

iGUIDE

Learner Handbook

*IO1 - Career Planning Toolkit*

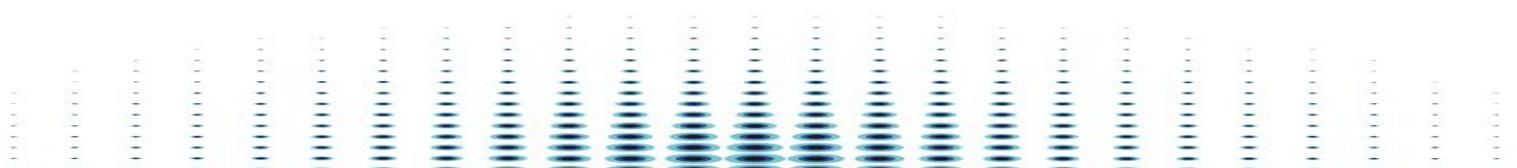
iGUIDE

GUIDING MY OWN CAREER

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## JOB READINESS

### BODY LANGUAGE TECHNIQUES

Body language belongs to the nonverbal communication. Our body language can speak louder than our voice. Being able to understand the signals you are sending and receiving makes it easier to relate to others, especially in interviews. In the same time it helps you look more confident, more honest and more in tune with the other person.

Concentrating on your physical actions will take your attention away from negative thought processes and feeling nervous, and make you focus and reduce your nervousness significantly.

Our entire body is a source of information. Our facial expression, body posture, gestures, eye contact, touch, smell and the way we dress and take care of ourselves say something about us.

Although it is such an important part of communication most of the time we are not even

aware of our body language. We express happiness, nervousness, fear, joy, confidence without conscious awareness. Sometimes our body language cannot be controlled but in time we can educate ourselves in avoiding unhelpful behaviors.

We are going to focus on matching, mirroring, positive body language, active listening, dress code and things to avoid.

## Matching

Match non-verbal messages with verbal messages —so you should always nod when you agree, shake your head when you are disagreeing, etc.

## Mirroring

Mirror, this is where you match, or mirror, the other person's body language, which almost always has the effect of making the person you're talking to feel more in rapport with you - they relate to you better. People like people like them. But many attempts at mirroring go badly wrong, as this is a very subtle technique. You need to mirror very carefully and gently, so it isn't at all obvious, otherwise you will look very strange! Remember: never mirror aggressive interviewers, don't mirror nervous people, don't mirror bad habits like

scratching, only mirror people who themselves have good body language. Don't overdo it! —be very, very, subtle, if you make it obvious that you are mirroring, you have failed.

## POSITIVE BODY LANGUAGE - GESTURES

### Smile

A person's smile is critical for people's perceptions. A warm, genuine smile communicates feelings more than words. Smile radiates warmth and allows people to feel at ease and makes a great first impression and transmits confidence.

### Handshakes

Handshakes should be firm but not too strong. Weak handshakes suggest lack of confidence.

### Lean forward

Lean forward slightly in your chair to show you are interested and listen actively.

### Open hands

The person opens arms, such that palms and fingers are visible and suggests that he/she can be trusted. It is associated with truth, honesty, and openness while palms down gesture suggest dominance, aggression, and authority.

## Chin up

To appear confident, you want to hold your chin up. But, take it too far, and suddenly you seem condescending.

## Eye contact

Eye contact is important as it conveys confidence and trust. When speaking to someone, establishing eye contact allows you to check that they understand and are still interested in what you are saying and when listening, establishing eye contact conveys your attention and is a gesture of politeness.

Lack of eye contact shows evasiveness, and makes it almost impossible to establish rapport with someone. Too much eye contact may feel uncomfortable. About five to ten seconds of eye contact is about right for making a connection with your listener. After that you should make your eye contact less complete. Otherwise, the connection with your listener becomes too intense, and can start to feel like a staring match. Speakers tend therefore to make and break eye contact regularly, whereas listeners tend to keep eye contact for extended periods of time.

## Active listening

Listening isn't just something you do with your ears. Listening signals or behaviors include: making eye contact, nodding, making 'listening noises' ('Mmm', 'Uh-huh', etc), smiling, leaning forward, open body language, reacting to what the other person is saying.

## APPEARANCE - DRESS CODE

### Don't dress too casual

Dark colors are usually recommended, women's skirts should not be shorter than knee length. Unbutton your coat or jacket upon being seated.

### Be neat and clean

Make sure that your suit/dress is clean and wrinkle free.

**Be conservative.** Women should not wear extravagant shoes, tight fitting or revealing clothes and excessive jewelry.

### Be well groomed

Avoid drastic or wild hairstyles. Man should be clean shaven (unless you have beard!), women should not wear excess makeup.

## AVOID

Avoid playing with objects (pen, paper, objects in your pocket); touching your hair, nose, ears, jewelry,

crossing or folding your arms, frowning, gritting your teeth, fidgeting.

Remember the first rules: matching and mirroring: - people like people like themselves. Matching whenever possible in order to establish common ground and build rapport.

Beware of negative body language and try to make a positive impression by using positive body language.

Dress appropriately for the occasion.

Eye contact is absolutely critical. But don't overdo it and make sure you use listening or speaking eye contact as appropriate.

Listening needs to be an active process, so don't just sit there  
- You need to be seen to be listening!

## ORAL AND WRITTEN COMMUNICATION

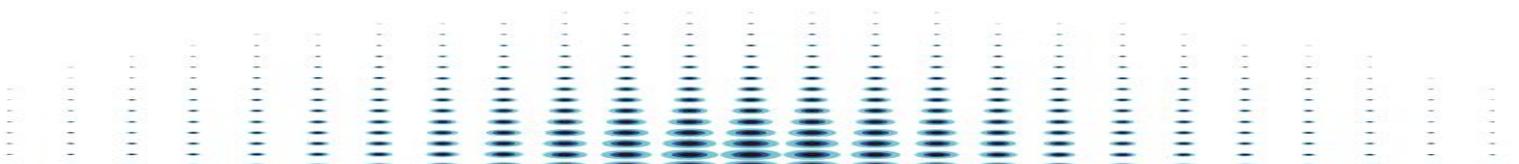
### INTRODUCTION

The aim of communication at work is to perform well and make the best use of your professional skills, to build good relationships with superiors, colleagues and customers, to work together as efficiently as possible as a team.

A simple definition says that “Communication is a mutual exchange of facts, ideas, thoughts and perceptions, resulting in common understanding of all parties”.

## VERBAL COMMUNICATION

The **two** major forms of verbal communication include **written** and **oral communication**. **Oral communication** is the process of expressing information or ideas by word of mouth.



It happens face to face, via phone or internet (video calls).

Face to face communication has the advantage of adding the non-verbal component which carries more information than the message itself.

## **COMMON THINGS FOR ORAL AND WRITTEN COMMUNICATION**

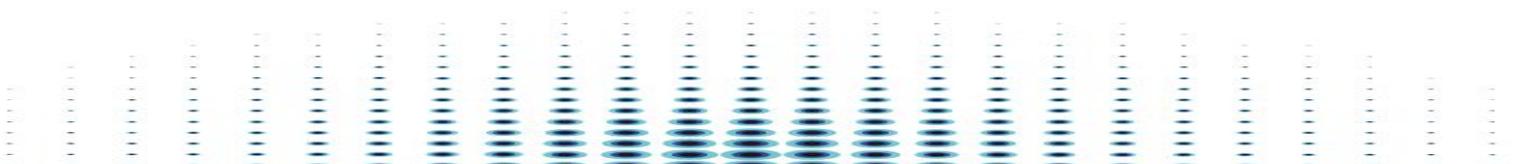
### **CONTEXT OF COMMUNICATION**

#### **Formal vs Informal Communication**

**Formal** it refers to the person/s you are communicating with.

- **Formal communication** flows through official channels designed in the organization chart. If the training departments sends a memo asking if at the training you would prefer vegetarian or non-vegetarian meal is formal.
- **Informal Communication** is faster and flows freely in the organization discussing about a diverse range of topics. The communications may be oral or written. If your colleague is texting or phoning you to ask about what kind of pizza you would like for lunch is informal.

A job interview is a formal discussion while asking your colleague to give you the name of the new customer is informal.



## **Goal**

When we communicate we all have a purpose but many times it is not very clear even to ourselves. You must be clear and specific in what you want to achieve.

With this discussion or document I want to...inform / respond / confirm / clarify / explain / propose / recommend / request / announce / summarize / identify / suggest ...

## **Expectation**

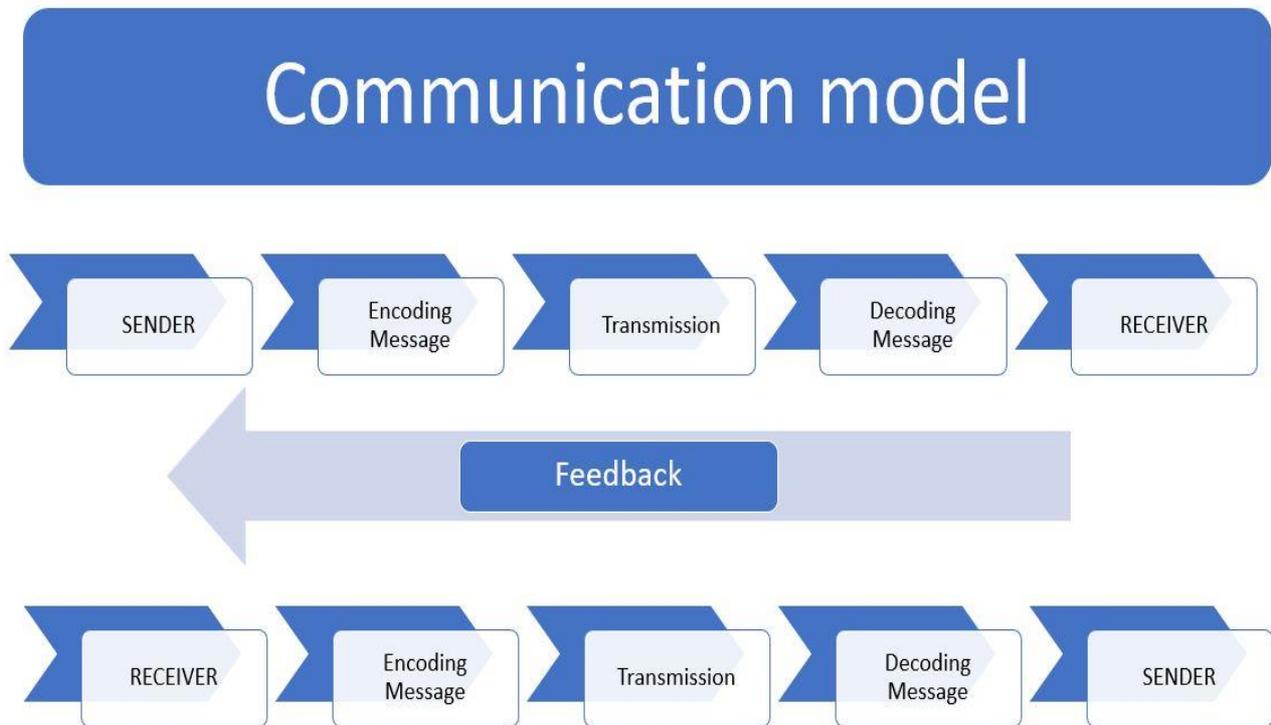
What do you want the other person to do?

With this discussion or document I want the other person/s to ... agree with me/ answer questions/ provide input/ review my proposal/ complete a task/ give me feedback/ investigate an issue/ approve funding/ implement a plan.....

Whether it is oral or written communication, in the beginning you should tell what the message is about, then say it and in the end summarize what you said.

# VERBAL COMMUNICATION

The **classic communication model** is:



There are 4 Types of **Verbal Communication**

1. Intrapersonal Communication
2. Interpersonal Communication
3. Small Group Communication

## 4. Public Communication

1. If we look at the communication model **Intrapersonal Communication** means **encoding the message**. It happens in our mind with our own thoughts, feelings and ideas. This is where we organize our message taking into consideration what we want to achieve and what response we expect from the other person. The same process takes place in the mind of the **RECEIVER** when decoding the message.
2. **Interpersonal Communication**. This form of communication takes place **between two individuals** who exchange information, feelings, and meaning through verbal and non-verbal messages and is thus a one-on-one conversation.
3. **Small Group Communication** refers to interactions among **three or more people** who are connected through a common purpose, mutual influence, and a shared identity.

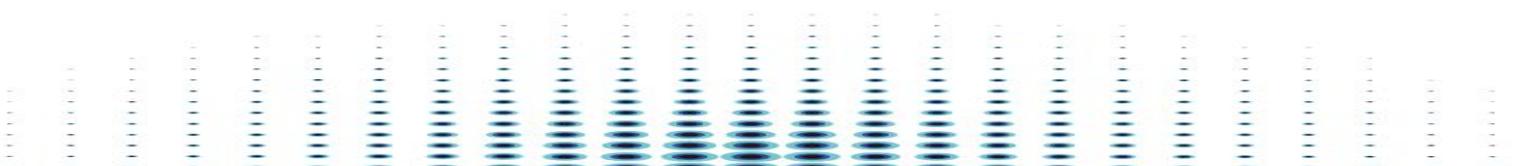
4. **Public Communication** is used for **large audiences** and sometimes quite heterogeneous, the speaker is physically distanced from the audience and it takes place in the public sphere. Public messages are constructed more carefully than interpersonal messages.

## **Barriers in oral communication**

Looking again at the communication model, the **BARRIERS** appear when **TRANSMITTING THE MESSAGE**. They refer to the **physical barriers** such as place, space, noise or channel of communication (poor phone/internet connection). However, one of the main barrier is **in the mind of the Sender and Receiver**. This could be in the form of fear, mistrust, past experiences, negative attitude, personal problems, emotions, fatigue, poor listening skills or attitude toward the sender or the information, lack of interest in the message.

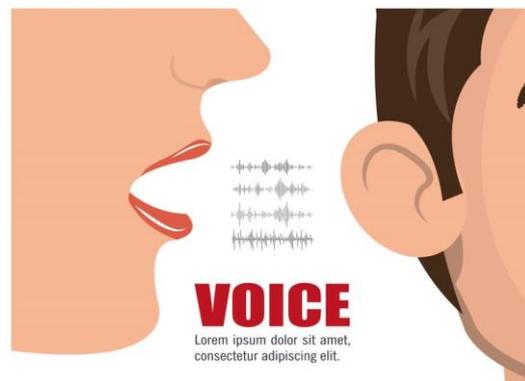
## **ELEMENTS OF ORAL COMMUNICATION**

- A. Your **body language**
- B. Your **voice**
- C. Your **words**

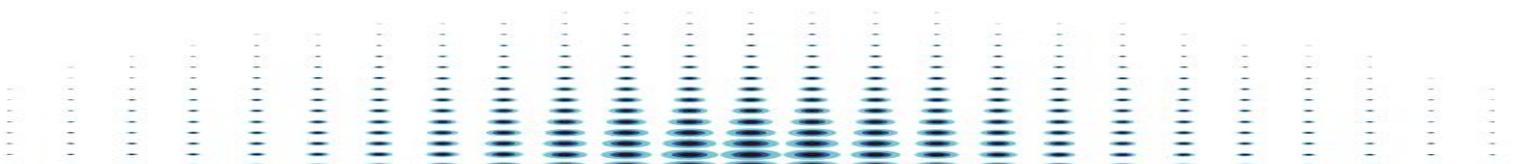


A. **Body language** refers to the nonverbal signals that you use to communicate your feelings and intentions. It includes your posture, your facial expressions, your gestures and physical appearance.

B. **Voice** is a very powerful tool. You can use it in many different ways by varying the: volume, pace and pitch.



- **Volume.** Make sure that your voice is loud enough to be heard, speaking too loudly or too quietly can make it difficult for people to follow you. Raise or lower their volume for emphasis.
- **Pace.** Make sure that the speed of your delivery is easy to follow. Change pace when necessary, faster might convey enthusiasm, slower might add emphasis or caution.

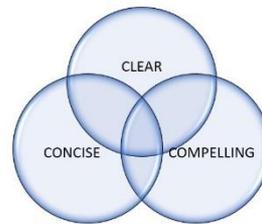


- **Pitch.** Intonation can make a huge difference as it **adds emphasis** and conveys **emotions**, positive or negative. Your pitch will rise when asking a question and it will lower when you wish to sound severe.

## C. YOUR **WORDS** - THE **MESSAGE**.

The message should respect the 3 Principles: **Clear, Concise, and Compelling.**

PERFECT MESSAGE



- A. First draft the **BODY** of the Message. Think who you are writing to, what you want to achieve and what you expect.

Use proper language and grammar, follow a logical sequence, and avoid abbreviations, lengthy paragraph and sentences.

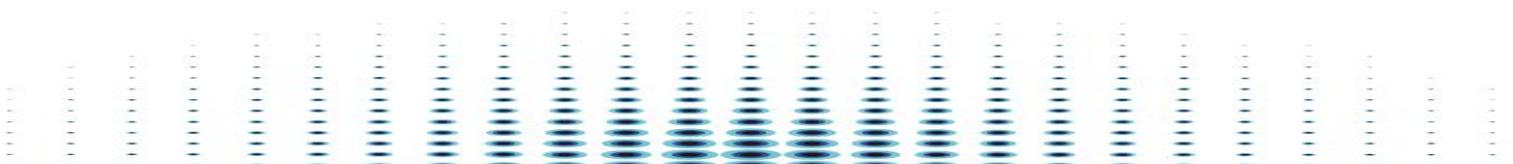
- B. Summarize the body of the message and write the **Conclusion**. An inspirational closing makes the reader act.
  
- C. After you finish, write the **Introduction**.

Use a **powerful headline** with power words or numbers to **attract attention**. Say what you are writing about, make the introduction captivating so the reader would feel encouraged to read on.

Without verbal and written communication everyday life at work would be impossible. We need it in order to make arrangements, give instructions, document processes, build relationships and much more.

## CONCLUSION

On an average, a person spends approximately **70%** of his/her working life in some form of **communication – talking, listening, reading or writing.**



## TIME MANAGEMENT AND ORGANISATION

Time management and good organizing skills go hand in hand and impact every aspect of your life. Once learned and applied they will make your life easier at home and at work.



## 7 STEEPS FOR SUCCESS

### STEP 1: TRACK YOUR TIME

In order to make changes you need to find out where you are. The first step is to analyze how you spend your time. For a week take notes journaling what you did every day and the time spent on each activity. Look at the list and label each activity with work time, home-related tasks, family time and time spent just for you.

At the end of this process you will have a picture of how you manage your time, time wasters and changes you should do.

### STEP 2: IDENTIFY GOALS

Make a “wish list” with all the things you would like to achieve in the next 10 years. Then break it in five years and two years to see the changes you would like to make on the way to achieving those life goals. If you think long term you will see that you need to start planning today for things that require a lot of time, such as education or training in order to change your career. Work around these goals in order to organize your life and set priorities. If you are young you may think about starting a family or having children and building a career, if you are

older you may think about spending more time with your family or taking care of health issues.

### STEP 3: PLAN FOR CHANGE

Now go back to your initial list and compare it to your priorities in order to see what percentage of your time is being spent in areas that are not on your priority list. Analyze where you spend too much time and how you can be more efficient or cut back in the areas that are less important. Think about changes that can save time.

### STEP 4: MAKE YOUR GOALS MANAGEABLE

Prioritize so you can focus on the most important tasks first. Otherwise, you might invest your energy in insignificant matters instead of what is most productive. To establish these priorities, look at your two-year and your five-to ten year goals as well as your “wish list” list. Break each goal into smaller steps in order to make it manageable.

For each step set a realistic deadline in order to keep track of your progress in reaching your goals. Review your goals weekly, selecting a reasonable number of tasks to undertake during the upcoming week. Be selective.

Stay on track. Not everything goes according to the plan, there are going to be unplanned events that

will take up your time but it is important to get back to your priorities as soon as possible.

## STEP 5: SIMPLIFY WITH ORGANIZING SYSTEMS

Systems are perfect for necessary but repetitive tasks as well as the ones that do not require originality and creativity. A system can be as simple as a shopping list. Systems allow you to do things automatically so you don't have to spend time figuring out how to complete certain routine tasks. Systems require time to create and discipline to maintain, but they make life much easier in the long run.

## STEP 6: SAY "NO"

Many people are so dedicated, ambitious or enthusiastic that they take on far more than they can actually do. The inability to say no has many causes: a desire to please, too many interests or an exaggerated sense of duty. Although we do not want to be selfish there are times when we have to say "no". We are not going to be good to anyone if we don't say "no" now and take care of ourselves. If you promise too much to too many you will end up disappointing everybody and yourself. Check your "to do list" and tell yourself "is okay to say no."

## STEP 7: ORGANIZE

Being organized saves time as organized people can get things done in less time. The person who is well organized and has a grocery list doesn't need to run back to the store for something that he or she forgot. The person who knows when the car inspection is due doesn't need to call the service station in a panic, trying to get a last-minute appointment.

Organize your tasks. While technology provides us with many organizing tools the easiest way is to have a classic paper agenda where you write what you have to do in advance. At home and work it is useful to have a wall planner where all family or team members can add their tasks. This is also useful in terms of delegating tasks that others can do while completing theirs. Your wife/husband can take the kids to the dentist if it's on his/her way from the supermarket.

**Prioritize tasks.** Use Steve Covey Time management matrix with 4 boxes:

Important and Urgent – Crises and Emergencies.

Important but Not Urgent – Prevention, Planning, and Improvement.

Not Important but Urgent – Interruptions and Busy Work.

Not Important and Not Urgent – Time Wasters.

Look at the “not important” and see how you can reduce it in order to focus on what is important and urgent and plan for the less urgent but important ones so you don’t end up panicking. Try to eliminate as much as possible the time wasters.

**Organize your space at home and work.** Make sure all things are in the right place so you do not waste time trying to find them. Educate family members and colleagues to do the same.

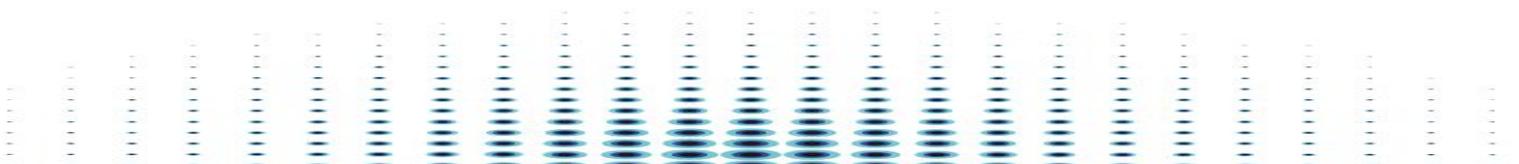
**Organize your personal documents;** it will be embarrassing to succeed at a job interview only to discover that you cannot find your documents!

**Organize** documents in your **computer and phone** according to a **logical system** so you can access whatever you need easily and have a backup copy.

**Get rid of what you don’t need** on a regular basis so you don’t end up with unnecessary stuff.

When storing things, **label** them so you know what is in a box without opening it.

**DO NOT PROCRASTINATE.**



When you write your “to do list” you already plan, then you act without finding excuses and finish by monitoring the accomplishment of your tasks.

But if you do not act on your planned tasks in a timely manner you have to analyze what are the causes. A procrastinator is a person who delays or puts things off that is likely to leave all the Christmas shopping until the evening of December 24th.

The **reasons for procrastination** are diverse: the task seems unpleasant, the task seems too big, the goals are unclear, you fear change, you fear failure, you don't say “no” and end up with far too many things on your plate or you are addicted to the “last minute adrenaline”. Analyze what is behind your procrastination and take measures.

Procrastination can have unpleasant consequences such as losing your job for not meeting deadlines, affecting your relationships and your personal and professional life.

If you cannot find solutions on your own it may be useful to ask someone else to help you or seek professional help.

Time management and good organization skills can make you happier, more successful, confident and dependable.

The skills can be learned but you will succeed in applying them only if you are fully **committed**

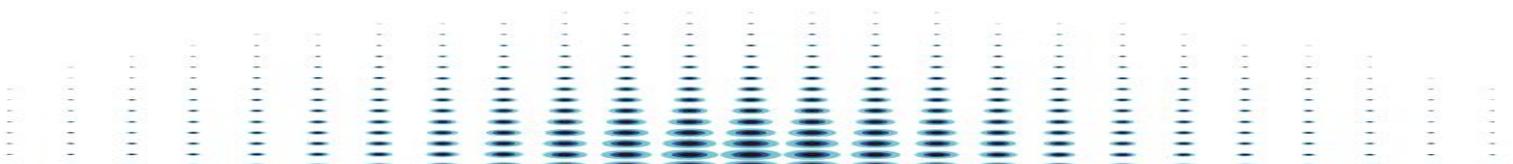
## CRITICAL AND ANALYTICAL THINKING

Progress in artificial intelligence has raised new questions on how technology will affect the future of the workforce. In this new scenario marked by process automation, **soft skills** - as the most subjective behavioral skills are referred - emerge as an important feature to remain relevant in the labour market. Within soft skills, critical and analytical thinking are two of the attributes that many companies mention in job application requirements. This is because critical and analytical thinking has become one of the most important skills for the recovery of



According to Cottrell (2005), critical thinking is “a cognitive activity, associated with using the mind. Learning to think in critically analytical and evaluative ways means using mental processes such as attention, categorization, selection and judgement” (p.1).

Furthermore, it is the psychological force that will allow you to act with greater reflection. That is, rather than reacting disproportionately in the face of a difficult or complex situation, this approach will help you to look with a more constructive and focused attitude. Cottrell (2005) states that **critical thinking is a process that involves the following skills and attitudes:**



- Identifying other people's positions, arguments and conclusions;
- Evaluating the evidence for alternative points of view;
- Weighing up opposing arguments and evidence fairly;
- Identifying false or unfair assumptions;
- Reflecting on issues in a structured way, by bringing logic and insight to it;
- Drawing conclusions about whether arguments are valid or justifiable;
- Presenting a point of view in a structured and well-reasoned way.

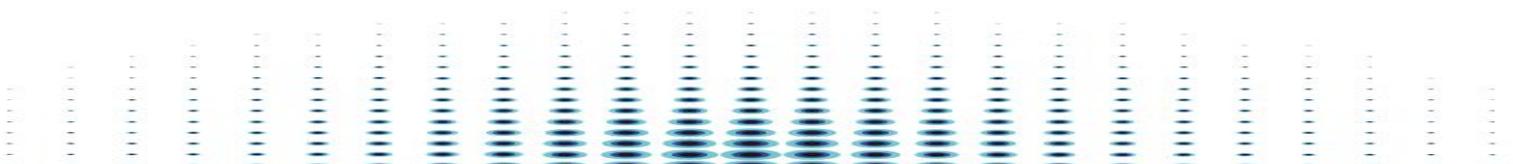


To think critically is to leave aside your personal history and beliefs to analyse a problem. As difficult as it seems, it is possible to become a critical thinker.

### **But why is it important for your career?**

Nowadays, companies are searching for professionals

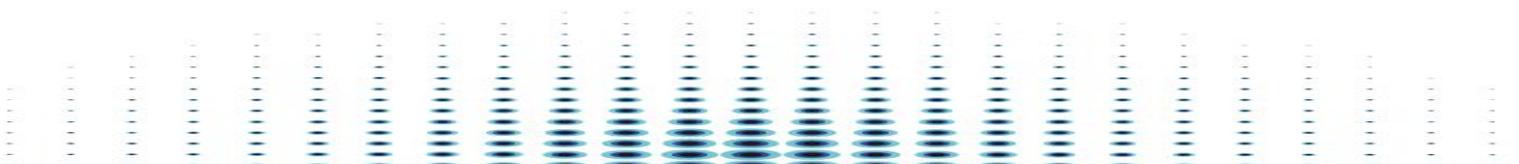
who can think critically under pressure. When you are facing a problem, there are several possible solutions. There are five main strategies to improve critical thinking, as referred below:



1. Formulate a problem
2. Gather information
3. Apply the information to make the best decision
4. Consider the implications
5. Explore other points of view



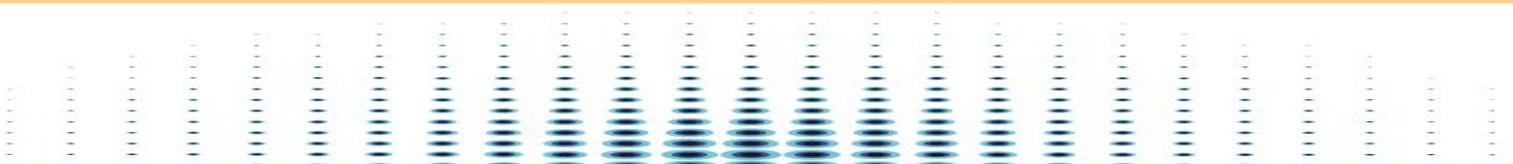
Like critical thinking, the concept of analytical thinking can vary according to its area of application. Most experts usually address this competence by relating the ability to work with different data from various sources and to establish correlations. According to Lane (2020), in analytical thinking *“you identify the problem, define the problem and then find out the key information from the data you have gathered. When all this is done, then you develop and create an effective solution for the problems that you have identified*



*to test and verify the root cause of the problem and create solutions to remove the problems that were identified” (p.11).*

Analytical thinking is extremely useful for problem-solving, as it allows the assessment of different perspectives. In terms of decision-making, **you are able to collect information effectively, search for different solution strategies and select the most appropriate.** That said, you can create a practical scheme of analytical thinking that is applicable to any area of study, work or everyday situation.

We all have a different life path that brought us the most diverse experiences. As a consequence of these differences, **it is inevitable that different people can come up with different solutions to the same problem.** However, develop critical and analytical thinking skills is important to all of us. **This is because people who think critically can analyse situations more distantly, work with different facts and consequently make better decisions.** Furthermore, considering how to develop these skills is very important for people who wish to remain relevant in any context. **Developing an analytical profile will help you build better curricula, in which the main focus is the type of qualification most sought by companies today.** Thus, you can become a professional with a competitive edge, in order to achieve the best results in the labour market.



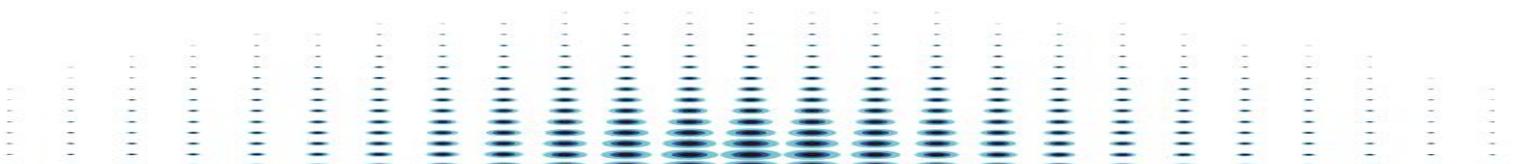
Cottrell, S. (2005). *Critical Thinking Skills: Developing Effective Analysis and Argument*. New York: Palgrave Macmillan

Lane, R. (2020). *Logic & Analytical Thinking: Solve complex problems, become smarter and deflect fallacies by improving your rational thinking, your reasoning skills and your brain power*. Independently Published.

## CREATIVE PROBLEM SOLVING, INITIATIVE AND ENTREPRISE

In the globalised world that we currently live, we can say that professionals who have the capacity to solve problems is essential. Those who are able to develop innovative solutions have been sought out by companies as the "pot of gold at the end of the rainbow", given the relevance of the issue. However, such competence is rare and hard to find in professionals today. **For this reason, the methodologies of creative problem-solving emerge as proposals to disseminate the culture of problem-solving through well-established methods with effective results and applications.**

Creativity is defined by many authors as a mental process from which new products emerge, or problems are solved. Although it is discussed what is the best term to designate the creative process, it is important to note that its main goal is to develop the ability to create different



responses to the same problem. Creative solutions usually do not appear spontaneously in people's minds; on the contrary, these are the result of a sequence of intentional actions aimed at solving a specific problem or achieving a certain goal. The creative problem-solving approach is developed through two hypotheses (Creative Education Foundation, 2015):

- We are all potentially creative;
  - Creative problem-solving skills should be learned and improved.



According to Baumgartner (2010), the “most important step of CPS is identifying your real problem or goal. This may seem easy, but very often, what we believe to be the problem is not the real problem or goal. For instance, you may feel you need a new job. However, if you break down your problem and analyse what

*you are really looking for, it may transpire that the actual issue is that your income does not cover your costs of living. In this case, the solution may be a new job, but it might also be to re-arrange your expenses or to seek a pay rise from your existing employer.”*

As stated by Spraul (2012) , there are some simple problem-solving techniques:

1. **Always have a plan:**

Planning allows you to also set intermediate goals. Without a plan, you have only one goal: to solve the whole problem. Until you've solved the problem, you won't feel like you've achieved anything. Therefore, working only towards the primary goal inevitably leads to frustration, since there is no



positive reinforcement of your efforts to the end;

**2. Restate the problem:**

*“restating a problem can produce valuable results. In some cases, a problem that looks very difficult may seem easy when stated in a different way or using different terms. Restating a problem is like circling the base of a hill that you must climb; before starting your climb, why not check out the hill from every angle to see whether there’s an easier way up?” (Spraul, 2012, p. 17).*

**3. Divide the problem:**

Finding a way to divide a problem into steps or phases can make the problem much easier;

**4. Start with what you know:**

This technique allows you to follow a plan and gives a sequential order to your efforts. When we begin the investigation of a problem by applying the skills we already have, we may learn more about the problem and its ultimate solution;



**5. Reduce the problem:**

When faced with a problem you are unable to solve, you can reduce the scope of the problem, by either adding or removing constraints, to produce a problem that you do know how to solve;

**6. Look for analogies:** An analogy is a similarity between a current problem and a problem already solved that can be exploited to help solve the current problem;

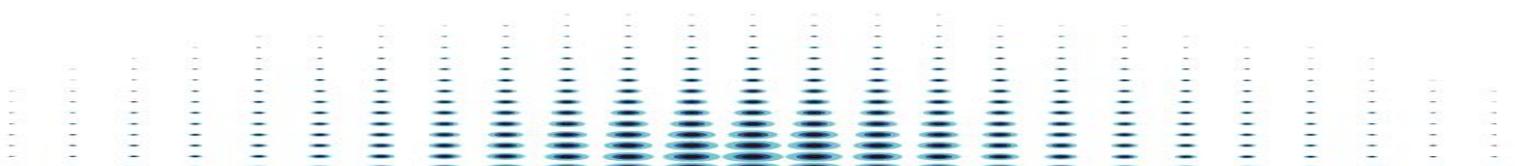
**7. Experiment:** In an experiment, you hypothesise what will

happen when certain plan is executed. Try it out and see whether your hypothesis is correct. From these observations, you gain information that will help you solve the original problem.

8. **Don't get frustrated:** When you are frustrated, you won't think as clearly, you won't work as efficiently, and everything will take longer and seem harder. Even worse, frustration tends to feed on itself, so that what begins as mild irritation ends as outright anger.

Problem solving is something we do every day. Some problems are small and easy to solve. Others are more complicated and can trigger different reactions. In professional terms, when we seek creative solutions, we change our professional routine, work our intuition and open ourselves to infinite possibilities. In other words, we go through different paths to solve problems that affect our work and prevent us from achieving the desired results.

Don't be afraid to expose your ideas. Use brainstorming to gather as many suggestions as possible. Therefore, you and your team can expose all your ideas without worrying about being judged by other co-workers.



**Baumgartner, J. (2010). The Basics of Creative Problem Solving – CPS. *Website*. Retrieved from:**

<https://innovationmanagement.se/2010/06/02/the-basics-of-creative-problem-solving-cps/>

**Creative Education Foundation (2015). Creative Problem-Solving Tools & Techniques Resource Guide. Scituate: CEF**

**Spraul, A. (2012). Think Like a Programmer: An Introduction to Creative Problem Solving. San Francisco: No Starch Press**

## CREATE YOUR OWN PATH AND CAREER

While it will probably change over time, focusing on a certain career path can help you make an informed decision about your professional growth as you gain skills and experience.

It's important to reflect on your interests, skills and career goals as you make certain life choices such as which school to apply for, which entry-level job is right for you, whether to get a post-graduate degree or specialized certification and more.

### What is a career path?

A career path is made up of the positions you hold as you grow in your field. Your first job, or college degree, your part time job while studying, the volunteer work you did for a charitable organization, for example, can be the beginning of

your career path. In time, as you gain additional knowledge and skills, you may progress and move up into more advanced roles. Some people move into equal but different job roles as they specialize or move into different career paths.

### **How to choose a career path**

Think of yourself as a product you must market. In order to sell it you have to know it very well. The first step is to look carefully and objectively at yourself. You need to develop a clear description of your values, skills, interests, education, work experience and accomplishments.

**Values.** Defining them it is not easy as these are shaped by your upbringing and personal experience. The ideal job will incorporate most of these values and for this reason you will most likely enjoy your work and succeed in your career.

Values are very personal and can refer to money, education, self-respect, helping others, recognition and respect from others, freedom and independence for working unsupervised, security (family, job or financial), spiritual needs, expressing creativity and so on. Define your values.

### **Identify your capabilities and accomplishments.**

**Capabilities** are the sum of your vocational, professional and work related skills and character

traits describe your personality or qualities that make you who you are.

Identify your **vocational or professional skills** such as computer programming, word processing, records management, driving, supervising etc.

Identify your **work-related “soft skills”** such as: interpersonal communication, teamwork, decision-making, negotiation, active listening, problem solving, conflict resolution skills. These skills may apply to many careers.

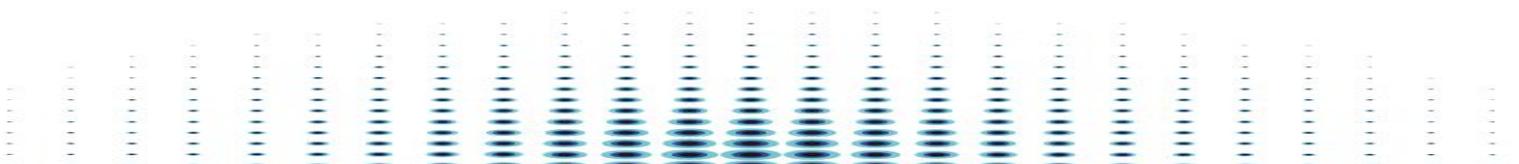
List your **character traits** such as: willingness to accept responsibilities, dependability, self-confidence, empathy, self-motivation, integrity, loyalty, self-control, patience, determination, persistence, tolerance, optimism etc.

List all your **accomplishments: personal, school-related, work related** such as: redesigned and painted the family apartment, second prize at the debate school club, employee of the month.

**Identify all your skills** as some may be **transferable** to different jobs.

### **Set up career goals**

Goal setting is a helpful way to build the career you want. By setting objectives and creating a clear roadmap for how you'll reach your intended target, you can decide how to apply your time and



resources to make progress. Without goals, it can be difficult to determine how to get a certain job, promotion or other milestones you want to achieve. Think where you would like to be in 10 years' time.

**Define your goals** and identify the **benefits** of achieving them. Write them down. Be **practical** and **specific** but use also your **inspiration**.

Develop an **action plan**.

**Divide your goal in objectives with logical and progressive steps.**

Create a ten-year and five-year plan. By establishing career goals five and ten years in the future, you can plan based on what progress you should expect every year. Schedule time regularly to reflect on your career and goals.

Research where other people in the chosen field are at five or ten years into their career, and make note of the job titles they have. Decide what title or advancements you want to have at these future points.

By establishing career goals five or ten years in the future, you can plan based on what progress you should expect every year.

**Establish priorities.**

**Set deadlines** for each step. If you don't, it is more likely that you will keep putting the goal off. For

example you will write “I will start the cooking training in September” instead of “I will take a course in cooking”.

**Commit yourself in writing and believe you will succeed.**

Writing increases by 80% your chances of achieving them as it appeals to your commitment, brings it closer to reality and makes it easier to monitor progress.

**Make a public commitment.**

Share your goals with someone you trust and is supportive. It will increase your sense of responsibility and you will have someone to push and motivate you.

**Understand your limitations.**

**Be realistic** by not establishing goals that you cannot attain given your personal circumstances. Deciding that you want to become a doctor or a pilot without having the necessary education at the age of 40 doesn't make sense.

**Use positive affirmation.**

Believe you can and you will achieve your goal. Use **positive words**: “I will” instead of “I will try”, “Today” instead of “Someday”, “I will do” instead of “I should do”.

Compare job requirements to your education and match with yours.

Look at the requirements for specific jobs in your career range. Many jobs have specific education requirements for applicants and new hires, such as obtaining a high school diploma, completing a bachelor's degree program or having a master's degree. Some positions also require applicants to have their degrees in a specific field related to the position.

Compare it with the education and the capabilities you have in order to see where you have to invest your energy in acquiring them.

Review the education requirements for jobs you are interested in and apply for jobs that accept your current level of education, or research additional degrees or certifications you may need.

**Make your goals SMART.**

SMART is an acronym that stands for Specific, Measurable, Achievable, Relevant and Time-based. Each element of the SMART framework works together to create a goal that is carefully planned, clear and trackable.

Remember Focusing on how to identify your values, key skills and interests, set career goals and match your qualities to a potential job field in your chosen career it is the first step in finding the right career for you, one that will make you happy and satisfied

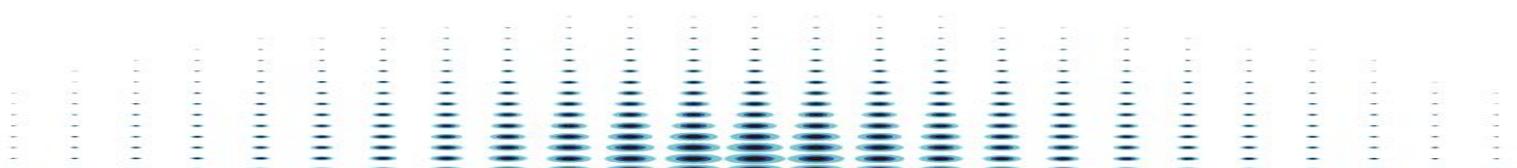
### SMART GOALS

# SMART



### Your Goal

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## THE DIFFERENCE BETWEEN A JOB AND CAREER

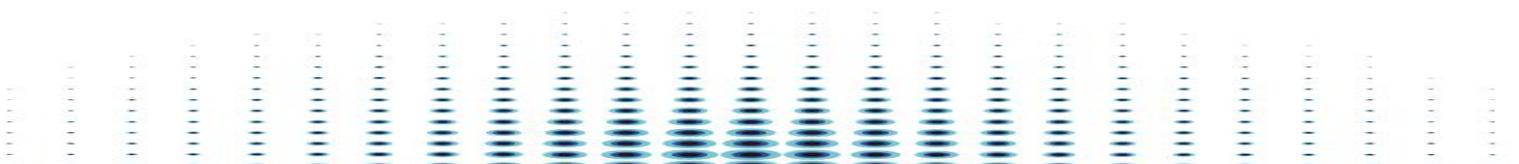
### INTRODUCTION

A **job** involves performing a specified set of responsibilities and duties for a specific employer while a **career** incorporates a family of jobs and is the general field of employment in which your job is found. Your career is your life's work.

History teacher for X School is a **job** and **teaching** is the **career**. Plumber for Y Company is a **job** and **construction** is the **career**. Clerk for Z Shop is a **job**, **retail sales** is the **career**.

Unfortunately many people do not consider the difference between job and career. As a result they spend a great deal of time and money changing careers when all they need to do is to change jobs.

In other cases people change jobs repeatedly and continue to be unhappy and dissatisfied because they are not in the right career.



Most people will not only change jobs several times during their working lives but with growing changes in technology and their values and interests, it is also common to see people change careers one or more times during their lifetime.

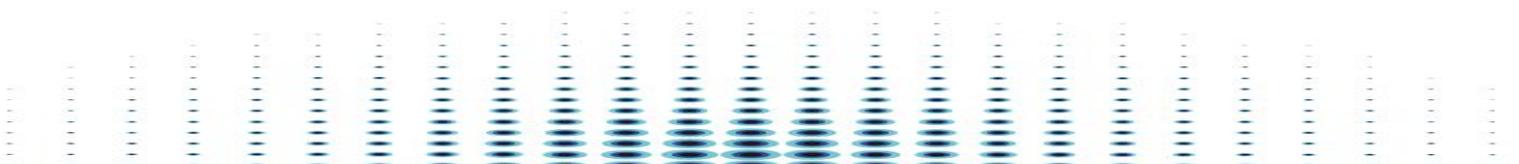
If you realize that your current employment situation is no longer satisfying, you should first consider whether the dissatisfaction is with the career or just with the specific job.

We frequently hear people who express a desire to change careers. Their complaints are specific to the current job rather than to their career. If you are unhappy with your boss yet love your work, you may need to change jobs, but it doesn't mean you need to change careers. Unfortunately, many people do not recognize that this is their situation and they end up moving from one job to another without improved satisfaction.

## **WHEN SHOULD YOU CHANGE JOBS?**

You may want to consider a job change if:

- Your current employer can not offer any advancement for you.

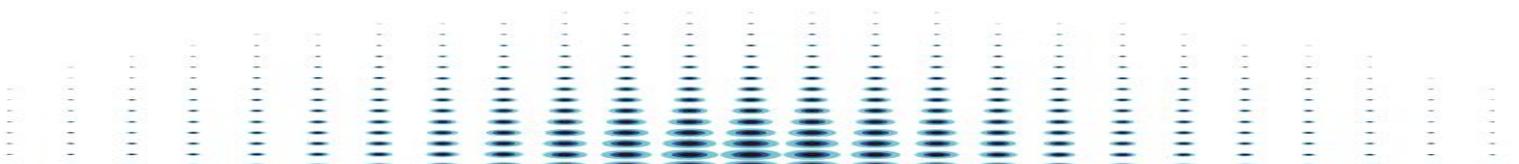


- The company is facing a crisis and many people lost their jobs.
- You wish to move to a different city or country.
- Your department is dissolved.
- Your employer has a bad reputation and you dislike working there.
- You simply want a new challenge.

**Never quit a job before you have a new one.** If at all possible, initiate and complete your job change while you are still employed. You are considered much more employable by someone else if you are currently employed- it is current proof that you can do a job satisfactorily.

Don't rush into a job change without proper planning. Give any change of jobs serious and careful thought and planning. You may deeply regret a hasty decision to take a new job if it turns out to be worse than your current job. The job may look good on the outside, but without proper research you may find yourself working for an unbearable supervisor, given an impossible workload, stuck in a position with absolutely no potential or any number of unsatisfactory conditions.

**Begin by evaluating your present job.**

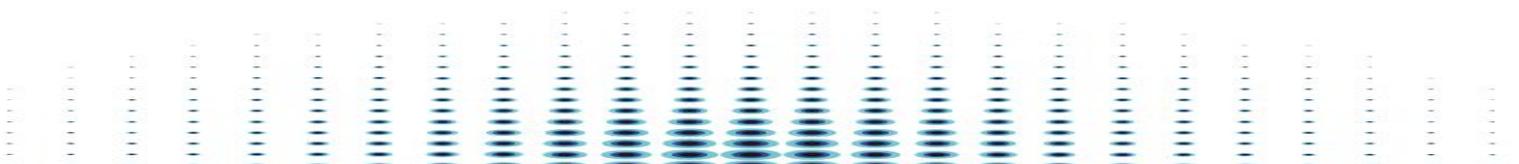


Is there no room for advancement to a higher position with the present employer you will not be happy remaining in the same position.

If such opportunity is possible there may be a significant number of advantages to seeking a new position or promotion with your present employer. These include: the job change is less risky since you are already established with the organization and you do not need to repeat the process of adjusting to new surroundings and people. Your reputation for job stability is improved by staying with the same firm rather than moving frequently from one employer to another. You will not lose accumulated benefits such as medical insurance, vacation time, retirement, profit-sharing investments and so forth.

## **What can you gain by changing employers?**

While it is sometimes beneficial to stay with your present employer, there are also advantages to changing employers. You will increase job interests by becoming involved in new challenges surroundings and people. You will gain added knowledge, broaden your experience and increase



your support network which can expand your career growth opportunities.

## **WHEN SHOULD YOU CHANGE CAREERS?**

If after thorough consideration you determine that you are unhappy in your work and that a change to a related job within the same field would not bring satisfaction you may want to consider a career change seriously.

Repeated changes of employer that do not improve job satisfaction may suggest that the problem lies in the career rather than the job

If the problems are the result of personality conflicts with the supervisor or fellow employees it is more likely that you need a new position rather than a new employer.

It may be that you are unhappy with the work environment. If you don't like being stuck at a desk check if this is common to your career field or only to your job. It may be the case that you would rather work outdoors or you might want to look at other careers if your career does not provide the opportunity for employment except inside a building. If the conditions are noisy or dirty you

should consider whether you have opportunities in your current career to be employed in pleasant surroundings. Check if the environmental problem is common to the career or only in some jobs within the career field?

Is this position interesting? What are your interests? Are you blocked from meeting them in your career or in just your current job?

Are you frustrated for not using your skills and abilities? Is this a job related or a career related problem?

Even if you determine that a portion of your own unhappiness is a function of your career rather than your current employment position you still have to weigh the pros and cons of making a career change. Rarely can one just jump into another career without some major sacrifices.

**You will need to evaluate the advantages and disadvantages to determine whether you are gaining more than you are losing when deciding to change your job or your career. Proper research and careful consideration to all aspects will help you make the best decision.**

## CONFLICT MANAGEMENT

It is part of human nature to disagree. Disagreements are healthy when properly addressed. It is the diversity of opinions that ultimately generates innovation and new ways of solving problems. However, miscommunication can transform simple disagreements into resentments. To avoid this from happening, it is crucial to know how to manage these conflictive moments. In this handbook you will learn about conflict management and strategies to manage them effectively and harmoniously.

Conflict management is a set of techniques and ideas aimed at reducing the negative effects of a conflictive situation and enhancing the positive results for all parties involved.

There are five main conflict management styles (Benoliel, 2017):

### 1. Collaborative Style



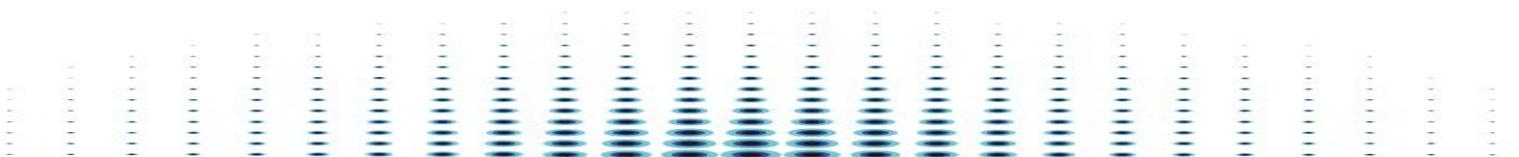
The collaborative approach occurs when there is a high level of maturity between the people involved. The common interest is a greater asset and leads to agreement between the parties. Therefore, the main goal is to achieve a "win-win" outcome, so that both parties win and the relationship between them improves.

## 2. Competitive Style

In the competitive approach, the one with the most power usually wins. In the event of a deadlock between two people with the same level of authority, a blockage occurs. This approach is commonly used when one person has more power than the other, and they are not willing to pursue one's own concerns at another person's expense.

## 3. Avoidance Style

In the avoidance approach, there is a position that is neither assertive nor cooperative. In this style, the parties (or one of the parties) postpone the confrontation as much as possible.



#### 4. Accommodative Style

In the avoidance approach, there is a position that is neither assertive nor cooperative. In this style, the parties (or one of the parties) postpone the confrontation as much as possible.

#### 5. Commitment Style

The commitment style has certain elements of the cooperative style. It implies that both parties give up on something. In this approach, both parties are important, both have equal powers, and both want to minimise differences.

These conflict management styles are based on the satisfaction of one's own interests vs. the interest of the other person/group and comprise two dimensions: **the assertive dimension and the cooperative dimension**. The assertive dimension is the search for satisfaction of one's own interests, while the cooperative seeks to satisfy the interest of the other person/group.

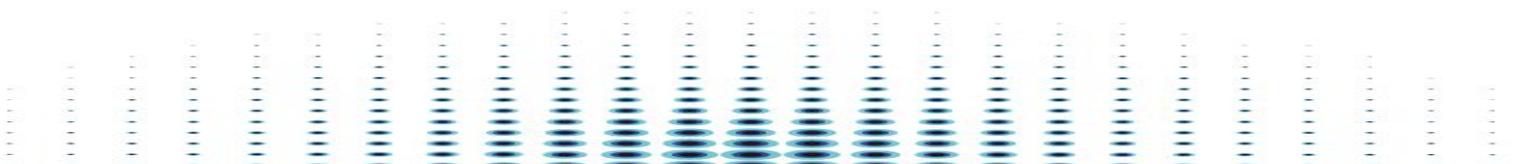


Knowing that conflicts are inevitable, it is important to understand them so that we can solve them in the best way possible. It is not often

recommended to immediately solve a conflict when it occurs, but rather to take a short break, so that strong emotions that arise at the moment do not cause you to say things you will regret. Furthermore, this break also gives you time to prepare (think carefully about what you want and how you want to say things). It is also important to choose an environment in which you can speak calmly.

Some suggestions on how to solve conflicts assertively are:

- **Be an active listener**  
Active listening is a technique that allows us to pay more attention to what the other person has to say, not only in words, but also in non-verbal language such as gestures, facial expressions, among others. Active listening allows us to better understand the needs and desires of the other person, thus gathering certain information that can be valuable to



provide a positive solution. Therefore, you should:

- Keep an eye contact with the person you're talking to;
  - Keep an open mind in order to avoid judgements;
  - Put yourself in the other person's shoes, because it will help you to better understand their opinions and emotions.
- **Make sure you are understood**  
Sometimes you can be misunderstood, and this can perpetuate or aggravate the conflict you are trying to solve, so it is important to be sure that the other person/group is really understanding the message that you are trying to convey.
- **Make sure you understand the other person**  
Just as it is important that you are understood, you must also make sure that you understand what has been said. It is merely a question of channeling communication into a broad analysis and understanding of conflict and how it be addressed.
- **Brainstorm**

Brainstorming is a technique that allows the participation of the parties involved in solving the problem. This communication approach can be used when the parties are unable to reach a consensus.

From an evolutionary perspective, in order to survive we must adapt to environmental changes. This adaptation is only possible through our own change, which is stimulated by the conflicts and problems that arise. **Therefore, the aim is not to completely avoid all types of conflicts, since a conflict does not necessarily have to be a negative thing.** On the contrary, the occurrence of conflicts is normal in any kind of relationship and, if effectively managed, it can have positive results for those involved. **If handled effectively, conflicts can help to strengthen relationships, release emotions and relationships from misunderstanding and resentment.** It is also a good exercise for self-awareness: if we discuss about issues that are important to us, we can discuss them more effectively with people who are really important in our life.

Benoliel, B. (2017). What's Your Conflict Management Style? Retrieved from:

<https://www.waldenu.edu/connect/newsroom/walden-news/2017/0530-whats-your-conflict-management-style>

## WORK IN TEAM, APPLY KNOWLEDGE, DISCIPLINE AND CONCEPTS

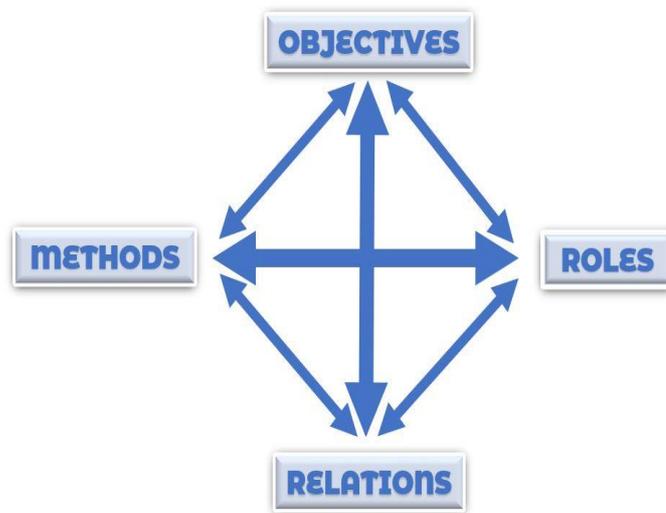
In any given job you will be part of a team. Many times, when you're hired or promoted, the team is already there. You have to adapt your ideas and plans to fit into the knowledge, skills, and abilities of the existing team.

We will discuss the characteristics of a team and how to apply discipline, knowledge and concepts at work in order to be a valuable member of any team

### What is a team and what are its characteristics?

Not all groups are teams. Runners in a race, or people attending the same wedding or sharing the same bus are not teams. What's the difference, then, between a group and a team?

Your employer **has a GOAL**. The members of a team have **COMMON OBJECTIVES**. The objectives of each team should lead to achieving the goal.



Let's look at each characteristic of a team: Objectives, Roles, Relationships and Methods.

### COMMON OBJECTIVES

A team must have clarity on the common objective. For you it is essential to understand the objectives and to check your understanding with your leader and coworkers. Don't be shy, if in doubt, ask for clarification. Common objectives brings unity, motivation and clarity to the team members. It is like a trip with a precise destination instead of taking any road that comes on your way.

## ROLES

Role clarity is also essential to a smooth-functioning, high-performing team. Team members must know where the boundaries of their own jobs lie, what they are responsible for, accountable to, and what tasks they are to complete. Make sure you understand your role in the team and the role of each member. You depend on each other.

## RELATIONSHIPS.

Building and nurturing on-going positive relationships with co-workers is also absolutely essential for performance.

Relationships are shaped by the leader but each team member has the responsibility to make the effort to include others and be included. Here you will use your interpersonal skills: communication, tolerance, conflict management, decision making, empathy etc. You have to trust yourself, trust your teammates, and stand by one another when issues or mistakes arise.

What are some of the ingredients of good relationships? Treat others as you would like to be treated, be emphatic and care enough to listen, give praise and show appreciation, admit when you are wrong, be able to offer and accept constructive feedback, be willing to help, recognize and respect

the efforts and ideas of others, ask questions rather than assume.

## METHODS

Methods refer to work **Procedures**. We have procedures dealing with how we manage the **RELATIONSHIPS** in the team and procedures dealing with the accomplishment of a certain **TASK OR PROCESS**.

A work procedure is a step by step description of a process. Procedures tells employees how to deal with a situation and when. This risk control document created by teams within the company describes the safest and most efficient way to perform a task with a series of specific steps that guide a worker through a task from start to finish in a chronological order. They are generally written outlining how to perform a task with minimum risk to people, equipment, materials, environment, and processes.

In order to respect and improve the existing procedures you need **DISCIPLINE**.

**Discipline** is the ability to have self-control and motivate yourself, stay on track and do what is required and expected of you.

**Discipline** means to meet your **deadlines** and be **punctual**. When someone is waiting for you to complete your task in order for them to start theirs a delay may have negative consequences on their work and on the team's performance.

## **KNOWLEDGE.**

When given a task we follow established procedures. However, there are many situations that are new and not yet documented.

**Knowledge work** is all about **problem-solving** and requires both convergent and divergent thinking to answer all the simple and complex questions that arise in daily work.

**Knowledge workers** are expected to **innovate** often, routinely coming up with new and better ways of doing things. As they become more specialized, these employees are expected to know more about their daily work than their managers, which means autonomy is a necessity.

When faced with a dilemma, first ask yourself in what identical or similar situation you had the same problem. Your experience may give you the solution to the problem by adapting and being innovative. At this point it will be important to **SHARE AND DOCUMENT** your solution to team members as they might face the same problem in

the future. Your solution may become a new procedure.

If you do not have a solution for your problem you will have to **research the existing knowledge in your team**. This is why relationships are important as well as having a good understanding of what knowledge and skills each member has.

### **APPLYING CONCEPTS.**

As you gain experience your skills and knowledge will improve. It is time to **APPLY CONCEPTS** in your workplace.

You can do it if: you do more than is required of you, you think as a team member, not an employee, speak up and share your ideas, support your team, consider every challenge as an opportunity, tackle new skills and refine your abilities all the time, you promote yourself.

This will give you the confidence to show more initiative in current or upcoming projects and be regarded as an invaluable member of any team while achieving your professional goals.

## HARD SKILLS VS SOFT SKILLS

The labour market has been changing rapidly and the number of companies seeking not only the qualifications and technical skills, but also the personal and behavioural skills has been increasing. Therefore, knowing the difference between hard skills and soft skills is extremely important nowadays.

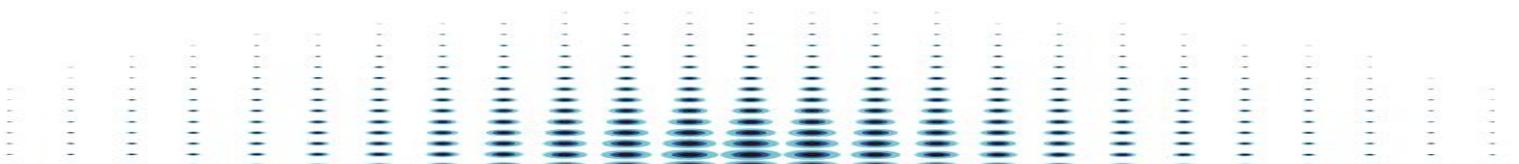
The terms soft and hard skill refer to two types of a **specific set of skills**. These are evaluated in a recruitment process so that an applicant can get a job. Therefore, these are concepts mainly associated in the field of human resources. In order to understand how these skillsets work, we have the soft skills, that correspond to the mental and emotional capacity - regulated by the right side of the brain - and the hard skills, that correspond to the technical capacity, developed by the left side of the brain.



## Hard skills are technical skills.

This relates to everything you learn in formal and non-formal education, whether in undergraduate or graduate courses. It's the information you want to include in your curriculum, update your LinkedIn profile or highlight to the recruiter in a recruitment process. These skills are concrete and quantifiable. Usually, the requirements for hard skills are presented in job vacancies. In other words, the technical knowledge that the professional may or may not have. For instance: Knowledge on specific programmes or software - such as Adobe Package and Microsoft Office; knowledge in different languages; a post-graduation, a master's degree or a PhD, among others.

Regardless of your area of expertise, having a solid knowledge in ICT is always highly recommended. The more you improve your ICT skills, the more



prepared you will be. Therefore, it's worth building your skills with technology by looking at what systems and applications are most used in your field and mastering them - whether it's a CRM, an Advanced Excel, a suite of image processing applications or social media campaign management tools. Simply look for the most appropriate knowledge for your field.

**On the other hand, soft skills operate in the behavioral universe and, therefore, are subjective and more difficult to analyse.** These are associated with your ability to deal with different emotions in a variety of contexts (e.g. Emotional Intelligence). Therefore, soft skills are more difficult to measure, **because they are the result of everything that we experience in our psychosocial environment.** “Soft skills are important to students, as they are linked to job performances and career development; they are crucial for employees who need to manage their interactions and emotions in order to interact efficiently with customers and get engaged with the workplace missions; for management and leadership skills, as they help lead teams towards common and shared goals, accomplish organisational missions and support organisations in their future directions and visions” (Dell’Aquila et al., 2017, p.1). Soft skills also help you to *“get promotions, raises, better working*

*conditions, and increase the number of employment options by elevating your interviewing skills” (Nagy, 2019, p.7). For this reason, soft skills are useful to address the current challenges of competitiveness in the labour market. It is useful to spend some time thinking about where you can integrate these skills in your curriculum and how you can talk about them in a job interview.*

The most valued soft skills by the employers are:

### 1. Assertive communication

Being able to communicate assertively is very important in the work environment. Good communication ensures that both parties understand each other and that what is expected is accomplished in the way it was thought. That's why companies have been looking for good communicators when it comes to attracting and retaining new talent. However, it's important to note that non-verbal communication is also associated with assertive communication. It is important to know when and how to expose your ideas and opinions, while always respecting each other's boundaries.

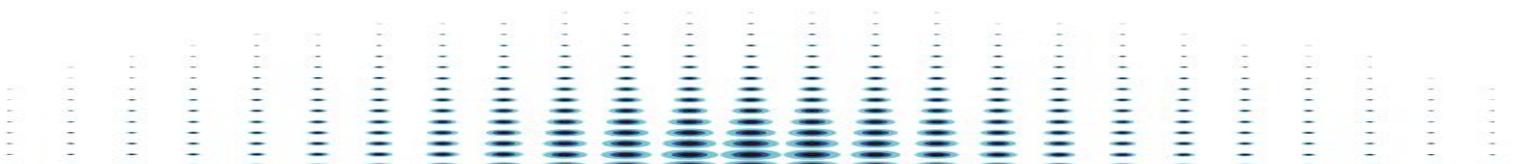
### 2. Leadership



Leading people or teams involves bringing out the best that each person can offer, but it is not an easy competence because it is linked to other soft skills such as teamwork, active listening, assertive communication and continuous learning. Therefore, those who conquer leadership and know how to manage it have the potential to lead teams, thus making the teams assume their responsibilities effectively. The labour market needs leaders who are not only proactive, but who know how to deal in the best possible way with the complex situations that can arise.

### 3. Resilience

Resilience requires psychological maturity, because it allows quick adaptation to different changes. It is an extremely useful competence in any working field because it enables learning at



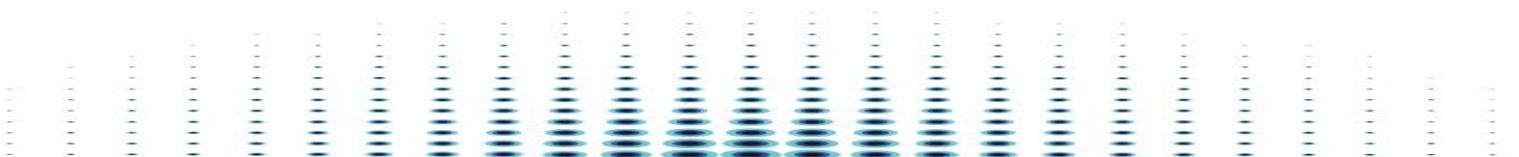
times of difficulty. However, it is not easy to build resilience. Most people who own this ability have faced challenging situations in the labour market or in their personal lives. Therefore, resilience is also the basis for the development of other soft skills.

#### 4. Empathy

Empathy is the ability to put oneself in the other's shoes in a way that one can understand and almost feel what the other feels. In the workplace, empathy is useful in the relationship between leaders and employees, when there is a certain hierarchy. In these cases, knowing how to put yourself in the other person's shoes enables a team management that is more open to dialogue.

#### 5. Creative thinking

When it comes to solving problems, creativity is important in order to see different solutions. When a person has this creative vision, it is easier to develop solutions to any problem that appears. In order to have this creative ability, different knowledge sources can be used. Technical abilities, past experiences and the abstractive capacity can become fuels for a smart solution to crisis.



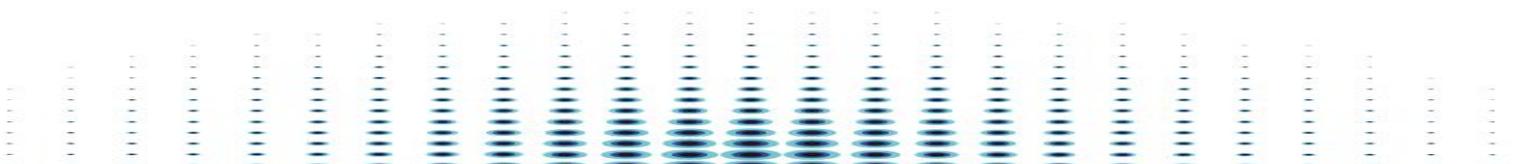
There are some tips you can use to develop your soft skills efficiently:



**-Cultivate self-awareness:** Knowing your own temperament will allow you to control and manage your emotions, and to deal with stress. If something negative happens, you will know how to react without overreacting and, more than that, you will offer plausible solutions.

**-Learn how to manage stress:** Worries, fear, anxiety, stress and other negative emotions steal your energy and mental assets. Practice deep breathing, meditation, positive inner conversation and embedded exercises. Knowing how to reduce your stress levels will increase your productivity, prepare you for new challenges and support your physical and emotional health, everything you need for a fulfilling and successful career.

**-Manage and control your time effectively:** Among the desired examples of soft skills is the ability to organise and manage time. This way, organise what needs to be done by priority order. What can help in this process is to make a list of tasks. This



approach will help you to reduce anxiety, and you will have more control over how long it takes to complete each task.

It is a fact that we are increasingly moving towards job vacancies that have higher demands for those who stand out the most in soft skills. However, both soft and hard skills are important for a good work performance. It should be clear that a combination of soft skills and hard skills is what recruiters are looking for. There are many highly qualified professionals who end up being replaced due to their difficulty in relating or adapting to the organisational culture. The workplace environment is not only mechanical, and much of the work depends - directly or indirectly - on interpersonal relationships. Being able to act with kindness is a crucial point for any organisation to operate smoothly. On the other hand, continuing education is fundamental for the workforce to keep up to date with market demands and expand as much as possible their hard skills in order to obtain greater professional qualification.

Dell'Aquila, E.; Marocco, D.; Ponticorvo, M.; di Fernando, A.; Schembri, M. & Miglino, O. (2017). *Educational Games for Soft-Skills Training in Digital Environments: New Perspectives*. Basel: Springer Switzerland

Nagy, Z, (2019). *Soft Skills to Advance your Developer Career: Actionable Steps to Help Maximize your Potential*. Berlin: Apress

## TURN YOUR WEAKNESSES INTO STRENGTHS

In order to design a good personal development strategy, it is necessary to know oneself and understand which points are worth improving. Understand how to identify your strengths and weaknesses - and what to do with them.

To invest in self-knowledge is to assign efforts to understand yourself in every aspect of your personality and life. With a deeper understanding of who you are, it is possible to discover your qualities, abilities, as well as points which need to be improved. It is also possible to deal with all of this and find the opportunities to constantly develop.



The quest for self-awareness is a means of personal and professional growth. The most important thing is to determine the objectives and goals and to be willing to face whatever is necessary to achieve the so desired goal. It is also essential to focus on the positive and know that it is

possible to conquer it if you believe and work to turn it into reality. Therefore, self-awareness is crucial to help you achieve extraordinary results and obtain an increasingly deeper experience in your area of expertise. Lack of self-awareness *“can be risky at best and disastrous at worst. In business, regardless of what we do or what stage we’re at in our careers, our success depends on understanding who we are and how we come across to our bosses, clients, customers, employees and peers. And more generally, un-self-aware professionals don’t just feel less fulfilled in their careers”* (Eurich, 2017, p.17).



If turning your weaknesses into strengths is your goal, you need to acknowledge that we all have limitations, and you must begin to work on them in order to grow, learn to deal with difficulties, and face your fears.

To develop your self-awareness, you can do your personal **SWOT analysis**. SWOT is the acronym for Strengths, Weaknesses, Opportunities and Threats. With these matrix, you can get to know yourself better through the identification of your strengths, as well as in the definition of your own action plan in order to overcome your obstacles, strengthen your talents and skills, make better use of your possibilities, overcome your threats and conquer your goals.

## How to do a personal SWOT analysis:

### STRENGTHS

Formed by your skills, talents and abilities, they represent the strengths that can help you build your results and facilitate your technical, emotional and behavioral growth. In order to help you identify your potentials, you can ask to yourself the following questions:

- *What are my greatest qualities and talents?*

- *What are the values and principles that guide my life?*
- *What are my greatest differentials, what stands out in me?*
- *How do I use my skills to grow in life?*
- *What is special about me and what makes me stand out?*
- *What do I have that makes me unique?*



## WEAKNESSES

It represents what weakens you, limits your growth, blocks your potential, and makes you unable to further advance. To better identify your improvement points, you should ask yourself:

- *What are the attitudes that hinder my growth?*
- *How do my thoughts and beliefs sabotage my success?*
- *What actions prevent me from being happy; prosperous and fulfilled?*
- *What makes me feel uncomfortable with myself?*
- *From 0 to 10, how much do the people I love support my projects?*

- From 0 to 10, how motivated am I to fight for my dreams?

## OPPORTUNITIES

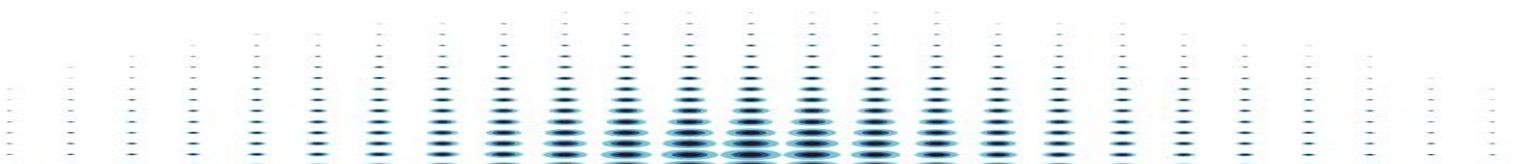
This is one of the key elements of swot analysis, as you will be able to reflect on your real chances of evolving. To do so, you must try to identify your possibilities for change and growth, whether in your career, affective or family relationship, in the financial aspect, or even in terms of your self-knowledge. You can ask yourself:



- *What good opportunities can you spot at the moment?*
- *What interesting trends are you aware of?*
- *Is there a need in your company or industry that no one is filling?*

## THREATS

The best way to defeat the enemy is to know them. This means that under no circumstances can you ignore your behaviors, ideas or even the people and events that can threaten your success and happiness. Therefore, it is essential that you know in detail everything that could compromise the effective attainment of your personal results. To do this, you should ask yourself:

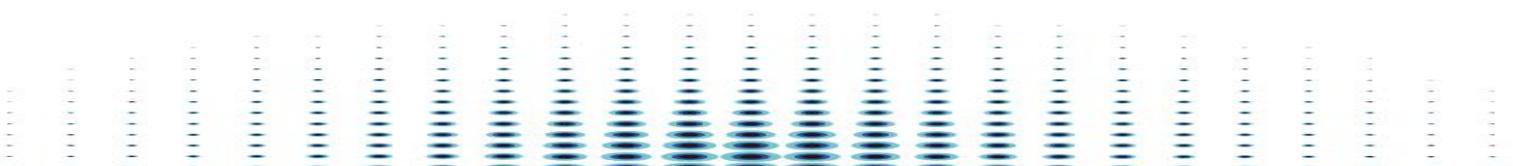


- *Do I master the knowledge and skills that can help me grow?*
- *What are the behaviors and beliefs that can sabotage my success and happiness?*
- *Do I have the willingness to learn new things?*
- *Am I open to change and committed to fulfilling your dreams?*
- *What are the main difficulties in my life?*
- *Who and what can directly hinder my professional and personal success?*
- *What aspects of my personality can negatively affect my results in the short, medium and long term?*

SWOT can help with your personal development, because it gives you more competitive advantages. **Therefore, when conducting a personal SWOT analysis, think about what you want from it.** Do you want a new job or a new achievement in your current position? Are you seeking personal growth, or do you want to try something new?

**For every quality you discover, your confidence will improve, as will your self-esteem. You will know exactly how to act in situation of your everyday life.** Don't forget that thoughtless actions can either waste or even ruin our personal, affective, professional and social life. Tranquility, discernment and tolerance are attributes that can be developed through self-awareness. So, you should take the first step to develop better personal and interpersonal skills. From this accomplishment, you will not seek for satisfaction in external pleasures and illusions. However, for this process to begin, courage is needed to leave your comfort zone, which generates a certain suffering and re-adaptation, that is, spending energy to face negative emotional state, but which undoubtedly be worthwhile

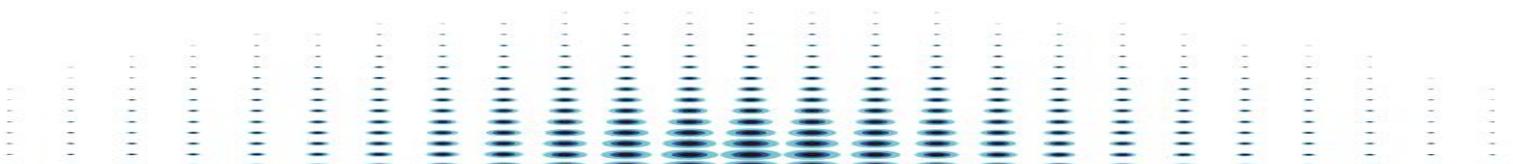
Eurich, T. (2017). *Insight: Why We're Not as Self-Aware as We Think, and How Seeing Ourselves Clearly Helps us Succeed at Work and In Life*. New York: Crown Business



## MOBILISING OTHERS AND SELF-MOTIVATION

Motivation is a widely applied term for professionals, corporations and specialists. Usually, everything in our life revolves around motivation. Such concept indicates the process in which a set of reasons or motives induce, stimulate or trigger a certain type of action or alternation in human behaviour. Therefore, motivation is the original impulse of our behaviour: it is a force (internal or external) that leads us to achieve something. It is a condition that stimulates and guides behaviour.

It is important to note that there are two types of **motivation: intrinsic and extrinsic**. Intrinsic motivation is determined by the internal forces that cause people to behave in a certain way or to move in a certain direction. These factors include responsibility (the feeling that work is important), autonomy (freedom of action), willing and interest to develop skills, interesting and exciting work, development opportunities and career progress.



Extrinsic motivators can have an immediate and powerful effect but will not last long. **Motivation - or the absence of it - is an intrinsic phenomenon, which explains why certain external stimuli work for some people, but not for everyone.**



It is common to find people who do not know how to get self-motivated because they believe it is something impossible and immediate. But self-motivation is an exercise that needs to be practiced constantly. **Learning to be self-active is having the ability to stimulate yourself to achieve your goals and remain confident.** Motivated people tend to have successful careers, are happier with their choices and are fulfilled professionally. Self-knowledge and self-worth are important factors for self-improvement. To get to know each other, to set goals and to value oneself at work generates positive thoughts and better results.

There are some tips you can use to motivate yourself daily, as referred below: (Cathcart, 2016):

- o Surround yourself with stimuli;
- o Clarify your mental picture daily;
- o Learn from everyone;
- o Accept your lack of power over your impulses;
- o Create a simple planning process for achieving your goals;
- o Change your settings to eliminate distractions.

Developing self-leadership and self-motivation is crucial for those seeking to grow in their careers. These are qualities that are increasingly valued by employers, because it is not enough to have technical knowledge. It is essential that the professional also know how to lead teams, especially if they want to grow professionally and win new positions.



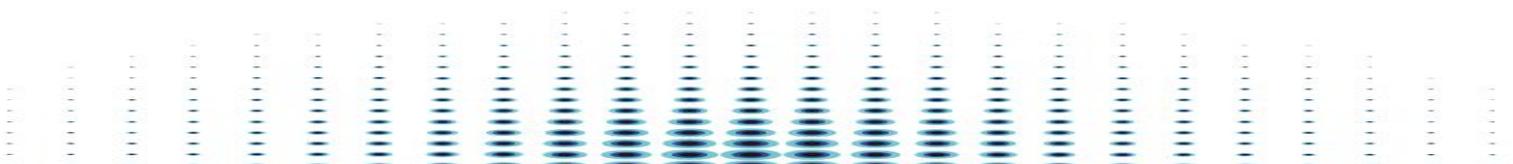
Some authors say that leadership is the art of mobilising others so that they want to fight for their aspirations. Many studies have led to a number of leadership theories that aim to discover how to mobilise

people in an ever-changing scenario that we currently live.

This scenario of an interconnected, uncertain and complex world that changes rapidly affects people and their behaviours, and directly affects the contexts in which leaders operate. The idea that a leader acts alone and employs authority to solve problems needs to be demystified.

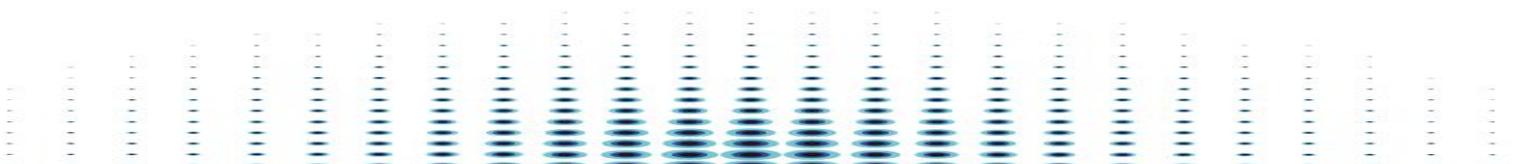
Engagement and mobilisation arise from the interconnection between potential ideas, the recognition of deliverables and the ability to commit to a common goal. The ability to effectively mobilise people towards a common goal is one of the objectives of transformational leadership, which is defined by the leader's ability to transform the workplace and enhance the performance of their team. In fact, this leader is always prepared to solve problems, solve conflicts assertively, stimulate learning and build a good collaborative environment.

We can state that transformational leadership is highlighted by the following qualities:





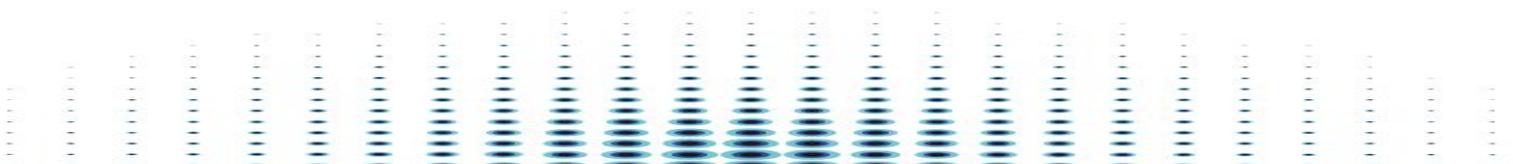
- **Charisma:** The leader is able to arouse the admiration and respect of people around them. With charisma and incentive, this leader can ensure an even better team performance.
- **Vision:** This quality enables the transformational leader to anticipate and act proactively, avoiding losses, failures or delays.
- **Inspiration:** By setting an example, this leader can be a source of inspiration for the entire team. They are always searching for challenges, demonstrate technical knowledge, persuasiveness, planning skills, interpersonal communication and, above all, humility, empathy, good humor and persistence.



Self-motivation is intrinsically related to leadership. After all, a true leader needs to find in themselves courage, willingness and conviction in their skills. Faced with a highly competitive world, maintaining a self-confident attitude represents a challenge. Thus, leading by example is exactly the opposite of that famous saying "do what I say, not what I do". Unfortunately, this is not just a popular saying, but a pattern implemented by many employers. Leadership is a virtue that can be acknowledged in any human being and has to be an example. Whether in the context of what is said or done, statements and actions must be sustained by the coherence of acts. Since respect and admiration are earned through daily postures and attitudes, this is the safest and most effective way to influence, guide and motivate people. Therefore, leading by example is looking after what is right and showing the best ways to achieve goals. It's about being close to the team and convincing them to do their best. When you're a leader by example, you earn the team's respect for merit, and this is the type of leader that employers are constantly searching.

Bass, B. M. & Riggio, R. E. (2006).  
*Transformational Leadership: Second Edition.*  
Mahwah: Lawrence Erlbaum Associates

Cathcart, J. (2016). *The Self-Motivation Handbook: Get Yourself To Do What Needs To Be Done Even When You Don't Feel Like Doing It.* Melbourne: Motivational Press



## JOB SEEKING

### WRITING CV

Curriculum Vitae (short for CV) from Latin means course, the course of professional life. It is a written presentation of the jobseeker to a possible employer. CV is a summary of the education and career path that is intended to provide an answer to a potential employer, whether you are a suitable candidate for employment. It focuses primarily on experience, skills and professional achievements.

CV may have the following layouts:

**Chronological** - The data is put in time order. The dates are important in this type of CV. Normally it is used in a chronological reversed version, i.e. the most recent data (education/experience) are placed first, followed by previously obtained qualifications.

**Skilled-based or functional** - This type of CV allows you to focus on specific skills and qualifications and not on work experience or education. A functional CV in a sense matches your

competences and the specific job offer. Your employment history is of little importance in it.

**Combined** - It is simply a combination of a chronological CV and a functional CV. It also focuses on professional experience, but you don't have to worry about the chronological order.

Regardless of the form the CV will take, it should contain the following information:

- Name and contact details
- Information about professional qualification
- Work experience
- Skills of professional relevance
- Languages
- Possibly references from a previous job.

In addition to choosing the right format and entering this information, it is also important to make sure that the CV is:

- Clear and concise- No unnecessary information. Recruiters generally do not have much time to go through CVs in detail.
- Specify specific information with bullet points - This will make the form more transparent than with using large blocks of text

- Writing the truth. - Do not include in your CV skills that you do not possess or that are being overstated. This can result in a waste of time, both for the employer and for you, in case you would be required to have a skill that you do not actually have.
- Keep the aesthetics in mind - a CV should be eye-catching -this can be done by highlighting headings so that they stand out.
- Personalise your CV to the job offer - Employers will only be interested in those skills and information that are relevant to the job.
- Avoid spelling and grammar mistakes - this indicates sloppiness and inaccuracy.

In order to get a job, it is necessary to prepare a CV, so it is worth taking your time to write it correctly. According to Lis McGuire, this creates the right mind-set, increased confidence and reduced job hunt chronicles. The CV should be clear, concise, coherent and visually attractive. There is no room for language errors or exaggerated graphic elements. Thanks to a properly constructed CV and following the suggestions above, we will arouse the interest of a potential employer, which will result in an invitation to an interview.

- Corfield R. (2007). *Preparing the perfect CV: how to make a great impression and get the job you want*. London: Kogan Page
- Bright J. & Earl J. (2008). *Brilliant CV: What Employers Want to See and how to Say it*. Pearson Education
- Bowden S. (2013). *A Quick Guide to Write a Cv*. Booktango

## WRITING A COVER LETTER

A cover letter served as an actual paper cover page for your CV. It allows you to target the job and the employer in a specific way, leaving the resume to market your skills, qualities, and experience as a part of the bigger picture. Cover letter' purpose is to formally introduce you to the hiring manager and encourage them to read the CV.

Some suggestions on how to write a cover letter are:

1. In the cover letter, it is very important that it is personalised to a specific employer.

The cover letter should respond to a specific job offer and be addressed to a particular employer. By correctly addressing the cover letter, the chances are increased that the decision-maker will be interested in its content, which is certainly worth taking. In this way the employer has a chance to find out something new about the candidate. At the same time, he will appreciate that you made

the effort to write a cover letter especially for his company.

## 2. Do not copy information from your CV

The cover letter should describe how you can use your skills and experience to benefit the employer. You can also include your current responsibilities that relate to the job opportunity - but do not repeat what you have already written in your CV.

## 3. Maintain a brief and clear form

An employer often has a pile of many cover letters, so there is no point in writing a long detailed one because he will not read it anyway. You need to gather the most important information and keep it relevant and focused.

## 3. Show your employer all the benefits of hiring you

Show your employer that you are valuable and worth the job. List your relevant skills and strengths. A professional cover letter will convince the employer that he has to meet you because otherwise he will lose the chance to employ a valuable employee.

#### 4. Appropriate closing of the cover letter

The last part of the cover letter is no less important than all the above. Summarise your candidacy and express your hope for a chance to meet the recruiter. It also expresses your enthusiasm for work and your motivation to act.

When writing a cover letter, it is also worthwhile to read the information that is worth avoiding and that is :

Avoid spelling mistakes

Lack of due diligence and errors in your cover letter indicate sloppiness and carelessness which may discourage the employer. Check the document several times so that you don't miss out on your chance for a job.

Don't copy ready-made formulas. Write about yourself.

The schematic reproduction of the "ready-made" formulas is rather unpleasant. So instead of imitating and using common phrases, concentrate on the content of the letter. Employers appreciate honesty and authenticity.

Do not provide unnecessary information. Make sure that the letter is concise and relevant. Giving unnecessary information that the employer has not asked for, such as salary information, can only make things worse. Focus on your skills and explaining why you are the right person for the job.

In conclusion, the cover letter should express your motivation. It should be written in a brief form only and contain only the necessary information. A well-written cover letter may turn out to be more interesting than a CV and result in the recruiter inviting you to the next stage of the interview, and finally getting the job.

Mayer D. (2011). Career Essentials: The Cover Letter. Valley Publishing Ltd.

Innes J. (2016). The Cover Letter Book: How to write a winning cover letter that really gets noticed. Pearson UK

## JOB INTERVIEW TACTICS TO GET HIRED

A job interview is one of the basic tools in the recruitment process. Its aim is to establish direct contact with the candidate applying for a job. The interviewer, through the selection of appropriate questions, acquires information about the candidate, verifies his or her professional experience, personality traits and motivation for the appropriate job position.

Before such an interview, it is important to prepare yourself properly to achieve your desired goal - to get the job. There are usually many factors involved in achieving the desired goal - so only adequate preparation on many levels can be considered a guarantee of success.

- Be on time - The first impression is only made once and, as we know, being late does not make a good impression. It is best to come to the right place about 5 minutes earlier to make sure you are not late.
- Research the company and the position you are applying for and reflect on your strengths and qualifications. The recruiter will ask you questions in which knowledge of both your skills relevant to the position and the company you are applying for will be crucial.

- Keep an eye on aesthetics - you should come to a job interview dressed neatly and formally. Choose rather subdued colours and be hygienic. The way we present ourselves and how we look is the first factor the employer can pay attention to - and, as mentioned earlier, the first impression plays an important role here.
- Maintain eye contact, and pay attention to appropriate body language. Looking into the ceiling or drilling is a sign of lying or uncertainty.
- Think about what you want to achieve at the interview. - Write down all the questions you want to ask, all the aspects of the offer that you are interested in, so that you don't miss anything.
- Try not to stress out. It is natural to be nervous before an interview, especially if this is the first interview in your life and you have no experience of it. But make sure that the stress does not get out of hand and paralyse you.
- Remember the details you have in your CV. Recruiters will also ask you questions based on it, so you should carefully review your CV and refresh all the information provided so that you are not surprised by any questions.

- Come with a positive attitude and motivation to act. These are important qualities that the employer pays attention to, you must show that you really want to work there.

Before going to an interview, we should remember that employers value such qualities as self-confidence, culture, competent answers to questions asked, honesty and openness. A job interview can be a stressful experience, even if it is not our first time. But don't worry unnecessarily - a positive attitude and proper preparation is the key to success. By following the above suggestions, you will be properly prepared for the job interview - and this is crucial when applying!

**Ritua R. (2020). Ace the Job Interview: The Fundamental Skills Needed to Ace Any Job Interview. Pursue Success & Greatness LLC**

**Clarke A. (2019). Job Interview: Dominate the Toughest Job Interview Questions with Perfect Answers. Freedom Bound Publishing**

**Nwankwo A. (2014). How to Succeed at Job Interviews: Tested & trusted techniques to help you get the job you desire. University of Lagos Press & Bookshop Ltd**

**Roulin N. (2017). The Psychology of Job Interviews. Routledge**

## INTERNSHIP AND VOLUNTEERING

Both internships and volunteering are a form of gaining experience with many benefits. It is an opportunity for graduate and post graduate students to gain valuable experience, which can then be included in their CVs and become a more and more attractive employee for the future employer in the recruitment process. This is due to the fact that the work experience of the candidate is not limited to information about previous jobs or completed schools.

Information about internships is very important - especially at the beginning of a career. Details about volunteering, on the other hand, are often very valuable information, which can turn out to be the so-called ace up your sleeve.

There are several main types of internships which include:

- Paid and unpaid internships - Whether or not the internship will be paid for depends on the company policy established by the employer

- Credit and non-credit internships - In order for a internship to be considered credit, it must be strongly linked to the academic discipline.
- Externships-Externships are very similar to regular internships, however, their duration remains much shorter.

When it comes to volunteering, it can be undertaken in almost any area. These are several areas in which you can volunteer:

- Environmental
- Fundraising
- Research
- Trustee
- International
- Refugees/migrants
- Youth/elderly

What to choose – Volunteering or internship?

The answer to this question is not easy. For youth or secondary school students it will be easier to find a volunteer job. This is a good way to start your adventure with a professional career. The first chores should help to learn responsibility and regularity.

Internship is a definitely more challenging step and involve doing work for a specific company. In this way, you can see how companies operate in the market, what problems employees of individual departments face on a daily basis.

Internships are very often the start of a career. They very often turn out to be the ticket to full-time work. Volunteering, on the other hand, is a form of activity which you can undertake at almost any stage of your career. Incidentally, the fact that you take the time to help others for free can be mentioned in your CV since it can be of really high value to many employers.

Perlin R. (2012). Intern Nation: How to Earn Nothing and Learn Little in the Brave New Economy. Verso Books

Woodard E. (2015). The Ultimate Guide to Internships: 100 Steps to Get a Great Internship and Thrive in It. Simon and Schuster

Taylor C. (2020). Volunteers: Making Our Country Better. Enslow Publishing

Dekker P. & Halman L. (2012). The Values of Volunteering: Cross-Cultural Perspectives. pringer Science & Business Media

## NETWORKING AND USING SOCIAL MEDIA IN YOUR JOB SEARCH

Networking is defined as a conscious process of exchanging information, resources, mutual support and opportunities, conducted through mutually beneficial contacts. The idea of networking is promoted to a large extent by social media. They are an excellent place to discuss, exchange information and thus maintain relations.

When we meet new people, we can maintain this contact in various forms, social media are in this case one of the better tools for this. The role of networking is becoming increasingly important, not without reason. It can enable you to find a new job, develop your current career, learn about new professional opportunities, get referrals or sales leads, or simply broaden your professional horizons.

Social networking can help you find work, but you have to bear in mind that, like everything else, it has its good sides and offers many opportunities, but it can also

bring some risks. It is therefore worthwhile to respect the basic roles of limited trust, which works both ways - don't reach out to people if you have nothing to offer, don't send your information to strangers or anyone you find on the Internet - and, likewise, don't receive messages from strangers and don't believe everything that someone writes you.

Here are some suggestions which, if followed, will increase your chances of finding work through social media:

- Attract attention

Make your profile aesthetic and visually interesting. Use editorial tools, using different fonts, styles and colours to highlight the most relevant information. Look professional. Be careful what you post, so that people can get professional and relevant results when they google your name.

- Join communities

The most important thing in networking is to create new contacts. Of course, remember the principle of limited trust.

- Stay tuned

If you are active and constant in your actions, you are more trustworthy.

- Add your social media to your resume.

Potential employers often check the profiles of future candidates, so they will appreciate this convenience.

- Gather references and opinions

Ask your employers, colleagues or business clients to write a reference. Opinions are extremely important in social medias. Remember to focus on the quality of your recommendations, not on their quantity.

The dynamic development of the labour market resulted in the fact that looking for a job by networking is no longer considered a novelty, but a necessity. Those who understand and know how to use the new media have the best chance of finding employment through the new media. Therefore, it is worthwhile to familiarise yourself with the above suggestions and apply them in real life to simplify the process of finding a job via social media.

Salpeter M. (2013). Social Networking for Career Success. LearningExpress  
Yate M. (2014). Knock 'em Dead Social Networking: For Job Search and Professional Success. Adams Media  
L. Jue A. & Marr J. A. & Kassotakis M. E. (2009). Social Media at Work: How Networking Tools Propel Organizational Performance. John Wiley & Sons

## HOW TO AVOID IDENTITY THEFT WHEN JOB SEEKING

Sharing many of your personal data and information about yourself is an integral part of looking for a new job. Without presenting our curriculum vitae and at least our basic contact details, we won't be able to find a job.

It is not surprising that a company expects such information - they need this data in order to carry out the recruitment process and contact the right candidate. However, it is important to remember that data is much more valuable nowadays than money in our pockets or in our bank account. Someone who gets it can use it to take credit or commit another crime on our behalf. Personal identity data is often collected on the Internet through false job advertisements that do not raise any suspicions. Unfortunately, such risks, such as fraudulent use of our personal data, are increasing over the years according to police statistics. It is

worthwhile to be well prepared to know how to protect yourself from such threats.

Data thieves have already developed such techniques that it is difficult to recognize that it is a scam. Therefore, when looking for a job on the Internet, it is important to be careful and not to give out information that would make it easier for fraudsters to steal, and that is it:

- Date of birth & home address
- Account numbers/PIN
- Credit card number
- Social security number
- Driver's license number
- Marital status

Here are some suggestions on how to avoid theft of personal data while looking for a job on the Internet:

- Do not provide bank account information - No serious company can expect details of our bank account from a candidate.
- Check the company you are applying to. - See if the company provides complete information. It is also worthwhile to browse the Internet forums

for the opinions of former employees/applicants for a similar job.

- Be careful what data you provide in your CV. In particular, data such as your maiden name (for women) or information from your passport or driving licence - such data is not required for pre-recruitment, so you should not provide it.
- Adjust your social media account settings - make it more difficult for unwanted people to access your account details. Theft of personal information from social media is becoming increasingly common.
- Check the company's privacy policy - The privacy policy sets out how the company takes care of your personal data and your rights.
- You should not open unexpected emails offering jobs. Links contained in these emails may lead to malicious software downloads or phishing. You have to be aware of where you have applied and how much feedback you can expect and from whom.
- Caution- It is important to use caution and common sense. If you have a feeling that something is wrong, it is better not to risk it.

In a world where we try to save time by using convenient online solutions and mobile applications, we may also be more vulnerable to fraud. But this is no reason to give up online job seeking. It is convenient, opens up many opportunities for development, as long as several basic rules are followed, which save time and ensure safety on the Internet. Applying the above rules will effectively minimize the risk of becoming a victim of online threats.

Sweeney L. & Carnegie Mellon University. (2006). Protecting Job Seekers from Identity Theft. IEEE Internet Computing  
Claypoole T. & Payton T. (2016). Protecting Your Internet Identity: Are You Naked Online? Rowman & Littlefield  
Abagnale F. (2019). Scam Me If You Can: Simple Strategies to Outsmart Today's Rip-off Artists. Penguin  
Lester S. Rosen. (2017). The Safe Hiring Manual: The Complete Guide to Employment Screening Background Checks for Employers, Recruiters, and Job Seekers. Facts On Demand Press

## CREATING A LINKEDIN PROFILE

### WHY SHOULD YOU CREATE A LINKEDIN PROFILE?

You will have more possibilities to find a job! By creating a standout profile and building the right network, you are opening yourself up to career opportunities. Your LinkedIn profile becomes a version of an online CV and it is common for employers to search for and view this during the recruiting process. LinkedIn is the largest professional networking site available today used by those on the low end of the business totem pole all the way up to CEOs of international conglomerates.

One of the first steps you need to take to find a job is to have a quality resume. Such an ideal replacement for a quality CV is LinkedIn, which is a form of an online CV, not only!

LinkedIn is built on the simple but effective premise of professional networking, making it the perfect place to reach professionals of all ages and backgrounds all over the world. LinkedIn provides a way to connect with other professionals and will help you stay in contact with millions of users. LinkedIn is strictly used for exchanging knowledge, ideas, and employment opportunities and has increasingly become a leading tool for helping individuals expand their networks as well as a way to find jobs in their field.

So you found even more reason Why have a LinkedIn profile! Let's read more: Potential employers may find it strange if you are not there. If you apply for a job, it is usual that they will look at your LinkedIn profile, whether it is to see if you have mutual connections who might reveal what it is like to work with you or to settle any additional questions concerning your cover letter and resume. Additionally, 98% of recruiters and 85% of hiring managers use LinkedIn to find candidates.

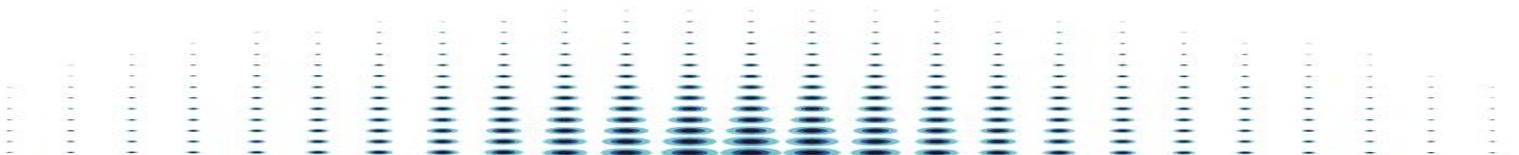
- **Think of LinkedIn as a more dynamic and visual version of your resume.** You can include traditional professional information, such as your education, expected graduation date, work experience, college awards, clubs, and hobbies. But rather than just listing this information, LinkedIn allows you to expand on each point. You can share projects you are particularly proud of and you can even make kind of blog there. It's also one of the most influential social media networks, with more than 645 million members.
- **LinkedIn is ideal for building connections for freelance work, a customer base, potential partners, or simply to keep your job prospects open.** Members use the site to keep in touch with business associates, clients, and co-workers. But it can do so much more – boost your profile, build awareness of your brand, and help you to recruit the right people, for example.
- **A basic LinkedIn account is free of charge.** Premium accounts offer extra features, according to your needs. You can set your profile the way that all LinkedIn users will be able to view it or you can set it to private mode. You can also have a public profile that can be found by external search engines so that even people who are not registered with LinkedIn can see it.

- **NOW LET'S FOCUS ON FILLING YOUR PROFILE:**

LinkedIn's internal search algorithm only finds profiles that rank as "complete," and these can get more than 20 times as many views as incomplete profiles. It is important, therefore, to complete yours. Be sure that you put in the time to create your profile awesome!

- **Here are the essential things to remember: a good-quality profile photo, taken by a professional photographer, your industry and location, summary of who you are, your current position with a description of your skills and examples of how you have used them, previous work history, education details, and areas of expertise.**

**And more helpfull tips:**



- **Get a Custom URL**  
It's much easier to publicize your profile with a customized URL (ideally [linkedin.com/yourname](https://www.linkedin.com/yourname)), You will find it on your edit profile screen – the bottom of gray window with your basic infotmations. Just click to edit.
- **Choose a Great Photo**  
taken by a professional photographer. A photo can go a long way to convey passion, energy, charisma, empathy, and other soft skills that are hard to write about.
- **Description areas**  
Take time to fill out the description areas. Don't just list your job title and fill out the 1,000-character description areas under each job title and in your overall summary; list your contract work and the results you got; upload or link to examples of your work, such as YouTube videos, images, PDFs, or any other additional sections, such as Courses, Certifications, Patents or Volunteering, that allow you to feature other relevant skills.
- **Write a Quality Headline**  
Make sure those words and phrases are sprinkled throughout your summary and experience.
- **Get Personal**  
Let people know your values and passions. In your summary, discuss what you do outside of work. You want people to want to know you.
- **Show Your Achievements**  
If you want to stand out from other job candidates, both your resume and your LinkedIn profile need to have specific, tangible, quantifiable achievements. Recruiters want you to tell them why you're the right fit for the job, so don't be shy about emphasizing what your skills are and how they'd help their company.
- **Networking**  
LinkedIn enables you to network with people and professional organizations in your industry. This is a great way to stay up to date with the latest

developments and to share information with others in your field. You can invite anyone to connect and accept their invitations to connect with you, but they must have their own LinkedIn account to use the site.

- **Connections**

LinkedIn saves the connections that you make to a list called My Network. When you make a new connection, you gain access not only to that person's profile but to their publicly available connections, too. Your connections can write "recommendations" for your profile, and offer "endorsements" of your skills, and you can do the same in return. LinkedIn is about building strategic relationships. Thus, the number of connections is less important than the type of connections.

- **Recommendations**

are personal testimonials that emphasize your professional abilities. Appropriate number is between five and ten and you can get them by asking people you have worked with. Endorsements are simple notifications confirming that you have a particular skill and if a connection endorses you for your communication skills, for example, it can help you to stand out from the crowd.

- **Discussion**

All LinkedIn members can set up or join groups to discuss ideas and share industry news. This can be a great way to develop your professional network. You can use the search bar at the top of your profile page to look for interesting groups to join, or you can find new groups via the ones you have already joined. As a group member, you can join group conversations, ask questions, and send messages to other members.

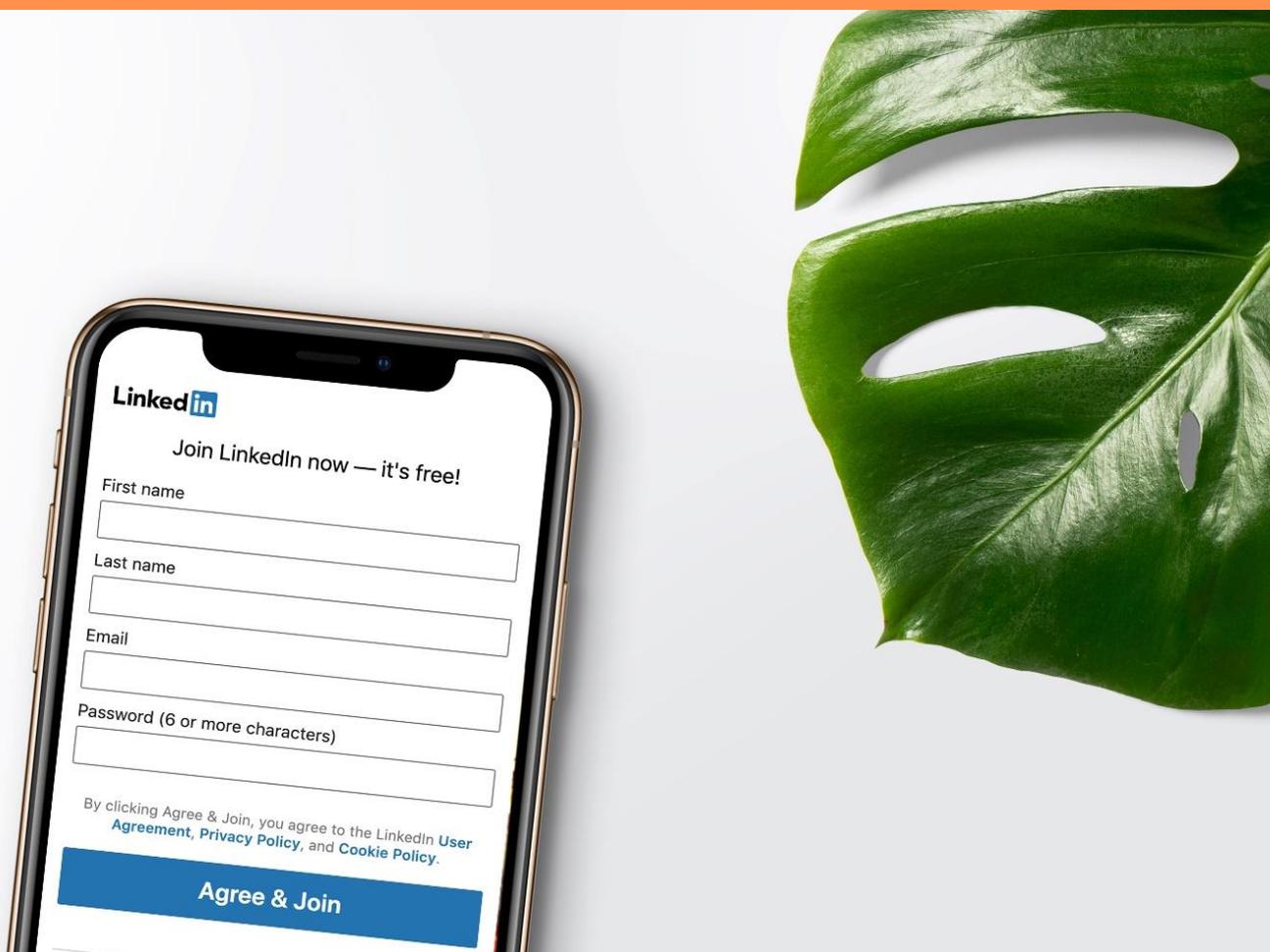
- **Browsing**

LinkedIn can be also used to look for jobs. As well as browsing job advertisements, many people use it as a research tool. Suppose that you have two job offers on the table, for example. You can use LinkedIn to learn more about your potential new bosses and co-workers and to get a feel for the organizations' corporate cultures.

- **Premium Accounts**

A Premium Career account allows you to search even more efficiently for job opportunities that match your preferences and skillset and to find out who has looked at your profile in the last 90 days

Getting the most out of LinkedIn is not just about using it when you want something specific. In general, it is good to remain active even when you do not have a grand purpose. Remind your contacts that you are doing good work by regularly sharing links relevant to others in your industry, keeping your profile current, and updating your profile when you are hired for a new position or have another accomplishment to tout.



## CONCLUSION

To sum up, learning how to use LinkedIn can provide strong professional connections and boost your online reputation better than most other social networking resources. Nowadays, just as a resume is necessary for a job interview, a professional online presence is needed for any kind of career opportunity. LinkedIn profile, done right, can be an online resume and help ensure that the good work you do is publicly recognized and that others know how to reach you with relevant opportunities.

## TRANSACTIONAL VS RELATIONAL: WHICH ONE ARE YOU?

How you choose to market your business, your own communication or product can make a big difference. Whether you choose a transactional or relational communication depends on the type of products. A one-time sale needs different marketing techniques than attracting customers who will return for many purchases and remain loyal to your business. In most cases, a blend of both transactional and relational communication is used. So which communication you will use?

At work, in business, in leadership and also in private life, we build relationships which can be called „transactional“ and „relational“. The term transactional relationship is often used in business.

**TRADITIONAL MARKETING** is transactional with the focus on making the sale, often a one-time sale.

**RELATIONSHIP** marketing is focused on building and sustaining a mutually beneficial connection between the business and the customer.

Thus, what is the difference between these two approaches?

The transactional approach means self-focused - what do I get? If I win you must lose, I want to win at any cost, you must understand my views. The relational approach represents the building, sustaining, and connecting. The question is - What can I give? We both win or we both

lose together. This approach is about understanding others views, person-oriented, accepting, and about generosity. In marketing, the relational approach is about long-term customers, broader goals, retention, meaningful relationships, concentration on how to say not what to say, personalization, and thinking what it feels to be in the other person's shoes. So, the question is when to use transactional and when relational approach?

Both approaches can be effective and beneficial but in different situations. A transactional relationship has a short-term impact. In business it is guided by an idea: „Get the sale, at all costs.“ The focus is on our winning without much thought to the second involved person's needs or the long-term future.

**A relational relationship is a long-term relationship.** We care for others and in business, the sales representatives get to know their customers, their needs, and their wants, within a reason.

We can demonstrate this in the following example. A single mother needs a new fridge. A transactional sale will involve getting her to buy an expensive fridge with the latest modern technology that she doesn't need and probably can't afford.

The hard sell gets her to buy it anyway, and she leaves feeling stressed about how much money she just spent. She will likely never return to that store. With relational selling, the salesperson would understand through talking to the customer that money is tight and instead sells her a lower model but reliable with the low number of complaints.

The customer is so grateful that she describes her experience on social media with a high recommendation of this store and goes back when she needs another device in the future.

Let's think now about your interactions with people in your life. Are you building rewarding relationships or transactional ones? **Is your communication mainly relational or transactional? RELATIONAL COMMUNICATION is characterized by listening to each other, discussing topics and sharing vulnerability. We try to find areas of commonality and build connection.**

**TRANSACTIONAL COMMUNICATION** is direct and short-term goal-oriented. It is useful when we just need to get something done. What type of communication to choose and when?

It can appear very demanding when you just want to connect with a team member to set some work and exhaustively discuss non-work topics. On the other hand, when all communication is only about quick questions and demands, humanity is disappearing and people do not feel comfortable at work. When leading a team, you can always ask a simple question at the meeting: How are you? There are times when we need tasks to be done quickly but for all the other times, take a few seconds to ask the person in front of you how they feel. In a long period, it will bring you many benefits.

There are times when we need tasks to be done quickly but for all the other times, take a few seconds to ask the person in front of you how they feel. In a long period, it will bring you many benefits.

## **How to Shift from Transactional to Relational**

Be in the Customer's shoes

When making any decisions about your business and the customer experience, thinking about them from the customer's perspective first and building out from it is crucial.

It's their experience that's important, so doing something that benefits a business first, might not match up with their perceptions. Be an advocate for your customers and encourage all of your team to do so too.

**At the end let's summarize the differences between transactional and relational approaches.**

- 1. Professional vs. Friendly**
- 2. Self-Interest vs. Mutual Interest**
- 3. What You Get vs. What You Give**
- 4. Stay in Touch vs. Keep Informed**
- 5. Understand the Process vs. Understand the Person in the Process**
- 6. Judge the Results vs. Evaluate the Relationship**
- 7. Win Conflict vs. Resolve Conflict**
- 8. Agreement vs. Acceptance**
- 9. Evaluate the Results vs. Evaluate How the Other Feels About the Results**

Communication is the process of one person sending a message and another person receiving and understanding it. Your communication style helps determine whether the receiver understands the message you intended. That puts the burden of responsibility for communication on you, as the sender.

## EMBRACING YOUR POTENTIAL

Every human being without exceptions has the incredible capacity to realize their potential: to feel confident, joyful, and fulfilled. Many of us have a feeling that there is a job out there that could properly satisfy us, allowing us to develop our potential and talent. But we are not sure about what exactly this ideal job might be - and what our talents and interests really are.

But what exactly potential means?

**According to the Webster Dictionary, potential simply means “possible, or a possibility”. Potential is about ability, it is something that is already inside us, we have potential, we have the abilities or qualities to do things, to become someone in the future that we are not in the present.**

Why we should analyze our potential? Knowing what you're good at and what are the things that move you forward will help you to find a job which fits your personality and thus make your life more satisfying and fulfilling.

So, let's find out your potential. Allow enough time to think about the answers and write them down.

**The first question is: What do you love to do?**

Think about a moment in your life when you felt very satisfied or fulfilled. What was it? Why did you feel that way? What are your hobbies? What are you good at? Your passion in a specific area will enhance your

abilities to achieve in related activities. You are motivated and enthusiastic to reach your goal.

**The second question is What others say about you?** What other people see as your strengths will most likely be areas that you perform well in. You gain valuable information by listening to others' comments about you and to you.

**The next question is What is your dream career?** Is it something from your childhood you have always wanted to do or is it something you have pushed on the edge because you think it is not possible to be achieved. Imagine yourself doing something that you have only dared to dream about. Focus on your strengths and not your weaknesses. Don't worry too much about whether or not the vision is realistic.

**The last question - Is in your surroundings someone who can be a mentor for you?** This can be a person who is good at an area that you are interested in and will help you to cultivate your interest or talent. Think about those who, in your eyes, have realized their full potential or are the kind of person that you want to be. When you find such a person, study the way they behave and the way they think and adopt those aspects that you like. The inspiration they give will help you to realize your potential. Ask them how they achieved success and what skills and strengths they used to accomplish their goals.

When analyzing your potential, it is good to be careful with some ways of thinking that can stop you from finding your potential. One of them is generalization. For example, you work on something but it involves many steps and takes a long time to finish it and you can find yourself generalizing „I will never finish my work because I am such a loser.“

**The next barrier to finding your potential is "shoulding" yourself.**

This thought trap makes you feel as though you have to live up to others' values. It can hold you back from your true potential because you're basing your actions on what you feel you "should" do rather than what feels right for you to do.

**What usually discourages us from taking the first steps is our pursuit of perfectionism.** No matter how good you are at anything, there will always be someone better than you. The need to be perfect should not stop you to reach your potential. Trying hard to be the best will only muddle your goals and leave you frustrated.

**Now when you have found your potential, it is essential to set your goal and specify the future steps.** When setting your personal goals, make sure they are meaningful to you, by your values and then break them down into parts you can accomplish. The more specific the goal is, the more likely you are to achieve it.

Answering the following questions will help you to plan the way to reach your goal. Where am I now? Where do I want to be? How will I get there? What obstacles can prevent me from reaching the goal? Which of my values, beliefs and habits can be critical to implement these changes. What could help me to overcome these barriers?

Don't settle for answering that something is wrong or definitive and try to find a solution. When thinking about your values, try to differentiate between your core values which should be in accordance with the realization of potential and values which may persist from your childhood or are mostly worshipped in society, but they do not harmonize with you.

**Be positive! Keep a growth mindset.** Believe that you can work hard to improve your ability and skill level. Take mistakes and criticism and learn from them. Do not believe that abilities are fixed or unchangeable. Monitor the way you think. When you talk to yourself about your goal progress, take note of whether you are being optimistic or pessimistic.

If you catch yourself saying things about your goals like "this will never work," try thinking more positive. Success often comes from a series of tries. That twentieth try or even your hundredth try could be the time when you achieve success. J.K. Rowling's first Harry Potter book was rejected 12 times before it was published.

Think realistically. It's important to realize that achieving your full potential will not happen overnight. Keep your expectations realistic. Focusing on your smaller objectives and tasks as you work toward.



## CONCLUSION

Everyone has their own potential and a lot of dreams. Not everyone is aware of these possibilities, but fortunately there are tools that will help us to potentially discover. You can set out on a journey to your dreams and plan a little more realistically. We have only one life in this world and it would be a shame to waste it with our untapped potential. **“Think big and don’t listen to people who tell you it can’t be done. Life’s too short to think small.” —Tim Ferriss**

## STARTING AN ONLINE BUSINESS

Internet is your playground! Enter the Internet. The Internet has created a new economy that is accessible to everybody. Its explosive growth and sheer size have already changed our perception of the traditional way of doing business. Many entrepreneurs are drawn to online businesses because of the freedom they offer. Modern technology, laptops, tablets, business apps. E-business or Online business means business transactions that take place online with the help of the internet. The term e-business came into existence in the year 1996. E-business is an abbreviation for electronic business. So the buyer and the seller don't meet personally, the product can be in online form too.

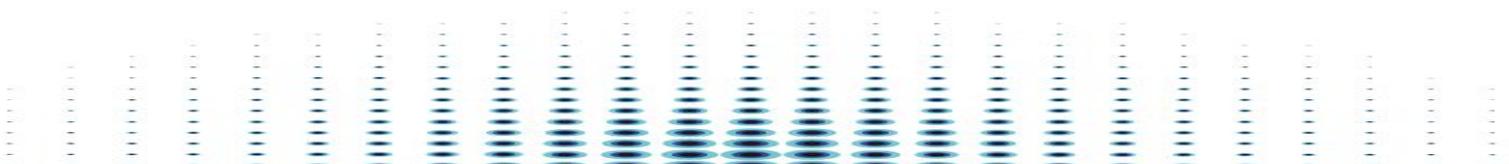
Internet is a big playground with such potential, it is a huge place with opportunities! But do not forget you need to create very original content to be visible! If you find out which product or content you will do, you will enjoy a hard job full of freedom and full of benefits that an online job can offer.

### FREEDOM

Everyone has a different definition of freedom, because is totally unique.

But what do you think about:

- You can work from where you want
- You can choose who you work with
- You can do the work that you love



## ONLINE BUSINESS

An online business is so popular today and is easy to start. Everything you need is just a computer and an internet connection. You even do not need any technical experience because today there are plenty of tools you can use. No business or marketing experience is needed either. And you can live anywhere you want, set your own schedule and choose your own pace of work depending on how fast or big you want your business to grow.

### What are the initial investments in an online business?

- You don't need a lot of startup capital. You can get many internet businesses up and running with no money at all because so many free services facilitate this possibility. For example, you can set up a website or blog for free using WordPress.

### Which are the top ways to start an online business?

- The possibilities are for example online video, blogging, drop shipping, affiliate marketing, or information products. Let ´s now talk in detail about each area.

## ONLINE VIDEO

YouTube is one of the most popular websites with more than 2 billion users and you can leverage YouTube ´s reach to make money online. The content of a video should be useful and should reflect your experience, knowledge and insights in an area you know more about than others. What will create your income is ad revenue.

Your first step is to create a YouTube account and start uploading videos. Then you enable monetization on your YouTube settings. This gives Google the go-ahead to include short AdSense ads with your videos, which you've seen if you've watched a YouTube video. When viewers click on those ads, you get paid.

Another opportunity to make money with a YouTube channel is through paid sponsorships. Build a large enough following and companies will be more than happy to pay you to promote or mention their products and services in your videos.

## BLOGGING

Prerequisite for blogging is your expertise or a passion for a subject that you plan to share online. You can create how-to topics, top10 lists, or tips and tricks articles. With a service like Blogger ([www.blogger.com](http://www.blogger.com)), you can start up your blog totally free. You can also create your own site and secure your own hosting for a low price.

How you can earn money with blogging? On your blog, pay-per-click ads can appear and every time somebody clicks on an ad, you make a few cents or more. For ads placement, you need to get a code from Google, place it on your website - and the ads will automatically appear on your blog. Google will only show ads that are relevant to your blog so it's a good experience for your visitors and maximizes the number of clicks you get, meaning more income.

## DROP SHIPPING

Drop shipping is a supply chain management method in which the retailer does not keep goods in stock but instead transfers its customer's orders and shipment details to either the manufacturer, another retailer, or a wholesaler, who then ships the goods directly to the customer. As in retail business, the majority of retailers make their profit on the difference between the wholesale and retail price.

How does it work?

You list products for sale on your website or a platform like Amazon, eBay, or Etsy. When one of your customers makes a purchase, you purchase the product from a third-party company

for a lower price. You don't have any risk here of buying inventory because the sale has already been made. Your drop shipper then sends the product to the customer.

## AFFILIATE MARKETING

With affiliate marketing, you offer the products for sale, for example, on your blog or e-commerce website. Each product has a unique link that tracks back to your account with your affiliate partner. A prospect who clicks on the link is taken to your partner's shopping cart for checkout. Once they buy, that purchase is recorded and you receive a commission. Your only costs here will be marketing and advertising to drive traffic and generate the sale.

The key difference between this and drop shipping is that the business model is even more hands-off. All you have to do is provide a link for the customer to click on and the merchant handles everything; billing, order fulfilment, customer service, etc.

## INFORMATION PRODUCTS

In an online business, you do not have to sell only physical products. It is also possible to sell digital information products. The most popular formats include: audio – for example a recorded teleconference, interview, or course; video – a recorded webinar, a how-to, an interview; or text – an e-book, an instruction booklet, or a travel guide.

Income from information products is passive income – you are getting money even if you do not work all the time because you put these products up for sale on your website and a customer can buy and download them any time, automatically.

These are just five examples but there are plenty of others. Maybe you belong to crafty people and can knit, paint, weld, carve or sew and can sell your hand-crafted goods on Etsy. Maybe you

have some special knowledge that you can pass onto other people, and you can become an online consultant or expert.

## ONLINE STORE

Before you begin setting up an online store, be sure to have these steps completed:

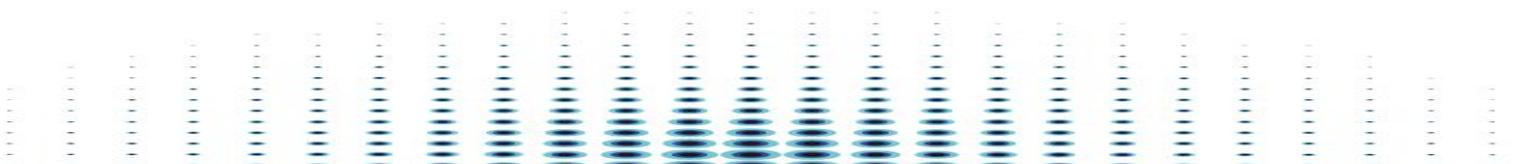
Do market research. Make sure you are in a profitable market and follow current trends.

- Finalize products to sell.
- Identify your customer base — and segment your audiences.
- Begin research on what e-commerce platform you'd like to sell on - like your own online store, Amazon, eBay, Facebook, Instagram, Pinterest, and other sites customers commonly buy from.
- Create high-quality product content including product descriptions and imagery.
- Create a strategy to market to your potential customers so you can drive traffic to store.

Starting a business is one of the most exhilarating, and frightening, things you can do in a lifetime. The rewards can be abundant — following a lifelong passion, being your own boss, providing a service that's important to you, improving your customers' lives and more. Good luck!

## CONCLUSION

To sum up, owning and maintaining an online business gives entrepreneurs the freedom to make money from anywhere in the world. However, it is very important to do research, detect a profitable online business and find a business idea that matches your skills and strengths.



## EFFECTIVE DELEGATION

Knowing how to delegate effectively is what sets apart stressed, overworked, and uninspiring leaders from those who love their jobs and motivate their teams to achieve great success. As a leader, there's always far more requests demanding your attention than you have time to do. If you feel like you're the only ones who can tackle your workload, inevitably some things will slip through the cracks. However, if you delegate tasks that don't require your expertise and/or authority, you can focus on your most critical initiatives while ensuring that all of your miscellaneous projects and tasks get done. This creates five powerful benefits of effective delegation.

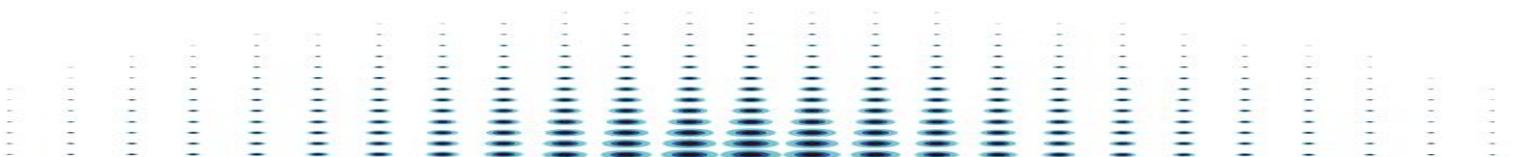
**Delegation is one of the most important management skills and it is a very helpful aid for succession planning, personal development - and seeking and encouraging promotion.**

What exactly does delegation entail? To delegate is to assign responsibility and authority to someone else in order to complete the task at hand but still retain the overall responsibility for its success.

**And why it is beneficial to use delegation in our work?**

Every day, responsibilities accumulate. A lot of duties handled by one person can result in wrong decisions that negatively influence company operations. But it is also a two-way process! It's how we grow in a job - being appointed more tasks enables us to gain experience to take on higher responsibilities.

**Using delegation can bring three main benefits – efficiency, development, and empowerment.** When you transfer a task to people with skills, it saves you time. When you pass your skills and abilities to other team members and then delegate them to utilize their learnt skills, you contribute to their development.



By empowerment, you allow others to become experts at what they do even if they surpass your ability. Their personal development leads to overall team success. When subordinates are allowed to make decisions on their own, they accept responsibility. This, in turn, improves their self-confidence and overall performance.

### **What skills do you need for effective delegation?**

**COMMUNICATION** – it means a clear description of what should be done. Trust – because you should trust the people to which duty is to be delegated and honesty – as you should present to the team your expectations.

Before delegation, it is advisable to answer the following questions: What tasks are for delegation? Who is the most effective person to delegate to? What expectations do I have for this task? And you should also ensure that the subordinates understand their duties and all the objectives of the organization.

### **So which are the steps of successful delegation?**

#### **1. DEFINE THE TASK**

Confirm in your own mind that the task is suitable to be delegated. Does it meet the criteria for delegating?

#### **2. SELECT THE INDIVIDUAL OR TEAM**

What are your reasons for delegating to this person or team? What are they going to get out of it? What are you going to get out of it?

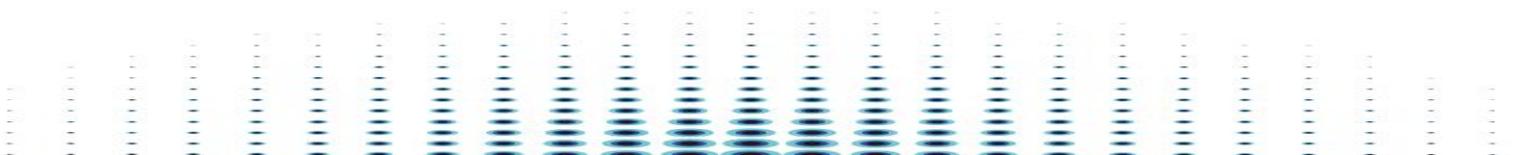
#### **3. ASSESS ABILITY AND TRAINING NEEDS**

Is the other person or team of people capable of doing the task? Do they understand what needs to be done? If not, you can't delegate.

#### **4. EXPLAIN THE REASONS**

You must explain why the job or responsibility is being appointed to someone else. And why to that person or people? What is its importance and relevance? Where does it fit in the overall scheme of things?

#### **5. STATE REQUIRED RESULTS**



What must be achieved? Clarify understanding by getting feedback from the other person. How will the task be measured? Make sure they know how you intend to decide that the job is being successfully done.

## 6. CONSIDER RESOURCES REQUIRED

Discuss and agree on what is required to get the job done. Consider people, location, premises, equipment, money, materials, other related activities and services.

## 7. AGREE ON DEADLINES

When must the job be finished? Or if an ongoing duty, when are the review dates? And if the task is complex and has parts or stages, what are the priorities? Methods of checking and controlling must be agreed with the other person. Failing to agree on this in advance will cause this monitoring to seem like interference or lack of trust.

## 8. FEEDBACK ON RESULTS

It is essential to let the person know how they are doing, and whether they have achieved their aims. If not, you must review with them why things did not go to plan, and deal with the problems. After completing the task always ask the team on what they think should be done for better future results. If you are the recipient of tasks you have the opportunity to 'manage upwards' and suggest improvements to the process.

Delegation can be implemented on different levels. There is a wide range of varying freedom that you can confer on the other person. The more experienced and reliable the other person is, then the more freedom you can give. The more critical the task then the more cautious you need to be about extending a lot of freedom, especially if your job or reputation depends on getting a good result. Take care to choose the most appropriate style for each situation.

For a good delegation you need be a good Motivator.

**MOTIVATION** has been defined as, 'the drive to satisfy some need', or 'the urge within a person to act in a given way'.

Understanding and using motivation successfully requires an awareness of people, and honesty in the objectives of the leader and the organisation.

While external stimuli can be applied and may be effective for a limited time, true motivation is an internal and individually generated response. An effective leader will seek to identify, understand and develop those characteristics in staff that will enable them to pull together as a team to achieve their objectives.

This leads us to delegation. The ability to get things done through effective delegation is a cornerstone of good self-management. It is also an essential part of getting the best out of your people.

#### **We delegate because:**

- **We gain more time for important activities.**
- **We develop and motivate others.**
- **We are able to make use of other people's specialist skills.**
- **We ensure an even spread of work across our team.**
- **Things get done quickly by concurrent activity.**

## CONCLUSION

Delegation is a skill that can be improved through time, effort, and practice. It can be a very effective tool not only for saving time but also for growth own skills and achieving goals.

## FREELANCING

### CAN BE A FREELANCING FOR YOU?

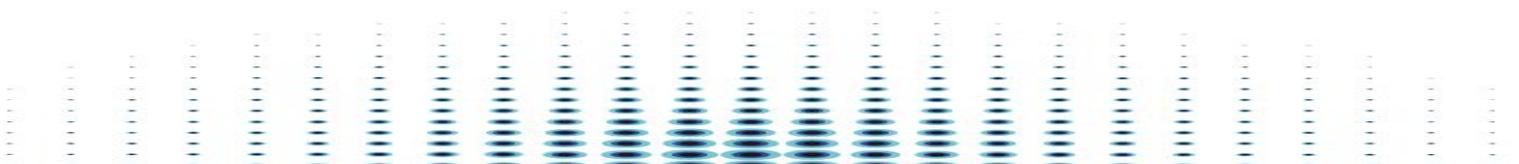
One of the biggest advantages of working independently as a freelancer is gaining the freedom of choice and steering forward without any restrictions. Freelancing makes it very simple for a person to choose the type of work based on what interests and benefits them best. Freelancing empowers individuals to lead the much sought after laptop-lifestyle. It comes with immense freedom to work anytime, from anywhere in the world as long as the job is well done and on time.

A freelance career offers you plenty of options in a range of fields, but self-employment is not for everyone. Passion and motivation are key success factors. Being your own boss is no walk in the park, and perseverance is especially important when you are starting out.

You have to be prepared to work long hours and expect a work-life balance that is more work oriented. You also need to be able to structure and organize your work effectively, as well as manage your time efficiently.

FREELANCING is basically a different way to work. Rather than being employed by a company in one specific job, freelancers are self-employed and find work via a variety of sources. Clients hire a freelancer to complete a task, project, or service for them.

WHEN YOU DO FREELANCING, YOU DON'T HAVE A BOSS, YOU'RE YOUR OWN BOSS.



Freelancing can be done online as well as offline. Concerning online freelancing, you can make a freelancer account and profile according to your skills on different freelancing websites like “Upwork” and “freelancer”, which helps freelancers to connect with businesses all over the world.

Freelance jobs can range from one-time paid contracts, to repeat, consistent work on a weekly or monthly basis. The benefit of being a freelancer is that you can choose if you want to work an extra five hours per week or an extra 20 hours. You can seek out and apply for as many or as few projects as you like.

While freelancers do take on contract work for companies and organizations, they are ultimately self-employed. Freelancers are not considered “employees” by the companies they work for, but rather “contractors.”

### What are the essential steps to start your freelancing career?

- So, the pre-requisite is to know something that is of value. In other words, you need to have some skill that people will want to buy from you or some skill that you can serve people with. Therefore, ask yourself what specific skills do you possess and what services you can offer.
- For example, you may be excellent in creative writing. The Internet is full of opportunities for writers. Many websites are constantly on the lookout for good writers, and you can be a good fit. The most demanded are now copywriters.
- If your speaking skills are perfect then you can work as a voice-over artist for animation videos and promotional ads. The animated videos and ads that you see on the Internet are made by graphics and animation specialists, but to make the characters speak they need a human voice. The speaking skills in this type of work, of course, take into

account voice modulation, pronunciation, clarity of voice, neutral accent, etc.

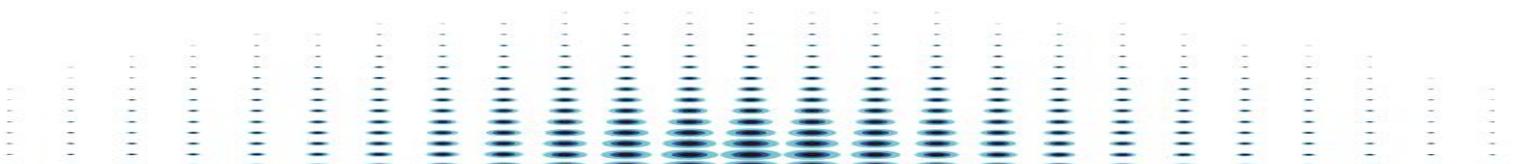
- If you have learnt a foreign language then you can take up translation jobs. Also, many companies look for customer support in English, French, German, Chinese, or any other language. If you are computer skilled, you can do web designing, software programming, graphics animation or just editing photographs. Maybe you are good at social media platforms. Lots of companies seek now somebody who will take care of their company profiles at social media.

Remember you do not need to be an expert in the field which you want to start freelancing. If you keep thinking that you want to be perfect and only then you would start to take live projects, then you will never be ready. Just take the first project and learn in the process.

## SIGN UP AT A POPULAR FREELANCING PLATFORM

So, if freelance work interests you, sign up at a popular freelancing platform and set up your profile. This includes putting up your resume and going through the rules and regulations. Highlight your plus points in your profile, but be sure, to be honest. Keep in mind that a genuine freelancing site will allow you to set up your profile without charging any fee. As a beginner, your focus should be on building a reputable profile. In other words, getting good feedback should be given priority over anything else in the formative stage of your freelance career.

Experience counts in the virtual world of freelancing, just like in the real world. It might take you a while to win your first project, but don't let that dampen your spirit. Alongside, keep watching the profiles of other successful freelancers. This will not only motivate and inspire you but also will offer a lot of things to learn from and eventually assimilate in your profile.



Now that your profile is set, it is time to start posting applications. In other words, you will now be bidding on jobs. Watch the board for jobs being posted and apply for the ones you think you can do. To get an idea about the pricing point see the standards of other bidders on the same job. That will give you an idea of what price to set for a job. Keep your applications brief and to-the-point. The key here is to think from the customer's perspective. If online selling of your service takes off slowly, you can start with someone you know. Maybe your relatives or your friends who have their own business might want a website or software or app. You can approach them and the benefit of this is you can experiment more since they are in your contact and they already know you. The risk is less even if you mess your first project or if you delay the timeline.

Getting social will help you reach beyond your contacts and it gives you a platform to showcase your work to the world. Start with a Facebook page or Instagram page or any social media platform which is free. Later you can have your own portfolio website. Also, it makes your work look more professional.

## CAN YOU BE A SUCCESSFUL FREELANCER?

**Ofcourse you can!**

It's one of the keys to a successful freelancing career: Spending less time hustling to get the gig, and more time doing more work for repeat clients. In the freelance game, you're competing with lots of other folks who are just as talented as you. It's crucial that you set yourself apart. Make your employer's life easier, and you'll be the one freelancer everyone wants to hire.

## CONCLUSION

Freelancing is a very exciting way to earn better money. It allows a person to decide his own schedule, the type of tasks he likes to work on, and how much he wants to work. Its benefits are much more than its drawbacks. A very important phrase, if you have a will you are definitely going to find a way. if you really want to do it. One just needs to be fair and flexible with his dealings and he will definitely get the reward in return.

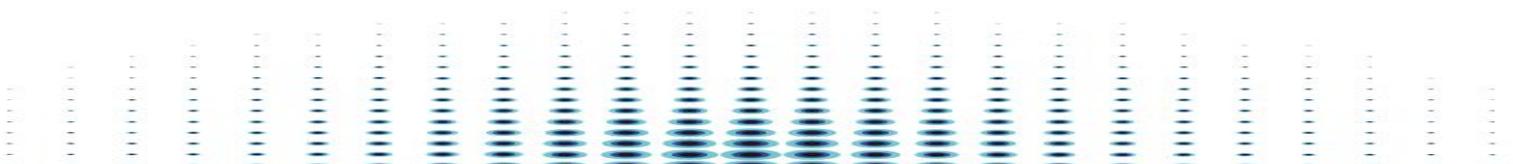
## JOB RETENTION

### EMOTIONAL INTELLIGENCE

Most of the decisions we make in life and on a daily basis are regulated by our emotions.

Today, as we become more connected with other cultures, and as collaboration and teamwork is increasingly demanded by employers, it is important that we have the right skill sets to perform in this highly connected and interactive world. Now it is necessary to be and to seem emotionally intelligent. This means knowing how to direct your emotions without repressing them.

Moods are usually presented as emotional reactions: you do or say things almost impulsively. These reactions are behaviours and strategies learned long time ago, and you may not like some of them. However, those reactions and the emotion behind them are the clues for you to know that something has moved inside you. Through analysing these moods in the moment, you will discover the meaning that lies behind each emotional reaction. You will see that, in the realm of emotions, it doesn't matter how small the steps are; every modification you make can be the key to changing the whole situation.

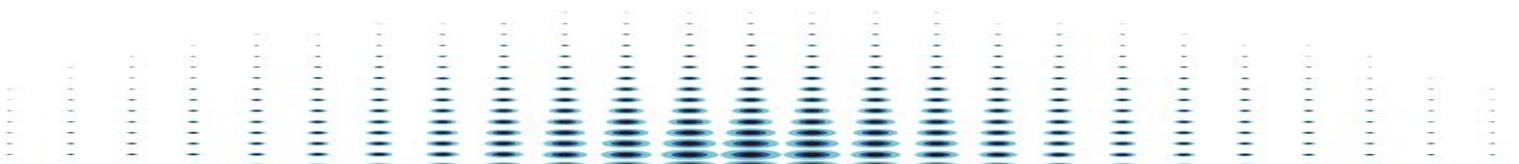


Nowadays we need people with good interpersonal relationships, the ability to adapt to change, good leadership skills, conflict management, effective and efficient communication, etc., because we will find that there will be simple conflicts, such as misunderstandings, and others so complex that they seem to have no solution. In both cases the most important thing is that *YOU CAN DO SOMETHING* to change the situation.



To quote Daniel Goleman, American psychologist, author of the most famous book on the subject: "Emotional Intelligence" (1985), Emotional Intelligence, or EQ, is *"the disposition that allows us to take control of our emotional impulses, to understand the deepest feelings of our like-minded and to manage our relationships gently"*.

Having Emotional Intelligence means being able to properly perceive how our emotions work and act appropriately and responsibly, understanding



and participating intelligently in order to achieve the results we want in any area of life.

It also involves the self-management of our own emotions, avoiding unjustified emotional outbursts of anger, frustration, guilt and other harmful feelings.

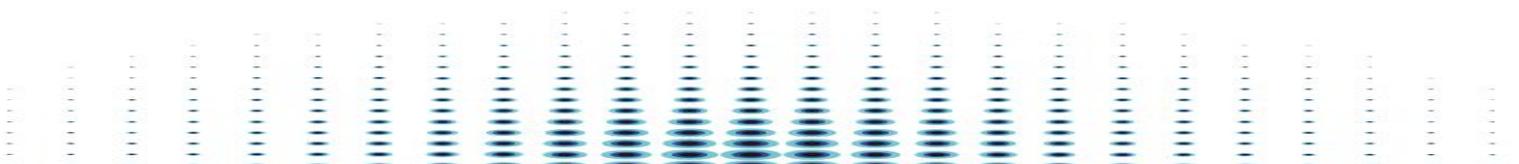
According to Daniel Goleman, Emotional Intelligence has *four phases or stages*:

- Awareness of **one's own** emotions
- Management of **one's own** emotions
- Awareness of the emotions **of others**
- Management of the emotions **of others**

This means that the individual who has a highly-developed level of Emotional Intelligence is able to understand and manage their own emotions and those around him/her, in order to build productive relationships.

These individuals manage to do so in a conscious and reflective way, always trying to avoid a state of mind that is detrimental to him/her, such as anger, rage or regret.

Although it's not really easy to determine your level of Emotional Intelligence, we leave you with a



few key tips that will help you to develop your emotional intelligence, and to practice good EQ in your daily life and in the workplace:



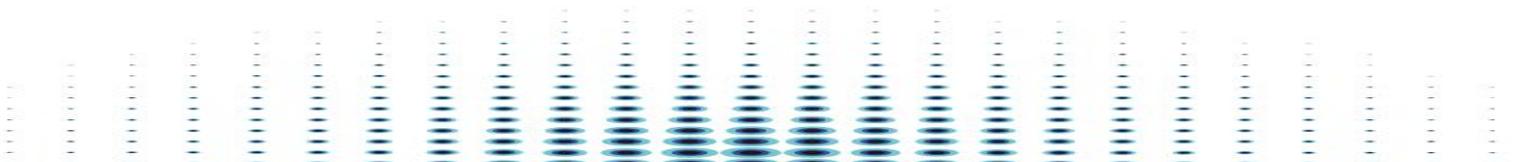
- 1. Know yourself and accept yourself:** A very important task for success in any field is to know how we really are. *What are our strengths?, What are our weaknesses?, What are our limitations?, What are the things we like?, What are the things we dislike?, What level of temperament do we have?, What level of romanticism and/or sentimentality do we have?, What are the things that terrify us?, What is our level of optimism?, What is our level of pessimism?* If we know our weaknesses we can fix them, if we know our strengths we can cultivate them.
- 2. Be optimistic:** With an optimistic vision, success and happiness are easier to

achieve. Optimism requires that you know how to recognise not only your own good qualities but also those of others, try to make the best of the difficult situations that arise daily in your life. Make use of your sense of humour as much as possible and convince yourself that any difficulty is there to improve us as people

### 3. Deal with negative emotions:

Negative emotions are the ones that generally accelerate and affect our judgment, it is a very important and complicated task not to get carried away by this type of emotion.

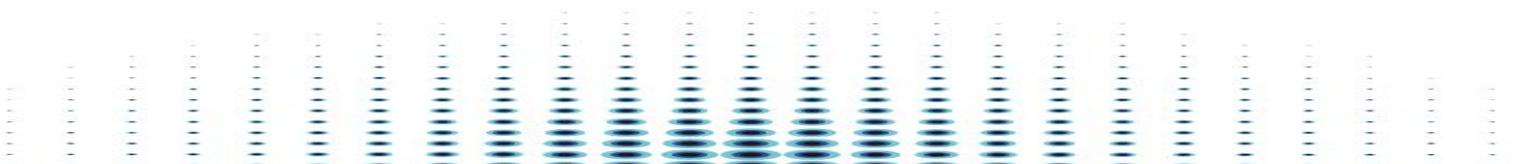
The *negative feelings* that usually lead to this type of emotion are: *Jealousy, envy, resentment, contempt, humiliation, pride*, to mention just a few. It is for this reason that we must know and accept ourselves,



value each of our virtues and defects, understand that these are the factors that define us as a person.

Although some things will hurt our pride, we must not exteriorize this feeling in an aggressive way, we must be strategic and channel it into other activities, such as: exercises, music, dance, etc.

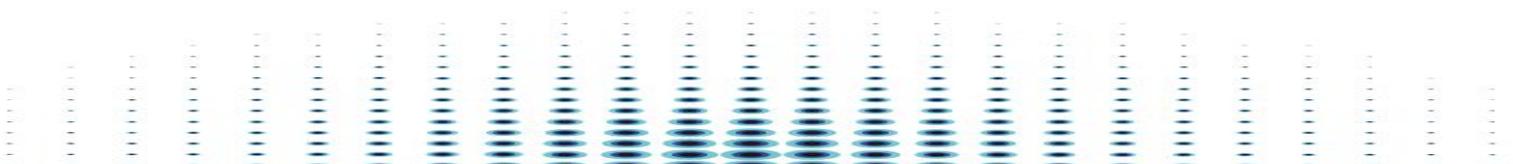
**4. Meditate:** Many people do not spend one minute of the day in absolute silence. This means, in the morning the first thing they do when they wake up is turn on the radio or television, they go to their offices and turn on their computers, then the constant phone calls and meetings, until at the end of the day they go to their homes and turn on the television or their personal computers, and then they go to bed. In other words, we have become accustomed to always having some object or electrical appliance on. The value of meditating in complete silence and to reflect on our problems or fears, or on the aspects of our life that we can be grateful for, is really priceless.



**5. Empathy:** Empathy is the ability to put yourself in the shoes of another person and to view a situation from their perspective. People with the greatest capacity for empathy are those who can best "read" others. They are able to capture a great deal of information about the other person from their non-verbal language, words, tone of voice, posture, facial expression, etc. Based on that information, they can understand and recognise the other person's feelings, and react accordingly.



**6. Express our feelings:** An important feature of emotional intelligence is expressing our feelings whether they are positive or negative. Do not repress negative feelings, find a way to channel them, for example, exercise, sport, painting, playing an instrument, these habits will help you to express your frustrations, resentments, sadness and other similar feelings.



**7. Don't stay in the past:** Many people spend too much of their time living in the past – reflecting on the good times and bad times that they have experienced in the past, and then they forget to live in the present. The present is all we really have. When we think of our past, we can be remembering it differently to how it really was. When we think of the future, we are always predicting outcomes that are not guaranteed. The present is the only tangible moment we have. So it is important to live in the now so that life doesn't pass us by, while we were thinking about the past!

**8. Write down your thoughts and feelings:** When you encounter a strong emotional response to a situation or a person, write it down. Try and name the feeling, and then try and trace how this feeling came about in you. Being able to identify your feelings and to understand why you have had this emotional reaction, is the first step towards controlling your emotions and developing your EQ!

Today we already know that emotionally intelligent people are more effective in life. However, this does not mean that those who are not emotionally intelligent cannot succeed.

Emotionally intelligent people are realistic about the goals they set for themselves and achieve an inner balance, relying heavily on strengths to minimise weaknesses and threats. They are constructive people, that is, they are capable of taking advantage of what is offered to them, overcoming all the obstacles they encounter. It should be noted that it is not a matter of repressing a feeling or emotion that we do not like, but rather of adapting the emotional expression to the context.

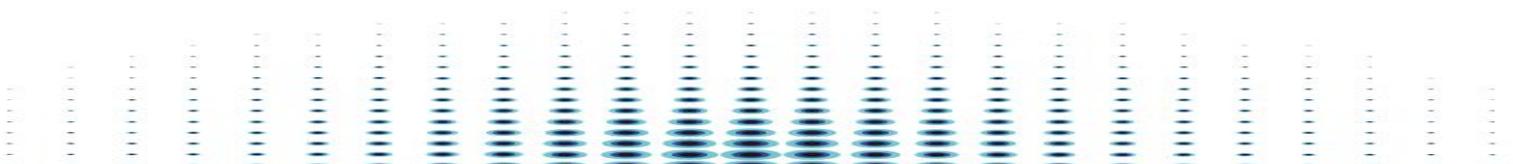
## EMBRACING CHANGE

“Progress is impossible without change, and those who cannot change their minds cannot change anything.” – George Bernard Shaw

Embracing change is not always easy, this process can generate moments of considerable instability and even emotional imbalance. It is for this reason that when we decide to change, and especially when we feel compelled to do so, certain resistance towards it can manifest itself in us.

Adapting to change involves a process that occurs step by step. It is important to take into account each of the steps involved in managing and adapting to change, so that we can develop our own coping strategies for each stage of the process.

*Embracing change* is the capacity of people to accept a new situation, new person or new environment without this dramatically or significantly impacting on themselves, their health or their career goals.



Changes are part of the processes of transformation and personal and professional growth, and the benefits will be directly reflected in our daily work.

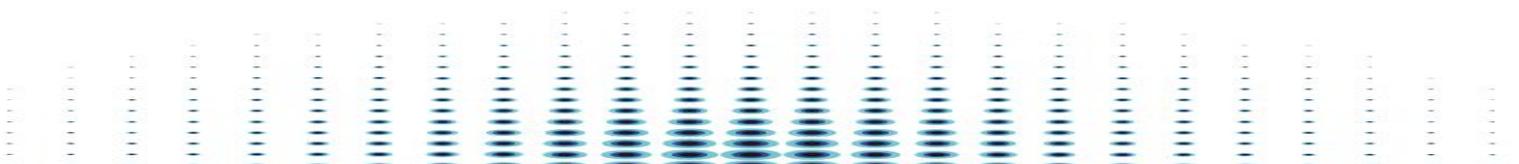
If anything characterises our lives, it is **change**; whether we like it or not, it is always present.

Each person reacts differently to change; it is a question of attitude, we all have the capacity to change, but not all of us have the same openness to change.

Changes can be chosen or not, adapting to them will always require an effort on our part; this will depend on external circumstances, on the resources we have available to deal with the change and on the support we have in the process of adaptation.



Any change generates uncertainty; this is because to a greater or lesser extent, with each change we lose, at least temporarily, the security to which we are accustomed. It also produces a certain degree of stress, which, if well managed, can become our ally,

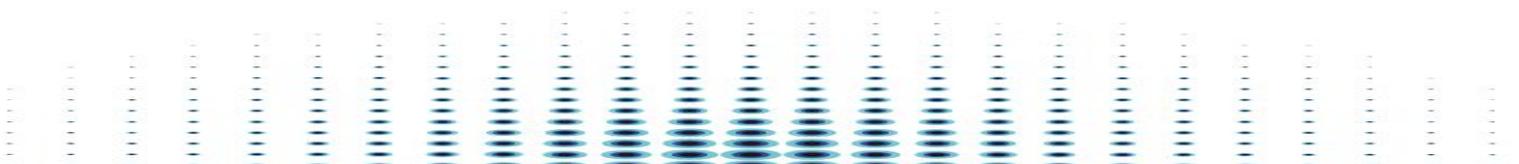


since it will allow us to keep our attention on adapting to the new circumstances; but, if on the other hand, it is too intense and we do not have the right tools to manage it, it could end up negatively impacting us, our health and our performance in work.

We can say that we encounter these *five stages* (*The curve of change* ) every time we go through a process of transformation and change, in situations where we are encountering a change that we have not asked for:

- Denial
- Resistance
- Exploration
- Negotiation
- Acceptance or Commitment

The first step in overcoming change is acceptance. That you do so doesn't mean you like it or agree



with it, but until you stop denying the obvious, you can't take the first step towards your new destiny.

Here are some key tips that will help you prepare yourself for a situation of change:

### **1. Accept that nothing remains the same forever:**

The first step in adapting to change is to understand that the transformation of reality is the rule, not the exception. Even if we cannot see it directly, everything that seems consistent and stable over time is in constant movement. We should not take for granted that not everything will remain the same no matter how much time passes, so the trick is to know how to ride the wave of change by making it go in our favour.



### **2. Adopt other people's points of view:**

It is important to get used to listening to others and try to understand their logic, even if we are not going to agree with them. Societies are always evolving, and that's why we must let these changes guide our way of thinking; the best way to be permeable to these changes is to relate to

others and put ourselves in their shoes.

**3. Acknowledge your fears:** Make a list of everything you are afraid of because of the change. Then make a small plan for how you would proceed if that fear were to become a reality. Knowing how to act in uncomfortable situations will allow you to let go of the emotional distress.

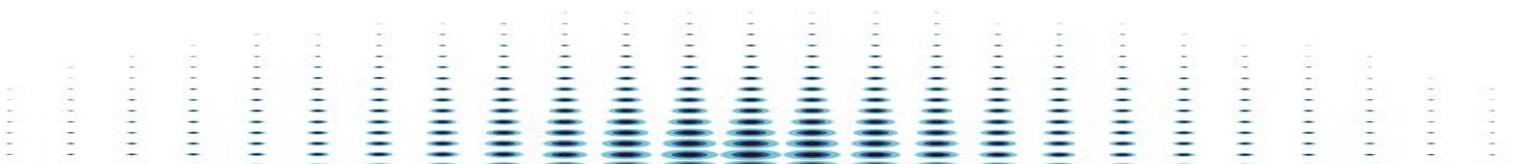
**4. Unblock your resistance:** Maybe at some point you suffered and had a hard time; but the cause of your suffering was not the change itself, but your reaction to the change. It is possible that from the time of your suffering you decided not to take any more risks, not to suffer any more. But you will probably suffer again at other times. Decisions we don't make don't hurt, which doesn't mean you don't have to make them. Sometimes you have to be an advocate for change yourself. Look at the life you have and see if you need to make any changes to enjoy it intensely. If you feel stagnant and shut down, bring about the change your life is asking for.

**5. Analyse it carefully, with detail:** Don't jump to conclusions, don't



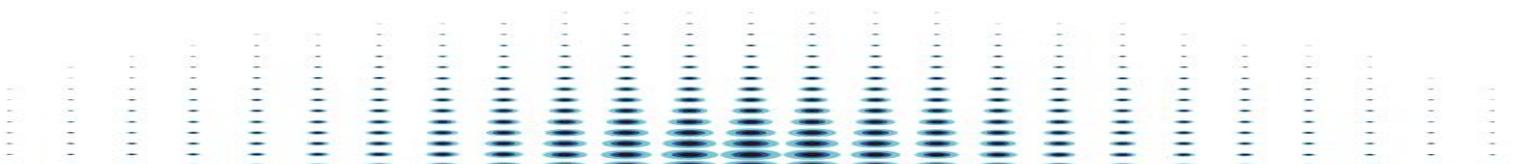
underestimate the impact it can have on your life. Carefully analyse the reasons for the change, the implications it has and the consequences it will have. We tend to mix our desires and our fears (including comfort) with how we think about things and how we perceive changes; and this is a bad habit for us to get into. For example, if we want to move to a new house, everything will be to our advantage. If we don't want to change jobs, everything will be a problem. This shows how what we think, can impact how we react to and perceive changes. This is something to be mindful of!

**6. Be careful with selective attention:** Your mind comes into resonance with your emotional state. If you are happy you will think in a positive way, if you are sad you will think in a negative way. Every change implies a new scenario in which you can find problems to solve and opportunities to enjoy. If you are too overwhelmed by the change you will become confused and only see problems arising



from it. Your mind will have entered into negative resonance so you will not be able to see the "train" of opportunities that is passing right in front of you. Pay attention to the colour of your thoughts in case you are thinking in black and white.

**7. Keep a positive attitude:** Fear can come from creating negative thoughts about the future. According to *Phyllis Mufson (coach)*, *anxiety and fears are the result of how you see change*. How do you describe the change that is coming to you? What are your negative beliefs about it and how do you deal with it? Also ask yourself questions about past situations in which you had to deal with change. How did you handle it? How did the way you proceed work for you? Did you receive support from your friends? Were you active in finding solutions?



Life is change, everything flows, and nothing stays the same forever. We live under constant changes in our working environment, on a personal level and in our own lives. Beyond our daily routines, every day is different, unexpected things happen, unforeseen events occur that break the scheduled agenda.

In fact, life teaches you that the most important thing is to apply *CARPE DIEM* and live in the now because life does not follow a pre-determined script.

Adaptation shows the capacity for self-improvement that exists in the human heart and the mental flexibility to assume life's circumstances.

Adaptation is a capacity that is trained and acquired through the practice of one's own life. It is accompanied on an emotional level by some stress because when a human being has to leave their comfort zone and go outside the safe and familiar terrain, it feels uncomfortable. However, we have been adapting to new circumstances and situations since childhood, so always remember that you are able to adapt, and you can find ways to cope with any change that life throws at you!

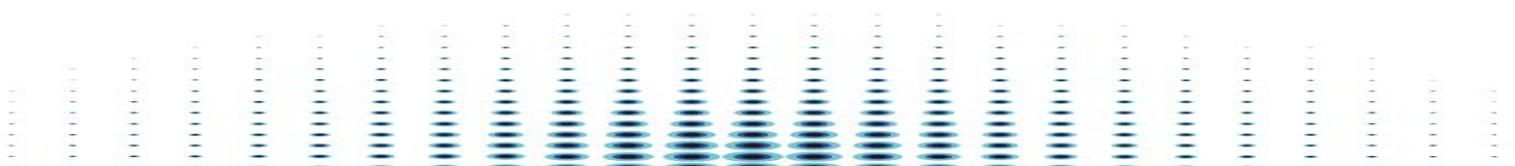
## CREATIVITY AND CREATIVE THINKING

**Donatella Versace** said, "*Creativity comes from a conflict of ideas*". (Hargreaves, 2014)

Human beings have the capacity to produce, create and imagine ideas. This is a process that develops over time and is characterised by its originality.

Generally, creative people are characterised by their ability to be versatile, to give answers, elaborate on solutions and think up differing alternatives. Everybody is born with their own creative capacity, which can be developed and improved. Creativity is very important in people's lives, since it allows them to respond to different circumstances and to find the answers to the problems and challenges, they face in the world.

Creativity is the little lightbulb moments that all people create, through feelings, thoughts, and imagination. It is a practice of one's knowledge, to conceive, design and elaborate their own understanding of the world.



To be creative is to have the **capacity or ability to invent or create things**, which can be physical objects, ideas, representations or fantasies. It is about the possibility of generating the new: **new concepts, new ideas or new associations** between them, which usually leads to new solutions to problems.

Creative thinking is highly valued in our societies, where innovation and change play an important role. It is present in many personality forms and has been in a pure and free state since childhood.

Having a creative mind offers you advantages such as:

- *Help to solve problems*
- *Has a positive influence on social relations*
  - *Improves adaptability*
  - *Helps for emotional expression*
- *Has a positive influence on self-esteem*



*Creativity has played a vital role in the evolution of the human species, since it has allowed it to face diverse problems throughout its history and to develop new,*



*original tools and solutions for each one.*

*In everyday life, creativity is a highly valued talent.*

*Scientific, inventive, artistic or architectural work depends largely on this talent, not to mention the development of new materials, new technologies or new philosophies of thought, whose impact on civilisation is often more or less revolutionary.*

*This is very important in people's lives, as it allows them to transform a reality where they have better responses to the world they live in, as it is constantly changing day by day.*

*Many people consider that creativity is a gift that some people possess but it is known that creativity can be learned, practiced and refined.*

Some strategies to help you to develop your creativity can include:

- 1. Cultural consumption:** Cultural consumption habits such as reading, going to the cinema, going to museums and exhibitions, concerts, etc. have an inspiring effect on the mind and encourage

creative thinking, as they are a source of free and new associations.

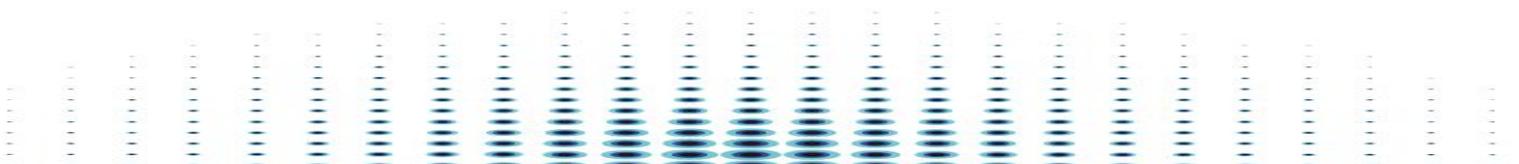
**2. Brainstorming:** "Brainstorming" is a technique widely used to encourage the emergence of innovative ideas and relationships between them, by writing down on paper everything that comes out about a main theme. The freedom of association often leads to unexpected paths.



**3. Sleep:** Surrealists claimed that the dream, source *par excellence* of creativity, should be cultivated to fill the conscious mind with creative content. That's why they used to paint in the mornings, as close to the dream as possible.

**4. Lateral thinking:** This is the name given to a method of creative thinking that encourages new connections between ideas, abandoning traditional logic, and which is usually expressed through games and riddles.

**5. Change your scenery:** Thinking about your workplace, sitting all day in front of your screen and keyboard *may not be* inspiring. Discover





simple. The less logical and crazier, even absurd, our ideas are, the more they will force us into a creative mindset and the better they will be for us.

9. **Do not repeat ourselves:** If you have thought of solutions like this before for problems of this kind, it is a clear indication that we are returning to the comfort zone and we are not taking advantage of our creative thinking.

## Final Thoughts:

Creative thinking is a gift that all people have, however, for some more developed than others due to socio-cultural factors, and the educational system in which they develop.

There is no better trick for developing creativity than to practice, practice and keep practicing.

When you realise this, you will have created a habit, you will have your own system to feed your creativity and your mind will be an inexhaustible source of ideas.

Creative thinking is not a function of any particular technique. For people to be creative they must be motivated, have open spaces where they can express themselves, work in teams, and comment on ideas.

Hargreaves, A., 2014. Uplifting Leadership : How Organizations, Teams, And Communities Raise Performance. Jossey-Bass

## LEARNABILITY

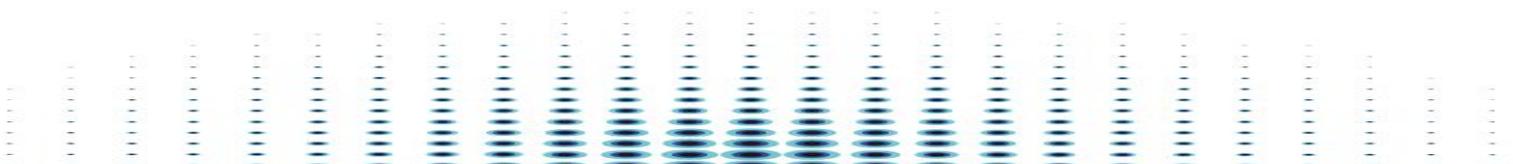
People are constantly learning, there is no day that goes by that we go to bed without learning something new.

This learning process means that the next time we have the opportunity to put what we have learned into practice, we can do so without difficulty, or at least with less difficulty than the first time.

Through this learning, different skills are developed throughout our lives, which improve with experience. However, often we do not know what it really is to have a skill. Many people think that learning is like studying, but this is not the case. When you study you usually just memorise information, but learning can go far beyond studying. You can learn from each and every situation that we experience throughout our lives. This is often how individuals learn the key skills they need to succeed in their daily lives. We call this non-formal learning.

“Anyone who stops **learning** is old, whether at twenty or eighty. Anyone who keeps **learning** stays young. The greatest thing in life is to keep your mind young.” *Henry Ford*

Learning is the process through which skills, abilities, knowledge, behaviours and values are modified and acquired. A process through which a certain skill is acquired, information is assimilated, or a new strategy of knowledge and action is adopted.



Many authors refer to these skills as "**skills to conduct themselves through life in a skillful and competent manner**", within one's social and cultural possibilities.

These skills are behaviours, thoughts, feelings and emotions that we use to relate to others. These skills are very important in our daily lives as they can help us to develop more positive and stable relationships.

Developing these skills helps you to know how to deal with the demands and challenges you might have in life and in the workplace. They are necessary for a better coexistence allowing us to survive, grow, nourish ourselves from other points of view and live in harmony.



**Simple skills that we use every-day can include:**

- *Self-knowledge*
- *Managing emotions and feelings*
- *Stress and tension management*
- *Assertive communication*
- *Empathy*
- *Interpersonal relations*
- *Conflict management*
- *Decision-making*

- *Creative thinking*
- *Critical thinking*

These skills are essential for establishing solid and trustworthy working relationships with colleagues, and to actively contribute in the workplace. If you want to be a valued member of any team, you should work on developing these key skills. They are skills that if developed on a daily basis become habits, and good habits at that – bringing something that is beneficial for everyone.

Here are some tips to develop and improve your skills in a workplace:

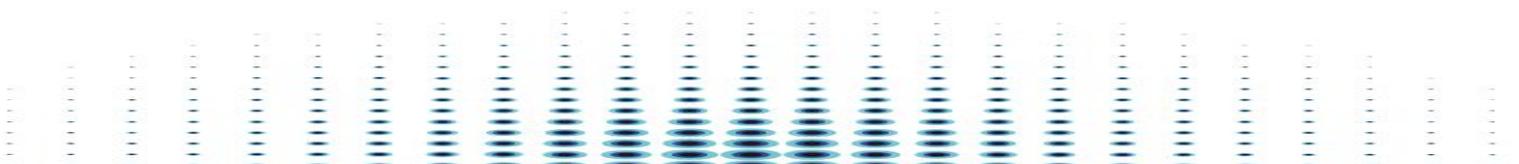
1. **Learn to accept criticism:** The best way to avoid criticism is to listen to it, reflect on it and make the necessary changes so that you learn from your mistakes and do not repeat them again. Day-to-day work must be a continuous learning process, so it is normal to make mistakes, and this can even be positive, if they help us to evolve and learn.



2. **Flexibility and adaptation:** We must always be proactive and decisive so as not to overburden our managers with more work. Learning must be constant. If this attitude prevails, we will have enough confidence and capacity to face new challenges that at first seemed impossible. *“Where there's a will there's a way.”*

3. **Problem-solving capacity:** The last thing a manager expects from their employee is that they create problems. If one arises, the best thing to do is to present your manager with some solutions to the problem. This is what is expected and valued in a productive, solution-focused employee.

4. **Motivation and confidence:** To advance and achieve work objectives it is essential to have a good amount of confidence in ourselves. If we do not believe in what we do, in our abilities, it is

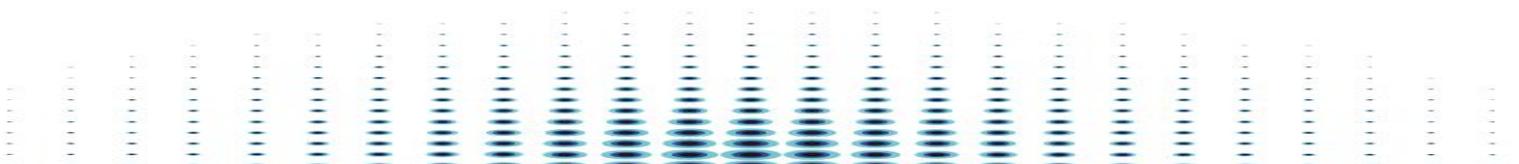


difficult for others to do so. The first step in achieving our goals is to visualise them, to make ourselves aware that we are capable of attaining them and to make an effort every day.

5. **Be open to collaboration:** Ultra-competitiveness can take precedence over collaboration in the workplace. In many cases, this competitive environment makes employees forget that they work for the same company, that they have common objectives and that they are colleagues rather than enemies. Make sure you do not forget to collaborate effectively with your peers, this will be noticed and respected by your managers.



6. **Know how to work under pressure:** Very often, we are forced to work against time and other obstacles that can make our work difficult. Therefore, getting used to handling pressure, controlling stressful situations and keeping calm, will help us to get ahead in the best possible way and to limit the impact that stress can have on our health.



Achieving deadlines is one of the issues most valued by employers today.

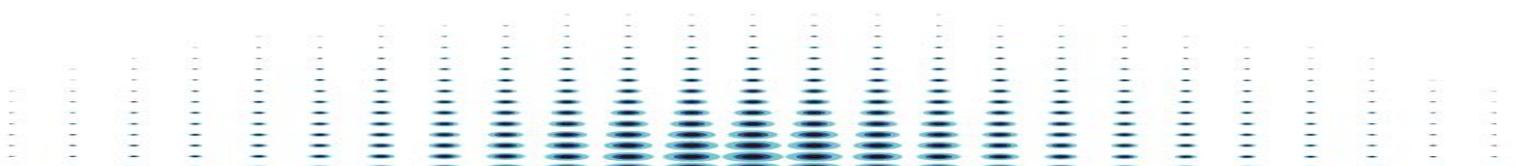
7. **Teamwork:** Collaboration and coordination with other colleagues are increasingly important requirements when performing group tasks. The complexity of many jobs means that they have to be carried out in a team, which requires the ability to take responsibility, comply with the demands as well as possible, and to have certain leadership skills.
8. **Planning:** Time management is essential to fulfil your work tasks, at least the most important ones, knowing how to discern between what is important and what is urgent, or a priority is crucial. This requires good planning skills, discipline, perseverance and awareness, as far as our capacities allow, so that we are not burdened with too many tasks that are then left undone.
9. **Communication skills:** The power of language is often underestimated in the workplace, but the ability to relate and maintain fluid communication both transversely and from the bottom-up is essential to improve and maintain good performance in a job.

10. **Positivity:** Optimism is an attitude that facilitates work, not only for oneself but also for the rest of one's colleagues. Looking at the glass as half-full, instead of half-empty, not only makes work more pleasant, but also less stressful and even relaxed. In addition, studies have shown that maintaining a positive attitude increases productivity by creating a good working environment.

The ability to learn and our need to learn new things can last our whole lifetime. It is not limited to a particular age or grade in school, we are constantly learning something new, sometimes without realising it.

Learning enhances the ability to discover, solve problems and make decisions about how to learn and encourage self-learning in your personal life and in your workplace.

Developing good skills is very important in our society. We live in a social environment, in constant contact with people from diverse backgrounds and experiences. Interaction is the basis of our behaviour as a human species. It is very important to know how to treat people so that they don't feel uncomfortable, and in the same way, to know how to treat ourselves, so that we feel good about ourselves.



## STORYTELLING & PERSONAL BRANDING

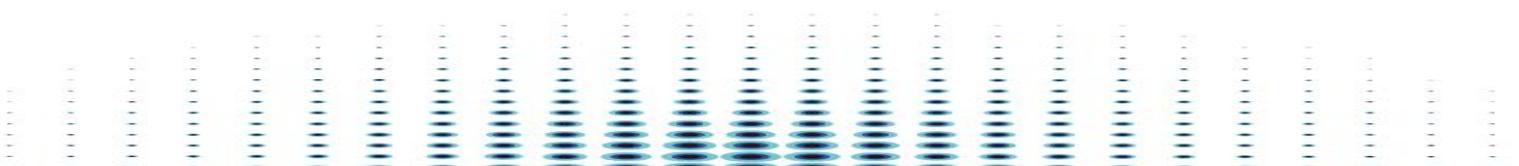
Storytelling is part of our daily lives, so much so that the popular science magazine, Scientific American, has concluded that 65% of our daily conversations are made up of personal stories.

When seeking a career change, a promotion, or just starting out in a new job, if you want to be recognised and stand out from the crowd, it is important that you know how you can launch your own personal brand.

Personal branding means marketing yourself and your career in the same way as a marketing company would market a new product or service. Before developing your personal brand, you need to consider what your key strengths and skills are, and then consider how you will 'package' these and develop your 'brand' or the set of values, skills and attributes that you would like to be recognised as having in your workplace.

Maybe you are a creative type, maybe you are hard-working, maybe you have empathy for others and like to advise and mentor others; these attributes will form the central part of your 'personal brand' – and developing your storytelling skills will help you to sell it to your employers, or to potential employers in the market!

*Storytelling* is a narrative tool that can be used to communicate your personal brand. Therefore, you must know what to say and how to say it. It is a technique that consists of *connecting with the*



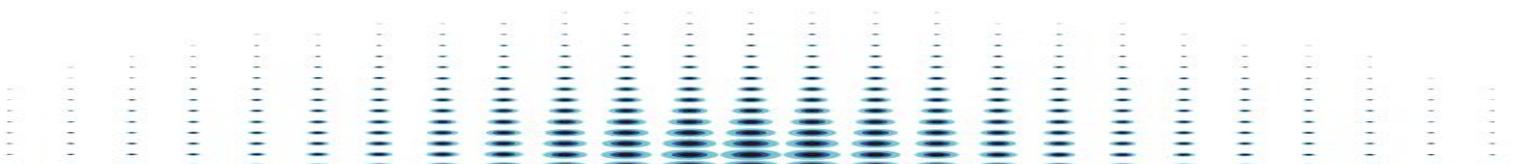
*emotions of your audience and engaging them in your personal stories.*

When we talk about developing our *personal brand*, we are talking about *identifying and communicating the characteristics that make us stand out*. By launching your personal brand, you are striving to *be relevant, different and visible* in a homogeneous, competitive and changing work environment.

*“A brand is an imprint, a signal, it is what remains when we are no longer present.”*



The art of storytelling has always been a very attractive element to make our personal brand known, because it helps to expose that real and special part that differentiates you from the crowd. It is a resource that you can use to share your unique skills – your ‘unique selling point’ – or simply just what makes you ‘you’, with other people, whether in a professional or personal manner. Having an attractive,

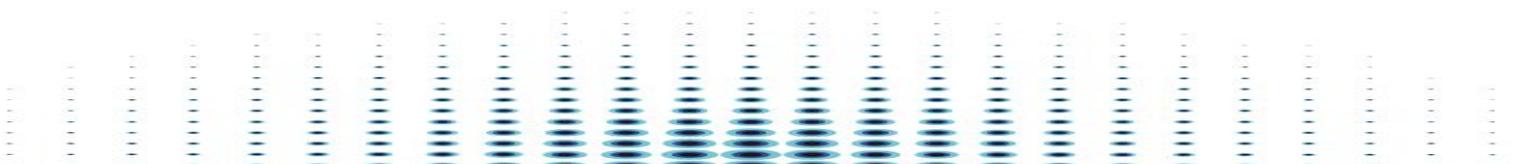


powerful and visible personal brand is an effective and valuable tool to help you to walk with confidence in work, and to support you to plan the next steps on your career progression pathway.

Some important storytelling *techniques* that you can employ when building your personal brand include:

**1. Generate emotions with your story:** Stories can be told in different ways, but an emotional narrative connects directly with your audience.

**2. Your story must be simple to tell and easy to remember:** Complex stories with a good number of elements and characters can turn against you. Simple, easy-to-tell stories that include authentic emotion, can have a greater impact on your audience



than more complicated stories.

**3. Tell a personal story:** To develop a good narrative thread, it is necessary to tell a personal story. A personal story directly involves the audience, creating a bond of connection. Developing a personal story by showing weaknesses, desires, needs related to a product or service, can capture your audience's attention and have a lasting impact.



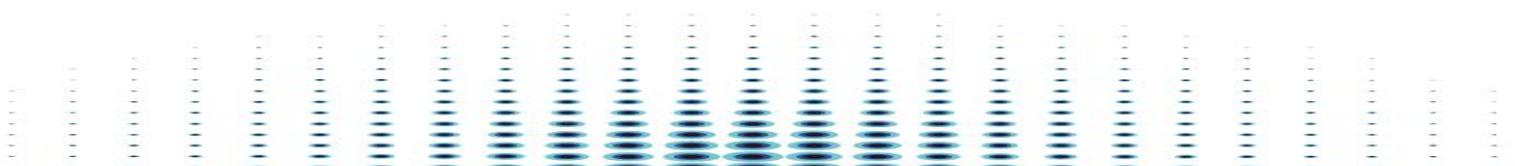
**4. Show that you can overcome obstacles:** Your colleagues, collaborators and employers will like to know that you are not infallible or perfect; everyone makes mistakes and we have problems to overcome in our daily lives. It is important to show your colleagues and employers that you are human, you have made mistakes and

overcome challenges, but that it has made you better able to deal with any challenges you may face in the future.

Personal branding is becoming more and more important, especially in our increasingly digital society. Personal branding is used online and allows you to create your own identity through the stories you tell.

How do you apply this in the real world? Consider simple things, like using storytelling techniques when writing a sincere and genuine 'bio' on your LinkedIn profile, rather than just listing your accomplishments and qualifications!

It doesn't matter so much that you have an impressive story to tell; what matters is how you tell it. Developing a personal brand is bringing your skills, experiences and personality together and using this combination to build an identity for yourself, either within your company, your community or your sector.



## SELF- LEADERSHIP FOR REMOTE WORKING

Teleworking is a much more flexible and less rigid type of work, since the service is not provided on site. For several years now, we have been hearing from the experts that we are entering a period of profound change, encompassed in the so-called "*Information Revolution*", "*Digital Revolution*" or more generically "*Information Society*", and that this is going to modify current forms of work organisation just as the Industrial Revolution did in the 18th and 19th centuries.

Not only is it going to change the way we perform our work tasks, but it will also change the nature of our work and where we will be performing our work. In fact, everything suggests that the "*Information Society*" will reverse the trends of the Industrial Revolution in terms of the location of work.

**Remote working** is also known as "*teleworking or distance working*". Teleworking can has many benefits for employees – less time commuting to work, better work-life balance, more time with friends and family, better productivity, etc. It also has its advantages for companies as it helps them to reduce the costs associated with hosting staff in the workplace. At the same time, remote working offers employment opportunities to marginalized individuals who are typically discriminated against during the recruitment process, including people living with a long-term illness or disability; because they don't have issues accessing the workplace, when they can work effectively from home.

## MAIN BODY / BASICS

Remote working is understood as a mode of working, where employees perform their jobs and provide their services, in whole or in part time, from their *home or other different places than the physical location of the company*, using information and communication technologies (ICTs) to perform their work tasks.

Remote working has required *people to develop different types of skills*, as companies need more agile and adaptable collaborators, capable of coping with rapid changes in the market.

As well as having a high level of digital competence to be able to perform your work tasks

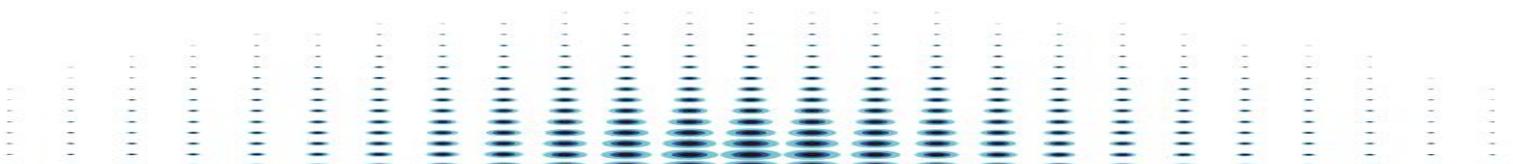


remotely, it is important that employees also develop skills in the areas of self-motivation, self-leadership and perseverance, so that they can continue to be effective in their jobs, even when working remotely.

If this trend is on the increase, it is because its advantages are greater for businesses and workers who adopt to a remote-working environment. These advantages include:

- Cost reduction for businesses and employees with no commute
- Benefit to the environment
- Flexibility of timetables
- Balancing of family life and work commitments
- General worker's welfare
- More productivity and performance
- Reduction of absenteeism

Today, there are some skills and attributes that every distance



worker must possess in order to achieve his or her goals and perform well in this new mode of distance work:



**1. Establishing a work routine:** A teleworker must possess the ability to create a routine to complete their day-to-day work tasks. Even if you do not need to move to an office to work, you must create habits as in any traditional job. It is best to start your day with the same routine you would have if you were moving to an office. This serves not only to have a better structure to your day, but also to make your subconscious understand that even though you are at home, you are working.

**2. Ability to manage time correctly:** The ability to be highly productive is another vitally important attribute that every remote worker

must possess, and in order to be able to be so, you must know how to organise and manage your time in the best way, separating time spent on home activities from work activities. Avoid the typical distractions that the remote workers have (*Facebook? Not during working hours! Washing and ironing your clothes? It can wait!*). Create an order of priority in your daily tasks, assigning a specific time to each one and doing what is necessary to finish them in the time you have allocated to do them, without day-to-day actions getting in the way.

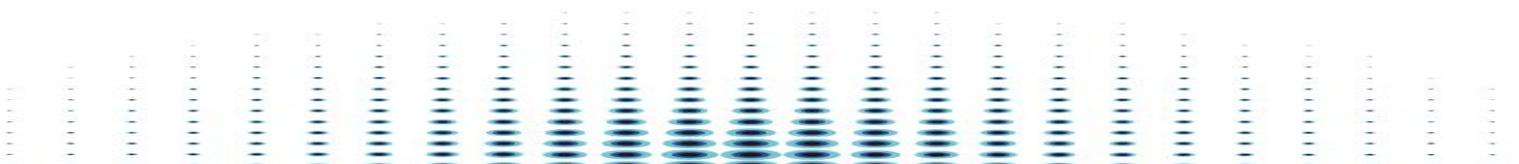
- 3. Have discipline:** *...and if you don't have it, develop it.* Without discipline, we will not complete the tasks that are assigned to us and our work performance will lag significantly. It can be said that being disciplined is an

artform, and like any artform, it can be learned and developed. Only by being disciplined will we be able to create habits that, in turn, will create the routines that will allow us to achieve the desired productivity that the company expects of us.

#### 4. Controlling the need for interaction with co-workers:

Perhaps the absence of this skill is the Achilles' heel of many remote workers or people who want to be.

When working from home, the only interaction you will have with your managers, co-workers, clients, etc., will be virtual. Many people need real or physical contact in their daily working lives and if you are one of these people, it will be much more difficult to work from home. For this we should apply little tricks like: a 5-minute phone call to a friend or relative during work



breaks, going for a short walk, turning on the TV with talk-shows, etc.

**5. Mastery of the space where you work:** When you work from home, there is a good chance that you will have to share your workspace with other people. Usually, these people do not see you as a worker, but as someone who simply spends many hours in front of the computer and therefore the tendency will be to interrupt you (*although sometimes unconsciously*). They will ask you questions about your daily life (*the machine has broken down, the postman left some letters, the bill is to be paid, what are you having for dinner, etc.*) and for this reason, you have to be able to dominate the space where you will work in order to impose your rules and make them respect the boundaries

Remote working is a mode of working that generates a different dynamic in work teams and interpersonal relations; it produces new forms of communication, creates new opportunities and reconverts jobs that were outdated.

This type of work has many benefits and more and more companies in a wide range of different industries or sectors are allowing their employees to work remotely.

In a context of constant global change, it is important that employees are seen to be flexible and adaptable, motivated and committed, so that when changes to how we work present themselves, we are there to capitalize. The modern labour market is always changing and evolving, and for many of us, remote working will one day be a reality – so it is important that we spend the time now developing the skills and attributes we will need to succeed in this new mode of working.

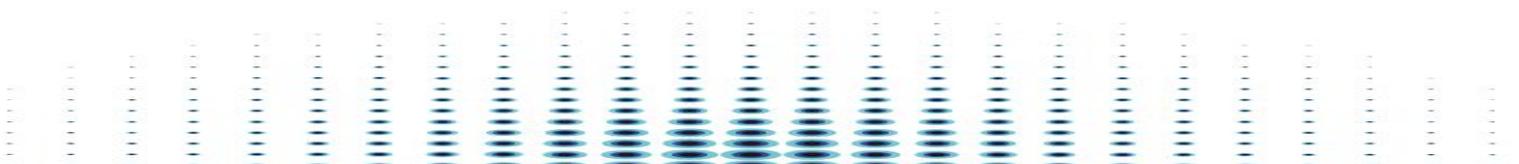
In addition, leaders and managers of future-focused organisations and companies will need to start planning for how they will manage their employees, customers and workloads in a remote working environment.

Big changes are on the way for the world of work, but we have time now to prepare to meet these changes head-on.

Remote working or teleworking is a mode of working which improves work-life balance, without having a negative impact on the quality of life at work or on the company's results and is therefore an experience with positive results.

The opportunities to work remotely, can thus become a motivational factor for employees who want to adopt this working arrangement to gain a better work-life balance and to limit the stress they experience in their daily lives because of work.

you put in place when you  
are working..



## ADVANTAGES AND DISADVANTAGES OF JOB RETENTION

LinkedIn research has found that over one in four employees resign from their new role within the first 90 days.<sup>1</sup> Employees leave organisations for a plethora of reasons. Low pay, sense of not being valued, recruitment errors, lucrative offers from competitors or a range of personal issues can lead to the resignation of an employee. Although these reasons may be tempting enough to quit one's current job, there are many other factors to consider. Not only does leaving one's job and having a high turnover affect an employee's image to potential employers, but it also affects the organisation that the employee leaves. It is for this reason that most companies adopt measures to retain their employees, and why employees should deliberate carefully before leaving a job.

**Employee Retention** means strategizing to ensure that employees do not leave the organisation. Most employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction.<sup>2</sup> It is not clear, however, whether such techniques benefit organisations at all. Organisations are affected similarly multifariously, thus the confusion: is employee retention really worth it?

In this handbook, we will briefly overlook the various advantages and disadvantages of employee retention. Understanding why companies would want to retain or dismiss you for the job position would help you negotiate for better work conditions or inform you on what you need to change in order to be retained.

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<sup>1</sup> Klumpp, S. & Platt, G. (2019). *How to maximize employee retention rates in the job-hopping age*. The European Business Review. Available at: <https://www.europeanbusinessreview.com/how-to-maximize-employee-retention-rates-in-the-job-hopping-age/>

<sup>2</sup> *Employee Retention*. (2020). WebFinance, Inc. Available at: <http://www.businessdictionary.com/definition/employee-retention.html>

# Advantages of Employee Retention

## 1. Reduced costs and benefits

There is an incredibly high cost associated with each employee of a company. A high turnover would significantly increase a company's costs due to severance or other exit packages; recruitment and talent acquisition; hours spent on resume analysis and interviews; hours spent on onboarding and training; loss of productivity; more frequent mistakes; and loss of revenue as a result of a downgraded customer experience.<sup>3</sup> Training of new employees, recreating communication lines and etc. are costly and time-consuming; ones that the organisation quite often cannot afford.<sup>4</sup> Therefore, it is in the company's financial interest to retain employees as long as possible and solve the occasionally arising workforce problems in-house.

## 2. Experienced workforce

A team full of experienced, well-trained employees is effective in utilising the company's resources well. Organisations with frequently changing staff will always face problems as they attempt to complete sophisticated projects and struggle to achieve long-term goals. Years of co-working create high levels of staff cooperation and individual proficiency. In this sense, employees that stay longer in the organisation

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<sup>3</sup> Ramirez, D. (2020). *7 Ways Employee Retention Benefits Your Company*. ForUsAll 401k Blog. Available at: <https://www.forusall.com/401k-blog/employee-retention-benefits/>

<sup>4</sup> Ibid.

tend to be more productive.<sup>5</sup> Hence, being able to retain top performers drives business performance.

### 3. Healthy organisational culture

When employees stay at the organisation for longer periods with little fluctuation, the chance for creating a long-lasting tradition of a healthy work culture is much higher. A workforce with excellent work ethics and approach can tackle obstacles much more effectively. A safe atmosphere at the workplace can also propagate creativity, innovation and create feedback loops that advance the organisation. Building a strong organisational culture should therefore be a top priority for management—and it cannot be achieved without employee retention.<sup>6</sup>

### 4. Loyalty and senior staff

No organisation can be successful in the long-run without responsible, loyal agents who can provide the workforce with the sustainability and stability it requires.<sup>7</sup> Strongly connected to the previous point, these people carry experience and knowledge about daily operations as well as the means necessary to achieve long-term goals. If these people leave the organisation, their

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<sup>5</sup> Barshikar, N. (2016). *Expert Tips for Efficient Employee Retention Strategy*. Entrepreneur India. Available at: <https://www.entrepreneur.com/article/270114>

<sup>6</sup> Kelly, D. (2018). *Advantages of employee retention*. Corporate Rewards Ltd. Available at: <https://www.crworldwide.com/news-ideas/employee-recognition/advantages-of-employee-retention/>

<sup>7</sup> Ibid.

absence can immediately disrupt operations and create disorder in the system by affecting workflow. In fact, when such an employee leaves the organisation, possible company secrets and know-how's also leave the organisation; thereby further enlarging the costs associated with the loss of an employee. The avoidance of sudden absences and loss of key employees should, therefore, be of utmost concern.

## 5. Avoidance of overburdening

With the sudden loss of an employee, the remaining employees must take over additional burdens to keep daily operations moving until a suitable replacement is found. Quite often, it takes up to 1-2 years for the replacement employee to operate on a similar level of efficiency than its predecessor.<sup>8</sup> Since employees are usually already working at the maximum level of their capabilities, a loss of an employee can immediately lead to the overburdening of staff

This can lead to serious consequences—such as the shrinking of work quality and personal free time; increase in workplace stress; and possible personal and health problems that might arise from being overburdened. In a work environment already stretched to its limits, a loss of one employee could easily lead to other resignations in the near future, as overwhelmed employees cannot keep up with the pace at work.

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<sup>8</sup> Ramirez, D. (2020). *7 Ways Employee Retention Benefits Your Company*. ForUsAll 401k Blog. Available at: <https://www.forusall.com/401k-blog/employee-retention-benefits/>

# Disadvantages of Employee Retention

## 1. Retention of non-performing employees

Without a well-established selecting mechanism, non- or underperforming employees can easily stay at the company for significant periods and freeriding on the efforts of others without sufficiently contributing to the achievement of common goals. By removing these individuals, the overall morale of the company can significantly be affected in a positive way, as other members will no longer feel that their efforts are being abused by non-performers.<sup>9</sup> Furthermore, the removal of these employees creates possibilities for well-performers to elevate in the organisational hierarchy. The non-retention of underperforming employees is, therefore, vital to the maintenance of excellent morale and motivation within the workforce of an organisation, while the retention of non-performers significantly hurts the company in financial and other ways too. When non-performers define organisational culture, valuable resources need to be devoted to overseeing and mistake correction.<sup>10</sup>

## 2. Reduced fluctuation of ideas

New people bring new ideas and fresh, valuable experience from outside of the organisation. The arrival of these people can freshen up and

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<sup>9</sup> Hess, S. (2020). *3 Things that Happen When Poor Performers Stay*. FurstPerson. Available at: <https://www.furstperson.com/blog/the-dark-side-of-employee-retention-what-happens-when-poor-performers-stay>

<sup>10</sup> Ibid.

improve old practices, increase creativity and provide the existing workforce with new challenges. They can also create a healthy internal competition that benefits the company in the long-run. Retained employees tend to establish work routines and are likely unwilling to deviate from them, even if it would be beneficial for the company. The arrival of new employees can reduce the chance of conserving these inefficient co-working methods and reducing groupism by providing new ideas and insights.

### 3. Inefficiency

Retention tends to make employees' sense of self-worth increase higher than what it actually is. In short, they demand more than what they deserve based on the work they are doing: this creates an enormous room for inefficiency.<sup>11</sup> Decreased focus on employee retention creates a sense of competition for the job. For organisational efficiency to be maximised, employees must feel that they need to work similarly hard every day to keep their jobs and to advance in the ranks of the company.<sup>12</sup>

### 4. Bad working environment

Retaining employees who create a toxic, negative work environment is a colossal management mistake. Locating and removing these people is crucial in building a healthy work environment

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<sup>11</sup> Reddy, C. (2016). *What is Employee Retention? Benefits and Disadvantages*. Wisestep. Available at: <https://content.wisestep.com/advantages-disadvantages-employee-retention/>

<sup>12</sup> Barshikar, N. (2016). *Expert Tips for Efficient Employee Retention Strategy*. Entrepreneur India. Available at: <https://www.entrepreneur.com/article/270114>

where employees feel valued, safe and focused on their tasks. The reduced retention of employees can thus have significant positive effect on the organisational well-being.<sup>13</sup>

## CONCLUSION

In general, employee retention has more advantages for an organisation than disadvantages. From financial aspects to work culture, retaining well-performing employees has tremendous benefits for the corporation. By retaining employees, the management maintains workflow and ensures that valuable experience and know-how's do not leave the organisation. However, preventing groupism, locating underperformers and those who create unhealthy work environments can have seriously devastating effects on work morale and efficiency. A company has to, therefore, carefully balance the rewarding and retainment of the workforce with high standards and effective control mechanisms, which can help managers locate problematic members within the organisation. It is also vital that employees understand these effects and

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<sup>13</sup> Pratt, C. (2005). *Are You in a Negative Work Environment? 5 Tips to Change It*. C. Pratt. Available at: <https://www.life-with-confidence.com/negative-work-environment.html>

Speak their minds about the arising problems within the organisation, so that the problems can be attended to and an otherwise valuable member will not end up leaving the organisation.

## EMPLOYEE ENGAGEMENT TECHNIQUES

Work can be more than just work; it can be something that people enjoy. Engagement occurs when employees are highly committed to their work and company, however nearly 90% of people worldwide are not engaged in their jobs.<sup>14</sup> They go to work just to earn a living, but come home with no sense of fulfilment. This low level of engagement contributes to an employee's decreased work performance and well-being.<sup>15</sup> Being engaged, on the contrary, enables employees to experience a sense of purpose and psychological safety. They also enjoy their jobs more, feel more connected to their organisation, have good social relationships at work and feel better overall. Unfortunately, some organisations still do not make efforts to engage their employees.

Instead of waiting for employers to engage their employees, this handbook will provide some tips and techniques on how employees can engage themselves in order to reap the rewards of attaining a happy working life.

### 1. Speak up and ask for what you need



No one would know what you need or want, unless you speak up and ask for it. Research has shown that unmet and unspoken expectations contribute largely to employee disengagement.<sup>16</sup> Since knowing what is expected of you and having the necessary

<sup>14</sup> Daum, K. (2018). *I Want to Be an Engaged Employee. But How Do I Get There?*. Mansueto Ventures. Available at: <https://www.inc.com/kevin-daum/i-want-to-be-an-engaged-employee-but-how-do-i-get-there.html>

<sup>15</sup> Knight, C., Patterson, M. & Dawson, J. (2016). "Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions." *Journal of Organizational Behavior*, 38.

<sup>16</sup> Tara Powers. (2015). *Employee Engagement Questionnaire: Are You Engaged or Disengaged At Work?* Powers Resource Center. Available at: <https://powersresourcecenter.com/employee-engagement-questionnaire-are-you-engaged-or-disengaged-at-work/>

materials and equipment are needed to feel engaged, you should make sure to ask your supervisors to supply you these information or resources in order for you to perform at your best.

## 2. Reassess your workload and discuss concerns with management

There are times when employers give employees too many tasks to the point that employees are at the risk of burning-out and disengaging. In order to avoid being physically and emotionally exhausted by overwhelming stress, you should reassess your workload and have a discussion with your manager about re-delegating some of your responsibilities to someone else.



## 3. Exercise autonomy and self-determination

One key element that intrinsically motivates employees is autonomy—the ability to direct one’s own life.<sup>17</sup> In order to give oneself some control over one’s work, an employee should reflect and redesign the job in a way that better suits him/her. This “job crafting” technique would lead to more engagement at work, as employees take an active role in controlling their tasks, relationships,

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<sup>17</sup> Pink, D. (2009). *Drive: The Surprising Truth About What Motivates Us*. Riverhead Books

and thoughts.<sup>18</sup> Ways on how to do so include: tailoring tasks to leverage one's strengths, dedicating energy to forming meaningful connections at work, and restructuring thought processes into a more positive outlook.<sup>19</sup>

### a) Know yourself and tailor tasks to leverage strengths

It is important to know what your strengths are, in order to fit those in the grand scheme of what matters to your organisation. When you are able to use your strengths for the organisation's goals, you are more likely to feel fulfilled about making a positive contribution. This awareness that what you are doing matters will give you the sense of purpose that you will need to become intrinsically motivated.

### b) Build meaningful connections at work

Social interactions with your supervisors and colleagues both play a critical role in your engagement level.

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<sup>18</sup> Wrzesniewski, A., LoBuglio, N., Dutton, J. & Berg, J. (2013). "Job Crafting and Cultivating Positive Meaning and Identity

in Work." *Advances in Positive Organizational Psychology*, 1. Emerald Group Publishing

<sup>19</sup> Lindsey, J. (2018). *How to Be More Engaged at Work*. Greater Good Science Center at UC Berkeley. Available at:

[https://greatergood.berkeley.edu/article/item/how\\_to\\_be\\_more\\_engaged\\_at\\_work](https://greatergood.berkeley.edu/article/item/how_to_be_more_engaged_at_work)

Gallup finds that 70% of the variation in employees' engagement levels is affected by the management in place.<sup>20</sup> Poor management can thus disengage employees and influence them to quit. Although you cannot control the type of management that is in place, you can improve your relations with your managers by connecting with them and asking them how they are doing. The more positive attention that you bring to yourself, the more recognition you will receive from them.<sup>21</sup> Finding a mentor would also make you more engaged, as mentors can guide and help you ask questions, identify what you need, and give you feedback.



Not only should you connect with your supervisors, but you should also create friendships with your colleagues to make your working life more enjoyable. It is not a waste of time to take a break, communicate with your colleagues, have a good laugh, and plan off-work activities with them. In fact, feeling positive emotions at work would make you more creative and resilient to workplace challenges.<sup>22</sup>

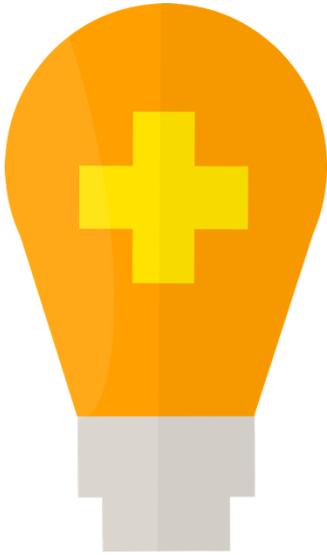
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<sup>20</sup> Royal, K. (2019). *What Engaged Employees Do Differently*. Gallup. Available at: <https://www.gallup.com/workplace/266822/engaged-employees-differently.aspx>

<sup>21</sup> Daum, K. (2018). *I Want to Be an Engaged Employee. But How Do I Get There?*. Mansueto Ventures. Available at: <https://www.inc.com/kevin-daum/i-want-to-be-an-engaged-employee-but-how-do-i-get-there.html>

<sup>22</sup> Lindsey, J. (2018). *How to Be More Engaged at Work*. Greater Good Science Center at UC

### c) Think positively



Having positive emotions is not enough though, since engagement starts from you and how you perceive every aspect of work. In order to feel positive, you should think positively. You should perceive your job description as contributing to a greater purpose. For example, if you are baking cakes, do not just think that you are just selling cakes. Think that your cakes will bring joy for someone who wants a sweet treat after an exhausting day. Aside from building your sense of purpose, you should also view challenges as learning opportunities because approaching tasks with curiosity—rather than obligation or fear—would make you feel more satisfied about your future accomplishments.

## 4. Celebrate your achievements and progress

Just because your leaders may not be rewarding or recognizing your achievements does not mean that you should not celebrate your success. Celebrating your progress reminds you of the positive contributions that you are making; thereby making you more engaged to strive for more progress.

## 5. Take on new, challenging tasks

If you are feeling bored with your current tasks, then ask for more challenging tasks. You can take on new clients or new projects, or you can even approach your tasks in a new way. Taking on new tasks and working with different teams can help you feel more connected and involved within the organisation; consequently, increasing engagement level.

## 6. Seek feedback regularly

Knowing how you are performing is needed for you to have a sense of direction. Constructive feedback is critical for employees' ongoing development, since it clarifies expectations, helps them learn from their mistakes and builds confidence.<sup>23</sup> You should, therefore, seek feedback regularly to gain support and confidence about how you are doing at work.

## 7. Reflect

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<sup>23</sup> HR Central. (2018). *The Importance of Feedback in the Workplace*. Available at: <https://hrcentral.com.au/blog/feedback/#:~:text=Feedback%20that%20is%20constructive%20is,their%20mistakes%20and%20builds%20confidence.&text=Constructive%20feedback%20is%20one%20of,can%20provide%20to%20their%20emplo>

Taking the time to reflect and appreciate what you have accomplished in your job will help you be more conscious of the progress and growth that you have attained in your position. This sense of accomplishment would help stimulate the motivation to continue progressing in your workplace.



## CONCLUSION

Employees do not have to wait for employers to adopt measures to engage them. They can take the initiative to engage themselves. When employees speak up and ask for what they need and want, they are a step closer to getting the necessary work conditions needed to engage themselves. However, increasing engagement will not only require managers and leaders to institute changes on the employees' behalf. Employees themselves will also have to institute changes from within: to change their way of thinking into a more positive way; to become self-determined; and to be proud of themselves for their continuous progress. Employees, who are determined to make the most out of their working life by forming supportive relationships and taking advantage of every possible opportunity, would most likely be able to attain the benefits of an engaging work environment.

## FIVE ELEMENTS OF WORKPLACE WELLNESS

Workplace Wellness or Employee Wellness refers to various health-related facilities or events for employees offered by employers, all at the cost of the company. The design and implementation of employee wellness programs are usually assigned to the Human Resources department. A well-implemented wellness program can have several positive effects on the employees, and therefore can make the company more successful. In this handbook, you will gain information on the different elements of employee wellness programs which are considered successful. Furthermore, you will also get to know how these programs not only directly impact employees but how they also indirectly impact the company.<sup>24</sup>

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<sup>24</sup> Smith, D. (2020). *Five elements of workplace wellness*. Retire Happy. Available at: <https://retirehappy.ca/five-elements-workplace-wellness/>

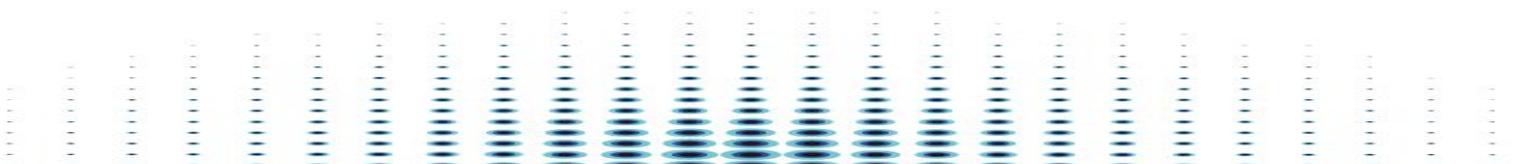
## 5 Elements of Workplace Wellness



Workplace wellness is a relatively new phenomenon in the employment benefit sector. Approximately 40 years ago,

employees were expected to leave their personal issues at home and focus only on their job while at work. Just few decades ago, it was discovered that dealing with employees' mental and emotional health is beneficial for the employer as it reduces healthcare costs, boosts productivity and reduces absenteeism. In this section, five elements of workplace wellness will be discussed. These elements should be the base for every wellness program regardless of the image of the company, its size or the number of employees.

### 8. Health education



Health Education is an inevitable point of all employee wellness programs. Health education can be very cost-effective, as healthier employees are happier employees; not to mention, the health care costs which will be saved. Employers do not have to think about introducing anything excessive. A monthly newsletter with healthy tips can be considered as one option. Programs that encourage lifestyle behaviour change, like inviting a dietitian giving a talk at lunch, can also have positive effects.

Examples: a weekly newsletter with health and fitness tips, a dietitian giving a speech at lunch about healthy eating

## 9. Supportive social and physical environment

Making healthy behaviour openly-supported by the company will encourage employees to participate in wellness programs. Organising sport championships or health-related competitions between departments, such as a 'girls vs. boys' event, is a good solution. This raises the spirit of performance for the employees.<sup>25</sup>

Examples: a soccer match, team-building sports day, free or reduced-price gym access, relaxation



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<sup>25</sup> Berna, M. (2019). *5 Elements of a Comprehensive Employee Wellness Program*. Olympia Benefits, Inc. Available at: <https://www.olympiabenefits.com/blog/5-elements-of-a-comprehensive-employee-wellness-program>

or yoga during lunch break, free fruits two times a day in the office, coming to work by bike (can be a competition)

## 10. Integration of the program into the organisation's structure

After designing a wellness program tailored to the interests and needs of the employees, it is also significant to integrate the program into the organisation's structure. This means that there should be some days set aside and specific times of the day dedicated to the wellness programs. From a financial point of view, it also requires an allocated budget from which the wellness-related activities are financed. It is also crucial whether the creation of the program is assigned to a team or a person who must be well-educated and informed about the trends and importance of employee wellness.

**Example: budget allocated to the program, time dedicated to activities, suitable team or person who is responsible for the program**

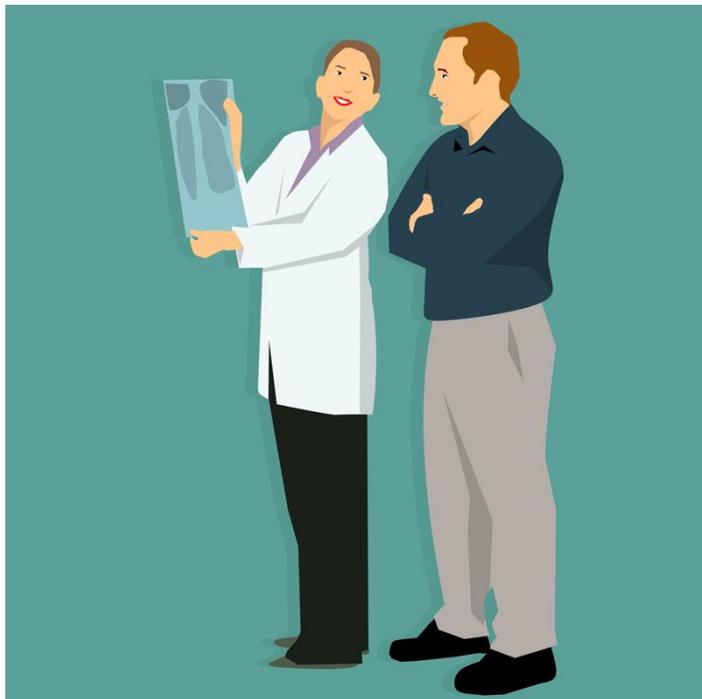
## 11. Linking to related programs

Employers can help employees better manage their work-life balance if they provide them with

access or information about other related programs. It is also a good idea to foster initiatives, which can fit into the company's employee wellness image or even cooperate with other companies in organising such events.

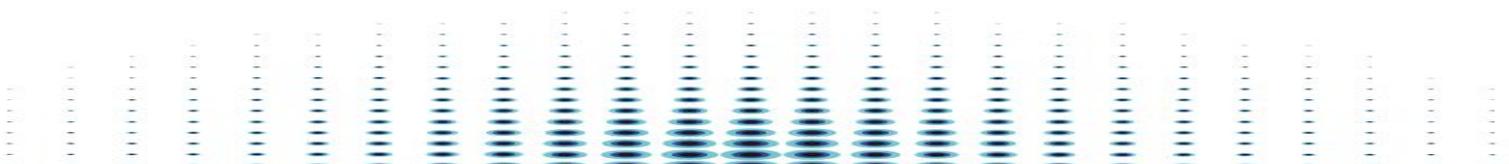
Example: promoting employee assistance programs, foster initiatives in connection with work-life balance

## 12. Work-site screenings and education



Besides general health education which was mentioned as the first element, it is also essential to educate employees about the importance of regular medical screenings and doctor visits. To make sure employees take

care of themselves, it is suggested that as part of employee wellness, the employer offers free work-site medical screenings to employees.



Regardless of its regularity or whether it is compulsory or voluntary, it is a very effective element of any wellness program. In fact, it is proven that 80% of chronic illness is preventable with when employees receive regular screenings.

**Example: work-site screenings, blood donation, paid time-off to visit the doctor (personal days), telemedicine <sup>26</sup>**

## Positive effects of Workplace Wellness Programs

### Effects on Employees:

The main focus of every wellness program should be on behavioural change. With the help of workplace wellness, employees are more motivated to a lifestyle-change and adaptation of new healthy habits as they feel some form of pressure from both the company and their fellow colleagues. In some cases, the presence of team spirit or competition can also boost the interest of employees for change.

Wellness studies show that permanent lifestyle-change is an obtainable target with the help of wellness programs. In the long-run, even with a smaller dedication to the cause, employees will eat healthier, exercise more, drink less alcohol, smoke less and are better at controlling their stress. More dedicated wellness programs can

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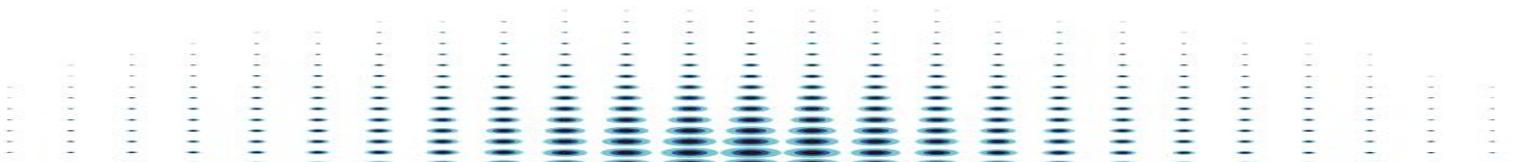
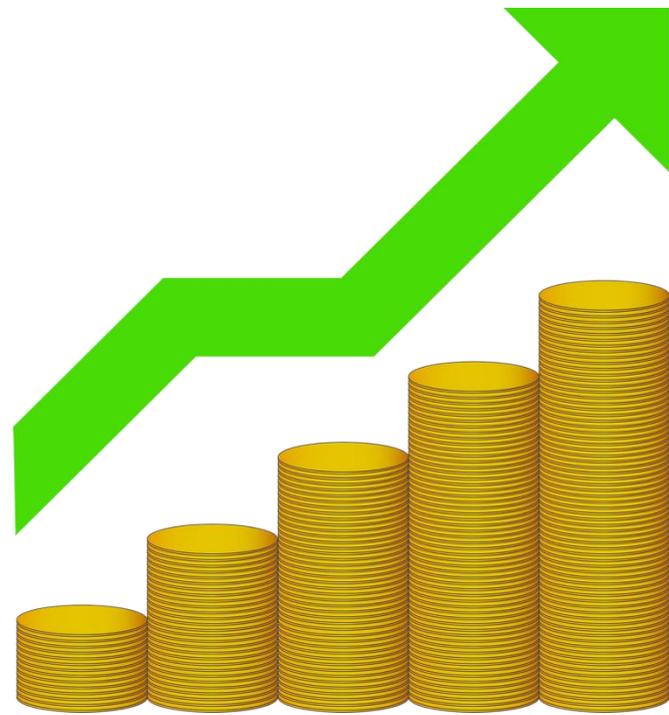
<sup>26</sup> Bens, C. (2018). *What is Workplace Wellness, Really?* Corporate Wellness Magazine. Available at: <https://www.corporatewellnessmagazine.com/article/workplace-wellness-really>

help alleviate depression and improve life satisfaction of employees.

Lack of physical activity and unhealthy eating habits are the main causes of elevated blood glucose, high blood pressure and high blood cholesterol. This means that wellness programs can also reduce elevated health risks by the promotion of healthy habits.

### Effects on the Business:

Benefits are a key question today in the employment sector. An extensive wellness program with on-site fitness facilities, flex-time, free fruits and paid time-off to visit the doctor is quickly becoming as important as retirement, a pension plan or maternity leave for job seekers. This area is becoming the solution for employers to increase job retention and make the company more appealing to future employees.



The adaptation of healthy behaviours leads to lower health risks. This is also beneficial for the employer in the long-term, as it reduces the occurrence of chronic diseases which debit fewer healthcare costs on the employer.

With a healthier life and therefore fewer diseases, employee sick days and general absenteeism can also be reduced.

Less stress and a healthier work-life balance can further boost productivity and creativity which helps the business flourish.<sup>27</sup>

## CONCLUSION

Today, companies now have an increased focus on workplace wellness. More and more employers realise and accept the statistical evidence proving that a healthy work-environment and some extra health-related benefits can attract a well-educated workforce and increase employee retention. But these are only a few of the positive impacts that wellness programs can have on the company. Healthier employees are more productive and creative, and they are more present and focused at work which can alone lead to increased efficiency; not to mention, the healthcare costs that are saved, as well as the reduction of employee sick days and absenteeism. Overall, workplace wellness is a key

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<sup>27</sup> Aldana, S. (2020). *5 workplace wellness statistics every employer should know*. WellSteps. Available at: <https://www.wellsteps.com/blog/2020/01/02/workplace-wellness-statistics-wellness-stats/>

for successful companies and the adaptation of creative and extensive wellness programs is a trend on the rise.

## JOB RETENTION STRATEGIES WHICH REDUCE EMPLOYEE TURNOVER

Employee turnover is a natural phenomenon in the



world of business. However, it is costly when employees leave as it means that highly qualified

talent and productivity is lost, and it takes up resources to find and train a suitable replacement. On the other side of the spectrum, it is inconvenient for employees to leave or lose their jobs, as it can hinder their professional progress and can lead to existential issues. Also, it is self-explanatory that high and frequent turnover is sub-optimal for employees as it projects a bad image of

them to potential employers. On the flipside, retaining talent translates into maintaining a competitive advantage vis-à-vis to other firms and organisations. For employees, it means that one has a stable environment in which one can thrive, progress and earn both material and non-material goods. For this reason, it is advantageous for both employers and employees that employees stay in their job.

Job retention is a complex issue relying on a combination of factors, thus it requires a complex solution. To alleviate the issue, this handbook provides viable strategies based both on empirical research and industry-standard practical guidelines.

## 1. Job retention starts at the hiring and onboarding stage

Improving the chances of keeping one's job starts at hiring. Getting hired to the wrong place can easily get an individual back to square one, so it is costly. A good fit entails that one's values, norms and culture is aligned with those of the company.<sup>28</sup> Normally, it is during this process that flags get raised: both the employer and the potential employee learns whether 'one fits another'. It is equally important to learn the jargon, the way of thinking and the operating style of the company.<sup>29</sup> However, at the same time, one must be genuine because deceiving the company and not being one's true self will lead to the loss of the job in the long-run.



Simultaneously, one must be attentive and show both enthusiasm and willingness during the onboarding experience, as it is during this phase that a newly hire gets to know the organisation and the people who work there. This way, employees can get a head start at the company; thereby contributing to job retention.

## 2. Maintain good work habits<sup>30</sup>

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<sup>28</sup> Miększtyn, J. (2011). *How to keep the job now that you are hired*. Michigan Jobs & Career Portal Service. Available at: [www.michigan.gov/documents/careers/HOW\\_TO\\_KEEP\\_THE\\_JOB\\_NOW\\_THAT\\_YOU\\_ARE\\_HIRED\\_351873\\_7.pdf](http://www.michigan.gov/documents/careers/HOW_TO_KEEP_THE_JOB_NOW_THAT_YOU_ARE_HIRED_351873_7.pdf)

<sup>29</sup> Ibid.

<sup>30</sup> Ibid.

Once you land the job, it is important to keep it. One of the most straightforward ways to do so is to simply maintain good work habits.

- Maintain a good attendance and only take a leave of an absence when necessary. Also, make sure to let your supervisor know about even the slightest deviation from your expected schedule—be it being late, leaving early, or taking longer to do some task.
- Be punctual and prompt. Bear in mind that the schedule is to be respected, as you deviating from it may cause interferences with other people being able to work.
- Convince your supervisor that you work hard: always meet the deadlines, even if it means working overtime. Your sacrifices will not remain unrewarded.
- Maintain a clean and organised workstation. An untidy and disorganised desk or office is unpleasant to pass by or enter, thus it is important to project that your workstation is as tidy and organised as you are.



- Always follow the organisation's policies and guidelines as they are there to be respected.
- Dress appropriately, in a way that suits your job and your role. Look around and observe what fellow employees wear. When in doubt, go for the safe option and wear simple and conservative clothes.

### 3. Contribute to a positive work environment

In professional terms, connection entails a good work-life balance. It can be seen as a 'connection' in a sense that the employee does meaningful—but not overwhelming—work, and at the same time, remains connected with their personal life.<sup>31</sup> Personal life is important, since those whose personal life is deteriorated due to excessive workload, stress, disconnectedness, etc. are far more likely to quit their job. If something is wrong or too much, let your supervisor know. However, this is not to say that personal life should be prioritised.

Instead, one should learn to work intelligently by planning tasks, objectives, etc. based on an honest analysis of one's competencies and previous experiences, in order to obtain an equilibrium.

Employees also must have positive and productive relationships with co-workers. A

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<sup>31</sup> Tarallo, M. (2018). *How to Reduce Employee Turnover Through Robust Retention Strategies*. SHRM. Available at: [www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/how-to-reduce-employee-turnover-through-robust-retention-strategies.aspx](http://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/how-to-reduce-employee-turnover-through-robust-retention-strategies.aspx)

company's culture is created through experiences that employees share with peers, managers and executives.<sup>32</sup> Therefore, feeling connected to the company and fellow employees and thus having a positive employee experience is fundamental to a successful job retention.

#### 4. Take and complete training

Employees must commit to taking and



completing company-sponsored training programs and courses, as these can ensure the inclusion of both tacit and explicit

knowledge of employees, expanding their knowledge base.<sup>33</sup> Furthermore, “membership in professional associations may provide first-hand information through publications, newsletters, and meetings on emerging trends or technology in your field of work or industry and may help in developing business contacts”.<sup>34</sup> Besides the explicit benefits, improving skills or learning new ones signals to an employer that the employee is

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<sup>32</sup> Ibid.

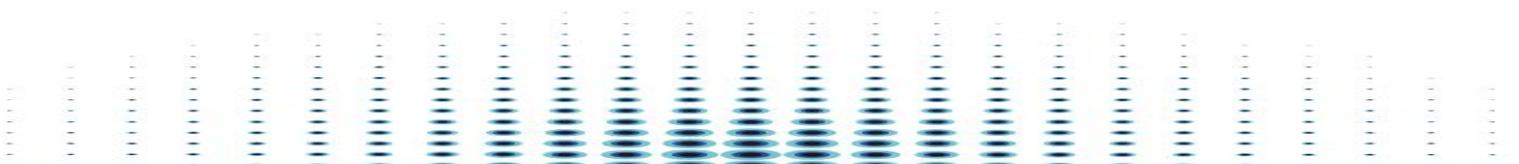
<sup>33</sup> Merla, D. (2018). *Strategies to Reduce Employee Turnover*. Walden Dissertations and Doctoral Studies, pp. 86-87.

<sup>34</sup> Mieksztyn, J. (2011). *How to keep the job now that you are hired*. Michigan Jobs & Career Portal Service. Available at: [www.michigan.gov/documents/careers/HOW\\_TO\\_KEEP\\_THE\\_JOB\\_NOW\\_THAT\\_YOU\\_ARE\\_HIRED\\_351873\\_7.pdf](http://www.michigan.gov/documents/careers/HOW_TO_KEEP_THE_JOB_NOW_THAT_YOU_ARE_HIRED_351873_7.pdf)

invested in enhancing his/her value to the organisation; this will ultimately lead to retaining the job.

## 5. Evaluate job performance and incorporate feedback

Last but not least, all of the job retention strategies mentioned above should be built on accurate knowledge and understanding of the feedback you get. Regular feedback sessions enable employers to raise constructive criticism about you or your work. It is during these sessions that it can be identified what is working well and what is not. By rethinking your approach in a way that incorporates feedback and ideas, addresses the issues and demands, and keeps those elements that work well, you can have a hand in influencing your employer to perceive you and your performance in a positive manner.



Also, make sure to evaluate your performance by regular self-appraisal. Supplemented by feedback, self-reflection is extremely useful as it gets one's view of themselves in line with the view of others. Supervisors are likely to assess employees as well, so using a similar approach can get one in line with how the company views one's performance. One must also realise that their progression will be monitored via personal inspection, progress reviews, client feedback and record keeping of devices and data.<sup>35</sup> Identifying this can lead to caution and professionalism, which are two key factors in retaining one's job. When employees are aware that they will be monitored, they will more likely perform better.

## CONCLUSION

The job retention strategies introduced above have proven themselves, but they can only work in combination with one another. However, every individual is unique, so everyone requires unique approaches depending on their characteristics, competences, background, etc. Therefore, at the end of the day, it is the responsibility of employees to synthesise these strategies in a coherent and consistent manner in order to retain their job and maximise productivity and efficiency in a given role.

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<sup>35</sup> Ibid.

## MASLOV'S HIERARCHY OF NEEDS VS. HERSZBERG'S MOTIVATION – HYGIENE THEORY

Building a motivating and satisfying environment for employees can be one of the most challenging, but also the most important tasks for an employer. To receive the best results from a team, an employer must fulfil many factors to satisfy their employees. Many employers, however, mistake the salary as the main motivational factor, when in fact this is only a small fraction of what actually keeps employees going in the workplace.

Herzberg and Maslow are both well-known psychologists whose theories proved to be extraordinarily successful in maintaining and improving work-life satisfaction. This handbook is guided by their theories and provides information, which is crucial in understanding the right workplace environment and what type of factors a person has to look out for when applying for a job.

### Motivation-Hygiene Theory

American psychologist Frederick Herzberg introduced the Motivation-Hygiene Theory—otherwise called as the Two Factor Theory—in his article “One More Time: How do You Motivate Employees.” in 1959<sup>36</sup>. This theory explains that job satisfaction depends on two main factors: factors for satisfaction - the motivators and factors for dissatisfaction - the hygiene factors.

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<sup>36</sup> Herzberg, F. (1987). One More Time: How Do You Motivate Employees? Harvard Business Review. Available at:  
[https://kyleshulfermba530.weebly.com/uploads/2/3/4/5/23454770/one\\_more\\_time\\_-\\_how\\_do\\_you\\_motivate\\_employees.pdf](https://kyleshulfermba530.weebly.com/uploads/2/3/4/5/23454770/one_more_time_-_how_do_you_motivate_employees.pdf)

Before going into more detail about what these factors are, it is important to mention that satisfaction and dissatisfaction are not opposites. Resolving the causes of dissatisfaction will not create satisfaction, nor will adding the factors of job satisfaction remove the job dissatisfaction factors. In other words, if the work environment is antagonistic, giving employees the opportunity for growth will not make them satisfied. Similarly, if the healthy work environment is created but no satisfaction factors are provided, the team will still not be satisfied.<sup>37</sup>

To apply this theory in the workplace, the hygiene factors need to be fulfilled first. Only after addressing the hygiene factors should the motivational factors be adopted. Hygiene factors are company policies, supervision, relationships, work conditions, salary, status, and security. In order to eliminate dissatisfaction, an employer should:

- make sure that the company policies are fair and clear, and up to date with the competitors;
- provide effective and supportive supervision without giving the employee a sense of micromanagement;
- ensure a healthy and well-organised working culture, without any bullying or cliques;
- provide competitive wages for the whole staff;
- nurture job status by ensuring that all employees feel like their work is meaningful; and

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<sup>37</sup> Mind Tools Content Team. (2007). Herzberg's Motivators and Hygiene Factors. Emerald Works. Available at: <https://www.mindtools.com/pages/article/herzberg-motivators-hygiene-factors.htm>

→ avoid threats of layoffs because employees need to feel that their job is secured.

Satisfying these factors will prevent employees from becoming dissatisfied, but they are not enough to satisfy and motivate people. In order to create the right motivation at work, employers must apply motivational factors; these are achievement, recognition, the work itself, responsibility, advancement and growth. To fulfil these factors, employers should:

- create conditions for good performance and achievement;
- provide the employee with a sense of recognition for the work that he/she is doing;
- make sure that the work assigned to each employee is tailored to their skills, and is varied, interesting and gives the employee some challenge to keep them motivated;
- entrust as much responsibility as possible to each employee; and
- provide opportunities—such as promotion, training, or development—so employees can advance in their careers and learn useful skills for their personal and professional growth.<sup>38</sup>

## Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs, also referred to as Maslow's theory of motivation, is a psychological theory posed by Abraham Maslow in his 1943

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<sup>38</sup> Expert Program Management. (2009). Herzberg's Motivation Theory – Two Factor Theory. Available at: <https://expertprogrammanagement.com/2018/04/herzbergs-two-factor-theory/>

paper, “A Theory of Human Motivation.”<sup>39</sup> His five levels of human needs theory allow an individual to feel fulfilled if all needs are met. Most of the time, it is represented as a pyramid to showcase the fact that the lower level needs have to be met first before moving to higher-level needs. Without satisfying the level below, a person cannot progress to the next level because he/she will lack the motivation to do so.<sup>40</sup>

The five levels can be divided into two categories: first, deficiency needs which are physiological, safety, and belongingness & love needs; and second, growth needs which include esteem and self-actualisation needs.

## Physiological needs

The basic human needs that shall be provided at the workplace, such as drinking water, breaks, access to the restroom and an overall comfortable working environment.

## Safety needs

A vital need that can impact the overall satisfaction of the workplace, since employees need to feel that their physical safety is taken care of, as well as their emotional safety in the sense that the working culture is supportive and accepting. Job security is another important safety need because it is impossible for

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<sup>39</sup> Green, C. (2000). *A Theory of Human Motivation: A.H. Maslow (1943)*. Classics in the History of Psychology. Available at: <https://psychclassics.yorku.ca/Maslow/motivation.htm>

<sup>40</sup> Hopper, E. (2020). *Maslow's Hierarchy of Needs Explained*. ThoughtCo. Available at: <https://www.thoughtco.com/maslows-hierarchy-of-needs-4582571>

employees to achieve satisfaction if they are under constant threat of losing their job.

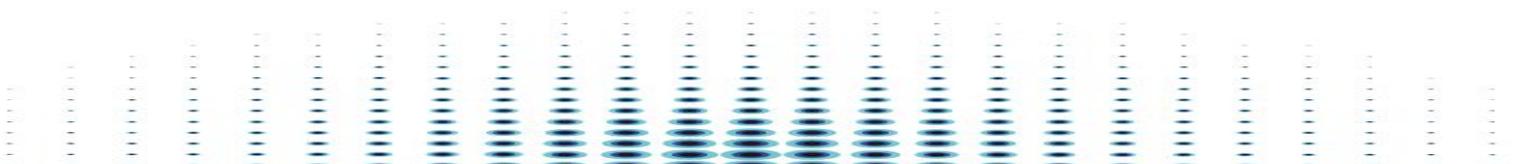
## Love & belongingness needs

In other words, social needs that express the importance of an open, accepting, and friendly working culture. Employees need to feel a sense of belonging at work, which helps them be more engaged in their workplace. Generally, the companies that organise relationship-building activities outside of work have higher rates of employee engagement than the ones that do not.

## Esteem needs

Since employees need a sense of appreciation when it comes to the work they are doing; they need to see that their contribution for the company has been recognised. At the workplace, it is important for employees to feel that they are growing, advancing, and achieving. By providing them with the necessary support, employees become more confident, which also drives their motivation.

## Self-actualisation



This is the final level of the pyramid. Self-actualisation is when employees feel like they are doing the best job they possibly can in their position; it gives them a sense of fulfilment and a feeling that they are living up to their potential. When an employee gets to this stage, he/she feels empowered and trusted; consequently, encouraging growth and engagement and maximising an individual's potential at work.<sup>41</sup>

## CONCLUSION

As can be seen, Maslow's and Herzberg's theories are closely connected. Herzberg's hygiene factors are the needs that Maslow calls physiological, security, and belongingness, while the motivational factors are the esteem and self-actualisation needs. An important thing to remember is that all the factors and needs must be fulfilled in the right order as stated above. A job seeker can take these factors into consideration when choosing a workplace to ensure the maximum satisfaction for the future, while an employee can reflect on these theories to understand the changes that can be made to become more motivated.

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<sup>41</sup> Vinney, C. (2018). *Understanding Maslow's Theory of Self-Actualization*. ThoughtCo. Available at: <https://www.thoughtco.com/maslow-theory-self-actualization-4169662>

## UPSKILLING

Today's technological advancements have had a profound impact on many industries and organisations. According to the World Economic Forum, "By 2022, no less than 54% of all employees will require significant re- and upskilling."<sup>42</sup>

Reskilling refers to the development of additional skills to help employees to move to a new role/position, while upskilling is the process of teaching employees' new skills that are needed in today and in the future.

Major companies have already begun to provide upskilling opportunities. For example, in 2019, Amazon launched "Upskilling 2025." This initiative would invest 700 million US dollars in upskilling training to prepare employees for highly technical roles.<sup>43</sup>

This handbook provides information on the importance of upskilling as well its benefits for both employers and employees. Furthermore, it outlines some examples of upskilling techniques that can be used.

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<sup>42</sup> Gallo, S. (2019). Upskilling Employees for the Future of Work. Training Industry. Available at: <https://trainingindustry.com/articles/workforce-development/upskilling-employees-for-the-future-of-work/>

<sup>43</sup> Ibid.

## The Top Ten Skills of The Future

With today's fast-paced technological innovations, it is important that job seekers start preparing for the future of work, by learning and developing key skills. According to the World Economic Forum, the top ten skills that are needed to succeed in the future, are: <sup>44</sup>

- i. Complex problem-solving
- ii. Critical thinking
- iii. Creativity
- iv. People management
- v. Coordinating with others
- vi. Emotional intelligence
- vii. Judgment and decision-making
- viii. Service orientation
- ix. Negotiation
- x. Cognitive flexibility



This list shows that although robots and automation can complete complex tasks at a fast rate, the machines still lack emotional capabilities and creativity. By participating in upskilling, employees can sharpen and improve on their people management and teamwork skills.

## Why Should Employees Upskill?

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<sup>44</sup> Cook, N. (2020). How to Create a Workforce with Future Skills. PeopleScout. Available at: [www.peoplescout.com/insights/workforce-skills-of-the-future/](http://www.peoplescout.com/insights/workforce-skills-of-the-future/)

With the current COVID-19 pandemic and the age of digitalisation, the nature of jobs is changing drastically and therefore, technical and analytical skills are necessary. Workforce upskilling helps employees thrive in their careers, while also ensuring the company remains competitive.

According to the management consulting company, Robert Half International, there are four reasons on why upskilling matters.<sup>45</sup>

## **1. Nature of jobs is shifting**

While automation has reduced the number of jobs, it has also created new roles that require a new skill set. For example, many years ago, individuals could get away without having much technical knowledge, but today digital and IT skills are a necessity in today's workforce.

## **2. Employee expectations are changing**

Employees understand the need to keep on developing their skills in order to perform better in the workplace. Often, employees do not have the money or the time to invest in upskilling, thus they turn to the organisation for support.

## **3. Training fuels motivation**

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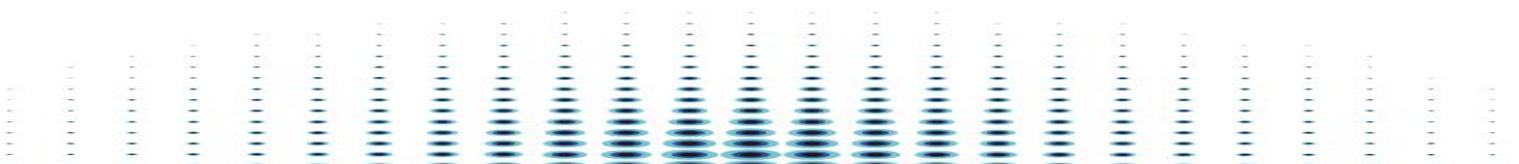
<sup>45</sup> Half, Robert (2018). The Importance of Upskilling Your Employees. Robert Half International Inc. Available at: <https://www.roberthalf.com/blog/management-tips/the-importance-of-upskilling-your-employees>

Upskilling can have a positive impact on the workforce. It can boost employee morale and satisfaction. Employees will feel valued, and as they acquire new skills, they can follow different career paths within the organisation.

#### **4.It boosts the bottom line**

Although upskilling training can cost money, it is cheaper to train current employees, rather than hiring from outside the company. This greatly reduces the costs involved in recruitment. Furthermore, as employees are given the opportunity to further their skills and their career, they are less likely to leave the organisation.

### **Upskilling Training Opportunities**





Employees should approach their manager about a career development plan, and work with him/her on mapping out its progression—including learning and training opportunities offered by the

company that will help them reach specific milestones.

There are also many other ways to approach upskilling. Some examples of upskilling techniques that will benefit employees, include:<sup>46</sup>

## 1. Virtual classroom training

Virtual classroom programmes allow employees to participate in upskilling, regardless of their location. Today's training software is more dynamic and provides an engaging environment, where employees can watch videos and take surveys.

## 2. Microlearning

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<sup>46</sup> Andriotis, Nikos. (2018). Upskilling Employees: Advantages and Methods To Teach Staff More. eFront. Available at: [www.efrontlearning.com/blog/2017/05/upskilling-training-employees-advantages-methods.html](http://www.efrontlearning.com/blog/2017/05/upskilling-training-employees-advantages-methods.html)

Microlearning consists of watching short web-based videos that focus on a certain topic. After watching the video, exercises or quizzes can be completed. These trainings are usually brief and take between five to ten minutes.

### **3. Lunch and Learns**

This is a good method for employees who feel that they do not have enough time to fit in a training session during the day. Employers can also provide a complementary lunch, to make the idea of the training more appealing.

### **4. Mentoring and shadowing**

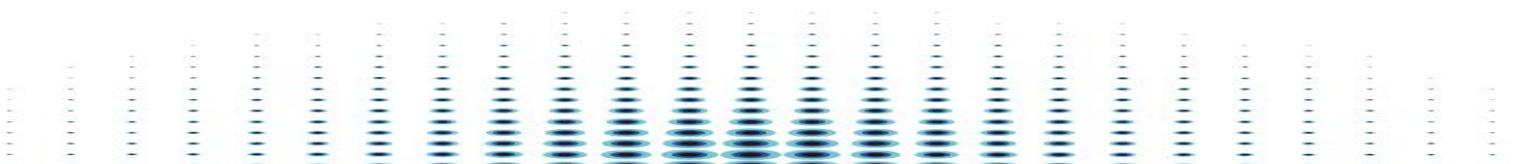
Higher management experts can mentor their fellow employees. This is a win-win situation as mentors can develop their leadership skills, while employees gain valuable advice and real-world experience.

## **Digital Skills**

As mentioned previously, digital innovations and artificial intelligence are affecting the workforce. For example, research conducted in the Netherlands found that 50% of employees in the country need to be trained in digital skills.<sup>47</sup>

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<sup>47</sup> Verlinden, N. (2020). Upskilling: A Full Guide (Incl. 7 Ways to Upskill Your Workforce). AIHR. Available at: [www.digitalhrtech.com/upskilling/](http://www.digitalhrtech.com/upskilling/)



These skills would depend on the nature of the job, but some examples include:

- Using software (MS Office)
- Being able to use social media
- Touch typing
- Basic programming



## Case Study

Depending on the needs of the company, employers can implement various upskilling projects.<sup>48</sup>

Arla Foods, a farmer-owned dairy company in Denmark, realized the need to upskill employees. As a result, it launched a project in which 3500 employees participated in Danish and math courses. This training equipped employees with the skills needed for the future and also created a positive image of training programs among the Arla workforce.

## CONCLUSION

With technology having a huge impact on many jobs, companies need to invest in more upskilling training, to ensure that their workforce is equipped

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with the necessary skills for the future. Upskilling is no longer considered a nice perk, but rather a must-do in today's world. How companies approach training programs is entirely based on their needs, but the techniques listed above provide a good starting point.

For employees, the sooner that they take advantage of upskilling training offered by the company, the higher the chance is for them to advance in their careers. While employers have a responsibility to offer development opportunities, it is the responsibility of the employees to implement their new skills in their daily work routine.

# IGUIDE

GUIDING MY OWN CAREER

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