**Content of the Training Fiche**

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[Quest 2 16](#_heading=h.1fob9te)

# Training course

| **Title** | Entrepreneurship | |
| --- | --- | --- |
| **Area** | | Technical and 3D drawing |  | | --- | --- | | Business management and entrepreneurship | x | | Social Media Management |  | | Self-awareness and self-efficacy & Critical Thinking and growth mindset |  | | |
| **Keywords (meta tag)** | *Management, Planning, Team Building, Time building, Project* | |
| **Provided by** | *IHF asbl* | |
| **Language** | *English* | |
| **Description** | This module deals with the subject of management by trying to explain the practical part of this activity. It will be explained what a project is in order to better understand the activity of management. It will then take a closer look at what this activity entails with specific reference to team working and team building. | |
| **Contents arranged in 3 levels** | | |
| **Module:** Planning and Management: prioritise, organise, and follow up. Within depth focus on “working with others” in the sense of team up, collaborate and network  **Unit 1: Project and Management**  **What is a project?**  A set of coordinated efforts in time (Kerzner, 1995)  A set of people and other resources temporarily assembled to reach a specific objective, normally with a fixed budget and with a fixed time period. Projects are generally associated with products or procedures that are being done for the first time or with procedures that are being altered (Graham, 1990)  A project can be defined as a temporary endeavour undertaken to create a unique product or service (Project Management Institute, A guide to the Project Management Body of Knowledge – PMBOK Guide)  An activity aimed at achieving a unitary objective over a certain period of time using a joint effort of a set of resources.  **Characteristic of a project**  A project is born thanks to an impulse. There is a specific decision-making moment for the start-up.  Pursues an explicit objective determined by the customer  It is unique for:  the results to be achieved.  The mix of resources, skills to be used.  The context of reference  The degree of knowledge of the issue  It is temporary  It is outside the scope of what can be achieved with the permanent structure  High interdependence of different disciplines/knowledge/resources is required  project implementation requires specific integration of different components of the existing organisational structure.  **Key questions:**  What is to be achieved?  When is it to be realised?  How much will it cost?  Who will carry out the realisation of the project?  What products or services will be produced as a result of the project activity?  How will project progress be measured?  Remember! Rational organisational conditions: the definition of objectives, professional skills, technical and instrumental resources, time and costs.  **Management**  Management refers to the controlling and planning of details (Bauer 1998). By judicious use of available means the actual decisions are made and actions are carried out to achieve the objectives (Storey 1960).  Project Management: application of knowledge, skills, techniques and instruments to satisfy project requirements   * Highlight critical situations and provide alternatives timely * Empowering alla stakeholders on specific objectives * Provide realistic view of the project during its lifecycle * Draw a future evolution forecasting framework of the project   The process of managing a project from start to finish by allocating, utilising and monitoring (limited) resources in order to fulfil (project) requirements within a predefined time frame.  It is therefore necessary to:   * Verify and resolve existing resource constraints and any conflicts that may arise * Align the strategic orientation of the organisation where this influences the achievement of the project objectives * Define shared governance   **The POLC framework**  A manager’s primary challenge is to solve problems creatively. While drawing from a variety of academic disciplines, and to help managers respond to the challenge of creative problem solving, principles of management have long been categorized into the four major functions of planning, organizing, leading, and controlling (the P-O-L-C framework).  The principles of management can be distilled down to four critical functions. These functions are planning, organizing, leading, and controlling. This P-O-L-C framework provides useful guidance into what the ideal job of a manager should look like.  **UNIT 2: a) Planning**  Planning is the function of management that involves setting objectives and determining a course of action for achieving those objectives. Planning requires that managers be aware of environmental conditions facing their organization and forecast future conditions. It also requires that managers be good decision makers.  It is a process consisting of several steps. The process begins with environmental scanning which simply means that planners must be aware of the critical contingencies facing their organization in terms of economic conditions, their competitors, and their customers. Planners must then attempt to forecast future conditions. These forecasts form the basis for planning.  Planning is considered a basic function of management. It means that a plan is necessary for any other managerial function, be it organising, directing, staffing, or controlling:   * Planning dictates how to effectively organise a business. It encompasses determining necessary future activities, assigning them to the right personnel, delegating authority, providing tools and raw material, etc. * Having a plan of action facilitates directing as it makes instructions, guidance and motivation grounded in a brand strategy. * Planning inform staffing, as it shows what work-force a company will need. * Establishment of standards and measurement of actual performance-controlling is done against the expectations that planning sets.   Types of planning   * Informal planning gives a short-term focus, which might be necessary for the business to operate. In an organisation, various units can have their own informal plans. * However, if the company wants to grow and reach ambitious goals, the process of planning should be formal, written, specific, and involve common organisational goals.   We also have:   * Strategic planning involves analyzing competitive opportunities and threats, as well as the strengths and weaknesses of the organization, and then determining how to position the organization to compete effectively in their environment. Strategic planning has a long time frame, often three years or more. Strategic planning generally includes the entire organization and includes formulation of objectives. It is often based on the organization’s mission, which is its fundamental reason for existence. An organization’s top management most often conducts strategic planning. * Tactical planning is intermediate-range (one to three years) planning that is designed to develop relatively concrete and specific means to implement the strategic plan. Middle-level managers often engage in tactical planning. * Operational planning generally assumes the existence of organization-wide or subunit goals and objectives and specifies ways to achieve them. Operational planning is short-range (less than a year) planning that is designed to develop specific action steps that support the strategic and tactical plans.   **Why some managers fail to plan**  Although planning is a basic function of management, in practice, many managers neglect it. You may think that they do not need formal types of planning, as they can use their strategic vision and gut instinct to keep the organisation on track even without it. However, this is not true. Here are the key reasons why managers fail to create a strategic plan:   * They underestimate the importance of planning: Many managers hold a get-things-done attitude, failing to stop and analyse the right things they need to do. They don’t understand how planning can affect performance and are not willing to change anything. * They lack time for planning: Planning takes a lot of time and managers have too many responsibilities. As a result, it is common that managers only think about strategic plans at home or when commuting to work. This can result in a failure to plan. Managers should specifically schedule planning. If it is difficult to find time for this role, a manager should delegate more responsibilities and avoid micromanaging. * They lack meaningful objectives and goals: Sometimes, managers avoid planning because there is no goal that will engage or motivate them to do so. This often happens with companies that operate without any mission statement. * They have too much reliance on their experience: Some managers might have succeeded with an absence of planning, leading them to think that planning is just a waste of time. They attribute success to their own abilities rather than favourable conditions. * They lack self-discipline: Setting and pursuing goals, either personal or organisational, requires dedication and discipline. Often, managers need to develop their personal strengths and skills for effective planning in management. * They do not have the necessary knowledge: There are many tools used in planning such as SWOT analysis, PESTLE Analysis, VRIO Framework, environmental scanning, resource analysis, etc. If a manager doesn't get good training in management, he/she may fail to plan effectively and thus see no sense in it. It may also be that they lack experience in certain areas – creating a marketing plan is very different from operational planning.   **Effectiveness of planning**  If you understand the importance of planning in management and want to grasp all the benefits of this function, consider the following 5 factors that determine the effectiveness of planning.   | **Engagement** | Although planning is a managerial function, it should not be done by one person  behind a closed door. On the contrary, it is the task of a manager to make planning  a collaborative and inclusive process. Make your employees feel engaged in the process  of planning, and they will be eager to commit to the plan and take on shared  responsibility for its realisation. They might even have innovative ideas  you would otherwise have missed. | | --- | --- | | **Data, not assumptions** | We all hold assumptions about businesses and markets, but they are not necessarily true.  Basing your plan on assumptions is a grave mistake that overrides all the advantages  of proper planning. It is important to do market research, host focus groups,  talk to one’s own employees, consult market experts  – gain any information that will help to base decisions on data rather than assumptions. | | **Communication** | It is important to clearly communicate the desired results and the strategic plan  to the employees. Nurture open communication encouraging everyone to give  feedback and suggest improvements to the plan. Note that some benefits of planning,  such as innovation, depend on how eager employees are to voice their ideas  and whether they feel heard and appreciated for giving them. | | **Culture of growth** | A true focus on improving efficiency and growth can be maintained only in a culture  that values efficiency and growth. Work to create such a culture in your organisation.  If you help your employees to learn and develop their skills, appreciate and reward  personal achievements, employees will be more willing to commit to ambitious  goals and demanding plans. | | **Commitment to change** | Effective planning requires letting go of outdated processes, revision of strategies,  innovation, hiring and firing. All this means change, which is difficult to manage.  Still, to truly benefit from the advantages of planning, a manager should be ready  to go beyond the cosmetic changes and face the possible resentment of the team.  In this respect, planning in management is a function that requires much courage  and commitment. |   **A practical example for a project…**  Project plan: Project objective, Activities, Responsibilities, Timeframe, Budget, Monitoring and performance indicators, Risks, Project closure  Tools: WBS and OBS, Responsibility matrix, Network Diagram (CPM), GANTT chart, Resource levelling, Crashing, Earned Value, Risk management  **Organizing**  Organizing is the function of management that involves developing an organizational structure and allocating human resources to ensure the accomplishment of objectives. The structure of the organization is the framework within which effort is coordinated. The structure is usually represented by an organization chart, which provides a graphic representation of the chain of command within an organization. Decisions made about the structure of an organization are generally referred to as organizational design decisions.  Organizing involves both:   * The design of individual jobs within the organization. Decisions must be made about the duties and responsibilities of individual jobs, as well as the manner in which the duties should be carried out. Ecisions made about the nature of jobs within the organization are generally called “job design” decisions. * The design of organization level, deciding how best to departmentalize, or cluster, jobs into departments to coordinate effort effectively. * Recently, many organizations have attempted to strike a balance between the need for worker specialization and the need for workers to have jobs that entail variety and autonomy. Many jobs are now designed based on such principles as empowerment, job enrichment and teamwork.   **WBS Work Breakdown Structure**  What is? A deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables, with each level of the WBS representing an increasingly detailed definition of the project work. It represents the fundamental structure for correlating and integrating different types of information: times, costs, responsibilities.  A tool which is possible to:  a) Fully identify all aspects of the work  b) Assign responsibilities  c) Generate work plans at the various required scheduling levels  d) Generate estimates  e) Collect progress data  **OBS, Organisational Breakdown Structure**  The OBS represents the project organisational structure, the structured allocation of project responsibility levels; it serves to:  - Identify and assign responsibilities.  - Define and communicate the decision-making process.  - Integrate time/cost information according to the defined responsibility structure.  A project OBS is a depiction of the project organization arranged to indicate the reporting relationship within the project context. The OBS reflects the way the project is functionally organized.  It is a direct representation and description of the hierarchy and organizations that will provide resources to plan and perform work identified in the WBS. The OBS helps management focus on establishing the most efficient organization, by taking into consideration availability and capability of management and technical staff.  **Gantt Chart**  A Gantt chart is a commonly used graphical depiction of a project schedule. It is a type of bar chart showing the start and finish dates of a project’s elements such as resources, planning, and dependencies.  Key takeaways:  A Gantt chart is a visualization that helps in scheduling, managing, and monitoring specific tasks and resources in a project.  It consists of a list of tasks and bars depicting each task’s progress.  The horizontal bars of different lengths represent the project timeline, which can include task sequences, duration, and the start and end dates for each task. A Gantt chart can vary in complexity and depth but will always have three key components: activities or tasks that are to be done, running along the y-axis; milestones or progress stages indicated along the x-axis (either on the top or bottom of the chart); and progress bars, denoted as horizontal bars, denoting how far along each task is at any given point.  It is the most widely used chart in project management.  Gantt charts can be used in managing projects of all sizes and types.  **Time Management**  Time management is the process of planning and controlling how much time to spend on specific activities. Good time management enables an individual to complete more in a shorter period of time, lowers stress, and leads to career success.  Benefits of time management  The ability to manage your time effectively is important. Good time management leads to improved efficiency and productivity, less stress and more success in life. Here are some benefits of managing time effectively:   * Stress relief: Making and following a task schedule reduces anxiety. As you check off items on your “to-do” list, you can see that you are making tangible progress. This helps you avoid feeling stressed out with worry about whether you are getting things done. * More time: Good time management gives you extra time to spend in your daily life. People who can time-manage effectively enjoy having more time to spend on hobbies or other personal pursuits. * More opportunities: Managing time well leads to more opportunities and less time wasted on trivial activities. Good time management skills are key qualities that employers look for. The ability to prioritize and schedule work is extremely desirable for any organisation. * Ability to realize goals: Individuals who practice good time management are able to better achieve goals and objectives, and do so in a shorter length of time.   List of tips for effective time management  After considering the benefits of time management, let’s look at some ways to manage time effectively:   * Set goals correctly   Set goals that are achievable and measurable. Use the SMART method when setting goals. In essence, make sure the goals you set are Specific, Measurable, Attainable, Relevant, and Timely.   * Prioritize wisely   Prioritize tasks based on importance and urgency. For example, look at your daily tasks and determine which are:   * Important and urgent: Do these tasks right away. * Important but not urgent: Decide when to do these tasks. * Urgent but not important: Delegate these tasks if possible. * Not urgent and not important: Set these aside to do later. * Set a time limit to complete a task   Setting time constraints for completing tasks helps you be more focused and efficient. Making the small extra effort to decide on how much time you need to allot for each task can also help you recognize potential problems before they arise. That way you can make plans for dealing with them   * Organize yourself   Utilize your calendar for more long-term time management. Write down the deadlines for projects, or for tasks that are part of completing the overall project. Think about which days might be best to dedicate to specific tasks. For example, you might need to plan a meeting to discuss cash flow on a day when you know the company CFO is available.   * Remove non-essential tasks/activities   It is important to remove excess activities or tasks. Determine what is significant and what deserves your time. Removing non-essential tasks/activities frees up more of your time to be spent on genuinely important things.   * Plan ahead   Make sure you start every day with a clear idea of what you need to do – what needs to get done THAT DAY. Consider making it a habit to, at the end of each workday, go ahead and write out your “to-do” list for the next workday. That way you can hit the ground running the next morning.   * Take a break between tasks   When doing a lot of tasks without a break, it is harder to stay focused and motivated. Allow some downtime between tasks to clear your head and refresh yourself. Consider grabbing a brief nap, going for a short walk, or meditating.  Implications of poor time management  Let’s also consider the consequences of poor time management:   * Loss of control: By not knowing what the next task is, you suffer from loss of control of your life. That can contribute to higher stress levels and anxiety. * Poor quality of work: Poor time management typically makes the quality of your work suffer. For example, having to rush to complete tasks at the last minute usually compromises quality. * Poor reputation: If clients or your employer cannot rely on you to complete tasks in a timely manner, their expectations and perceptions of you are adversely affected. If a client cannot rely on you to get something done on time, they will likely take their business elsewhere. * Poor workflow: The inability to plan ahead and stick to goals means poor efficiency. However, if you don’t plan ahead, you could end up having to jump back and forth, or backtrack, in doing your work. That translates to reduced efficiency and lower productivity. * Wasted time: Poor time management results in wasted time. For example, by talking to friends on social media while doing an assignment, you are distracting yourself and wasting time.   **Team working**  What is team working?   * “The process of working collaboratively with a group of people in order to achieve a goal.” * It is actually the collective effort of each and every team member to achieve their assigned goal. No member can afford to sit back and expect the other member to perform on his behalf. The team members must be committed towards their team as well as their organization to avoid conflicts. * It means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals * It is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance.   **Why is teamwork so important in the workplace?**  Teamwork is important in every workplace. In-person, virtual, or hybrid environments mixing remote, and in-person all thrive on teamwork. Working collaboratively is the only way to achieve a team’s shared goals.  The importance of teamwork stretches beyond productivity, too. When you are part of an effective team, you feel valued for your contributions and your employee experience is better. You get to do meaningful work that has an impact. Not only do you feel appreciated, but work that has meaning also boosts your commitment and well-being.  Ten benefits of teamwork:   * Better problem solving * Increased potential for innovation * Happier team members * Enhanced personal growth * Less burnout * More opportunities for growth * Boosted productivity * Smarter risk taking * Fewer mistakes * Expanded creativity   The link between teamwork and relationship  Great teamwork requires great relationships, which in turn require:   * Trust which allows people to be open and honest with each other. Establishing trust means not having to spend time wondering if folks are knifing you in the back. It means being prepared to admit making a mistake, being uncertain, and saying sorry for treating a colleague badly. * Mutual respect where people can have different opinions without being criticised or ridiculed for doing so. * Awareness of self and others: this means having emotional intelligence, taking responsibility for your words and actions, and having empathy with those around you. * Diversity not just accepting diverse views and opinions, but actually welcoming them for what they add to the team. * Open and honest communication which is, of course, a prerequisite for any good relationship regardless of the selected communication medium and which allows high-quality sharing of information. * Listening: making an effort to truly understand another’s view of the world. * Managing conflict which means focusing on the issue, not the personalities involved in a difference of opinion.   Team building  Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities. It involves a lot of skills, analysis and observation for forming a strong and capable team. The whole sole motive here is to achieve the organization's vision and objectives.  The manager responsible for team building must be able to find out the strengths and weaknesses of the team members and create the right mix of people with different skill sets. He must focus on developing strong interpersonal relations and trust among the team members.  The manager must encourage communication and interaction among the team members and also reduce stress with the help of various team-building activities.  Team building is not a one-time act. It is a step by step process which aims at bringing a desirable change in the organisation. Teams are usually formed for a particular task or project and are mostly for the short term.  The various steps involved in team building are as follows:   * Identify the need for team building: the manager has first to analyse the requirement of a team for completing a particular task. It should find out the purpose of the work to be performed, required skills for the job and its complexity before forming a team; * Define objectives and required set of skills: next comes the chalking down of the organizational objectives and the skills needed to fulfil it * Consider team roles: the manager considers the various aspects, i.e. the interactions among the individuals, their roles and responsibilities, strengths and weaknesses, composition and suitability of the possible team members. * Determinate a team building strategy: now the manager has to understand the operational framework well to ensure an effective team building. He/She must himself/herself be assured of the objectives, roles, responsibilities, duration, availability of resources, training, the flow of information, feedback and building trust in the team. * Develop a team of individuals: at this stage, the individuals are collected to form a team together. Each member is made familiar with his roles and responsibilities within the team. * Establish and communicate the rules: the rules regarding the reporting of team members, meeting schedules, and decision making within the team are discussed. The individuals are encouraged to ask questions and give their views to develop open and healthy communication in the team. * Identify an individual's strengths: various team-building exercises are conducted to bring out the strengths of the individuals. It also helps in familiarizing the team members with each other’s strengths and weaknesses. * Be a part of the team: at this point, the manager needs to get involved with the team as a member and not as a boss. Making the individuals realize their importance in the team and treating each member equally is necessary. The team members should see their manager as their team leader, mentor and role model. * Monitor performance: The next step is checking the productivity and performance of the team as a whole. It involves finding out loopholes and the reason for it. This step is necessary to improve the team’s performance and productivity in the long run. * Schedule meetings: one of the most crucial steps is to hold purposeful meetings from time to time to discuss team performance, task-related problems and discuss the future course of action. * Dissolve the team: lastly, the manager needs to evaluate the results and reward the individuals on their contribution and achievement. Finally, the team is dispersed on the fulfilment of the objective for which it was formed.   **UNIT 4: c) Leading**  One of the primary responsibilities of a manager is to ensure the completion of all tasks on time and strict adherence to policies. And for this leadership skills are important. Leadership skill involves:   * Creating and sharing a vision of possible achievements by the organization * Communicating with employees and creating good interpersonal relations * Motivating and inspiring team members to perform better.   Leading also ensures that the managers create a positive environment at work. This also helps improve the performance of each employee or group of people, boosts their morale and leads to a productive and innovative team.  Leading involves the social and informal sources of influence that you use to inspire action taken by others. If managers are effective leaders, their subordinates will be enthusiastic about exerting effort to attain organizational objectives.  The behavioural sciences have made many contributions to understanding this function of management. Personality research and studies of job attitudes provide important information as to how managers can most effectively lead subordinates. For example, this research tells us that to become effective at leading, managers must first understand their subordinates’ personalities, values, attitudes, and emotions.  **UNIT 5: d) Controlling**  Controlling involves ensuring that performance does not deviate from standards. Controlling consists of three steps, which include:   * Monitoring ongoing activities * Establishing standards of performance/output; * Comparing actual performance against standards; * Identifying area that need improvement (can be processes, policies or practices); * Taking corrective action when necessary.   Two traditional control techniques are:   * budget: A budget audit provides information about where the organization is with respect to what was planned or budgeted for, whereas a performance audit might try to determine whether the figures reported are a reflection of actual performance. * performance audits: an audit involves an examination and verification of records and supporting documents. | | |
| **5 glossary entries** | | |
| **Management:** Management is the coordination and administration of tasks to achieve a goal. Such administration activities include setting the organization's strategy and coordinating the efforts of staff to accomplish these objectives through the application of available resources.  **Time management:** Time management is the process of planning and controlling how much time to spend on specific activities. Good time management enables an individual to complete more in a shorter period of time, lowers stress, and leads to career success.  **Team working:**  It means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals  **Team building:** Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities. It involves a lot of skills, analysis and observation for forming a strong and capable team. The whole sole motive here is to achieve the organization's vision and objectives**.** | | |
| **Bibliography and further references** | | |
| [sources and references of the contents if any] | | |
| **Five multiple-choice self-assessment questions** | | |
| **Question 1. What are the POLC framework activities?**  Option a: Planning, organizing, leading, controlling  Option b: Putting, opening, learning, cutting  Option c: Plugging, ordering, capitalising, linking  Option d: No answer is correct  **Correct option: a**  **Question 2. With Work Balance Structure it is possible to**  Option a: assign responsibilities  Option b: generate estimates  Option c: collect progress data  Option d: All answers are correct  **Correct option: d**  **Question 3. Which of the following activities is not part of management**  Option a: planning  Option b: organizing  Option c: team building  Option d: selling  **Correct option: d**  **Question 4. Team building requires...**  Option a: various steps  Option b: specific list of activities  Option c: follow one model that applies to all  Option d: few activities  **Correct option: a**  **Question 5. Why Team working is important?**  Option a: increased the potential for innovation  Option b: smarter risk taking  Option c: expanded creativity  Option d: all answers are correct  **Correct option: d** | | |
| **Related material** | | [related material if any] |
| **Reference link** | | [reference link if any] |
| **Video in YouTube format (if any)** | |  |

# Quest 1

| **Quest title** | Tag Team Game Time | |
| --- | --- | --- |
| 1. **Introduction: What’s this all about?** | | |
| **Introduction image** | | |
| **Drive URL of the image** | | <https://www.freepik.com/free-photo/light-bulb-ideas-creative-diagram-concept_4413599.htm#query=teamwork&position=19&from_view=search&track=sph> |
| **Image title (including copyright information)** | | Light bulb ideas creative diagram concept |
| **Do you have permission to use this image?** | | **YES** |
| **Introduction text** | | |
| Planning/adaptation exercises in team building | | |
| 1. **Task: What’s the activity?** | | |
| **Activity image** | | |
| **Drive URL of the image** | | <https://www.freepik.com/free-vector/business-team-brainstorm-idea-lightbulb-from-jigsaw-working-team-collaboration-enterprise-cooperation-colleagues-mutual-assistance-concept-pinkish-coral-bluevector-isolated-illustration_11667116.htm#query=teamwork&position=5&from_view=search&track=sph> |
| **Image title (including copyright information)** | | *Business team brainstorms ideas and lightbulb from jigsaw. working team collaboration, enterprise cooperation, colleagues’ mutual assistance concept.* |
| **Do you have permission to use this image?** | | **YES** |
| **Activity text** | | |
| This adaptation exercise requires only a few simple tools, which include large sheets of paper, writing paper, pens and markers. In this exercise, participants are divided into groups of 4-8 people and instructed to share with their group their individual strengths and positive attributes that they feel would lend to their group's success. They have to write down these strengths and attributes on a piece of paper. After the group discussion, each team is given a large sheet of paper, writing paper, markers and a pen. | | |
| 1. **Process: What am I going to do?** | | |
| The groups should then be instructed to create the 'final team member' by combining the strengths and positive attributes of each team member into one imaginary person. This 'person' should also be given a name, have a picture drawn of them and have their different attributes labelled. The group should also write a story about this person, highlighting all the things their imaginary person can do with all their amazing attributes. At the end of the exercise, each group should share their person with the group and read the accompanying story. | | |
| 1. **Learning outcomes: What will I learn?** | | |
| **Competence**  **(LifeComp)** | | * Self-regulation: awareness and management of emotions, thoughts and behaviour * Empathy: the understanding of another person’s emotions, experiences and values, and the provision of appropriate responses * Collaboration: engagement in group of activity and teamwork acknowledging and respecting others |
| **Competence**  **(EntreComp)** | | * Vision: work towards your vision of the future * Mobilising resources: gather and manage the resources you need * Mobilising others: inspire, enthuse and get others on board * Working with others: team up, collaborate and network |
| 1. **Conclusions: What will I take home?** | | |
| This exercise will help colleagues adapt to the weakness they feel they or a team member have by understanding that as a group, they are able to have more strengths and positive attributes than they would have worked on alone. | | |
| **6: Resources: What do I need?** | | |
| **Websites (URLs)** | | 14 Key Elements Of Successful Team-Building Exercises |
| <https://www.forbes.com/sites/forbescoachescouncil/2021/03/09/14-key-elements-of-successful-team-building-exercises/?sh=276406e51554> |
| Team Building Benefits, Importance & Advantages |
| <https://teambuildinghub.com/team-building/benefits/> |
| Global Skills Trends, Training Needs and Lifelong Learning Strategies for the Future of Work |
| <http://www.g20.utoronto.ca/2018/g20_global_skills_trends_and_lll_oecd-ilo.pdf> |
| Soft skills improve the employability of youth and job seekers |
| <https://www.ilo.org/jakarta/info/public/pr/WCMS_776501/lang--en/index.htm> |
| **Videos (from YouTube)** | | Teams Start with Human Connections | Matt Eng | TEDxSanAntonio |
| <https://www.youtube.com/watch?v=XVi-0a90XNA> |
| Trusting Teams | THE 5 PRACTICES |
| <https://www.youtube.com/watch?v=W5qQJhe7sLE> |
| **Documents** | | LifeComp: The European framework for the personal, social and learning to learn key competence |
| <https://joint-research-centre.ec.europa.eu/lifecomp_en> |
| The European Entrepreneurship Competence Framework (EntreComp) |
| <https://ec.europa.eu/social/main.jsp?catId=1317&langId=en> |

# Quest 2

| **Quest title** | The Prisoner’s Dilemma | |
| --- | --- | --- |
| 1. **Introduction: What’s this all about?** | | |
| **Introduction image** | | |
| **Drive URL of the image** | | <https://it.freepik.com/vettori-gratuito/attivita-ad-alto-rischio_763732.htm#query=prisoners%20dilemma%20business&position=2&from_view=search&track=ais> |
| **Image title (including copyright information)** | | Vettore gratuito attività ad alto rischio |
| **Do you have permission to use this image?** | | **YES** |
| **Introduction text** | | |
| Negotiation, Communication, Cooperation. This construct has attracted the interest of thousands of psychologists interested in teamwork and egoism. In particular, it is possible to apply this paradigm within a stimulating and fast-paced cooperation game. | | |
| 1. **Task: What’s the activity?** | | |
| **Activity image** | | |
| **Drive URL of the image** | | <https://it.freepik.com/foto-gratuito/persone-in-miniatura-su-un-puzzle_991596.htm#query=prisoners%20dilemma%20game&position=2&from_view=search&track=ais> |
| **Image title (including copyright information)** | | Foto gratuita persone in miniatura su un puzzle |
| **Do you have permission to use this image?** | | **YES** |
| **Activity text** | | |
| Team building participants are divided into two subgroups and asked to choose whether or not to confess to a hypothetical crime they are accused of. The dilemma arises from the fact that the penalty will be divided differently depending on how each of the two subgroups decides to respond. | | |
| 1. **Process: What am I going to do?** | | |
| The dilemma arises from the fact that the penalty will be divided differently depending on how each of the two subgroups decides to respond. Specifically, if one of the two confrontational groups decides to confess and the other does not, there will be a reduced sentence for the former and 5 years imprisonment for the latter; If all teams confess, both will be imprisoned for 4; if no one admits the crime, the joint sentence will be 1 year. | | |
| 1. **Learning outcomes: What will I learn?** | | |
| **Competence**  **(LifeComp)** | | * **Self-regulation:** awareness and management of emotions, thoughts and behaviour * **Flexibility:** ability to manage transitions and uncertainty, and to face challenges * **Empathy:** the understanding of another person’s emotions, experiences and values, and the provision of appropriate responses * **Collaboration:** engagement in group of activity and teamwork acknowledging and respecting others * **Critical thinking:** assessment of information and arguments to support reasoned conclusions and develop innovative solutions |
| **Competence**  **(EntreComp)** | | * **Spotting opportunities:** use your imagination and abilities to identify opportunities for creating value * **Ethical and sustainable thinking:** assess the consequences and impact of ideas, opportunities, and actions * **Vision:** work towards your vision of the future * **Working with others:** team up, collaborate and network * **Coping with uncertainty, ambiguity and risk:** make decisions dealing with uncertainty, ambiguity and risk |
| 1. **Conclusions: What will I take home?** | | |
| The game provides an insight into the extent to which individual members of the groups are willing to cooperate; it will encourage confrontation and negotiation. | | |
| **6: Resources: What do I need?** | | |
| **Websites (URLs)** | | Prisoner’s Dilemma |
| <https://corporatefinanceinstitute.com/resources/economics/prisoners-dilemma/> |
| The Prisoner’s Dilemma in Business and the Economy |
| <https://www.investopedia.com/articles/investing/110513/utilizing-prisoners-dilemma-business-and-economy.asp> |
| Discover How to Build a Winning Team and Boost Your Business Negotiation Results |
| <https://www.pon.harvard.edu/freemium/team-building-strategies-building-a-winning-team-for-your-organization/> |
| Rituals at Work: Teams That Play Together Stay Together |
| <https://hbswk.hbs.edu/item/rituals-at-work-teams-that-play-together-stay-together> |
| **Videos (from YouTube)** | | The Prisoner's Dilemma |
| <https://www.youtube.com/watch?v=t9Lo2fgxWHw> |
| *Title for video* |
| *URL* |
| **Documents** | | LifeComp: The European framework for the personal, social and learning to learn key competence |
| <https://joint-research-centre.ec.europa.eu/lifecomp_en> |
| The European Entrepreneurship Competence Framework (EntreComp) |
| <https://ec.europa.eu/social/main.jsp?catId=1317&langId=en> |

# Educator tips

| Team building activities are a fantastic approach to enhance communication, morale, motivation, productivity, enable employees or new teams to get to know each other better, and learn about each other's strengths and limitations. Strong teams can also benefit from them.  Any organisation, big or small, can employ team building games and activities to foster stronger teamwork at work because, as most business owners and managers are aware, strong teamwork is one of the most important aspects of a company's success.  One of the most well-liked and frequently employed intervention tactics to enhance management and organisational connections in business, industry, and sport is team building activities.  According to Brawley & Paskevich, team development is a strategy for assisting groups in:   * Boost efficiency; * Attend to members' requirements; * Improving working conditions   Gaining trust, enhancing communication, and fostering an atmosphere of understanding and open self-evaluation among team members are all possible with the aid of team building.  This implies that the psychologist can work with groups to foster early teamwork in order to set the stage for efficient midpoint (or, in the case of sports, mid-season) conflict management, which is a crucial period for fostering cohesion (Tekleab et al., 2009).  According to Patten (1981), team building exercises are frequently used to teach group members the value of cooperation so they can more efficiently share resources, skills, and information.  **Quest 1:** Tag Team Game Time  **Quest 2:** The Prisoner’s Dilemma |
| --- |
| **Additional resources (videos, extra material):**  Bruce Tuckman: The concept of **Forming, Storming, Norming and Performing (FSNP) describes the four stages of psychological development a team goes through as they work on a project (**[**https://www.wcupa.edu/coral/tuckmanStagesGroupDelvelopment.aspx**](https://www.wcupa.edu/coral/tuckmanStagesGroupDelvelopment.aspx)**)**  **Belbin Team Building Theory**: <https://www.emg.co.uk/team-building-theory/belbin/>  **UNDERSTANDING THE DIFFERENCES BETWEEN TEAMWORK AND COLLABORATION:** <https://www.civilservicecollege.org.uk/news-understanding-the-differences-between-teamwork-and-collaboration-203> |