



## Module 5



<b>EFFECTIVE COMMUNICATION, COLLABORATION, AND LEADERSHIP</b>	
Duration:	8 hours
Learning objectives:	<ol style="list-style-type: none"> <li>1. To describe and adapt communication styles to different contexts (e.g., professional, social, intercultural).</li> <li>2. To describe the impact of cultural differences on communication.</li> <li>3. To describe negotiation skills and strategies for resolving conflicts.</li> <li>4. To describe the impact of effective communication on collaboration and leadership.</li> <li>5. To enhance leadership, social influence, and motivational skills to navigate career transitions and lead teams effectively.</li> <li>6. To use storytelling as a leadership tool to inspire, influence, and align team goals.</li> <li>7. To motivational drivers and adapt leadership styles to improve team engagement.</li> </ol>
Sub-Modules:	<p><b>5.1 Communication Skills:</b> Enhancing verbal, written, and social communication.</p> <p>→ <i>Skills:</i> Internal and External Communication on sustainability + green skills and tools</p> <p><b>5.2 Collaboration Techniques:</b> Building and managing teams effectively.</p> <p>→ <i>Skills:</i> Collaboration, team building, conflict resolution, inclusive decision-making</p> <p><b>5.3 Organizational Skills:</b> Effective organization and time management.</p> <p>→ <i>Skills:</i> Organizational skills, team-building,</p>

	<p>prioritization.</p> <p><b>5.4 Leadership:</b> Developing leadership and social influence</p> <p>→ <i>Skills:</i> Leadership, social influence, motivational skills, strategic and operational goal setting</p>
<p>Resources and devices:</p>	<ul style="list-style-type: none"> <li>• Link: youtube tutorials</li> <li>• Textbook: Communication, A Hands- on Approach (third edition 2022) Sandra Cleary, Chapter 1: Communication Theory pages 1-27 and Chapter 5: Communication and difference pages 73-95</li> <li>• Slides and presentations</li> <li>• Self-assessment tools</li> <li>• Storytelling frameworks</li> <li>• Further reading</li> </ul>
<p>Assessment approach:</p>	<p>+Self-assessment through questions at the end of submodules  + Quiz – test your knowledge.  + group discussions  + role play  + case studies  +reflective writing  peer review, scenario-based reflections to apply motivational strategies.</p>
<p>Skills/abilities developed:</p>	<ol style="list-style-type: none"> <li>1. Listening skills, communication and writing skills, team player and leadership skills, (matching learning objectives)</li> <li>2. Leadership and managerial competence (formal/informal leadership, decision-making, vision-setting)</li> <li>3. Storytelling for influence, including emotional appeal and persuasion.</li> <li>4. Strategic adaptability to match leadership style with situational demands</li> </ol>



## Submodule 5.1

**Communication Skills: Enhancing verbal, written, and social communication.**

→ **Skills:**

1. Internal Communication on sustainability
2. External Communication on sustainability

### COMMUNICATION SKILLS: ENHANCING VERBAL, WRITTEN, AND SOCIAL COMMUNICATION

#### Activity 1: Theories, principles and practices of communication

**Duration:** 3 hours

#### Specific Learning Objectives

To introduce students to the theories, principles and practices of communication in an SME context.

Upon completing this module the student should be able to

- Discuss and explain basic concepts of communication
- Define key terms
- Trace the historical development of communication
- Critically analyse communication theories
- Apply context-based knowledge to real life situations.
- Combine theory and practice in solving real life problems. Describe communication theory principles
- Define and explain the key concepts and terminology in communication
- Demonstrate knowledge of communication and difference
- Compare and evaluate the different communication theories and approaches.
- Apply communication practices
- Apply the ethical and professional considerations of communication practices

#### Methodology, Resources and Devices

Methodology: Lecture, Self-study, think-pair- share, peer sharing and discussions.

Resources include online videos ([“Communication-basics and importance”](#) and [“Communication Skills – Introduction to Effective”](#)), online articles, and books.

Specific recommendation for the textbook “Communication, A Hands - on Approach” by Sandra Cleary (third edition 2022):

- Chapter 1: Communication Theory, pages 1-27 (includes a model of interpersonal communication, elements in the communication process, communication and communication efficiency, communication context, communication barriers, verbal communication, non-verbal communication);
- Chapter 5: Communication and difference, pages 73-95 (includes globalisation, intercultural communication, culture, intercultural

communication and Africa, intercultural communication theory, barriers to intercultural communication, guidelines to communication with those who are different from us);

- Chapter 9: written communication, pages 184-210 (register or level of formality, clarity, conciseness, tone, paragraphing, presentation, the writing process);
- Chapter 10: Business Correspondence, pages 219-257 (e-mail, direct plan message: good and neutral news, letters, indirect plan messages: bad news and persuasion);
- Chapter 11: Shorter Business Messages, pages 268-286 (the telephone, digital messages, paper based messages, other short messages);
- Chapter 12: Online Business Presence, pages 289 – 310 (Websites, social media, facebook, Twitter, visual apps, blogs, linkedin, social media etiquette, policies and legalities).

### **Description of the activity and Key Concepts**

The session introduces communication as a multifaceted process involving message exchange through verbal, non-verbal, and written means within specific social and cultural contexts. Emphasis is placed on communication as both a theoretical construct and a practical business skill.

The activity can be divided into four parts:

Part 1: Concept Exploration.

Participants view two brief video tutorials on communication foundations and effective communication skills. The videos highlight the importance of clarity, listening, cultural awareness, and communication efficiency in business settings.

Part 2: Guided Reading.

Learners engage with Chapters 1–12 of *Communication: A Hands-On Approach* by Sandra Cleary, covering interpersonal communication, barriers, business correspondence, digital communication, intercultural awareness, and written tone and structure.

Part 3: Interactive Icebreaker.

Participants reflect on and share a personal communication challenge or success, leading to small-group discussion on communication style, barriers, and impact.

Part 4: Discussion & Reflection.

In small groups, learners identify key principles of communication theory and map them onto workplace or SME scenarios.

**Key Concepts:** Communication process, communication models, interpersonal communication, intercultural communication, communication barriers, non-verbal cues, professional writing, digital presence, communication ethics.

### **Assessment**

Assessment is designed to reinforce comprehension and foster application. It includes:

- Self-assessment questionnaire at the end of the activity
- Knowledge quiz on key concepts and terminology
- Group discussion and role-play to demonstrate applied communication

- Case study analysis
- Reflective writing on personal communication skills and areas for growth.

### **Skills/Abilities developed**

1. Application of verbal, non-verbal, written, and digital communication techniques
2. Comparative analysis of communication theories and approaches
3. Professional writing and correspondence
4. Cultural and interpersonal awareness in communication
5. Ethical and context-sensitive communication practice
6. Reflective thinking on communication strengths and challenges.

### **Further readings, activities, materials, best practices**

Textbook: "Communication: A Hands-On Approach" (3rd ed., 2022) by Sandra Cleary.

<https://books.google.com.au/books?id=vHWea1nFGd4C&printsec=frontcover#v=onepage&q&f=false>

- Chapter 2: Audience and Purpose, pages 32-40 (includes Audience, Purpose, Objective and subjective language);
- Chapter 3: Reading and Note-Taking, pages 43-55 (Approach to reading, types of reading, note-taking, summaries);
- Chapter 4: Listening, pages 62-70 (importance of listening, the hearing-listening distinction, the stages of the listening process, deliberate and empathic listening, controlling the listening situation, check-list for listening);
- Chapter 6: Small-group Communication, pages 100-127 (Definition, Advantages and disadvantages of small groups, diversity in groups, how groups are formed, characteristics of small groups, small group member roles, group problem-solving, conformity within a group, conflict within a group, negotiation);
- Chapter 7: Meetings, pages 132-157 (Definition of a meeting, types of meeting, types of committees, important terms used at meetings, role of chairperson and other office – bearers, participation of meetings, meeting documentation).

Videos: "Communication – Basics and Importance" available at:

<https://www.youtube.com/watch?v=2Lkb7OSRdGE> , and "Introduction to Effective Communication Skills" available at:

<https://www.youtube.com/watch?v=u16EPwFmdis>

Materials below: Presentation "Communication Skills".



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# GSMESKILL

Developing VET Entrepreneurial Green Mindset and skills for  
Small-Business Development

Sub-module 5.1 Communication Skills:  
Enhancing verbal, written, and social communication.  
→ Skills: Internal and External Communication on  
sustainability





# CONTENTS

- 5.1 Communication Skills: Enhancing verbal, written, and social communication.
- → Skills: Internal and External Communication on sustainability



# DEFINITION COMMUNICATION

## Definition:

Internal communication occurs within an organisation and involves the exchange of information among employees and management.

External communication involves interactions between the organisation and external parties such as customers, suppliers and the public.



# COMMUNICATION BASIS AND IMPORTANCE

- What is communication?
- Types of communication
- What is the importance of communication?
- How can we improve of communication skill to have better personal and working relationships?

(six minute youtube video 27Aug 2020, Skilling by Wadwhani Foundation) <https://youtu.be/2Lkb7OSRdGE?si=rH3zPtNhzbNnK2C>

# COMMUNICATION SKILLS

## Introduction to effective communication skills

YouTube video: **Communication Skills** – Introduction to Effective Communication Skills, 7 Jan 2020, six minute youtube Tutorials)

<https://youtu.be/u16EPwFmdis?si=5WoQ2sqZD8I69a5P>

# COMMUNICATION – HANDS ON APPROACH

The book focuses on different forms of communication, emphasizing writing as a communication tool, particularly within the business environment. To support this, each chapter contains numerous exercises to enable the student to practice the skills learnt in that chapter and to assist lecturers in reinforcing content covered in class. The evolution of technology and its use in the business environment has been taken into account and for this edition the chapter on digital media has been expanded and updated to take into account the advent of the Fourth Industrial Revolution and disruptive approaches to education. A new chapter on intercultural communication has been included to prepare students to communicate for diversity.



# COMMUNICATION THEORY

Communication, A Hands - on Approach (third edition 2022)  
Sandra Cleary, Chapter 1: Communication Theory, pages 1-27

- a model of interpersonal communication
- elements in the communication process
- communication and communication efficiency
- communication context
- communication barriers
- verbal communication, non-verbal communication
- Test your knowledge, Application.

# CHAPTER 5: COMMUNICATION AND DIFFERENCE,

Text book: Communication, A Hands - on Approach (third edition 2022)  
Sandra Cleary, Chapter 5: Communication and difference, pages 73-95

- includes globalisation
- intercultural communication, culture, intercultural communication and Africa, intercultural communication theory,
- barriers to intercultural communication
- guidelines to communication with those who are different from us)
- Test your knowledge, Application.

# CHAPTER 9: WRITTEN COMMUNICATION

Text book: Communication, A Hands - on Approach (third edition 2022) Sandra Cleary,, pages 184-210

- register or level of formality
- clarity, conciseness, tone, paragraphing, presentation, the writing process
- Test your knowledge, Application.

# CHAPTER 10: BUSINESS CORRESPONDENCE

Text book: Communication, A Hands - on Approach (third edition 2022) Sandra Cleary, Chapter 10: Business Correspondence, pages 219-257

- e-mail, direct plan message: good and neutral news, letters,
- indirect plan messages: bad news and persuasion
- Test your knowledge, Application.

# CHAPTER 11: SHORTER BUSINESS MESSAGES

Text book: Communication, A Hands - on Approach (third edition 2022)  
Sandra Cleary, Chapter 11: Shorter Business Messages, pages 268-286

- the telephone
- digital messages
- paper based messages
- other short messages
- Test your knowledge, Application.

# CHAPTER 12: ONLINE BUSINESS PRESENCE

**Communication, A Hands - on Approach** (third edition 2022) Sandra Cleary, Chapter 12: Online Business Presence, pages 289 – 310

- Websites
- social media, facebook, Twitter, visual apps, blogs, linkedin,
- social media etiquette, policies and legalities
- Test your knowledge, Application.



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## Submodule 5.2

### Collaboration Techniques: Building and managing teams effectively.

→ **Skills:**

1. Collaboration
2. Team building
3. Conflict resolution.

<b>COLLABORATION TECHNIQUES: BUILDING AND MANAGING TEAMS EFFECTIVELY</b>
<b>Activity 1: Learning Collaborative Practices</b>
<b>Duration:</b> 1 hour
<b>Specific Learning Objectives</b> Upon completing this activity, participants will have developed: <ol style="list-style-type: none"><li>1. Understanding of the concept and value of collaboration in entrepreneurial ventures</li><li>2. Ability to differentiate between internal and external forms of collaboration</li><li>3. Development of key collaborative skills such as team building, communication, and conflict resolution</li><li>4. Awareness of the strategic role of collaboration in business growth, innovation, and inclusivity.</li></ol>
<b>Methodology, Resources and Devices</b> This activity applies a blended experiential and inquiry-based approach, combining theoretical input with interactive peer reflection and brainstorming.  A brief lecture introduces the foundational elements and benefits of collaboration, followed by participant-led discussions and group reflection on real-life experiences.  Participants engage in collaborative problem-solving activities and examine the relevance of collaboration in SME development.  Resources and tools include a slide presentation, a TEDx video, and facilitated discussion prompts. An icebreaker encourages sharing of personal experiences with teamwork, highlighting both challenges and successful approaches.
<b>Description of the activity and Key Concepts</b> Collaboration is introduced as a dynamic process that drives innovation, team synergy, and entrepreneurial resilience. This activity explores the types, benefits, and challenges of collaboration in business settings, with special focus on how SMEs in Sub-Saharan Africa can use collaboration to achieve sustainable growth.

The session can be divided into four parts:

**Part 1: Concept Introduction**

Participants are presented with a short lecture on the types of collaboration (internal vs. external) and its relevance for SMEs.

**Part 2: Icebreaker and Reflection**

Participants share past personal or professional experiences with teamwork and collaboration—identifying what worked, what didn't, and why.

**Part 3: Group Brainstorming**

Through facilitated discussion, participants list key collaborative skills and evaluate their importance. They reflect on challenges such as conflict, communication gaps, and decision-making in teams.

**Part 4: Application and Analysis**

Participants analyze a brief case example or video showcasing successful SME collaboration, then discuss how the principles apply to their own contexts.

**Key Concepts:** Types of collaboration, value creation, team building, communication, conflict resolution, collaboration strategy, shared leadership.

**Assessment**

Assessment methods support critical reflection and group engagement, including:

- Self-assessment checklist and guided reflection
- Short quiz on types and benefits of collaboration
- Group discussion on case analysis or video content
- Role-play or simulated group task
- Reflective writing on personal collaboration style and growth.

**Skills/Abilities developed**

1. Understanding of the strategic value of collaboration in SME development
2. Ability to differentiate and apply various forms of collaboration
3. Communication, team building, and conflict resolution skills
4. Ability to design or participate in collaborative strategies
5. Reflective thinking on interpersonal and team dynamics

**Further readings, activities, materials, best practices**

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## Importance of collaboration for SMEs

### Activity 2: Importance of collaboration for SMEs

**Duration:** 30 min

#### Specific Learning Objectives

1. To understand the importance of collaboration
2. To apply collaborative tools and technologies.
3. To establish connections and networks

#### Methodology, Resources and Devices

Group task/ assignment. Participants to work in groups develop a strategy for finding a suitable business partner with whom to collaborate

Lecture / discussion of other benefits

Participants must evaluate key factors on how to overcome challenges.

#### Description of the activity and Key Concepts

Why is collaboration essential to entrepreneurship?

Collaboration challenges: How would you overcome challenges?

Key Factors to consider:

Goals and expectations; communication; trust; organizational culture; resources and capabilities; teams and diverse skills; external partners; alignment; review and improvement.

#### Assessment

- Self-assessment through question at the end of submodules
- Quiz – test your knowledge
- Role play
- Case studies and scenarios
- Reflective writing

#### Skills/Abilities developed

(matching learning objectives)

#### Further readings, activities, materials, best practices

Case studies, stories of successful SMEs and their journey to success

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## Collaborative problem solving: Case Study

### Activity 3 Collaborative problem solving: Case Study

**Duration:** 30-40 min

#### Specific Learning Objectives

1. To develop **problem-solving** game skills and team members to develop solutions to unusual problems
2. To apply theories and concepts to **real- world situations**

#### The problem-solving game (Refer to PPTX)

The framework for CPS competencies is organized along two dimensions in a matrix that is shown. One dimension addresses **collaboration** (the columns with 3 components) and the other **problem solving** (the rows with 4 components). The resulting matrix has 12 cells with skills that **integrate collaboration and problem-solving processes**. The collaboration dimension has three competencies

Link to Matrix: [https://www.researchgate.net/figure/Matrix-of-collaborative-problem-solving-skills-for-PISA-2015-OECD-2017a-s12-b-s50\\_tbl1\\_345841134](https://www.researchgate.net/figure/Matrix-of-collaborative-problem-solving-skills-for-PISA-2015-OECD-2017a-s12-b-s50_tbl1_345841134)

#### Methodology, Resources and Devices

Most appropriate methodology to apply

PPT slides, notes, video links:

Matrix Link:

[https://www.researchgate.net/figure/Matrix-of-collaborative-problem-solving-skills-for-PISA-2015-OECD-2017a-s12-b-s50\\_tbl1\\_345841134](https://www.researchgate.net/figure/Matrix-of-collaborative-problem-solving-skills-for-PISA-2015-OECD-2017a-s12-b-s50_tbl1_345841134)

**Article: Collaborative Problem Solving:**

[https://nces.ed.gov/nationsreportcard/pdf/researchcenter/collaborative\\_problem\\_solving.pdf](https://nces.ed.gov/nationsreportcard/pdf/researchcenter/collaborative_problem_solving.pdf)

**Video: A guide to collaborative leadership:**

<https://www.bing.com/videos/riverview/relatedvideo?q=video+of+collaboration&mid=767EA3CC1DA3C119BF16767EA3CC1DA3C119BF16&FORM=VIRE>

**Video: What is collaborative leadership?**

<https://www.bing.com/videos/riverview/relatedvideo?q=video%20of%20collaboration&mid=48CFE8BA091E8A45FC0448CFE8BA091E8A45FC04&ajaxhist=0>

#### Description of the activity and Key Concepts

Divide the students into groups.

Read the case study

Watch the two videos on CPS and Collaborative leadership

Apply the CPS framework

Integrate PDCA cycle into the CPS framework

**Concepts:**

Collaborative problem solving

Innovative solutions

Communication  
Collaborative leadership

### **Assessment**

assessment method and conduction

- Self-assessment through question at the end of submodules
- Quiz – test your knowledge
- Role play
- Case studies and scenarios
- Reflective writing

### **Skills/Abilities developed**

Application of the CPS framework to a business case study: This allows team member of the group to integrate collaboration and problem-solving processes.

Creative thinking: This task allows team members to brainstorm without limitation, which can stimulate their creative side and get them to list any possible solutions they can think of.

Collaboration: Problem-solving skills in this game also allow team members to brainstorm together, building off one another's ideas until a small concept becomes a full, actionable solution.

Innovation: The practical implementation of new ideas that leads to new products and services or improvements to attract customers.

(matching learning objectives)

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### **Further readings, activities, materials, best practices**

<https://smallbusiness.co.uk/7-biggest-challenges-smes-face-and-how-to-overcome-them-2548160/>

Material 1: PPT

**Activity 4: The mutual value of collaboration.  
Scenario: Customer Order Fulfillment: (Adapted)**

**Activity 4: The mutual value of collaboration.  
Scenario: Customer Order Fulfillment: (Adapted)**

**Duration:** 30 min

**Specific Learning Objectives**

- 1.To develop collaborative and communication skills.
- 2.To develop effective relationships.
- 3.To analyse different situations and solve problems.
- 4.To explore the mutual value of collaboration.

**Scenario: (refer to PPTX)**

**Methodology, Resources and Devices**

Most appropriate methodology to apply

+ tools used: Links, books....

Teams,link:<https://www.smartcapitalmind.com/what-is-a-business-scenario.htm>

PPT slides

**Description of the activity and Key Concepts**

Participants read the business scenario for common understanding

List the issues- group consensus

Brainstorm possible solutions and prioritize actions (Nominal Group Technique)

Develop strategy and action plan

Delegate functions and execution

Evaluation

**Concepts:**

Teaming

Strategic collaboration

Collaborative leadership

**Assessment**

assessment method and conduction

Assessment methods support critical reflection and group engagement, including:

- Self-assessment checklist and guided reflection
- Short quiz on types and benefits of collaboration
- Group discussion on case analysis or video content
- Role-play or simulated group task
- Reflective writing on personal collaboration style and growth

**Skills/Abilities developed**

Collaborative skills- work with people outside the organization for mutual value

Connecting- developing effective relationships or partnerships.

Communication- verbal and written communication.

Knowledge exchange- sharing and co- creating knowledge

Interpersonal skills- engagement and interacting with individuals outside of the organization  
(matching learning objectives)

**Further readings, activities, materials, best practices**

<https://youtu.be/Gr5mAboH1Kk?t=14> **(Cooperation vs collaboration)**

Optional assignment: Strategies to boost collaboration; Teamwork and Conflict Resolution: Work out a strategy to resolve conflict and enhance teamwork in the workplace (See PPTX)



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# GSMESKILL

Developing VET Entrepreneurial Green  
Mindset and skills for Small-Business  
Development





# CONTENTS

- Collaboration
  - Definition
  - Overview
  - Skills, tools, tech
  - Importance of collaboration
  - Challenges
  - Collaborative Problem solving
  - The value of collaboration



## Definition:

Collaboration is the process of two or more people, entities, or organizations working together to achieve a common goal. It can involve sharing ideas, resources, skills, or information and it can occur in different domains, such as social, business, academic, artistic, or scientific



# Overview

This module posits collaboration as a leadership skill as well as an essential green skill for SME's. The establishment of successful collaborations among SME's can drive innovation and growth and create purposeful connections. Collaboration is a key source of knowledge and innovation in SMEs.



# Types of collaboration

Internal- where team members can share knowledge and skills, enhancing productivity and innovation within the organization.

External- bringing in fresh perspectives and expertise from outside the organization





# Collaborative skills

Communication Skills: Effective communication techniques, active listening, and feedback,

Team Building: Strategies for building and maintaining effective teams

Conflict Resolution: Techniques for resolving conflicts within teams



# Collaborative tools and technologies

Digital Collaboration Tools: e.g. TEAMS, Zoom, etc.;

Project Management Software: Introduction to software;

Cloud Computing: Benefits of using cloud services for collaboration



- **Collaboration strategies**

Setting Goals and Objectives: How to set SMART goals for collaborative projects,

Strategic Planning: Developing a strategic plan for collaborative efforts,

Execution and Monitoring: Implementing the plan and monitoring progress



# Why is collaboration important?

- Collaboration is more important than competition for business success:
- Entrepreneurs can pool their resources and knowledge.
- Collaboration allows businesses to reach new markets.
- It facilitates building relationships.
- It provides opportunities for businesses to solve problems.
- It creates an opportunity to create value.
- Organizations face many challenges when trying to integrate both internal and external collaboration

# 10 Important Reasons Collaboration is Key



**39%**

of surveyed employees believe that people in their own organization don't collaborate enough

**33%**

of employees say the ability to collaborate makes them more loyal

**37%**

of employees say "working with a great team" is their primary reason for staying

# Collaboration challenges





# Overcoming Challenges

Key factors:

- goals and expectations;
- communication;
- trust;
- organizational culture;
- resources and capabilities;
- teams and diverse skills;
- external partners;
- alignment;
- <sup>14</sup>review and improvement.

# Collaborative Problem- Solving





## Background

Rapid change in the global economic and societal spheres coupled with rapid technological transformations are transforming life and work. This also implies a redefinition and reprioritizing of the skills needed to succeed.

Collaborative problem solving (CPS) has gained prominence where employees work in teams—face-to-face and with peers around the country or around the globe—to develop solutions to non-routine problems.

CPS entails an amalgam of collaboration (working together) and problem solving (using cognitive skills).



## Definition

Collaborative problem-solving competency is the capacity of an individual to effectively engage in a process whereby two or more agents attempt to solve a problem by sharing the understanding and effort required to come to a solution and pooling their knowledge, skills and efforts to reach that solution (OECD, 2013, p. 6).

The process entails sharing the understanding and effort required to create a solution and combining their knowledge, skills and endeavors to co- create a solution



# Case study: Problem solving game

- Divide the students into various groups of 4-5
- Read the Problem solving game Case Study
- Draw up a list of issues, challenges that the small business is grappling with
- Define and agree on group goals
- Use the CPS framework of competencies to find solutions to the problems

click on this link to access the Framework:

[https://nces.ed.gov/nationsreportcard/pdf/researchcenter/collaborative\\_problem\\_solving.pdf#:~:text=The%20term%20%E2%80%9Ccollaboration%E2%80%9D](https://nces.ed.gov/nationsreportcard/pdf/researchcenter/collaborative_problem_solving.pdf#:~:text=The%20term%20%E2%80%9Ccollaboration%E2%80%9D)



# The Case Study

The problem-solving game

Small businesses share common problems which cut across sectors. The case/ problem statement: One of the biggest challenges facing SME's is attracting customers. A small business was recently launched with much fanfare. Indications were that customers would flock to their shop. However, after the launch, the business could not attract customers. Sales were much lower than the projections and it became very difficult to break even. If this trend were to continue for another six months, the business would have to close. But this is not an option as the business loan must be repaid, staff will lose their jobs and impact on their families. For the business owner, it would be another failure.


What should the owner do?



# The mutual value of collaboration: Scenario: customer order

A customer places an order for multiple items. The business needs to check inventory to confirm availability. Although you have stock, some items are out of stock. In addition, some items are discontinued. As it is a long-standing customer, you want to ensure that you can satisfy your customers. In another part of your town/ city there is another company with similar products.

What are your options? What can you do to ensure the customer is offered suitable alternatives until you can procure the order elsewhere and ship it to your customer?



# Steps to analyse a scenario and generate ideas and solutions

Read the business scenario for common understanding

List the issues- group consensus

Brainstorm possible solutions and prioritize actions (Nominal Group Technique)

Develop strategy and action plan (PDCA\_cycle)

Delegate functions and execution

Monitoring and Evaluation



# Optional Assignment

Scenario:

You have just recently been appointed as the manager of a medium sized company. Soon after your first week, you discover that the climate is tense and there is a lack of teamwork amongst employees. Staff morale and productivity are low. consequently, the company suffered losses. As the manager you are tasked to resolve the conflict so that collaboration, open communication, high morale and productivity is restored.

Work out a strategy to resolve the conflict and build teamwork.



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## Submodule 5.3

### Organizational Skills: Effective organization and time management.

→ **Skills:**

1. Organizational skills
2. Team-building
3. Prioritization skills

<b>ORGANIZATIONAL SKILLS</b>
<b>Activity 1: Time Management Basic Techniques</b>
<b>Duration:</b> 2 hours
<b>Specific Learning Objectives</b> <ol style="list-style-type: none"><li>1. Understand the importance of time management and prioritization in organizational settings.</li><li>2. Utilize time management tools to improve productivity, particularly in resource-scarce environments.</li><li>3. Getting familiar with Google Calendar, To-Do lists (digital and physical) and planners, and the Eisenhower Matrix.</li></ol>
<b>Methodology, Resources and Devices</b> <p>Methodology: Stimulus Activity, Critical Incident, Collaboration-Autonomy, PBL. Online templates and tools to facilitate organization and time management, Digital and physical calendar tools.</p>
<b>Description of the activity and Key Concepts</b> <p>Introduction to learners of the Eisenhower Matrix, explaining its four quadrants. Presentation of real-life scenarios (Critical Incidents) where learners have to organize a day filled with different tasks. Learners apply the matrix to the case, prioritizing urgent vs. important tasks. The task can be carried out by the individual learner, or in couples/small groups. Comment and discuss together: priorities can be felt in different, subjective ways: that is why it's important to stress that in professional situations, one should be able to fill in a matrix and act accordingly both autonomously for one's own tasks, and cooperatively, for teamwork. Use the digital/physical tools and materials provided (below). Example of real-life scenario: <i>Imagine being a small business owner with a small staff complement of 3 people. The daily schedule is busy and everyone has to multi-task. Each business day looks the same where everything is important! On one of your big days a critical incident occurs and disrupts your daily routine. The incident requires your personal attention. You have to make choices and reshuffle your daily schedule. How do you distinguish between what is important and what is urgent? Prioritizing time is a key component to success for entrepreneurs. "If everything is important, then nothing is important!"</i> Discuss the implications that social and environmental sustainability concerns have in our prioritization decisions and the trade-off these concerns bring out. Discuss and reflect on the different units of measure that can be helpful or more efficient. Closing the session with a brief basic Google Calendar training.</p>

**Assessment**

Hands-on activities through use of real-life scenarios and Eisenhower matrix.  
Creation of tasks via Google Calendar.

**Skills/Abilities developed**

1. Task prioritization and Time allocation strategies.
2. Self- and group- management in task organization.
3. Resource-conscious productivity.
4. Google Calendar proficiency, familiarity with Eisenhower matrix.

**Further readings, activities, materials, best practices**

Materials below: Presentation "Organizational Skills - Time Management", Time management matrix (Eisenhower Matrix), To-do lists, Digital and physical calendar tools (Google Calendar, physical planners).



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# ORGANIZATIONAL SKILLS

- Time Management
- Prioritization
- Two useful tools: Eisenhower Matrix and Google Calendar





# Why Time Management Matters

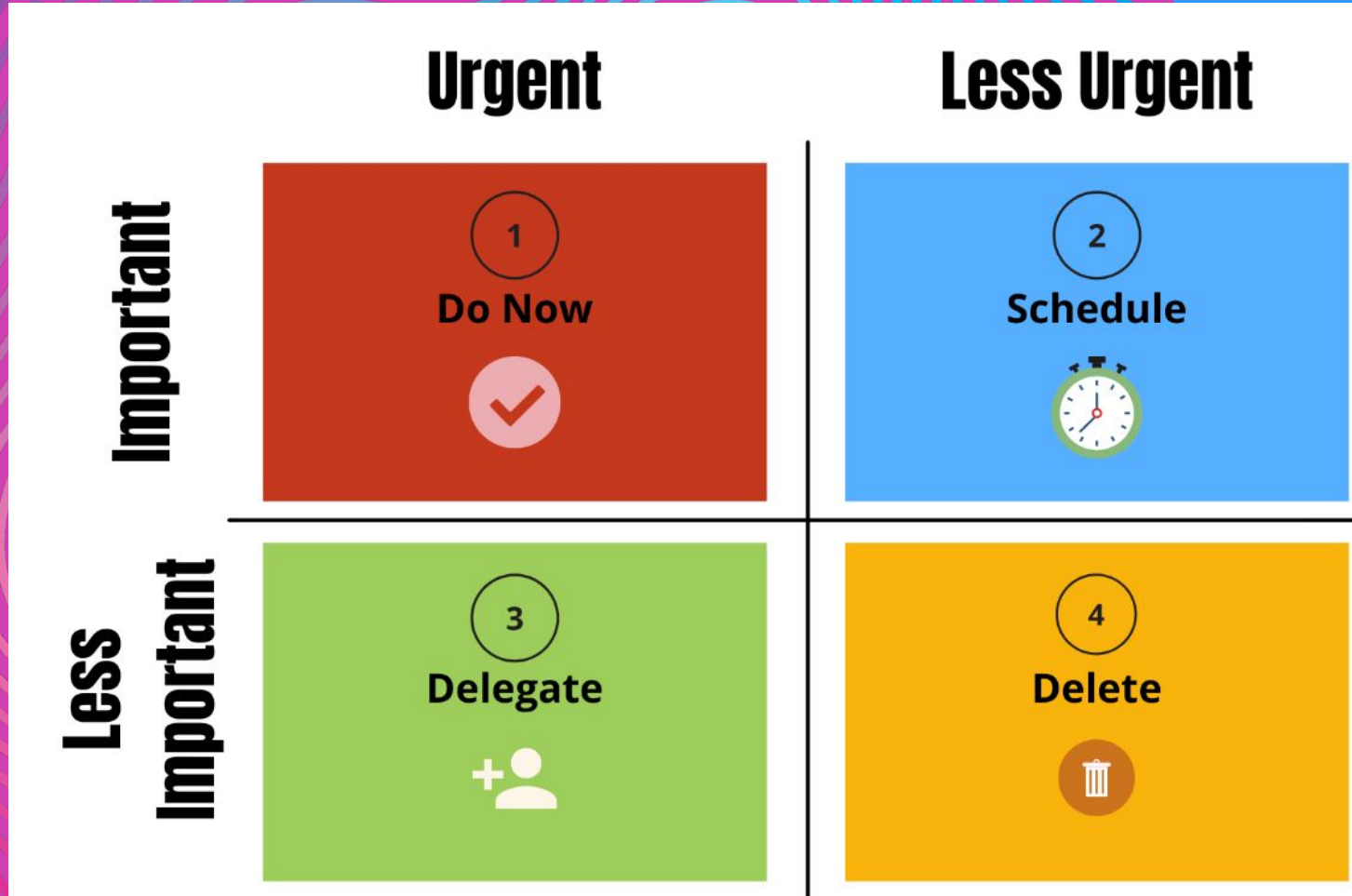
Time, as all the most strategic and important resources, is scarce. Moreover, it is fundamental in nowadays labor market to ensure workers and professionals work-personal life balance. This increases well-being, productivity and trust. For these reasons, time management is crucial in every kind of human activity and it represents an increasingly valuable skill.

Poor time management can lead to:

- Missed deadlines
- Increased stress
- Reduced productivity

In South Africa's SME sector, resource optimization is critical → effective time management is vital for success.

# EISENHOWER MATRIX



The Eisenhower Matrix helps prioritize tasks based on URGENCY and IMPORTANCE

It's important to practice and use it for both one individual's workload and for a team. There are differences, depending on the roles and responsibilities, which also have to be clearly set in advance.

# Eisenhower Matrix examples & exercise

- **Urgent & Important:** Fixing an operational issue that disrupts daily activities.
- **Important but Not Urgent:** Developing long-term business strategies.
- **Urgent but Not Important:** Answering routine emails.
- **Neither Urgent nor Important:** Browsing company's social media

now it's your turn...

## GROUP ACTIVITY:

Starting from the given scenario, you must use the Matrix to prioritize tasks.

- Use the matrix to organize a day filled with operational challenges
- Think about what can be delegated, what should be done first, and what to eliminate.

**Debrief and Discuss:** Which tasks were prioritized? How did you decide what to delegate or eliminate? How does this approach improve productivity in resource-limited settings?

# Using Google Calendar for Time Management

Once you are able to prioritize and manage your activities, you are also encouraged to insert them in specific time slots within your day, week, month, or even year.

In order to do so, a useful and free tool that is used across the world is Google Calendar. In today's globalized world, it is essential to learn how to use this basic and intuitive tool.



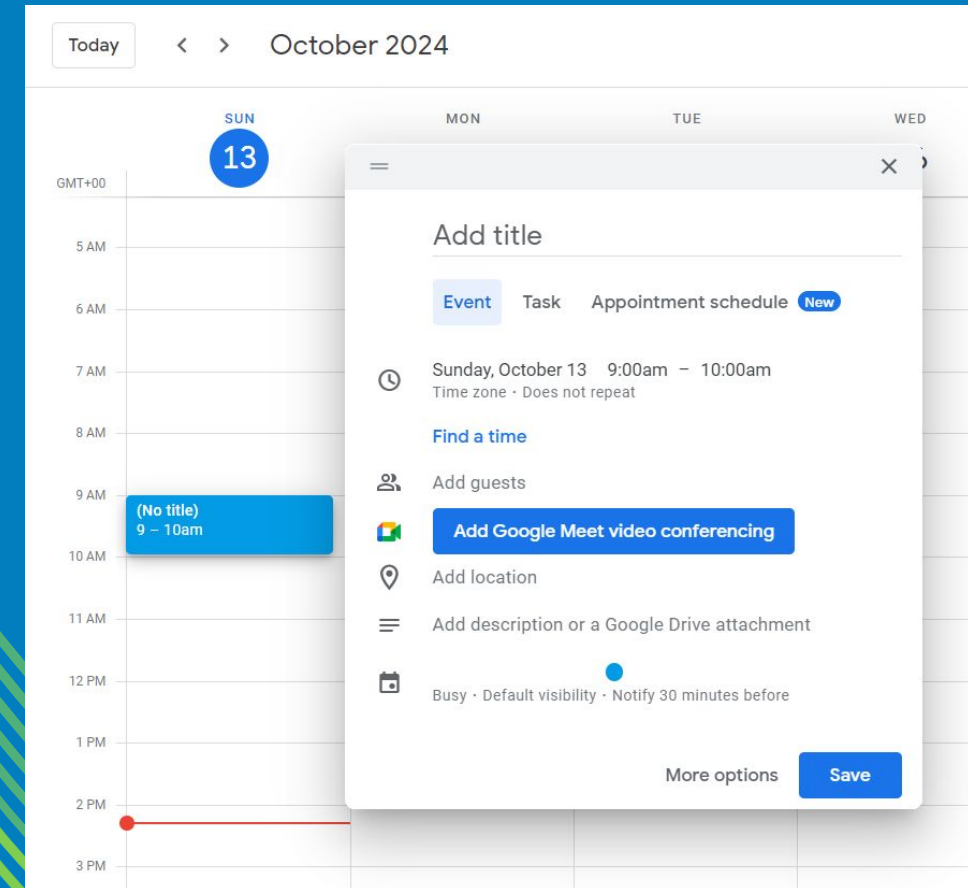
Google Calendar

Google provides learning tools, guides, and support materials for Google Calendar use. Check them out!

1. Slides ["Google Calendar: From Basics to Expert Tips"](#)
2. [Google Calendar training and help webpage](#)

# Hands-on activity: Create a Task on Google Calendar

- Go to Google Calendar.
- Click on Create Event.
- Add the title of your task and set its date and time.
- Choose whether it's urgent or important, and *categorize* it with colors.
- For tasks in the Important but Not Urgent quadrant, set reminders to ensure they're planned but not rushed.
- Demonstrate setting up a reminder:
  - Choose the date, time, and notification settings (e.g., email reminder one day in advance).



What we are doing is combining the prioritizing mindset we develop through the Eisenhower matrix procedure with the operationalization tools that Google Calendar provides for us to manage our actual time!



# Hands-on activity: Scheduling a Day

Using your prioritized tasks from the Eisenhower Matrix activity, create a daily schedule in Google Calendar.

→ Ensure that tasks in the Urgent & Important category are scheduled first, and delegate tasks using Google Calendar's task feature.

## ***Reflection and Discussion***

Review the schedule you created. Ask yourself:

- Have you prioritized correctly?
- Did you allocate enough time for important tasks?
- How will you adjust for unplanned events or emergencies?

Share your calendar setup with a peer for feedback and discussion!

*End*

# EISENHOWER MATRIX TEMPLATE in Google Docs





## ORGANIZATIONAL SKILLS

### Activity 2: Delegation and Resource Allocation

**Duration:** 1 hour

#### Specific Learning Objectives

1. Understand the key principles of effective delegation (with a focus on SMEs).
2. Learn to assign tasks based on team members' strengths and availability.
3. Learn to assign tasks based on resource limitations, informal networks, available expertise, and fulfilling DEI (Diversity, Equity and Inclusion) standards.

#### Methodology, Resources and Devices

Role Play, Group Work, Discussion on delegation strategies and task distribution methods. Use of handouts for role play.

#### Description of the activity and Key Concepts

The session is about the development of delegation and resource allocation skills as key skills for entrepreneurship.

An introduction to delegation, explaining when and how to delegate effectively: see slides below. Case study presentation: Delegating in a local SME (considering staff shortages and financial constraints).

Role play implementation: Divide learners into teams and provide a scenario where a manager must delegate tasks for a project. Each group acts as a team leader, assigning tasks based on the team's profile.

Group discussion phase on the delegation choices made and whether they align with best practices. Discussion on how delegation improves efficiency and alleviates bottlenecks in small enterprises. Discuss the extent to which a leader should take into account workers' proposals and when it is appropriate that she/he makes authoritative decisions.

#### Assessment

Group presentations on their delegation strategies.

Open question (a small paragraph of 100-200 words) on how delegation improves efficiency and team morale.

#### Skills/Abilities developed

1. Leadership in task delegation
2. Strategic thinking in resource allocation
3. Resource-conscious management
4. -Collaboration and teamwork, DEI principles awareness and fulfillment.

#### Further readings, activities, materials, best practices

Materials below: Presentation "Organizational Skills - Delegation and Resource Allocation", Booklet "Delegation Strategies and Task Distribution Methods" , Template "Delegation Plan", Exercise sheet "Training Role Play Delegation".



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# ORGANIZATIONAL SKILLS

- Delegation and Resource Allocation
- Developing Organizational Skills in Resource-Constrained Environments
- Effective delegation and Resource Allocation to improve efficiency in South African SMEs.



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# Why Delegation Matters in SMEs

In South African SMEs, delegation is crucial to handle limited resources and the need for efficient operations. Resource limitations mean leaders must make strategic decisions on how to allocate tasks.

Delegation helps:

- Distribute workloads effectively,
- Empower employees by giving them responsibilities,
- Allow leaders to focus on critical tasks.

Effective resource allocation is about OPTIMIZING **time, people, and budget** in a resource-constrained setting.

# Key Principles of **Delegation**

1. **Trust:** Delegate to team members you trust to complete the task. Building trust may take time and specific activities and shared experiences, it's important to ensure that, before expecting delegation to be effective.
2. **Clarity:** Ensure the task and expectations are clearly communicated in all their aspects.
3. **Accountability:** Hold team members accountable for their work. Every team member has to have specific and clear degrees of autonomy and to be instructed what they are liable for.
4. **Feedback:** Ensure reciprocal guidance and feedback times and procedures during the process.
5. **Inclusiveness and Respect:** Encourage Inclusive Participation. Foster an environment where all team members, regardless of background or role, feel comfortable sharing their ideas and concerns during task execution. **Combat Stereotypes and Bias**, avoiding assumptions based on gender, race, or other factors when assigning tasks.

# Delegating in a SME

Imagine you are managing a small business dealing with operational challenges, including staffing shortages and tight finances.

In a SME, entrepreneur and managers have to be prepared to delegate tasks to a small teams while considering their strengths and availability.

Questions to reflect on:

- How will you allocate limited resources to meet deadlines?
- How delegation helps optimize team performance, while respecting DEI principles?
- What challenges arose in allocating tasks and resources?
- How effective delegation can address common issues in South African SMEs, such as staff shortages or budget constraints?



# Tips for Effective Delegation

- **Delegate Authority:** Empower employees to make decisions within their delegated tasks.

- **Choose the Right Person for the Right Thing:** Explore and get to know the strengths and potential of your coworkers in order to assign tasks to those with the right skills and capacity.

- **Monitor Progress:** Provide guidance but avoid micromanaging.

- **Review Outcomes:** Assess how well tasks were executed and provide feedback.

- **Respect DEI Principles:** When delegating tasks, consider team diversity and ensure that all voices are heard. Be mindful of giving all members, particularly those from underrepresented groups, opportunities to take on leadership or challenging roles.

*End*

# Delegation Strategies and Task Distribution Methods

## Understanding Delegation

Delegation is the process of assigning responsibility for completing tasks to others. It's an essential management skill that:



- Frees up time for more critical or strategic tasks.
- Empowers team members and helps them grow.
- Distributes workload effectively, avoiding waste of time and resources, and improving overall productivity.

## KEY DELEGATION STRATEGIES

### Delegate by Strengths

- A.**
- **Identify individual strengths:** Assign tasks based on each team member's skills and expertise.
  - **Leverage specialized knowledge:** Delegate technical or specialized tasks to those with relevant skills to ensure efficiency and accuracy.

**Tip:** Match complex tasks with team members who have both the skill set and capacity to manage them.



### Delegate with Clear Instructions

- B.**
- **Provide clarity:** Clearly explain what the task entails, the desired outcome, and the deadline. *Example:* "Create a financial report that includes all expense categories by the end of the week."
  - **Check understanding:** Ask the assignee to summarize the task in their own words to ensure clarity.
  - **Avoid micromanaging:** provide guidance, but trust the person to complete the task.

**Tip:** Set **checkpoints**. Instead of hovering, establish regular checkpoints to review progress (e.g., weekly updates or milestone meetings).



### Delegate Authority, Not Just Tasks

- C.**
- **Empower with decision-making:** Give team members the authority to make certain decisions within the scope of their tasks. *Example:* Delegating someone to run a meeting with full control over the agenda and outcomes.
  - **Build trust:** Trust the person's judgment and provide them the space to handle the task their way.

**Tip:** Delegating authority shows trust in your team and allows them to take ownership of the task.



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## KEY TASK DISTRIBUTION METHODS

### Task Breakdown Method

A.

**Break tasks into smaller parts:** Complex tasks should be broken down into smaller, manageable units. Breaking tasks down reduces overwhelm and allows for clear assignment of specific responsibilities.

**Tip:** *Distribute smaller tasks to different individuals based on their strengths and availability.*



### Rotation Method

B.

**Rotate routine tasks:** For recurring or less specialized tasks, rotate responsibilities among team members to avoid burnout and create a shared sense of responsibility.

**Tip:** *Rotating tasks helps team members develop new skills and prevents repetitive tasks from being burdensome to one person.*



### Collaboration Method

C.

**Collaborate on larger tasks:** For large or high-stakes tasks, form small teams and delegate parts of the task to different individuals. Collaboration helps distribute workload and fosters teamwork.

**Tip:** *When using this method, clearly define roles and responsibilities within the team to avoid confusion.*



### Capacity-Based Method

D.

**Distribute based on workload:** Consider each team member's current workload when distributing tasks. Overloading someone can result in missed deadlines or burnout.

**Tip:** *Use a shared calendar or task management tool to keep track of everyone's workload and ensure balanced distribution.*



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## COMMON DELEGATION PITFALLS TO AVOID



**Not providing enough detail:** Vague instructions can lead to misunderstandings and poor results.

**Micromanaging:** Over-involvement can hinder the delegate's ability to complete the task independently.

**Delegating only menial tasks:** Delegation should also include meaningful tasks that promote growth, not just routine work.

**Failing to follow up:** Without follow-up and feedback, tasks may go off track or miss deadlines.

# delegation plan

EFFECTIVE MANAGEMENT,  
DELEGATION AND ORGANIZATION

## DELEGATION TABLE FOR THE WEEK

PRIORITY LEVEL	DELEGATED TO	DEADLINE	FOLLOW-UP PLAN
Task n. _____ : _____			
<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<i>Role and Names:</i> _____ _____ _____		• _____ • _____
Task n. _____ : _____			
<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<i>Role and Names:</i> _____ _____ _____		• _____ • _____
Task n. _____ : _____			
<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<i>Role and Names:</i> _____ _____ _____		• _____ • _____
Task n. _____ : _____			
<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<i>Role and Names:</i> _____ _____ _____		• _____ • _____

Task n. \_\_\_\_\_ : \_\_\_\_\_

- High
- Medium
- Low

*Role and Names:*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_

Task n. \_\_\_\_\_ : \_\_\_\_\_

- High
- Medium
- Low

*Role and Names:*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_

Task n. \_\_\_\_\_ : \_\_\_\_\_

- High
- Medium
- Low

*Role and Names:*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_

Task n. \_\_\_\_\_ : \_\_\_\_\_

- High
- Medium
- Low

*Role and Names:*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_

Task n. \_\_\_\_\_ : \_\_\_\_\_

- High
- Medium
- Low

*Role and Names:*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_

Task n. \_\_\_\_\_ : \_\_\_\_\_

- High
- Medium
- Low

*Role and Names:*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- \_\_\_\_\_
- \_\_\_\_\_

# TRAINING ROLE PLAY DELEGATION

## RULES:

**Phase 1: Acting as Managers:** Each couple/small group acts as a **manager**. Review the scenario: context, tasks to be completed, and the team members available. Delegate tasks considering team strengths and current workloads. Provide clear instructions, set deadlines, and complete a Delegation Plan (below).

**Phase 2: Presenting the Plan:** Each group presents their Delegation Plan (a spokesman is selected). The other groups act as that scenario's team members, providing feedback to the manager (the presenting group) on the pros and cons of the delegation decisions. After one group presents, the next group takes the floor until all groups have presented and received feedback.

**Phase 3:** Reflect and discuss together.

## 4 SCENARIOS (for 4 groups)

CONTEXT	TASKS TO BE DELEGATED	TEAM MEMBERS
<p style="text-align: center;"><b>1</b></p> <p style="text-align: center;"><b><i>Launching a Local Food Product</i></b></p> <p>You manage a small food manufacturing company specializing in local organic products. Your team is preparing for the launch of a new organic snack aimed at health-conscious consumers in South Africa. The launch is critical for increasing market share, but your team is already managing ongoing production tasks. You must effectively delegate responsibilities to ensure a successful launch while considering the team's current workloads.</p>	<p><input type="checkbox"/> <b>Marketing Campaign:</b> Create and implement a marketing strategy to promote the new snack.</p> <p><input type="checkbox"/> <b>Customer Outreach:</b> Engage existing customers and gather feedback on the new product.</p> <p><input type="checkbox"/> <b>Inventory Management:</b> Ensure that production meets demand for the launch.</p> <p><input type="checkbox"/> <b>Budget Planning:</b> Develop a budget that outlines expected costs for marketing and production.</p> <p><input type="checkbox"/> <b>Event Coordination:</b> Plan a launch event to introduce the product to local retailers and customers</p>	<p><b>1. Head of Marketing:</b> <b>Strengths/Skills:</b> Skilled in social media marketing and consumer outreach. <b>Current Workload:</b> Limited capacity for new campaigns: he's managing and monitoring all current promotional campaigns.</p> <p><b>2. Marketing Coordinator:</b> <b>Strengths/Skills:</b> Experienced in creating local marketing strategies and community engagement. <b>Current Workload:</b> Available for new projects, with flexibility to work on new campaigns.</p> <p><b>3. Production Manager 1:</b> <b>Strengths/Skills:</b> Proficient in food production processes &amp; quality control. <b>Current Workload:</b> Managing production schedules and staff, with limited availability for additional tasks, he oversees daily production.</p> <p><b>4. Production Manager 2:</b> <b>Strengths/Skills:</b> Good at coordinating with suppliers and ensuring timely delivery of ingredients. <b>Current Workload:</b> Overseeing part-time staff but has some capacity (8hrs per week) for new initiatives.</p> <p><b>5. Sales Associate 1:</b> <b>Strengths/Skills:</b> Excellent customer service and relationship management. <b>Current Workload:</b> Handling ongoing sales inquiries &amp; customer interactions.</p> <p><b>6. Sales Associate 2:</b> <b>Strengths/Skills:</b> Experienced in reaching out to potential new clients. <b>Current Workload:</b> Actively seeking new business opportunities, with capacity to manage outreach for the new product.</p> <p><b>7. Finance Officer:</b> <b>Strengths/Skills:</b> Good at managing budgets for marketing campaigns. <b>Current Workload:</b> Available to assist with budget planning for the launch.</p>

2

### ***Elevating Service Quality with Sustainable Solutions***

You manage a small cleaning services business that has been receiving customer complaints about service delays and inconsistent quality. In response, you plan to improve service delivery while integrating sustainable cleaning practices, as there is growing demand for eco-friendly solutions. However, your team is already busy managing multiple contracts. You need to delegate tasks efficiently to enhance services, introduce green cleaning methods, and maintain client satisfaction.

**Service Improvement Plan:** Identify and address bottlenecks in service delivery to improve efficiency and quality.

**Customer Feedback Management:** Reach out to clients, gather feedback, and address complaints about service quality.

**Sustainable Cleaning Practices:** Research and implement eco-friendly cleaning products and methods to meet client demand.

**Marketing Sustainability:** Update marketing materials to promote new eco-friendly cleaning services.

**Staff Training on Sustainability:** Organize training sessions for workers on eco-friendly cleaning techniques and sustainability practices.

**1. Operations Manager 1:**  
**Strengths/Skills:** Strong in logistics and team management, good at solving operational issues.

**Current Workload:** Coordinating daily cleaning schedules and team assignments, leaving limited time for new projects.

**2. Operations Manager 2:**  
**Strengths/Skills:** Skilled in process optimization and implementing new strategies.

**Current Workload:** Managing a smaller team, with capacity to focus on additional operational tasks 2 days out 5.

**3. Head of Customer Service:**  
**Strengths/Skills:** Excellent at client communication and resolving disputes quickly.

**Current Workload:** Managing a high volume of complaints, with limited availability for additional tasks.

**4. Customer Service Representative:**  
**Strengths/Skills:** Experienced in gathering customer feedback and conducting follow-ups.

**Current Workload:** Handling fewer inquiries, with availability for client outreach tasks.

**5. Sustainability Coordinator:**  
**Strengths/Skills:** Knowledgeable in eco-friendly products and sustainable practices for the cleaning industry.

**Current Workload:** Managing small sustainability initiatives, with time available to focus on implementing green cleaning methods.

**6. Marketing Coordinator:**  
**Strengths/Skills:** Excellent in creating digital content and local promotions.<sup>[1]</sup><sub>[SEP]</sub>

**Current Workload:** Running promotions for existing services, limited capacity for new campaigns, only 4hrs per week.

**7. Worker 1:**  
**Strengths/Skills:** Efficient at performing cleaning tasks, but not familiar with sustainable practices.

**Current Workload:** Managing multiple jobs daily, limited availability for new tasks.

**8. Worker 2:**  
**Strengths/Skills:** Unexperienced, interested in learning eco-friendly methods and sustainability practices.

**Current Workload:** Handling fewer contracts, available for training and additional tasks.

**1. Sustainability Manager 1:**  
**Strengths/Skills:** Skilled in eco-friendly farming techniques like composting and organic pest control.

**Current Workload:** Overseeing daily sustainable farming operations, with limited time for new tasks.

**2. Sustainability Manager 2:**  
**Strengths/Skills:** Strong at identifying ways to improve sustainability.

**Current Workload:** Handling small-scale eco-friendly projects, with availability (10 hrs/week) to focus on expansion.

3

### ***Scaling Sustainable Agriculture Operations***

You manage a small sustainable farm that focuses on organic produce and eco-friendly farming techniques. Due to rising demand for

**Sustainable Farming Practices:** Ensure that all farming activities, including the scale-up, follow sustainable practices (e.g., water conservation, organic pest control).

<p>locally sourced, organic food, you are preparing to scale up your operations by expanding production and entering new distribution channels. However, your farm operates with limited resources, and the scale-up must maintain sustainable practices. Your team is already managing ongoing farm operations, so you need to carefully delegate tasks to ensure the expansion is successful without compromising sustainability.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Market Research and Distribution:</b> Conduct research on potential new markets and establish relationships with local distributors and farmers' markets.</li> <li><input type="checkbox"/> <b>Resource Management:</b> Allocate water and other natural resources efficiently to prevent waste and maintain the farm's eco-friendly credentials.</li> <li><input type="checkbox"/> <b>Budget Planning for Expansion:</b> Create a budget that includes costs for additional labor, eco-friendly equipment, and new distribution channels.</li> <li><input type="checkbox"/> <b>Staff Training on Sustainability:</b> Train farm workers on eco-friendly farming techniques and efficient resource use to ensure sustainable production as the farm grows.</li> </ul>	<ul style="list-style-type: none"> <li><b>3. Market Researcher Senior:</b> <b>Strengths/Skills:</b> Experienced in researching market trends and building supply chain relationships. <b>Current Workload:</b> Maintaining current market relationships, with limited time for new research.</li> <li><b>4. Market Researcher Junior:</b> <b>Strengths/Skills:</b> Good at finding emerging market opportunities and establishing new connections. <b>Current Workload:</b> Handling fewer market partnerships, with time and will to explore new distribution channels.</li> <li><b>5. Farm Operations Manager:</b> <b>Strengths/Skills:</b> Efficient at managing labor and farm schedules. <b>Current Workload:</b> Overseeing daily farm operations, with limited capacity to handle logistics for expansion.</li> <li><b>6. Finance Officer:</b> <b>Strengths/Skills:</b> Skilled in budgeting and analyzing costs for eco-friendly farming projects. <b>Current Workload:</b> Handling monthly reports, available 6 hrs per week for planning the expansion budget.</li> </ul>
<p style="text-align: center;"><b>4</b></p> <p style="text-align: center;"><b><i>Expanding into a New Market with Limited Resources</i></b></p> <p>You manage a small clothing manufacturing business aiming to expand into a new market. The expansion is vital for growth, but your team is already busy with current production. You need to effectively assign tasks to ensure a smooth entry into the new market while balancing your team's existing workloads.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Market Research:</b> Gather information on customer preferences and competition.</li> <li><input type="checkbox"/> <b>Sales Strategy Development:</b> Create a sales strategy to attract new clients.</li> <li><input type="checkbox"/> <b>Logistics Planning:</b> Organize supply chain management and distribution routes.</li> <li><input type="checkbox"/> <b>Budgeting for Expansion:</b> Develop a financial plan that includes all costs for the new market.</li> <li><input type="checkbox"/> <b>Project Coordination:</b> Oversee the expansion process and ensure timely completion of tasks.</li> </ul>	<ul style="list-style-type: none"> <li><b>1. Marketing Strategist 1:</b> <b>Strengths/Skills:</b> Proficient in market analysis and campaign development. <b>Current Workload:</b> Overseeing campaigns for existing products, limited availability.</li> <li><b>2. Marketing Strategist 2:</b> <b>Strengths/Skills:</b> Good at quick market assessments and strategic planning. <b>Current Workload:</b> Managing smaller initiatives, with capacity for new tasks.</li> <li><b>3. Sales Representative:</b> <b>Strengths/Skills:</b> Great at cold calling and attracting new business. <b>Current Workload:</b> In less than a week will be available to focus on new market development for at least half of her work week.</li> <li><b>4. Logistics Coordinator 2:</b> <b>Strengths/Skills:</b> Good at managing smaller-scale logistics tasks. <b>Current Workload:</b> Overseeing minor distribution tasks, with capacity for new projects.</li> <li><b>5. Finance Officer 1</b> <b>Strengths/Skills:</b> Skilled at budget analysis and cost control. <b>Current Workload:</b> Preparing reports for existing operations, limited availability.</li> <li><b>6. Junior Project Manager 2:</b> <b>Strengths/Skills:</b> Good at multitasking, unexperienced but fast learner. <b>Current Workload:</b> Assisting with internal process improvements, with availability for expansion tasks.</li> <li><b>7. General Worker 2:</b> <b>Strengths/Skills:</b> Reliable at managing stock and preparing shipments. <b>Current Workload:</b> Assisting with occasional inventory management, with capacity for logistics support during expansion.</li> </ul>

## ORGANIZATIONAL SKILLS

### Activity 3: Effective Meeting Management

**Duration:** 1 hour

#### Specific Learning Objectives

1. Understand the principles of organizing and conducting productive meetings.
2. Learn how to set clear agendas to ensure focused discussions
3. Learn how to write effective minutes that capture key decisions, actions, and responsibilities for post-meeting follow-up, to ensure follow-up actions.

#### Methodology, Resources and Devices

Role Play, Simulation, Interaction between trainer(s) and participants. Use of strategies and offline and online materials to facilitate effective meeting management.

#### Description of the activity and Key Concepts

Presentation of best practices for organizing meetings: preparing an agenda, managing time, and assigning follow-ups. A brief discussion on why well-structured meetings are crucial, particularly for small businesses in South Africa. Highlight how wasted time or unproductive meetings can impact limited resources. Showing templates and materials (including Google Suit's ones) for creating agendas and minutes.

Implementation of Role play activity: Learners conduct a simulated meeting, they will draft an agenda that includes the meeting's objectives, topics for discussion, time allocation, and participants. One learner will lead the meeting, and others will participate according to the scenario (team members etc.). Following the prepared agenda, they will simulate the (simplified) meeting and use the meeting template to take minutes and assign follow-ups. They will document key points, decisions, action items, and the person responsible for each action.

Reflection phase: After the simulation, learners discuss what went well and areas for improvement in meeting management. Discussing the outcome of the meeting, participants would focus on how well the agenda helped structure the meeting and how the minutes can serve as a reference for future follow-ups.

#### Assessment

Submission of a completed meeting agenda and minutes.

#### Skills/Abilities developed

1. Meeting facilitation
2. Agenda-setting and follow-up management
3. Effective communication and leadership in conducting meetings
4. Writing concise and effective minutes for post-meeting action tracking

#### Further readings, activities, materials, best practices

Materials below: Presentation "Effective Meeting Management" and Template "Meeting Agenda"



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# ORGANIZATIONAL SKILLS

- Effective Meeting Management
- Organizing and Conducting Productive Meetings
- Understand principles for organizing and conducting productive meetings.
- Learn to set clear agendas for focused discussions.
- Write effective minutes for follow-up actions.





# Why Effective Meetings Matter

Well-structured meetings save time and resources, crucial for small businesses. Unproductive meetings can lead to wasted time, missed opportunities, inefficiencies, and team discontent.

# Best Practices for Meeting Organization

- 1. Agenda Preparation:** Define objectives and key topics. Set clear time allocations for each topic. Assign participants specific roles.
- 2. Time Management:** Stick to the agenda to ensure focused discussions. Avoid distractions and manage off-topic discussions.
- 3. Follow-Up Assignments:** Assign responsibilities during the meeting. Track action items with deadlines for follow-up.
- 4. DEI Consideration (Diversity, Equity, Inclusion):** Ensure that everyone's voice is heard, especially from diverse backgrounds. Create a safe space for participants to share their perspectives. Encourage participation from **all** team members, regardless of role or seniority.
- 5. Sustainability Focus:** Consider eco-friendly practices in how meetings are organized (e.g., reduce paper use by sharing digital documents, or organize videocalls to reduce your transport's impact). Include discussions on sustainability goals and environmental impact in agendas. Reflect on resource efficiency during and after meetings (e.g., time management, minimal travel).



# Role Play and Simulation

## Simulating an Effective Meeting

### 1: Draft an Agenda.

Include objectives, topics, time allocation, and participants.

### 2. Simulate the Meeting:

One leads as the facilitator. Others act as team members.

### 3. Take Minutes:

Use a meeting template to document key decisions, action items, and responsible individuals.

→ Focus: Structure the meeting based on the agenda to ensure effective outcomes.

→ Visual: Use a meeting minutes template or Google Doc.

### 4. Discussion and Reflection together:

What worked well during the simulated meeting?

Were the agenda and time management effective?

How can the minutes improve post-meeting follow-up?

How did you address DEI and Sustainability concerns?

You can use various tools:

1. [Meeting Agenda + Minutes template](#)

2. [Google Doc](#)

# Role Play and Simulation Scenarios

## A. Improving Customer Satisfaction at a Local Retail Business

You manage a small local retail business that has been receiving negative customer feedback regarding long wait times at the checkout and limited product availability. The team needs to meet to address these issues, identify potential solutions, and assign follow-up actions.

### Meeting Objectives:

- Discuss customer feedback.
- Identify operational bottlenecks (e.g., checkout delays, inventory management).
- Develop solutions to improve customer satisfaction (e.g., optimize staffing, streamline inventory).
- Assign team members to specific follow-up tasks (e.g., checking inventory system, customer feedback surveys).

## B. Implementing Sustainable Practices at a Small Manufacturing Business

You run a small manufacturing business specializing in eco-friendly products. With increasing demand for sustainability, your team must meet to discuss ways to reduce waste in the production process and integrate more sustainable practices.

### Meeting Objectives:

- Review the current production process and identify areas of waste (e.g., materials, energy).
- Discuss potential sustainable practices (e.g., recycling programs, energy-efficient machinery).
- Set clear sustainability goals for the business (e.g., reduce waste by 20% over the next 6 months).
- Assign team members to research and implement sustainable solutions.

# MEETING \_\_\_/\_\_\_/\_\_\_\_\_

## AGENDA

### OBJECTIVES

- 
- 
- 
- 

### TOPICS

### Presenter(s)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_




LOCATION	DATE AND TIME	ATTENDEES	ABSENTEES

**BEFORE THE MEETING, PLEASE...**






# MEETING MINUTES




## TOPIC 1

PRESENTER	DISCUSSION	ACTION	STATUS
	Key information or decisions for this topic:	Next steps and Tasks assigned:	  




## TOPIC 2

PRESENTER	DISCUSSION	ACTION	STATUS
	Key information or decisions for this topic:	Next steps and Tasks assigned:	  




## TOPIC 3

PRESENTER	DISCUSSION	ACTION	STATUS
	Key information or decisions for this topic:	Next steps and Tasks assigned:	  




## TOPIC 4

PRESENTER	DISCUSSION	ACTION	STATUS
	Key information or decisions for this topic:	Next steps and Tasks assigned:	  




## TOPIC 5

PRESENTER	DISCUSSION	ACTION ITEM	STATUS
	Key information or decisions for this topic:	Next steps and Tasks assigned:	  

## TOPIC 6

PRESENTER	DISCUSSION	ACTION ITEM	STATUS
	Key information or decisions for this topic:	Next steps and Tasks assigned:	  

## TOPIC 7

PRESENTER	DISCUSSION	ACTION ITEM	STATUS
	Key information or decisions for this topic:	Next steps and Tasks assigned:	  

### Problems emerged:



### Solutions:



TASK ASSIGNED	TO:

### Summary



## SCHEDULE OF NEXT MEETING

DATE	TIME

Minutes written by:

Minutes approved by:

## ORGANIZATIONAL SKILLS

### Activity 4: Organizing a Sustainable Business Workflow

**Duration:** 1.5 hours

#### Specific Learning Objectives

1. Development of sustainable workflow systems that optimize resources and reduce waste.
2. Understanding of workflow optimization tailored to the South African business environment, considering green economy goals.

#### Methodology, Resources and Devices

Use of online platforms for management of business workflow like Trello or a Kanban board, as well as offline manual boards.

Case study presentation and discussion: South African SME struggling with inefficiencies.

#### Description of the activity and Key Concepts

Lecture where workflow concepts (e.g., Kanban systems) are presented, with explanations on how they can reduce inefficiencies. Training phase about basic skills and use of Kanban.

Group work phase: Each group sets up a workflow system for a specific task in a South African SME case (e.g., waste management or supply chain optimization).

Group presentations: Proposition and discussion of solutions that could improve efficiency, considering local business and environmental challenges.

#### Assessment

Trainer(s) and groups reciprocal feedback on presentations.

#### Skills/Abilities developed

1. Organizational workflow optimization
2. Familiarity of platforms like Kanban and Trello
3. Sustainability integration strategies
4. Problem-solving in resource-limited environments

#### Further readings, activities, materials, best practices

Materials below: Presentation "Organizing a Sustainable Business Workflow"



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# ORGANIZATIONAL SKILLS

- Organizing a Sustainable Business Workflow
- Optimizing Workflows for Efficiency and Sustainability
- Streamlining business processes using tools like Kanban boards and Trello, while integrating sustainable practices.





# Why Effective Workflows Matter

Streamlined workflows reduce time waste, improve resource management, and increase productivity.

In South African SMEs context, optimizing workflows is crucial for sustainable growth and reducing environmental impact.

# Benefits of Using Workflow Tools

1. **Visualization:** See the entire process at a glance.
2. **Task Tracking:** Monitor and track progress in real time and prevent bottlenecks.
3. **Collaboration:** Teams can work together more effectively, even remotely.
4. **Sustainability:** Streamlined processes can help reduce waste (e.g., paper, resources).
5. **Convenience:** Workflow tools are getting easier and easier to implement and manage.
6. **Automation:** Tools like Trello automate reminders and task updates.

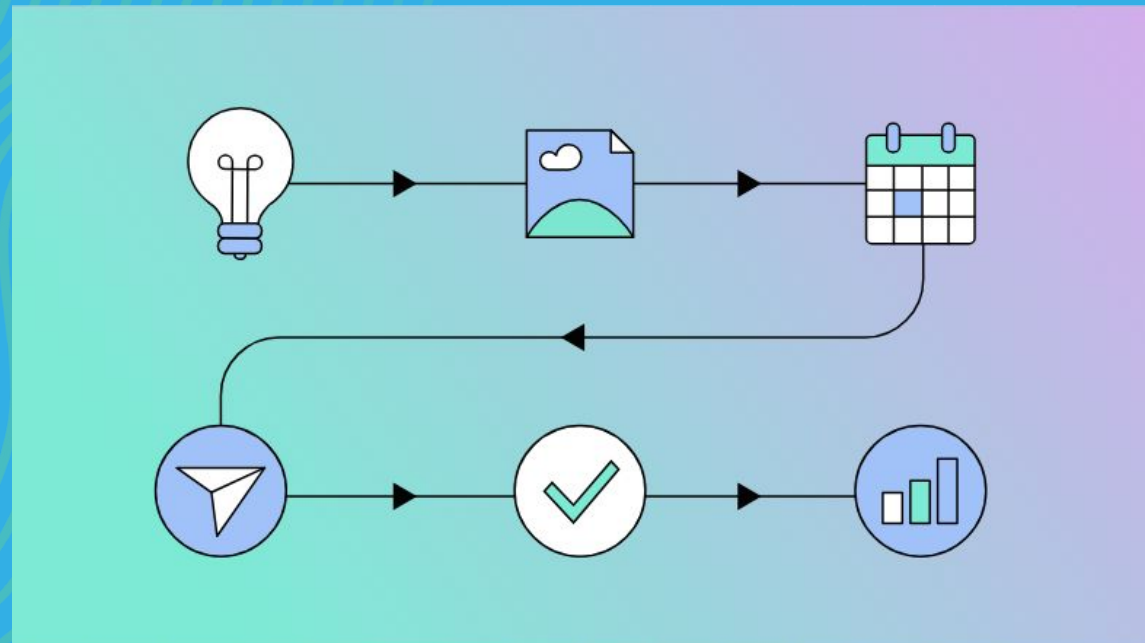
# Steps to Create a Workflow

**Step 1:** Identify key tasks in your process.

**Step 2:** Categorize tasks into stages ("To Do," "In Progress," "Done").

**Step 3:** Assign responsibilities and set deadlines for each task.

**Step 4:** Monitor task progress, identify bottlenecks, and adjust as needed.



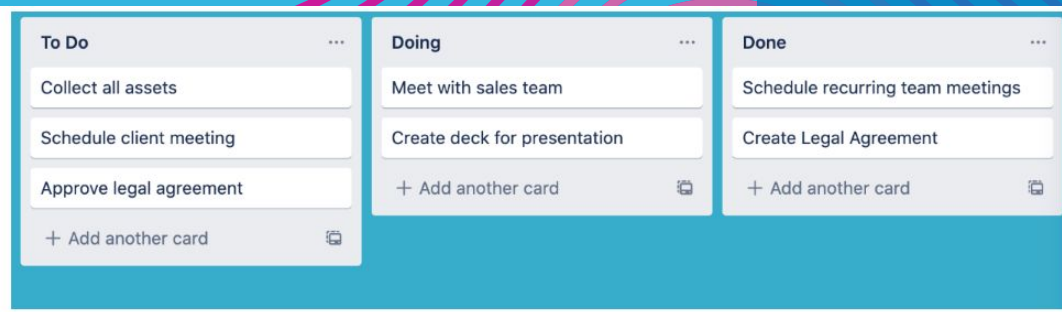
# Learning Online Workflow Tools: Kanban and Trello

Kanban is a visual tool that, in a nutshell, helps manage tasks by organizing them into these three simple categories:

"To Do"

"In Progress"

"Completed"



[www.trello.com](http://www.trello.com)

Trello is a cloud-based platform which is a digital version of Kanban that allows teams to collaborate and track tasks easily.

Kanban University and Trello Platform provide free learning tools, guides, and support materials. Check them out!

1. [Kanban Guide](#)
2. [Getting started with Trello](#)

*End*



## Submodule 5.4

### Leadership: Developing leadership and social influence

→ **Skills:**

1. Leadership
2. Social influence
3. Motivational skills

Template 2 – Sub-Module template

<b>LEADERSHIP: DEVELOPING LEADERSHIP AND SOCIAL INFLUENCE</b>
<b>Activity 1 - Leadership Concept</b>
<b>Duration:</b> 0.5 h (30-40 min.)
<p><b>Specific Learning Objectives</b> The submodule aims to increase soft skills to enhance one's self-empowerment and act proactively towards the changes that are affecting the current work world</p> <p><b>Developing leadership skills</b></p>
<p><b>Methodology, Resources and Devices</b> <b>Methodologies:</b> Cineforum, Lectures, Symbolic-visual self-assessment activities <b>Tools used:</b> Links, slides, video</p>
<p><b>Description of the activity and Key Concepts</b> Activity - Watch video, read slides and make final self-assessment by using the <b>Leadership Shield</b>. Learning to act like a leader can be useful both for those who are oriented towards career advancement towards positions of coordination/management and/or greater responsibility, but also for those who want to increase the ability to better manage their role and/or cope with moments of transition in which leadership can be widespread or fluctuating. Leadership skills can be useful also for developing entrepreneurial skills</p>
<p><b>Assessment</b> Final self-assessment by using the <b>Leadership Shield</b> provided in toolbox materials</p>
<p><b>Skills/Abilities developed</b> Leadership and managerial skills</p>
<p><b>Further readings, activities, materials, best practices</b> <a href="https://workfun.com/activities/567-The-Leadership-Shield-Activity/">https://workfun.com/activities/567-The-Leadership-Shield-Activity/</a></p>

## TRAINING TOOLBOX MATERIAL





# Leadership

Description	Methodology	Time	Material
<p><b>Authoritarian leadership and authoritative leadership</b> (taken from: "The Untouchables")</p> <p><a href="https://www.youtube.com/watch?v=QHH9EYZHoVU">https://www.youtube.com/watch?v=QHH9EYZHoVU</a></p> <p>The video is a clip from the film that sees the character Al Capone, played by Robert De Niro, explaining team play to his subordinates through baseball simulation. The first part of the speech is theoretical, the second practical... very practical and ruthless through the use of the baseball bat.</p> <p>Eisenhower reminds us that leadership has more to do with the ability to persuade people than it does with the power to force others to do what we want. In fact, being a leader is an achievement and not a starting point: the result of the recognition attributed to a group towards the one who best expresses its shared values. The film, of great emotional impact, introduces the theme of leadership and in particular the discussion on "Who is the leader? What characteristics should it have? Apart from strength, can you use anything else to be a leader?" Through the guided discussion on these aspects of leadership, the facilitator introduces us to reflect on what it means to be a leader and on the fact that there is no single way in which a leader can be defined.</p>	Cineforum + guided discussion	5'	Video
<p><b>Definition of leadership and Leadership styles</b></p> <p>Learning to act like a leader can be useful both for those who are oriented towards career advancement towards positions of coordination and/or greater responsibility, but also for those who want to increase the ability to better manage their role and/or cope with moments of transition in which leadership can be widespread or fluctuating.</p> <p>The facilitator will therefore aim to understand what leadership is, the difference between manager and leader, the main tasks, the difference between formal</p>	Lectures	15'	Slides



<p>and informal leadership, the types of power, the qualities of the good boss within a managerial process.</p> <p>The facilitator will then explain the different types of Leadership styles.</p>			
<p><b>The Leadership Shield</b></p> <p>The facilitator/or the self-learner will ask each one to draw in each of the 4 quadrants of an excuse representations of:</p> <ul style="list-style-type: none"> <li>- A Skill Needed by a Leader</li> <li>- A Core Value for a Leader</li> <li>- A Recently Achieved Achievement</li> <li>- Your internal or external Resource</li> </ul> <p>At the end of the activity, facilitator will help to define leadership style based on the type of symbolism identified.</p>	<p>Symbolic-visual self-assessment activities</p>	<p>10'</p>	<p>Shield</p>



*Necessary skills* for a leader

A Leader Must be:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Crucial *Values* for a leader

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

A **result** recently achieved

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

One of your internal  
or external **resources**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



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# LET'S GO! - LEADING ENGAGEMENT STRATEGIES



# WHO IS THE LEADER?



## WHAT IS LEADERSHIP?



*A leader is one who inspires and motivates action; having a can-do personality and strong leadership skills is the key to leading the charge.*



# LEADERSHIP IS...

**...the ability to influence other people or groups, to lead them towards the objectives achievement by making the best use of each person's abilities**

## MANAGER AND LEADER

- **Manager is more concerned with resources, goals, tasks**
- **Leader is above all the one who influences the behavior of others**

**In an effective leader (Chief), both dimensions coexist**



# THE MAIN LEADER TASK IS...

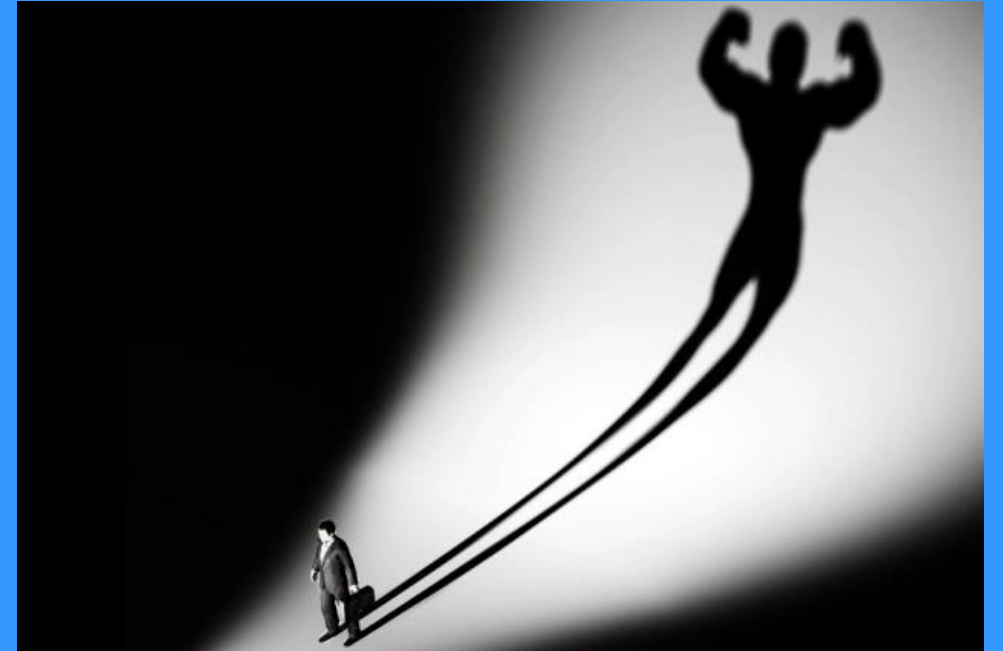
... Reconcile the organization general objectives with the specific individuals and groups objectives in work units

## FORMAL & INFORMAL LEADER

- **Formal leader** is the person who hierarchically occupies the superior position, the one who the Organization recognizes as the head... this authority is not necessarily recognized by the group
- **Informal leader** is the person that the group follows, the one who actually has the power

# SOURCES OF POWER TO TRY TO INFLUENCE YOUR COLLABORATORS

- Legitimate Power
- Reward Power
- Coercive Power
- Charismatic Power
- Expert Power
- Informational Power
- Connective Power



**Legitimate power and reward power depend on the internal rules of the organization, while the other sources are based on personal attributes**

# THE QUALITIES OF A LEADER

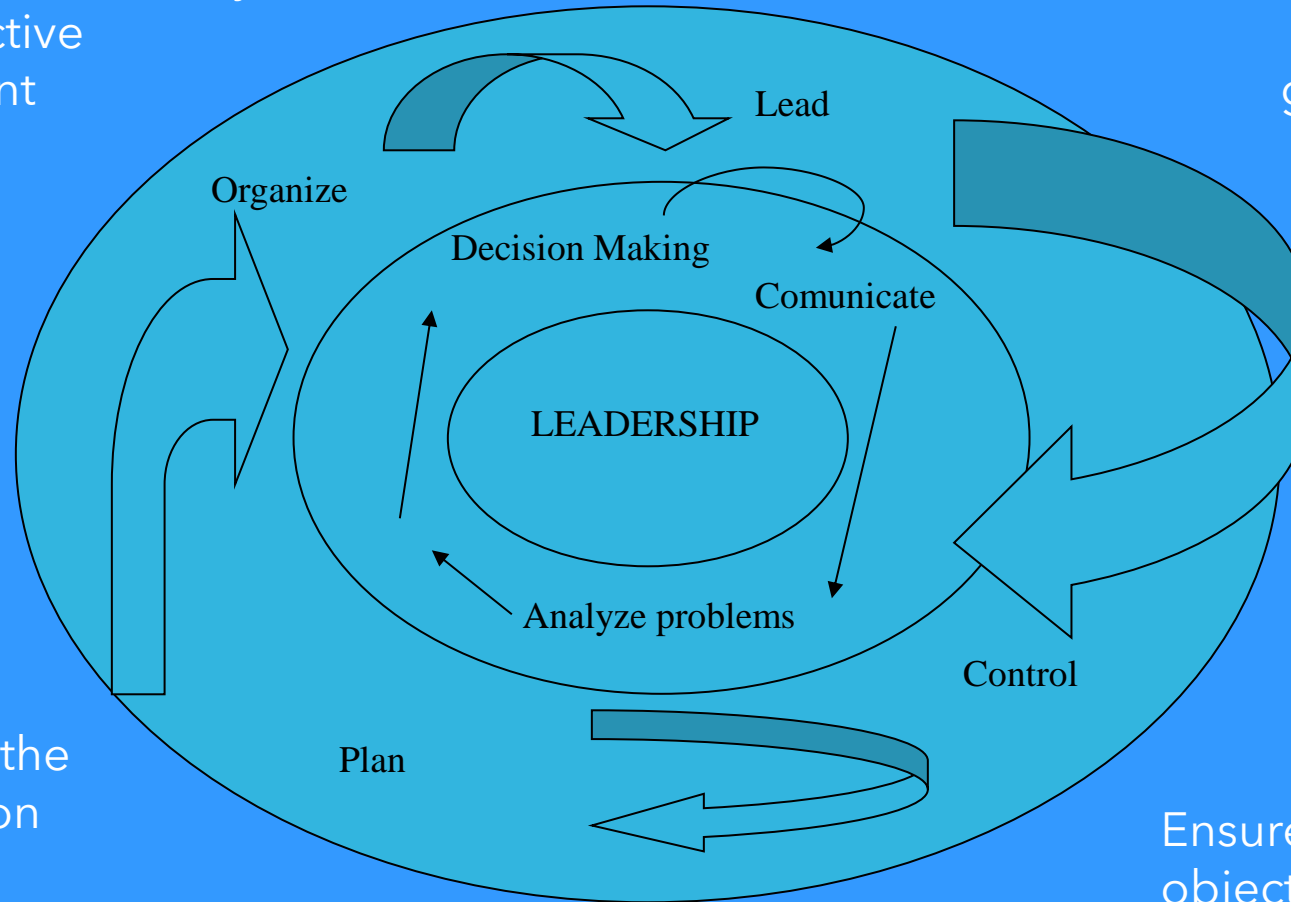
- **Technical skills:** the ability to use knowledge, methods, and equipment to perform specific tasks. All of this is acquired through experience and training
- **Human skills:** motivating, communicating effectively, working in teams, leading by example
- **Conceptual skills:** understanding the complexity of the organization as a whole, interpreting situations, and developing a vision for future goals



# THE MANAGERIAL PROCESS

Assess and allocate the necessary resources for the effective objectives achievement

Guide people's actions toward the goals to be achieved



Predetermine the course of action

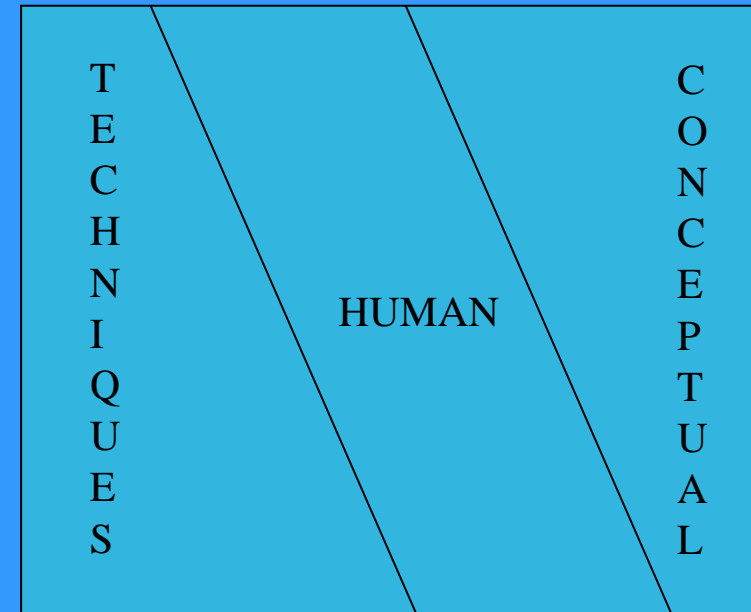
Ensure progress toward the objectives according to the predetermined plan.

# NECESSARY SKILLS

- **Top executives**
- **Middle managers**
- **Managers**
- **Supervisors**

Direct (delegate)      Operate (to do)

90%	10%
60%	40%
30%	70%
20%	80%

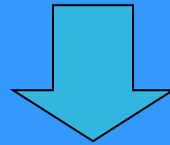


# SITUATIONAL LEADERSHIP

The leaders must adapt their style based on the situation's diagnosis.

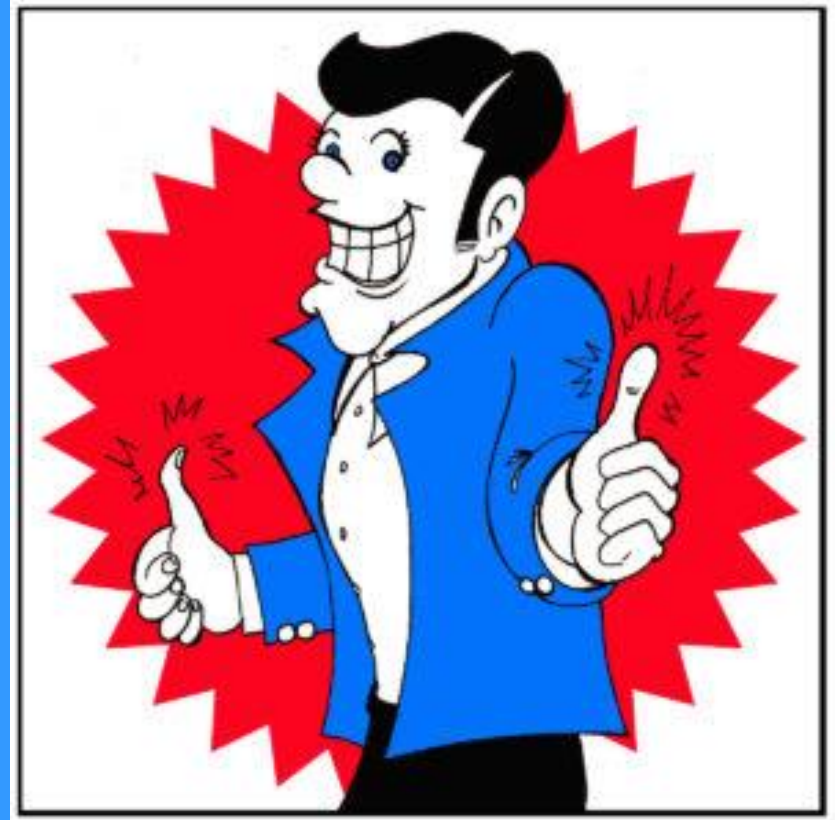
It is therefore necessary to change style as the situation changes, promoting the worker's professional autonomy...

**...AND THEIR GROWTH**



# THE LEADER'S STYLES (HERSEY E BLANCHARD)

- **Directive**
- **Persuasive**
- **Participative**
- **Delegating**





# DIRECTIVE STYLE

- **Plans the majority of the work and makes most of the decisions for the team.**
- **Expects team will perform what required and report significant issues to him**
- **Communicates simple and concrete goals, methods, and timetables to team members**
- **Communicates in a one-way manner (Chief collaborator)**
- **Closely monitors the progress made by team members**
- **Minimizes interactions, except to give instructions, solve problems, and monitor the work progress**



# PERSUASIVE STYLE

- **Makes decisions and sets specific performance goals after discussing with collaborators and considering their inputs**
- **Keeps team members well-informed and listens to them: two-way communication**
- **Frequently interacts with team members; leader and team members may also socialize outside of work situations**
- **Spends time understanding team members' problems and helps them solve them**
- **Supports team members and encourages them with positive feedback (when deserved)**
- **Treats team members with respect as individuals and equals**



# PARTECIPATIVE STYLE

- **Communicates general expectations regarding both: results and methods**
- **Encourages team members to structure their work within general guidelines and supports them in achieving it**
- **Encourages team members to solve their own problems and helps them when needed**
- **Frequently interacts with team members through two-way communication, addressing both work-related and personal topics**



# DELEGATING STYLE

- **Provides team members with only general job definitions**
- **Allows team members to structure and define the work on their own**
- **Rarely interacts with team members to:**
  - **communicate goals/expectations**
  - **conduct informal check-ins**
  - **when approached by team members**
- **Let's team members make decisions and solve problems independently within established frameworks**
- **Provides help, encouragement and limited support or upon team's request**



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# THANK YOU

**DISCLAIMER:**

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# Nelson Mandela's Timeless Leadership Wisdom

Nelson Mandela, a beacon of hope and resilience, left an indelible mark on the world through his exemplary leadership. His journey from prisoner to president of South Africa is a testament to the power of unwavering conviction and the triumph of the human spirit. Mandela's leadership lessons continue to inspire and guide individuals across the globe, transcending cultural and generational boundaries.

In this presentation, we will explore the profound wisdom of Nelson Mandela, uncovering the principles that shaped his remarkable leadership and examining how we can apply these lessons to our own lives and leadership roles. Through Mandela's eyes, we will discover the transformative power of courage, forgiveness, and perseverance in the face of adversity.

**GL** by Gerhard Lueck

# The Power of Education



1

## Personal Growth

Mandela believed that education was the most powerful weapon to change the world. He emphasized the importance of continuous learning and self-improvement, even during his 27 years in prison.

2

## Empowering Others

As a leader, Mandela prioritized education initiatives, understanding that an educated populace is essential for a thriving democracy and social progress.

3

## Informed Decision-Making

Mandela's commitment to education enabled him to make well-informed decisions, drawing from a wealth of knowledge and diverse perspectives.

# Leading with Moral Courage

## Unwavering Principles

Mandela's leadership was rooted in a strong moral foundation. He stood firm in his beliefs, even in the face of severe consequences and prolonged imprisonment.

## Speaking Truth to Power

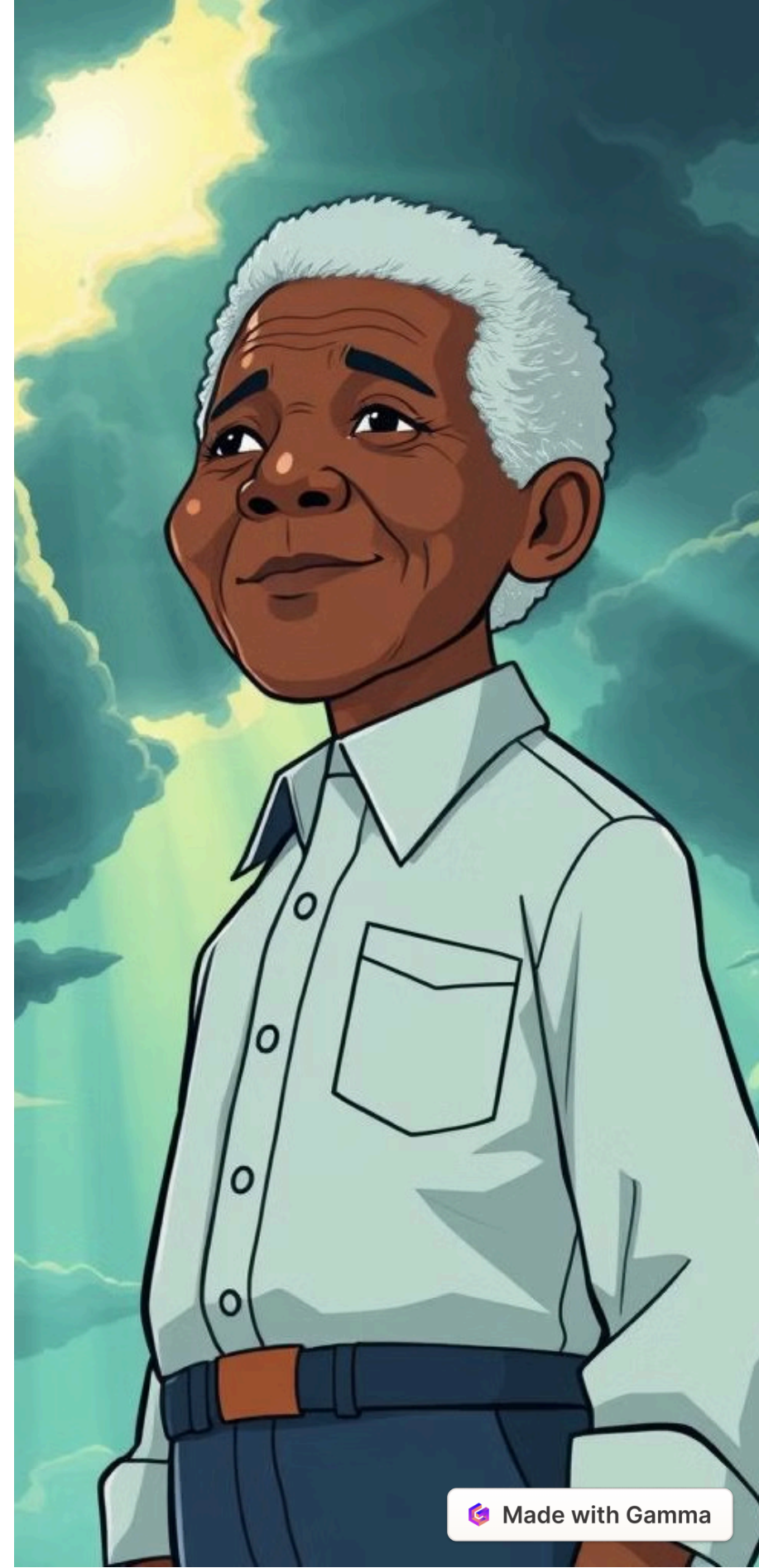
Throughout his life, Mandela demonstrated the courage to challenge injustice and speak out against oppression, inspiring others to do the same.

## Personal Sacrifice

Mandela's willingness to sacrifice his personal freedom for the greater good exemplified his commitment to his principles and the cause of equality.

## Ethical Decision-Making

As a leader, Mandela consistently made decisions based on what was right, not what was easy or politically expedient, setting a high standard for ethical leadership.



# The Art of Forgiveness

## Personal Transformation

Mandela's ability to forgive his oppressors was a powerful demonstration of personal growth and emotional intelligence. He recognized that harboring resentment would only perpetuate cycles of hatred and violence.

## National Healing

By championing forgiveness and reconciliation, Mandela laid the foundation for healing a deeply divided nation. His leadership in establishing the Truth and Reconciliation Commission was instrumental in South Africa's peaceful transition.

## Leadership Example

Mandela's forgiveness set an example for both his followers and his former adversaries. It created an atmosphere of possibility and cooperation, essential for the nation's progress and unity.

# Embracing Diversity and Inclusion



## Building Bridges

Mandela worked tirelessly to bring together people from all walks of life, recognizing that diversity was South Africa's greatest strength.



## Amplifying Voices

He ensured that marginalized groups had a seat at the table, promoting inclusive dialogue and decision-making processes.



## Global Perspective

Mandela's leadership transcended national boundaries, advocating for human rights and equality on a global scale.



## Unity in Diversity

He championed the idea of a "Rainbow Nation," where diversity was celebrated as a source of strength and innovation.

# The Importance of Humility

## 1 Servant Leadership

Mandela embodied the principle of servant leadership, always putting the needs of his people before his own. His humility allowed him to connect with people from all walks of life and earn their trust and respect.

## 3 Acknowledging Mistakes

Mandela was not afraid to admit his mistakes and learn from them. This transparency and humility strengthened his leadership and inspired others to embrace their own imperfections.

## 2 Continuous Learning

Despite his status as a global icon, Mandela remained open to learning from others, regardless of their age or background. This humility enabled him to grow as a leader and adapt to changing circumstances.

## 4 Sharing Credit

He consistently recognized the contributions of others and shared credit for successes, fostering a collaborative leadership style that empowered those around him.

# Perseverance in the Face of Adversity

1

## Unwavering Commitment

Mandela's 27-year imprisonment demonstrated his extraordinary resilience and commitment to his cause. He never lost sight of his goals, even in the darkest of times.

2

## Adaptability

Throughout his journey, Mandela adapted his strategies while maintaining his core principles. He recognized that flexibility was crucial in overcoming obstacles and achieving long-term goals.

3

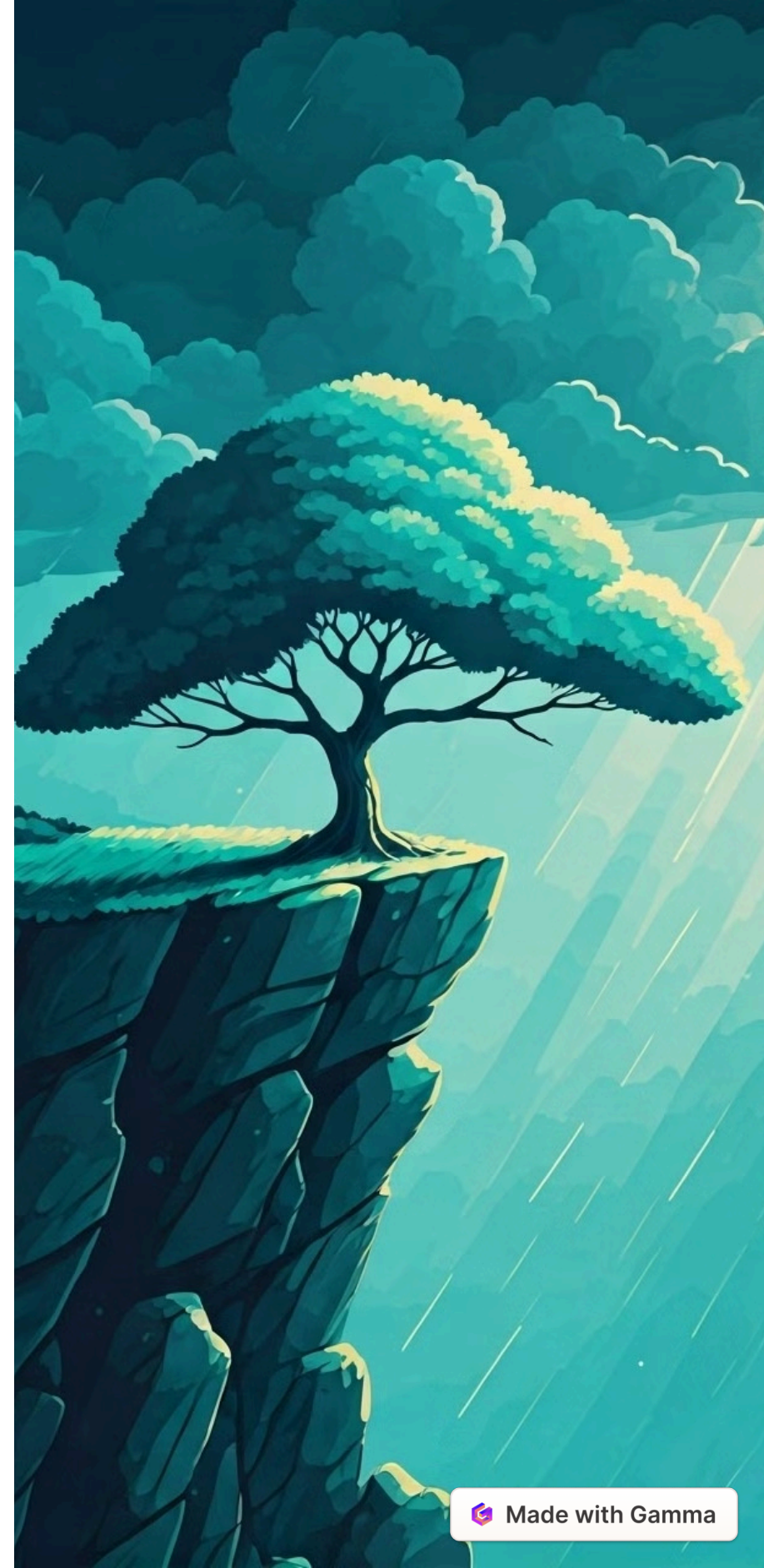
## Inspiring Others

Mandela's perseverance inspired millions, showing that with determination and patience, even the most formidable challenges can be overcome.

4

## Long-Term Vision

His ability to maintain a long-term vision, even in the face of immediate hardships, was key to his eventual success in dismantling apartheid and leading South Africa towards democracy.





# The Legacy of Compassionate Leadership

Empathy	Justice	Reconciliation
Understanding the feelings and perspectives of others	Striving for fairness and equality for all	Bringing people together to heal and move forward
Compassion	Vision	Inspiration
Showing kindness and concern for others' suffering	Having a clear and compelling vision for the future	Motivating others to believe in themselves and work for change



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# GSMESKILL

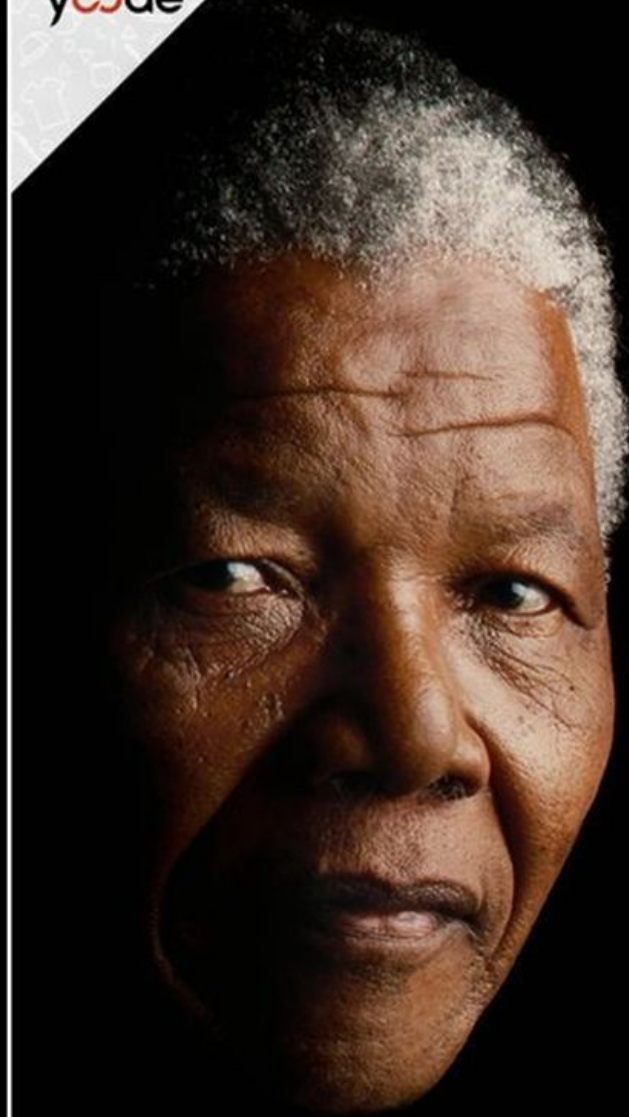
Developing VET Entrepreneurial Green  
Mindset and skills for Small-Business  
Development





# CONTENTS

- Leadership lessons from Nelson Mandela



IT IS EASY TO  
 BREAK DOWN & DESTROY.  
 THE HEROES ARE  
 THOSE WHO MAKE  
 PEACE AND BUILD.



INTERNATIONAL  
**NELSON**  
**MANDELA**  
 - 18<sup>TH</sup> JULY -  
**DAY**

# NELSON MANDELA'S TIMELESS LEADERSHIP WISDOM

NELSON MANDELA, A BEACON OF HOPE AND RESILIENCE, LEFT AN INDELIBLE MARK ON THE WORLD THROUGH HIS EXEMPLARY LEADERSHIP. HIS JOURNEY FROM PRISONER TO PRESIDENT OF SOUTH AFRICA IS A TESTAMENT TO THE POWER OF UNWAVERING CONVICTION AND THE TRIUMPH OF THE HUMAN SPIRIT. MANDELA'S LEADERSHIP LESSONS CONTINUE TO INSPIRE AND GUIDE INDIVIDUALS ACROSS THE GLOBE, TRANSCENDING CULTURAL AND GENERATIONAL BOUNDARIES.

IN THIS PRESENTATION, WE WILL EXPLORE THE PROFOUND WISDOM OF NELSON MANDELA, UNCOVERING THE PRINCIPLES THAT SHAPED HIS REMARKABLE LEADERSHIP AND EXAMINING HOW WE CAN APPLY THESE LESSONS TO OUR OWN LIVES AND LEADERSHIP ROLES. THROUGH MANDELA'S EYES, WE WILL DISCOVER THE TRANSFORMATIVE POWER OF COURAGE, FORGIVENESS, AND PERSEVERANCE IN THE FACE OF ADVERSITY.

# THE POWER OF EDUCATION

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## Unwavering Commitment

Mandela's 27-year imprisonment demonstrated his extraordinary resilience and commitment to his cause. He never lost sight of his goals, even in the darkest of times.

## Adaptability

Throughout his journey, Mandela adapted his strategies while maintaining his core principles. He recognized that flexibility was crucial in overcoming obstacles and achieving long-term goals.

## Inspiring Others

Mandela's perseverance inspired millions, showing that with determination and patience, even the most formidable challenges can be overcome.

## Long-Term Vision

His ability to maintain a long-term vision, even in the face of immediate hardships, was key to his eventual success in dismantling apartheid and leading South Africa towards democracy.



# THE LEGACY OF COMPASSIONATE LEADERSHIP

- ❖ Empathy: Understanding the feelings and perspectives of others
- ❖ Justice: Striving for fairness and equality for all
- ❖ Reconciliation: Bringing people together to heal and move forward
- ❖ Compassion: Showing kindness and concern for others' suffering
- ❖ Vision Inspiration: Having a clear and compelling vision for the future
- ❖ Inspiration: Motivating others to believe in themselves and work for change



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## LEADERSHIP: DEVELOPING LEADERSHIP AND SOCIAL INFLUENCE

### Activity 2 - Social influence through Storytelling

**Duration:** 0.75h (45min)

#### Specific Learning Objectives

1. Understand storytelling as a tool for social influence in leadership.
2. Develop the ability to create and deliver compelling stories that align with company goals.
3. Enhance skills in influencing others through storytelling techniques such as emotional appeal, social proof, and cognitive dissonance.

#### Methodology, Resources and Devices

Methodologies: Storytelling techniques and self-assessment, lectures face-to-face and online/asynchronous.

Resources: Books and scientific articles

Tools used: Links, Videos, Slides, Figures

#### Description of the activity and Key Concepts

The activity is divided in 3 sections:

- The 1st section provides a theoretical framework about the concept of social influence in leadership (face-to-face: slides + video; online/asynchronous: slideshow with voice explanation + video). Total duration 5 to 7 minutes.
- The 2nd section provides information about storytelling techniques to influence listeners while asking the trainees to plan their own story following a provided scheme (face-to-face and online/asynchronous: summary of storytelling techniques + scheme of how to use to influence). Total duration 5 minutes.
- The 3rd the trainees are asked to develop their own story. Total duration 10 minutes.

Assessment, through self-assessment tools and or peer-review (see section on assessment). Total duration 10 minutes.

#### Assessment

- Online/asynchronous: self-assessment through likert scale on a GModule, Checklist-Based Assessment, multiple choice quiz on comprehension of social influence and storytelling for social influence
- Face-to-face: Peer-review and self-reflection.

#### Specific Skills/Abilities developed

- Ability to use the storytelling as mean to express social influence
- Ability to create engaging stories to influence people in aligning with company goals
- Ability to use different storytelling techniques to influence people in different contexts adapting it to specific environmental sets



### Further readings, activities, materials, best practices

- <https://www.cambridge.org/core/books/abs/empowering-leadership-of-tomorrow/leadership-and-social-influence/2289E6001D163511BCD532DDA02936EF>
- <https://oxfordre.com/psychology/display/10.1093/acrefore/9780190236557.001.0001/acrefore-9780190236557-e-252?d=%2F10.1093%2Facrefore%2F9780190236557.001.0001%2Facrefore-9780190236557-e-252&p=emailAe5PFykTQzCdg#:~:text=Leadership%20and%20social%20influence%20are,group%20member%20beliefs%20and%20actions.>
- <https://www.sciencedirect.com/science/article/abs/pii/S1048984313001070>
- The Social Animal - Elliot Aronson
- <https://open.ncl.ac.uk/theory-library/social-influence-theory.pdf>
- <https://www.youtube.com/watch?v=Ur-PIWf4e6w>

## TRAINING TOOLBOX MATERIAL



# Storytelling for Social Influence in Leadership

What?	How to	Duration
Introduction to Storytelling for Influence	<p>Online: pre-registered video with a slideshow and a narrator explaining the main concepts. Start With 'Why' - TED Talk from Simon Sinek video embedded.</p> <p>Face-to-face: Present a brief explanation of social influence in leadership using provided slides. Play the video "Start With 'Why' - TED Talk from Simon Sinek".</p> <p>Both: Reflect on how leaders use storytelling to influence and motivate others.</p>	10 minutes
Story Planning	<p>Trainees should think about their role within the organization or a leadership role they aspire to.</p> <p>Use the Why-How-What structure to plan their story:</p> <ul style="list-style-type: none"> <li>→ Why: Why are you passionate about what you do?</li> <li>→ How: How do you achieve your goals or make a difference?</li> <li>→ What: What exactly do you do in your business or role?</li> </ul> <p>Storytelling Tips Sheet: Guidelines on crafting compelling stories (see Annex1). Examples of emotional appeal and social proof (see Annex1 + extra videos).</p> <p>Foster trainees to reflect about "How can storytelling help you as a leader to influence and motivate your team?"</p>	10 minutes
Story Writing	<p>Write a short story (200-300 words) incorporating the above elements. Aim to create an emotional connection, provide social proof, and align the story with your company's goals.</p>	15 minutes
Assessment	<p><u>Self-Assessment:</u> Participants complete this form to evaluate their performance based on clear criteria. Criteria (each rated 1-5): Clarity: Is the story well-structured and easy to understand? Emotional Appeal: Does the story evoke emotional engagement? Social Influence Techniques: Does the story make effective use of emotional appeal, social proof, or cognitive dissonance?</p> <p><u>Multiple-Choice Quiz:</u> Create a short quiz (3-5 questions) testing participants on their</p>	10 minutes



	<p>understanding of storytelling and social influence techniques. This quiz would provide automated feedback upon completion, helping participants identify gaps in their knowledge.</p> <p><i>Example questions:</i></p> <p>Which of the following best represents the use of social proof in a story?</p> <p>A. Telling how you personally succeeded</p> <p>B. Highlighting how others in the organization succeeded using similar methods</p> <p>C. Discussing obstacles in the past</p> <p>What is the most effective way to create emotional appeal in storytelling?</p> <p>A. Using logical arguments</p> <p>B. Using personal anecdotes</p> <p>Participants can use a simple checklist to evaluate their story creation process, reinforcing the key elements of effective storytelling and social influence. This checklist would guide them step-by-step through the key components of the activity.</p> <p><u><i>Storytelling Checklist:</i></u></p> <p>Did I clearly explain why my story matters? (___)</p> <p>Did I use an emotional appeal to engage the audience? (___)</p> <p>Did I include examples of social proof (how others succeeded)? (___)</p> <p>Did I make sure my story was easy to follow and aligned with my goals? (___)</p> <p>Did my story reflect how I, as a leader, can influence others? (___)</p>	
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## Annex 1

### Guidelines on Crafting Compelling Stories

#### Why-How-What Framework:

**Why:** Start by explaining the motivation behind your actions. This creates an emotional connection with the audience.

*Example: "I believe that every employee deserves the opportunity to grow."*

**How:** Describe the methods or strategies you used to achieve your goals. This provides clarity and detail.

*Example: "We implemented a mentorship program to support their growth."*

**What:** Conclude with the tangible actions or results.

*Example: "Today, 80% of participants have advanced within the company."*



## Annex 2

### Storytelling Techniques for Social Influence in Leadership

#### 1. Emotional Appeal:

Emotions are powerful motivators. Stories that tap into emotions like empathy, compassion, or even frustration resonate deeply with listeners, making the message more memorable and actionable.

*Example: "When I started my career, I had no one to guide me. I made mistakes, and those experiences shaped who I am today. That's why I am passionate about mentoring younger employees so they don't face the same struggles."*

**Why It Works:** This technique connects with the audience's feelings of struggle or growth, making the speaker more relatable and trustworthy. It shows vulnerability, which can create deeper connections.

#### 2. Social Proof:

People are more likely to follow the actions of others, especially those who are seen as successful or influential. Using examples of what others have done creates a sense of validation.

*Example: "Our partner company adopted this strategy and increased their sales by 20% within six months. Seeing their success, we implemented similar changes, and the results were just as impactful."*

**Why It Works:** Mentioning real-world examples builds credibility and confidence in the proposed solution, as people feel reassured by past success.

#### 3. Clarity and Simplicity:

An overly complicated story can lose the audience. Keeping the message straightforward ensures that the key points are understood and remembered.

*Example: "We were losing clients due to slow response times. We streamlined our process, reduced waiting times, and client satisfaction skyrocketed."*

**Why It Works:** Simplicity helps the audience grasp the core message quickly, ensuring it sticks with them without confusion.

#### 4. Challenge-Resolution Structure:

People are naturally drawn to stories with a clear beginning, middle (challenge), and end (resolution). This structure maintains attention and creates a sense of closure.

*Example: "Our team was under immense pressure to deliver a project on time, but we were behind schedule. We introduced daily check-ins and prioritized tasks, ultimately delivering the project early, exceeding expectations."*





**Why It Works:** This structure creates a narrative arc that leads to a positive conclusion, demonstrating problem-solving and leadership capabilities.

### **5. Relatability:**

Relating your story to the audience's experiences or values makes your message more impactful. People are more likely to listen and be influenced if they feel the story reflects their reality.

*Example: "Like many of you, I've struggled to balance work and personal life. By setting clear boundaries and prioritizing what truly matters, I've been able to achieve a better balance, and I encourage my team to do the same."*

**Why It Works:** When people feel that the story mirrors their own experiences, they are more likely to connect with it, leading to greater buy-in.





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# GSMESKILL

Developing VET Entrepreneurial Green  
Mindset and skills for Small-Business  
Development



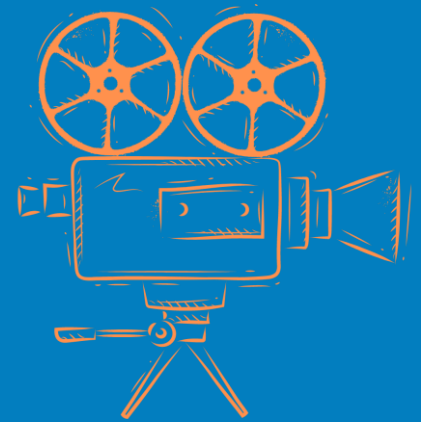
# SOCIAL INFLUENCE IN LEADERSHIP

- Definition
- Key concepts
- Theoretical framework



# WHAT IS SOCIAL INFLUENCE?

Social influence is a **critical component of effective leadership**, as it involves the **capacity to affect the attitudes, beliefs, or behaviors of others**, often without direct authority.



Start with "WHY" - TED Talk - Simon Sinek

# KEY CONCEPTS



**Persuasion:** To shape opinions and guide decisions. This involves understanding the needs, values, and motivations of others.

**Authority & Power Dynamics:** Social influence often hinges on the leader's perceived authority or power, which can be formal or informal.



**Reciprocity & Trust:** Building trust is more effective in influencing others. Reciprocity, or the tendency to return favors, is a powerful social influence tool in leadership relationships.

**Social Proof:** Refers to people's tendency to align with group behaviors. Leaders often leverage this by highlighting collective achievements or the consensus of peers.



**Commitment & Consistency:** Encouraging small commitments which can lead to greater engagement and responsibility over time.

# THEORETICAL FRAMEWORK

- **Transformational Leadership:** Transformational leaders use social influence to inspire and motivate their teams. They appeal to higher ideals and goals, fostering a collective identity and commitment.
- **Servant Leadership:** This model emphasizes the leader's role in serving the needs of others. The influence is exerted through empathy, listening, and stewardship rather than coercion or control.
- **Social Exchange Theory:** This theory suggests that leadership influence is a product of the social exchanges between leaders and followers. Trust, mutual obligations, and respect enhance the leader's ability to influence.
- **Theories of Charismatic Leadership:** Charisma plays a role in social influence by attracting followers through an emotional and value-based connection. Charismatic leaders are able to mobilize people toward shared goals through vision and personal conviction.



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# Social Influence - Bonus exercises

## Influence Mapping Exercise

### Objectives:

Help learners identify the sources of influence in a leadership role and build trust-based relationships.

Provide each participant with a worksheet that outlines various sources of influence (e.g., expertise, personal relationships, formal authority, trust, charisma).

Figure 1

Sources of influence	Stakeholders	
	Recipient	User
Expertise		
Personal relationships		
Formal authority		
Trust		
Charisma		

### Activity:

Ask participants to think of a project or situation in which they were involved (or create a hypothetical one if they have limited experience).

In groups, participants identify key stakeholders in the scenario and map out how they can influence each one, using different methods (e.g., offering support, building trust, using authority).

After mapping, participants share their strategies with the group and discuss alternative methods that could also work.

### Key Focus:

This activity helps learners understand the different types of influence available to leaders and how to strategically leverage them in different situations.



## Leadership Charisma Building: Storytelling Workshop

### Objectives:

Teach how charismatic leadership and storytelling can inspire and influence others.

### Activity:

Start with a brief session on the role of charisma in leadership and how storytelling is a powerful tool for social influence.

Have participants think of a leadership situation where they need to inspire a team (e.g., launching a new project, overcoming a setback).

Each participant crafts a short, compelling story related to the situation and presents it to the group.

After each presentation, the group discusses the emotional and persuasive impact of the story, focusing on the leader's ability to influence through charisma and narrative.

### Key Focus:

This exercise develops the ability to use personal storytelling and emotional appeals to enhance social influence, a key trait in charismatic leadership.



## LEADERSHIP: DEVELOPING LEADERSHIP AND SOCIAL INFLUENCE

### Activity 3 - Discovering Employee Motivational Levers

**Duration:** 0.5 h (30-40 min.)

#### Specific Learning Objectives

1. Identify motivational drivers
2. Tailor leadership strategies

To help leaders to identify the unique motivational drivers for each employee, enabling them to tailor their leadership strategies for better engagement and performance.

**Identify motivational drivers:** Leaders will learn to recognize the unique factors that motivate each employee, such as recognition, autonomy, or personal growth.

**Tailor leadership strategies:** Leaders will apply their understanding of empathy and motivation to customize their leadership approaches, aiming to improve employee engagement and performance.

#### Methodology, Resources and Devices

**Methodologies:** Lectures; Experiential Learning; Case Study

**Tool:** video, presentation.

The chosen methodology for this activity is *Experiential Learning*. This approach emphasizes active participation and reflection, allowing leaders to engage directly with real-world scenarios. Participants will experience the role of empathetic leaders by analyzing cases, reflecting on employee behaviors, and creating actionable plans based on their insights.

#### Description of the activity and Key Concepts

Part 1: Introduction to Motivation Levers

Part 2: Real-Life Scenario Analysis

Part 3: Identifying Motivational Levers

Part 4: Action Plan

#### Assessment

self-assessment - Online forms or quiz tools (e.g., Google Forms, Microsoft Forms)

#### Specific Skills/Abilities developed

- *Identifying Motivational Drivers:* Leaders will learn to recognize the specific motivational levers that engage employees.
- *Strategic Leadership:* They will apply insights on empathy and motivation to create personalized leadership strategies.

#### Further readings, activities, materials, best practices

- Together Mentoring Software. (n.d.). 15 effective ways to motivate employees as a manager. Together Mentoring Software. <https://www.togetherplatform.com>



- Talogy. (n.d.). How leaders can build intrinsic motivation. Talogy.  
<https://www.talogy.com>
- Fond. (n.d.). How to motivate employees: The ultimate 5-part guide. Fond.  
<https://www.fond.co>
- <https://www.youtube.com/watch?v=Kv2vz1MQNA>
- "Drive: The Surprising Truth About What Motivates Us" by Daniel H. Pink
- Explores intrinsic motivation and the role of autonomy, mastery, and purpose, which are essential in setting meaningful SMART goals.
- "Goal Setting: A Motivational Technique That Works!" by Edwin A. Locke and Gary P. Latham
- Provides in-depth research on goal-setting theory, which lays the foundation for the SMART framework.
- "The Leadership Challenge" by James Kouzes and Barry Posner
- Focuses on how leaders can inspire and motivate teams by setting clear, challenging, and realistic goals.
- [https://www.google.com/search?sca\\_esv=1a616f78bf58706d&rlz=1C1GCEA\\_enlT1087IT1087&q=motivational+skills+for+leaders&tbm=vid&source=inms&fbs=AEQNm0Be9hsxO5zOUoY5v2srYNPRlvTz\\_02aG-CVE5t-hWDE-o4NknGVSyJJ2o-ODmr6AwAIWJqiUKLVuN3QUX\\_pFS\\_YPU02M13gFp8NPPyBZDTa\\_dnFKhfacP0Q45Y6s-4ru8u2AZsubPeWEorNjM0OrTpViEfJOxoY8Ib2AnM1O0fh2KCX7AUv--9oznoGKli28ZiQkfw&sa=X&ved=2ahUKEwiA2Jiq-ICJAxUgxQIHYP7BiMQ0pQJegQIExAB&biw=1920&bih=945&dpr=1#fpstate=ive&vld=cid:4e1b37b1,vid:eXDNkwleOqA,st:0](https://www.google.com/search?sca_esv=1a616f78bf58706d&rlz=1C1GCEA_enlT1087IT1087&q=motivational+skills+for+leaders&tbm=vid&source=inms&fbs=AEQNm0Be9hsxO5zOUoY5v2srYNPRlvTz_02aG-CVE5t-hWDE-o4NknGVSyJJ2o-ODmr6AwAIWJqiUKLVuN3QUX_pFS_YPU02M13gFp8NPPyBZDTa_dnFKhfacP0Q45Y6s-4ru8u2AZsubPeWEorNjM0OrTpViEfJOxoY8Ib2AnM1O0fh2KCX7AUv--9oznoGKli28ZiQkfw&sa=X&ved=2ahUKEwiA2Jiq-ICJAxUgxQIHYP7BiMQ0pQJegQIExAB&biw=1920&bih=945&dpr=1#fpstate=ive&vld=cid:4e1b37b1,vid:eXDNkwleOqA,st:0)

## TRAINING TOOLBOX MATERIAL



# Discovering Employee Motivational Levers

What?	How to	Duration
<i>Introduction to Motivation Levers</i>	<p>Start with a presentation explaining the key concept of motivation. Highlight that each employee has different needs and motivational levers that impact their engagement at work (e.g. recognition, personal growth, engagement, type of support needed). Explain that the goal of the activity is for leaders to practice empathizing with their employees and uncover the factors that motivate them.</p> <p>Motivational levers overview (see Annex 1) and see <a href="#">Video</a></p>	10 minutes
<i>Case Study or Real-Life Scenario Analysis</i>	<p><u>Scenario Presentation:</u> Present a scenario in text form where a leader needs to understand an employee's motivational levers. For example: "Emma, a high-performing employee, has recently become disengaged and her productivity has dropped. She mentioned feeling overwhelmed but has not expressed any clear reason for her drop in motivation."</p> <p><u>Interactive Response (Digital):</u> Have participants fill out an online form where they answer questions based on the scenario: What might Emma be thinking and feeling? What motivational levers could be at play in Emma's case? As a leader, what questions would you ask to better understand Emma's situation?</p>	15 minutes
<i>Identifying Motivational Levers</i>	<p>Empathy Mapping Exercise by providing an empathy map tool template (see Annex 2)</p> <p><u>Self-reflection</u></p>	15 minutes
<i>Assessment</i>	<p><u>Self-Assessment:</u></p> <p><u>Personal Action Plan:</u> Ask participants (individually or in small groups) to identify the potential motivational levers of two employees they manage and write down how they plan to address them moving forward. Each participant should leave with a written personal action plan for improving motivation.</p>	5 minutes



## Annex 1:

<b>Status:</b>	People are often motivated by their position in a group or society, striving for a higher status as recognition of their achievements.	How do you consider your status?
<b>Appearance:</b>	This likely refers to how external perceptions or social image influence motivation, pushing individuals to act in ways that enhance their reputation or presence.	How do you perceive your appearance?
<b>Autonomy:</b>	The need for control over one's actions and decisions, often linked to increased job satisfaction and engagement.	How is your level of autonomy?
<b>Approval:</b>	Seeking validation or recognition from others can be a strong motivator, whether in the form of praise or acknowledgment of effort.	How much weight do you give to others' approval?
<b>Isolation:</b>	Some individuals may be motivated by working independently, preferring solitude to focus or reflect, which can enhance productivity in certain tasks.	How do you cope with isolation?
<b>Competitiveness:</b>	A drive to outperform others or be the best in a particular field or task is a classic motivator for many people.	Are you competitive?
<b>Excellence:</b>	The desire to excel or achieve mastery in a particular skill or domain is another intrinsic motivator, often linked to personal growth and achievement.	How much do you want to excel?



## Annex 2: THE MOTIVATIONAL MAP

<p style="text-align: center;"><b>What the employee says</b></p> <p>Collect verbal expressions from the employee about their work, challenges, or emotions.</p>	<p style="text-align: center;"><b>What the employee thinks</b></p> <p>Capture what the employee might be thinking internally, especially about their work or environment, but not openly expressing.</p>
<p style="text-align: center;"><b>What the employee feels</b></p> <p>Understand their emotional state, such as stress, frustration, or excitement.</p>	<p style="text-align: center;"><b>What the employee does</b></p> <p>Observe behaviors or actions that might reflect their engagement, such as productivity or withdrawal.</p>



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# GSMESKILL

Developing VET Entrepreneurial Green Mindset  
and skills for Small-Business Development





# CONTENTS

- Types of Motivation
- Key Questions for Leaders
- Motivation Areas

# TYPES OF MOTIVATION

## INTRINSIC MOTIVATION

Motivation that comes from within, driven by personal satisfaction, passion, or interest in the task itself.

*(e.g., personal growth, mastery, purpose)*



## EXTRINSIC MOTIVATION

Motivation refers to behavior driven by external rewards or pressures, such as recognition, financial incentives, or promotions, where the individual seeks to gain benefits from outside sources.



# Enhancing Team Motivation and Engagement: Key Questions for Leaders

## Engagement

- What tasks or projects give you the most energy?
- What kind of work makes you feel most engaged and satisfied?

## Recognition

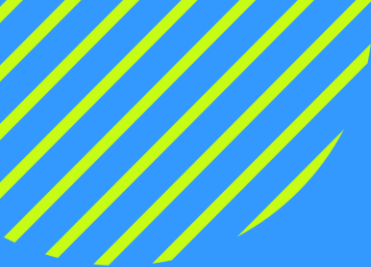
- How do you prefer to be recognized (publicly, privately, financially)?
- What type of recognition makes you feel most valued?

## Support challenges

- How do you like to be supported when you're working through challenges?
- What motivates you to push through difficult tasks or setbacks?

## Personal and career goals

- What do you want to achieve in your current role?
- What skills or opportunities would help you feel more fulfilled at work?



# Enhancing Team Motivation and Engagement: Key Questions for Leaders

## Personal and Career Goals

- What do you want to achieve in your current role?
- What skills or opportunities would help you feel more fulfilled at work?

## Work Environment

- Do you prefer working independently or collaboratively?
- How important is flexibility in your work schedule?

## Rewards and Incentives

- Do financial rewards motivate you, or do non-monetary rewards appeal more?
- How important are promotions or career growth opportunities to your motivation?



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