it Mean to Take Initiative at Work and Be Proactive?

Taking initiative in the workplace means being proactive. A proactive individual act on things before necessary. This is the opposite of reactive, which involves reacting to a situation when it occurs instead of anticipating it and tackling it early.

Being more proactive at work typically involves dealing with tasks before necessary. For example, you have a task that needs to be completed sometime in the near term. Instead of waiting until the deadline approaches, a proactive person finishes it early.



Examples of being proactive at work:

Complete Your Assigned Tasks Early



In many cases, being more proactive means taking on additional work. However, you first need to ensure that you meet your primary responsibilities. You need to excel at your current role before trying to complete extra projects.

Completing your assigned tasks early is one way to show that you have good initiative before taking on more duties. Finishing tasks early demonstrates that you are more than competent in your current position and ready for more responsibility.

Perform Unassigned Tasks



When you finish your tasks early, you have more time for additional work. Use your extra time to perform various unassigned tasks, such as administrative or clerical tasks that others dread.



Request Additional Responsibilities



After meeting the needs of your current role and displaying your drive by completing trivial tasks, start requesting additional responsibilities. Let your managers or supervisors know that you are ready to take on more work.

Go beyond your normal duties to complete additional tasks or projects. In some cases, you may complete these tasks without receiving explicit permission.

Over time, the extra tasks that you complete may become a standard part of your job responsibilities, allowing you to have more of a positive impact in your current role.

Help Others Complete Their Assigned Tasks



If you cannot fill your time with unassigned tasks and additional responsibilities, help co-workers with their tasks. This type of proactiveness at work provides extra advantages.

Along with demonstrating your sense of self-initiative to your superiors, you build positive relationships with your colleagues.

Share Your Knowledge with Others



When you cannot actively help others with their tasks, you may share your knowledge or help train others. This allows you to help co-workers become better equipped to complete their assigned work.

As with the previous tip, sharing your knowledge is a great way to build stronger relationships with your co-workers. Your colleagues should appreciate the effort that you make and may return the favor in the future.

Sharing your knowledge is also a common practice of successful leaders. Your supervisors or managers may take notice of your strong sense of initiative and selfless behavior.



Create Lists and Prioritize Your Tasks



Always start your day by writing a to-do list of the tasks that you need to complete and the tasks that you want to complete. Start with the most complex or time-consuming tasks.

Prioritizing your tasks each day helps you maintain your efficiency, which gives you more time for extra work or responsibilities. You can stay on track while tackling more duties.

Show up for Meetings Ahead of Schedule



Showing up for meetings ahead of schedule is another way to demonstrate your initiative. In many work settings, showing up a few minutes early for daily meetings or scheduled meetings is standard practice.

Arriving at a meeting early demonstrates that you are fully prepared, which requires strong time management skills and organizational skills. These qualities are important for leadership positions.

When a supervisor walks into a team meeting and sees that you are the only one waiting, you make a stronger impression. You are more likely to be considered for additional duties or projects, which provide more opportunities to show your drive and commitment.

Learn from Your Mistakes and Listen to Feedback



Being proactive requires you to excel at your designated duties. You may struggle to complete extra work if you cannot meet the needs of your current position.

To ensure that you are ready for additional responsibilities, learn from your mistakes and listen to feedback from superiors.

If you miss a deadline, overlook an important detail, or skip a step, the quality of your work suffers.

Learning from these mistakes and avoiding them is an important part of being more proactive. Taking the initiative to learn from your mistakes shows that you do not need to wait for corrective action from your supervisors or managers.

When you receive feedback from supervisors or managers, listen carefully to their statements. Analyze their feedback and incorporate their suggestions.



Try to Be the First to Volunteer for Projects

Almost every workplace has tasks that no one wants to complete. When a supervisor requests a volunteer, try to be the first to accept the task.



Volunteering provides another way to show that you are willing to do more than the duties included in your job description.

Just make sure that the task that you volunteer to complete does not interfere with the completion of your assigned duties.

Provide Frequent and Prompt Status Updates

When completing a project, your manager may require you to provide regular status updates. Instead of waiting until the designated time for delivering the update, you should provide updates frequently and promptly.



You may also need to provide frequent status updates when collaborating on a project with co-workers. Make sure that you keep others informed about your progress.

This keeps everyone on the same page and prevents your co-workers from getting too far ahead or behind your progress.

Continue to Be Proactive Outside of Work

You can learn to be more proactive for workplace activities by being more proactive outside of work. Start taking initiative in other areas of your life to develop a more proactive personality.



Always Look for Opportunities to Stand Out

You cannot enjoy the benefits of taking initiative at work until you uncover the opportunities available in your workplace.



Some work environments have strict standards and practices that leave little room for taking on extra work. You may be required to solely focus on your core responsibilities.

It may also irritate the co-workers who are typically assigned the task that you took over. The key to being proactive at work is finding the hidden opportunities to stand out. Look for tasks or projects that you can complete without interfering with the standard order of things.



ADDITIONAL MATERIALS

VIDEOS



DARE YOURSELF
(ENGLISH WITH SUBTITLES)



**CAREER READINESS - SUCCESS AT
WORK - TAKING THE INITIATIVE AT
WORK**

(ENGLISH WITH SUBTITLES)



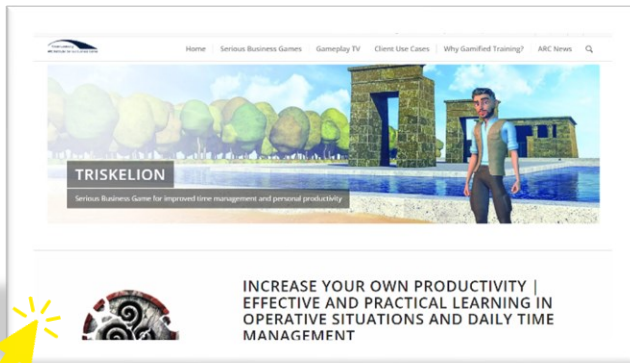
PRACTICAL MATERIALS

Gamification based tools



Triskelion

Increase your own productivity | effective and practical learning in operative situations and daily time management.



Triskelion is the serious business game for time management and personal productivity. Since its launch in 2011, Triskelion has enabled over 1,000 companies and their employees to improve their time management. Due to the high demand, the Business Game received a complete relaunch in 2018 with simplified access

technology and further improved simulation. Thus, Triskelion is today available to you with the latest multidimensional simulation technology.

Triskelion is an adventure with challenge and task techniques in cities like Madrid, Cairo, Granada or Rome. The participant assumes the role of a history professor and researcher, who must follow in the footsteps of the Order of Wisdom in search of the hidden secrets of happiness and success.

The training Triskelion is currently available in the following languages: English, German, French, Spanish.

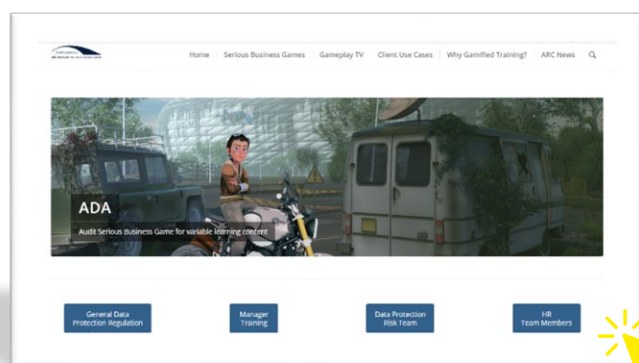
Approximate training duration: 10 – 16 hours



ADA

Effective individual learning of new content | ideal for new product launches, on-board processes or other variable learning concepts

The year is 2127, a world after the apocalypse. The civilization we know today no longer exists. The shadow of annihilation is shining over humanity. They are the only hope to save our endangered species. This is the backdrop to this adventure full of challenges, trials and exciting tasks.



Your great goal: the salvation of mankind.

ADA is a variable serious business game that provides HR, training and product development, communication or recruitment departments with an effective business game framework to make communication, training or employee onboarding an interesting and exciting experience with which employees identify.

ADA forms the media framework for creating individual company-specific serious business games. We advise you individually. Create the storyline and the didactic processes in a workshop with you, so that your new product, your on-boarding process or new IT system introduction becomes a real experience for your employees!

Other practical content

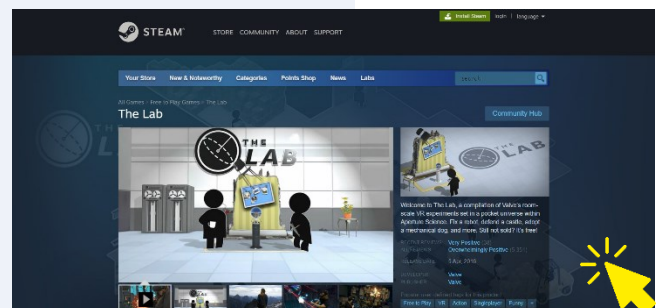


Virtual Reality tools

1. Learning orientation

- The Lab

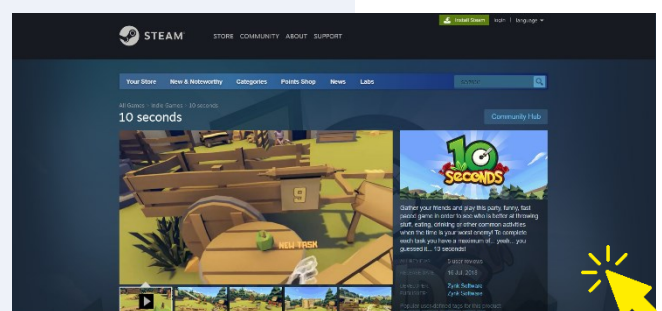
This game works as a “pocket universe”. It offers eight different game types that involve short demo experiences that use different aspects of the VR capabilities. The user can learn different interactions and play through several environments.



2. Achievement Orientation:

- 10 seconds

This game offers to the user some challenges and tasks to complete in ten seconds. The difficulty of each task increases as the user completes the one in progress. The game can be played in a world in the global leaderboard or with friends to see who has the best skills.

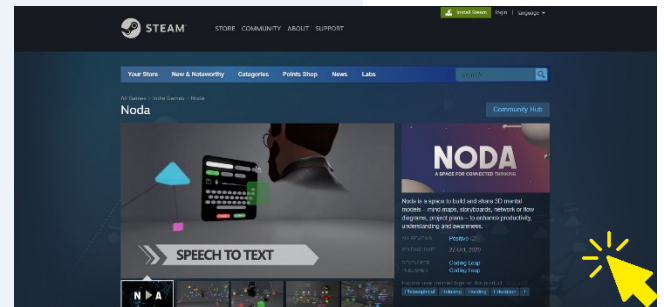




3. Initiative/Proactivity

- NODA

This game is a tool for the user to create 3D mind maps where plotting out ideas and linking them. The application allows the user to organize and prioritize tasks and to share knowledge with others. In this way, users can receive and give feedback and apply what they learn in the real world.



Role playing exercises

- Set Initiative Goals at Work:
 1. Create a list of the things that you can actively accomplish.
 2. Choose one or two examples of self-initiative to focus on each week. This may include something simple, such as volunteering to handle trivial tasks that others dread.
 3. Discuss it with the group and carry it out.



GLOSSARY

Productivity

Is defined as an economic measure that allows you to calculate how many goods and services were produced per factor. It's the capacity of doing more tasks in less time; therefore, if a company is capable of improving its productivity, it means that the value of its products grows at a higher rate than the raw material with which those products are being manufactured. In this case, we would be talking about plant productivity.

When we ask ourselves what productivity is we have to keep in mind that a company can't be productive if its strategy is not clear, its goals are not shared with its staff, there's a lack of infrastructure, and responsibilities are not shared.

Competitiveness

Refers to the skill or ability to contend with rivals for the same objective or prize. Competitiveness does not necessarily mean an ability to beat all your rivals but rather, your thirst and willingness to be involved in competition; to staying in competition and not be booted out or totally outclass.

Business innovation

Business innovation is an organization's process for introducing new ideas, workflows, methodologies, services or products.

Frustration

In psychology, frustration is a common emotional response to opposition, related to anger, annoyance and disappointment. Frustration arises from the perceived resistance to the fulfillment of an individual's will or goal and is likely to increase when a will or goal is denied or blocked.



THEORETICAL RESOURCES AND BIBLIOGRAPHY

Resources. Theoretical material

- Learning orientation, achievement orientation and proactivity in workers - list of interesting articles.

https://scholar.google.es/scholar?q=learning+orientation,+achievement+orientation+and+proactivity+in+workers&hl=es&as_sdt=0&as_vis=1&oi=scholart

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**MORE RESOURCES TO
IMPROVE YOUR SKILLS**



FILMS

- 15 movies on emotional intelligence that you should see.
<https://virtualpsychcentre.com/15-movies-on-emotional-intelligence-that-you-should-see/>
- Seven Movies to Help You Work on Your Emotional Intelligence.
<https://exploringyourmind.com/movies-to-help-you-work-on-your-emotional-intelligence/>
- 8 films to develop emotional intelligence.
<https://filmthreat.com/features/8-films-to-develop-emotional-intelligence/>

BOOKS

- The world in your hands (El mundo en tus manos) (Elsa Punset).
- The Right To Say No. Walter Riso.
- Habilitats socials a la feina. Maria Peralta.
- The 7 Habits of Highly Effective People. Stephen R. Covey.
- Resilience: "The ugly ducklings" Boris Cyrulnik.
- Critical ability: "Six Thinking Hats". Edward de Bono.
- Improve your communication skills (Alan Barker).

WEBSITE

- Learn and master the skills you need to: Become a Positive Psychology Professional.
<https://positivepsychology.com/>



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