

## LEADER SKILLBOX

### LEADER SKILLS IMPROVEMENT MATERIAL

This document provides information and links on how to improve both your existing socially responsible leadership skills and those you need to develop. The four core competencies and their accompanying competences are explained. The information is divided into three levels, each explained in detail and has its own color.

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## CORE COMPETENCE: AWARENESS

Awareness is an important leadership quality and part of the social skillset. It helps a person understand themselves as well as other trainees working within the PE, in order to respond to them with empathy. The two important aspects of awareness are recognizing personal strengths, opportunities and limits. Furthermore, being able to learn from mistakes and build upon the challenges experienced is an extra learning bonus in a PE environment. Making mistakes is an inherent part of the learning process. Self-awareness and self-motivation are necessary for inspiring, understanding and motivating others, which in turn is necessary for leading a team.

### COMPETENCES

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Empathy	The ability to view situations from different perspectives and to be able to share and understand feelings of others.	1. Discover	<b>You know what empathy is and understand its benefits.</b>	Know what empathy is and be able to understand how it can help those in leadership positions in a PE. Know that people have different perspectives based on their experience, education, cultural background and relationships.
		2. Explore	<b>You identify and use different levels of empathy.</b>	Be able to identify various levels of empathy: cognitive (knowing how the other person feels) and emotional (feeling what the other person feels) empathy and to practice it in meetings and communication. Finding out more about different examples of empathy and using role play of real-life situations to show it.
		3. Experiment	<b>You are able to empathize with another person and respond according to the changing situation.</b>	Be able to deal with tasks and understand different roles and functions. Understand how people might feel, and how this leads to better communication, allowing tasks to be delegated in a better way in a team and customers to be understood. It can also make the team stronger and lead to smarter and quicker decision-making. Tools: asking questions, giving another person space, time and attention.

## 5 LINKS FOR EMPATHY COMPETENCE IMPROVEMENT

### 5 Reasons Empathy is the Most Important Leadership Skill

<https://www.fastcompany.com/90272895/5-reasons-empathy-is-the-most-important-leadership-skill>

### Learn Empathy in just 5 Steps

<https://www.psychologytoday.com/intl/blog/mindful-anger/201809/learn-empathy-in-just-5-steps>

### Reimagining Empathy

[https://www.youtube.com/watch?v=e4aHb\\_GTRVo](https://www.youtube.com/watch?v=e4aHb_GTRVo)

### The Best Way to Build Empathy as a Leader

<https://www.inc.com/video/minda-zetlin/the-best-way-to-build-empathy-as-a-leader.html>

### Empathy at Work

<https://www.mindtools.com/pages/article/EmpathyatWork.htm>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Self-Awareness	The ability to critically look into oneself and be aware of one's strengths and weaknesses.	1. Discover	<b>You know how to give examples of self-awareness and understand its contribution.</b>	Define self-awareness and ways of how to look at it. Be able to perceive oneself as an individual and as a part of a team within an enterprise. Be able to give examples of good and bad leadership characteristics.
		2. Explore	<b>You identify some of your own strengths and limits.</b>	Be able to identify one's own strengths and weaknesses and to understand that authoritative (only one strong voice) leadership is not efficient in modern business. Understand what encourages personal growth and leads to better team work. Understand how different steps contribute to the whole outcome.

		3. Experiment	<b>You are able to respond based on awareness and can give tasks to others efficiently.</b>	Learn from mistakes and be able to accept responsibility for them. Be able to control one's emotions and understand how actions impact others even in business dealings; lead as an example. Be able to use one's self-awareness to create an opportunity for growth for the PE.
<p><b>5 LINKS FOR SELF-AWARENESS COMPETENCE IMPROVEMENT</b></p> <p><b>Self-Awareness Activities Exercises</b>  <a href="https://scottjeffrey.com/self-awareness-activities-exercises/">https://scottjeffrey.com/self-awareness-activities-exercises/</a></p> <p><b>Activities of Self-Awareness</b>  <a href="https://www.businessballs.com/self-awareness/">https://www.businessballs.com/self-awareness/</a></p> <p><b>Increase Your Self-Awareness with One Single Fix</b>  <a href="https://www.youtube.com/watch?v=tGdsOXZpyWE">https://www.youtube.com/watch?v=tGdsOXZpyWE</a></p> <p><b>How to Be More Self-Aware</b>  <a href="https://www.youtube.com/watch?v=R3kkqOzjrM4">https://www.youtube.com/watch?v=R3kkqOzjrM4</a></p> <p><b>How Self-Aware Are You?</b>  <a href="https://www.proprofs.com/quiz-school/story.php?title=how-selfaware-are-you">https://www.proprofs.com/quiz-school/story.php?title=how-selfaware-are-you</a></p>				

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Self-Confidence	The quality of trusting one's abilities and judgement.	1.Discover	<b>You know the importance of confidence to stability.</b>	Understand what self-confidence means and differentiating it from arrogance. Understand that confidence is an important feature for the stability and trust in a team.
		2. Explore	<b>You identify ways in which self-confidence can be improved.</b>	Be able to find ways in which one can boost self-confidence through positive belief in oneself, and work on one's self-esteem while understanding the need to be modest.
		3. Experiment	<b>You are able to provide modest yet confident leadership with stability.</b>	Be able to have authority but stay modest while carrying out given tasks. Be sure about one's competences and skills, and be able to give space and share decisions with PE team. Self-confidence is necessary to gain trust.

### 5 LINKS FOR SELF-CONFIDENCE COMPETENCE IMPROVEMENT

**The Skill of Self-Confidence**  
<https://www.youtube.com/watch?v=w-HYZv6HzAs>

**Building Self-Confidence**  
<https://www.mindtools.com/selfconf.html>

**How to Be the Most Confident Person**  
<https://personalexcellence.co/blog/self-confidence/>

**The Surprising Secret to Speaking with Confidence**  
<https://www.youtube.com/watch?v=a2MR5XbJtXU>

**What is Self-Confidence and How to Increase It**  
<https://positivepsychology.com/self-confidence/>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Self-Motivation	The inner drive to deliver excellent work and keep continuity without supervision.	1. Discover	<b>You know that it is internal motivation.</b>	Understand what self-motivation means and why it is necessary for leadership. Understand that self-motivation is linked with other soft skills and that it is necessary for finishing tasks.
		2. Explore	<b>You identify the parts of self-motivation and its uniqueness.</b>	Understand parts of self-motivation such as commitment and initiative. Be able to focus on goals and maintain a positive outlook throughout the work process in various PE positions. Understand self-motivation changes depending on each person and what the motivating factors are for him or her.
		3. Experiment	<b>You are able to use it in situations that work for you and can share it.</b>	Be able to take steps to have self-motivation for key tasks, see the bigger picture and be able to inspire excitement and motivation to others – an important leadership skill. Be proactive, committed and have a positive outlook on how to sell and brand the PE.

#### 5 LINKS FOR SELF-MOTIVATION COMPETENCE IMPROVEMENT

##### Self-Motivation

<https://www.skillsyouneed.com/ps/self-motivation.html>

##### 100 Ways to Motivate Yourself

<https://positivepsychology.com/self-motivation/>

##### The Psychology of Self-Motivation

<https://www.youtube.com/watch?v=7sxpKhIbr0E>

##### Self-Discipline Motivational Speech – Will Smith

[https://www.youtube.com/watch?v=ft\\_DXwgUXB0](https://www.youtube.com/watch?v=ft_DXwgUXB0)

##### 4 Simple Tricks How to Stay Motivated

<https://www.youtube.com/watch?v=KnxUdD17iR0>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Open-mindedness	The ability to openly receive new ideas and different perspectives without judgment.	1. Discover	<b>You know the challenges of objectivity.</b>	Show an open, welcoming space for all different views and opinions. Understand what confirmation bias is ( <i>wanting a confirmation-agreement with your own existing ideas</i> ) and try to avoid it especially in group meetings, team discussions and brainstorming.
		2. Explore	<b>You identify and tackle challenges and encourages different views.</b>	Understand various views and that different opinions help with growth, development and change and can lead to excellent creative results. Try to uncover prejudice and promote values such as respect, acceptance and open dialogue.
		3. Experiment	<b>You are able to actively use objectivity and engage with all partners.</b>	Be able to make a safe environment for everyone to share differing ideas, approaches and opinions. Hold all views as equal, valuable and important. Engage every position of the PE in the dialogue. Tools: discussions, brainstorming ideas, team work, case studies.

#### 5 LINKS FOR OPEN-MINDEDNESS COMPETENCE IMPROVEMENT

##### 4 Ways to Train Your Brain to Be More Open Minded

<https://www.fastcompany.com/40494077/4-ways-to-train-your-brain-to-be-more-open-minded>

##### Open-Mindedness in Leaders

<https://www.sigmaassessmentsystems.com/open-mindedness/>

##### 7 Benefits of Being Open-Minded

<https://www.positivelypresent.com/2010/09/7-benefits-of-being-openminded.html>

##### Open-Mindedness

<https://www.youtube.com/watch?v=T69TOuqaqXI>

##### Be Radically Open-Minded

<https://www.youtube.com/watch?v=J2Qrm9UB7qY>



## CORE COMPETENCE: INFLUENCE

The ability to have a positive impact on others, to persuade or convince them to gain their support for ideas, proposals and solutions, and getting others to act to advance while working in PE.

The capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself. The power to shape policy or ensure favorable treatment from someone, especially through status, contacts, or wealth. The way one can engage and empower people towards implementation of common vision and goals with passion and positive attitude.

### COMPETENCES

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Engagement	Developing and cultivating effective relationships, building support through influence and negotiation, communicating with and encouraging openness and clarity, fostering enthusiasm and common purpose.	1. Discover	<b>You know about the common goals of the team and how to act and behave in a team.</b>	Know, how it is important to be able to mobilize people, organizations and partners to develop goals, execute plans and deliver results.
		2. Explore	<b>You identify the most effective ways to fulfil common goals and you're able to communicate them within the team.</b>	Remember how important is to lay the groundwork for success by building coalitions with key stakeholders and building momentum by communicating clearly and consistently.
		3. Experiment	<b>You are able to implement all or most of the activities planned towards successful outcomes.</b>	Use negotiation skills and adaptability to encourage recognition of joint concerns, collaboration and to influence the success of outcomes.

### 5 LINKS FOR ENGAGEMENT COMPETENCE IMPROVEMENT

**Leadership and Employee Engagement: 5 Strategies to Engage Employees in 2018**  
<https://www.flashpointleadership.com/blog/leadership-and-employee-engagement>

### The 5 Leadership Behaviors You Need to Boost Employee Engagement

<https://www.entrepreneur.com/article/247099>

### Employee engagement through the lens of leadership

<https://www.insights.com/resources/employee-engagement-through-the-lens-of-leadership/>

### 5 Things Great Leaders Do to Inspire Great Engagement

<https://www.tlnt.com/5-things-great-leaders-do-to-inspire-great-engagement/>

### Engagement Starts with Your Leaders - Create a Culture of High Energy and Commitment Through the 4 Levels of Leadership

<https://www.wilsonlearning.com/wlw/articles/l/engagement-leaders>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Vision	Ability to think and plan with imagination and wisdom. The ability to inspire and motivate towards a common goal.	1. Discover	<b>You know the importance of having a clear vision and is enthusiastic to communicate it.</b>	Understand the importance of not only having but enthusiastically conveying a vision and goals that encourage others to believe in its success.
		2. Explore	<b>You identify the ways a competitive advantage can be communicated to public.</b>	Do know that pursuing your goals will be even more successful when you consider future opportunities and build a circle of alike-minded people around you.
		3. Experiment	<b>You are able to implement and monitor strategic concepts and tasks for optimal results.</b>	Formulate objectives and priorities, implement and monitor plans that align with the long-term strategy of the organization.

## 5 LINKS FOR VISION COMPETENCE IMPROVEMENT

**Leadership Vision - You Can't Be a Real Leader Who People Want to Follow Without Vision**

<https://www.thebalancecareers.com/leadership-vision-1918616>

**5 Reasons Why Vision Is Important in Leadership**

<https://takeitpersonally.com/2013/10/14/5-reasons-why-vision-is-important-in-leadership/>

**Don't Have A Leadership Vision? Here's Where to Find It.**

<https://www.forbes.com/sites/work-in-progress/2018/10/25/dont-have-a-leadership-vision-heres-where-to-find-it/#68b9687ea0a8>

**Why Leaders Must Have Vision**

<https://www.reliableplant.com/Read/29109/leaders-have-vision>

**The 3 Secrets to Leadership Vision Success**

<https://crestcomleadership.com/2017/04/25/the-3-secrets-to-leadership-vision-success/>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Empowerment	Appreciate and rewards achievement and effort; encourages other people to set challenging goals; Involves others when making decisions that affect them.	1. Discover	<b>You know the team member's relationships with each other and strengths.</b>	Know what is important for each team member, support and help them to develop.
		2. Explore	<b>You identify team members' roles and can delegate tasks.</b>	Delegate responsibility, clarify expectations, and give autonomy in important areas of their work.
		3. Experiment	<b>You are able to recognize and reward an individual's results and achievements.</b>	Remember the importance of celebrating success, work done, professional input and support innovative ideas.

## 5 LINKS FOR EMPOWERMENT COMPETENCE IMPROVEMENT

### The Concept of Empowerment in Leadership

<https://smallbusiness.chron.com/concept-empowerment-leadership-15371.html>

### 9 Ways CEOs Can Become Chief Empowerment Officers

<https://www.inc.com/lolly-daskal/9-ways-ceos-can-become-chief-empowerment-officers.html>

### 4 Leadership Methods for Empowering Employees and Building Strong Teams

<https://www.entrepreneur.com/article/311610>

### Leaders Can Cultivate True Employee Empowerment

<https://www.forbes.com/sites/strategyand/2019/02/19/leaders-can-cultivate-true-employee-empowerment/#5a92c9b93ab1>

### When Empowering Employees Works, and When It Doesn't

<https://hbr.org/2018/03/when-empowering-employees-works-and-when-it-doesnt>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Communication	Ability to clearly, accurately, logically and consistently present your thoughts, ideas and information. Ability to interact with others in response to social and situational contexts.	1. Discover	<b>You know the main principles of presenting information, news and ideas.</b>	Remember that providing the right information, news and ideas is one of the main keys to success.
		2. Explore	<b>You identify the most successful/effective ways to convey ideas to a definite public.</b>	Succeed in conveying one's ideas or in evoking understanding in others. Convey or transmit (an emotion or feeling) in a non-verbal way.

		3. Experiment	<b>You are able to deliver information, concepts and ideas in the most effective way in a different context.</b>	Be able to present information in an attractive way to persuade others to actively engage in the realization of your ideas. Try to know as much as possible who you are giving the information to and why (know your audience). By knowing your audience, you will be able to speak their language and formulate their emotions.
<p><b>5 LINKS FOR COMMUNICATION COMPETENCE IMPROVEMENT</b></p> <p><b>Communication Skills. Become a Skilled Business Communicator</b>  <a href="https://www.mindtools.com/pages/main/communication_skills.htm">https://www.mindtools.com/pages/main/communication_skills.htm</a></p> <p><b>Speak Like a Leader: 7 Effective Communication Skills</b>  <a href="https://www.inc.com/young-entrepreneur-council/7-communication-secrets-of-great-leaders.html">https://www.inc.com/young-entrepreneur-council/7-communication-secrets-of-great-leaders.html</a></p> <p><b>Effective Communication: Key to Leadership Success</b>  <a href="https://aimsinternational.com/2018/11/effective-communication-key-to-leadership-success/">https://aimsinternational.com/2018/11/effective-communication-key-to-leadership-success/</a></p> <p><b>Effective Communication in Leadership</b>  <a href="https://www.thesilverlining.com/resources/blog/effective-communication-in-leadership">https://www.thesilverlining.com/resources/blog/effective-communication-in-leadership</a></p> <p><b>Communication: The most important key to leadership success</b>  <a href="https://www.reliableplant.com/Read/12675/communication-most-important-key-to-leadership-success">https://www.reliableplant.com/Read/12675/communication-most-important-key-to-leadership-success</a></p>				

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Positivity	Positive outlook as an emotional intelligence leadership competency is the ability to see the positive side of people, situations and events, even those that on the surface seem less than positive. Positive Outlook helps leaders maintain focus despite the challenges that inevitably accompany growth and change.	1. Discover	<b>You know the need of positive attitude towards people, situation and events.</b>	See and find the positive aspect in people, situations or events.
		2. Explore	<b>You identify positive point/points in a different/difficult situation.</b>	Remember that anchoring the positive thoughts in the subconscious gives you inner strength and determination in human action. Try to see positive things in each situation, even in the difficult one.
		3. Experiment	<b>You are able to focus and communicate positive aspects in different contexts.</b>	Remember that positivity is the ability to see opportunities, to move forward, even in the most difficult situations. Try to delve deeper into your emotions in different situations and learn how to manage them best.
<b>5 LINKS FOR POSITIVITY COMPETENCE IMPROVEMENT</b> <b>Developing Positive Leadership Skills</b> <a href="https://sites.allegheeny.edu/studentinvolvement/developing-positive-leadership-skills/">https://sites.allegheeny.edu/studentinvolvement/developing-positive-leadership-skills/</a>  <b>5 Reasons Positivity Is a Critical Leadership Trait</b> <a href="https://www.cdfcapital.org/5-positivity-leadership-trait/">https://www.cdfcapital.org/5-positivity-leadership-trait/</a>  <b>5 Ways to Be A More Positive Leader</b> <a href="https://www.michellemcquaid.com/5-ways-positive-leader/">https://www.michellemcquaid.com/5-ways-positive-leader/</a>  <b>Great Leaders Know How to Be Positive</b> <a href="https://www.thebalancecareers.com/leaders-are-always-positive-2275805">https://www.thebalancecareers.com/leaders-are-always-positive-2275805</a>  <b>The Effectiveness of Positivity in Leadership</b> <a href="https://thriveglobal.com/stories/positivity-in-leadership/">https://thriveglobal.com/stories/positivity-in-leadership/</a>				

## CORE COMPETENCE: INNOVATION

Innovation is activities transformation, starting from:

*curiosity* in asking questions, navigating the unknown and searching for something new,

*creativity* in thinking of something new,

taking the *initiative* and raising novel ideas during the classes,

*flexibility* proving the ideas usefulness and

*inspiration* together with PE group in implementation of new products, services, methods, designs, processes, documents or experience that add value to the PE and their customers.

### Competences

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Curiosity	The need for new experiences and discoveries, fueled by a desire to explore, analyze, and learn.	1. Discover	<b>You know that you can gain knowledge or information if you desire to.</b>	Think, be open to new possibilities, be able to ask questions when drawn towards the unknown. Understand that innovation won't come easy even with available answers.
		2. Explore	<b>You identify the challenge to build the capacity for inquiry.</b>	Seek challenges; Be curious about reasons why someone might disagree with an idea.
		3. Experiment	<b>You are able to test assumptions more quickly and easily.</b>	Form the habit of not assuming things about the unknown, especially when conducting difficult conversations about performance.

#### 5 LINKS FOR CURIOSITY COMPETENCE IMPROVEMENT

##### 5 Ways to Increase Your Curiosity

<https://spin.atomicobject.com/2013/07/18/increase-curiosity/>

**6 Ways Curiosity Will Help You Stand Out in Your Career**

<https://www.glassdoor.com/blog/6-ways-curiosity-stand-career/>

**10 Great Habits of Curious People**

[https://www.naturaltraining.com/blog/2016/04/15/10-great-habits-of-curious-people/?doing\\_wp\\_cron=1562315024.4259400367736816406250](https://www.naturaltraining.com/blog/2016/04/15/10-great-habits-of-curious-people/?doing_wp_cron=1562315024.4259400367736816406250)

**Assessment: What's Your Curiosity Profile?**

<https://hbr.org/2015/12/assessment-whats-your-curiosity-profile>

**Answer · Curiosity**

<https://www.quora.com/topic/Curiosity>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Creativity	Ability to express new ideas, think in an original way, find different ways to solve problems.	1. Discover	<b>You know, that your initial ideas are productive in their construction of creativity thinking.</b>	Before thinking creatively about something, student first has to be able to understand it. This requires the ability to examine things carefully to understand what they mean. Whether you are looking at a text, a set of data, a lesson plan, or an equation, you need to be able to analyze it first.
		2. Explore	<b>You identify initial ideas and develops them into more realistic ones through creativity-building discussions in the PE.</b>	Others will only appreciate your creative idea or solution if you can communicate it effectively to the people you work with.
		3. Experiment	<b>You are able to suggest a plan to solve work related issues with the creative problem-solving process.</b>	You need to organize your ideas implementation so that other people will be able to understand and follow through with your vision. Being able to structure a plan of action with clear goals, deadlines.



## 5 LINKS FOR CREATIVITY COMPETENCE IMPROVEMENT

### 9 Ways to Dramatically Improve Your Creativity

<https://www.inc.com/larry-kim/9-ways-to-dramatically-improve-your-creativity.html>

### TestMyCreativity: Free online creativity test

<http://www.testmycreativity.com/>

### Test Your Creativity: 5 Classic Creative Challenges

<https://99u.adobe.com/articles/7160/test-your-creativity-5-classic-creative-challenges>

### Discover how to be more creative

<https://creativesomething.net/post>

### 7 Fun Exercises to Quickly Improve Creative Thinking

<https://www.artworkarchive.com/blog/7-fun-exercises-to-quickly-improve-creative-thinking>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Initiative	To make the first steps voluntarily to identify and address existing and potential obstacles, issues and opportunities.	1. Discover	<b>You know that before taking any action you have to ask right questions.</b>	Identify and undertake activities within one's capability. Ask questions and gather information prior to taking on new tasks. Seek help where challenged when trying something new.
		2. Explore	<b>You identify problematic issues and acts as required.</b>	Undertake tasks that challenge capability. Identify who can provide support and procure their input. Identify problems and act to prevent or solve them.
		3. Experiment	<b>You are able to act on his/her own and does more than is required.</b>	Go above and beyond requirements. Seek out new challenges that require risk taking, determine the resources, team support, and technical needs necessary to enable success and procures them. Keep responding to challenges in spite of obstacles and setbacks.

## 5 LINKS FOR INITIATIVE COMPETENCE IMPROVEMENT

### 9 Ways to Take More Initiative at Work

<https://www.fastcompany.com/3037092/9-ways-to-take-more-initiative-at-work>

### The Power of Personal Initiative

<http://www.littlethingsmatter.com/blog/2010/06/25/the-power-of-personal-initiative/>

### 17 Tips on How to Take Initiative at Work

<https://www.thriveyard.com/17-tips-on-how-to-take-initiative-at-work/>

### Taking Initiative is Cool. RocketKids

<https://www.youtube.com/watch?v=ALtsSru4jzE>

### Taking Initiative

<https://www.youtube.com/watch?v=Y2Q6q77B18Y>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Flexibility	To be able to adapt the behaviour in different situations.	1. Discover	<b>You know your own comfort zone (field, theme, etc.) in which you're flexible to act.</b>	Be able to transform and rise to the demands of the situation when in a position for a length of time. Recognize when becoming too accustomed to the status quo and challenge the process in order to continue to grow and improve.
		2. Explore	<b>You identify new conditions and demonstrate personal commitment to change</b>	Know that it is important to act accordingly in each situation. Use a variety of methods that you think are appropriate for the situation.

			through actions and words.	
		3. Experiment	<b>You are able to continually evolve and reinvent yourself.</b>	Remember, that staying in a comfort zone sooner or later starts to make you feel unhappy. Intentionally put oneself in situations that are outside the comfort zone. Experiment with new approaches and improve productivity through trial and error.
<p><b>5 LINKS FOR FLEXIBILITY COMPETENCE IMPROVEMENT</b></p> <p><b>10 Quickest Ways to develop Your adaptability and flexibility skills</b>  <a href="https://www.esoftskills.com/10-soft-skills-you-need-adaptability-and-flexibility-7/">https://www.esoftskills.com/10-soft-skills-you-need-adaptability-and-flexibility-7/</a></p> <p><b>Workplace Flexibility Definition, Skills, and Examples</b>  <a href="https://www.thebalancecareers.com/workplace-flexibility-definition-with-examples-059699">https://www.thebalancecareers.com/workplace-flexibility-definition-with-examples-059699</a></p> <p><b>Why We Should Encourage Flexibility in the Workplace</b>  <a href="https://inside.6q.io/encourage-flexibility-in-the-workplace/">https://inside.6q.io/encourage-flexibility-in-the-workplace/</a></p> <p><b>How to Be Flexible in the Workplace</b>  <a href="https://www.mindtools.com/pages/article/flexibility-at-work.htm">https://www.mindtools.com/pages/article/flexibility-at-work.htm</a></p> <p><b>Test: Are you a flexible employee?</b>  <a href="https://www.psychologies.co.uk/test-are-you-flexible-employee">https://www.psychologies.co.uk/test-are-you-flexible-employee</a></p>				

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Inspiration	It is the process of being mentally stimulated to do or feel something, especially to do something creative.	1. Discover	<b>You know how to work with team members and to clarify their developmental needs.</b>	Know that inspiration brings awareness of new possibilities, allowing one to transcend ordinary experiences and limitations.
		2. Explore	<b>You identify situations needing attention and steps in to help team member development.</b>	Be able to provide constructive feedback and recognition to team members regarding job performance and work with them to identify work goals and create individual development plans. Identify, mentor and raise the profile of future leaders.
		3. Experiment	<b>You are able to guide and motivate team members.</b>	Be able to assess developmental needs and engage team members in projects that challenge their skills and abilities. Provide opportunities for others to learn from experts, support team members in learning from each other, being self-directed, and being responsible for their own assessment and learning.

#### 5 LINKS FOR INSPIRATION COMPETENCE IMPROVEMENT

##### Why Inspiration Matters

<https://hbr.org/2011/11/why-inspiration-matters>

##### 8 Ways to Find Inspiration When You Need It Most

<https://www.psychologytoday.com/us/blog/fulfillment-any-age/201701/8-ways-find-inspiration-when-you-need-it-most>

##### 25 Simple Ways for Entrepreneurs to Find Inspiration

<https://www.inc.com/john-boitnott/25-simple-ways-for-entrepreneurs-to-find-inspiration.html>

##### 50 Ways to Find Inspiration

<https://tinybuddha.com/blog/50-ways-to-find-inspiration-create-explore-expand/>

##### Arnold Schwarzenegger 2019 - The speech that broke the internet - Motivational & Inspiring

<https://www.youtube.com/watch?v=eWJVvNptHZ4>

CORE COMPETENCE: INTEGRITY

Integrity in a Practice Enterprise is acting in accordance with what is considered to be important, being objective as expressing or dealing with facts without distortion by personal feelings, prejudices or interpretations, behaving honestly with the rest of the Practice Enterprise students, being sincere in one's arguments and responsible and accountable for one's actions and the team one represents

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Objectivity	To express or deal with facts or conditions as perceived without distortion by personal feelings, prejudices, or interpretations.	1. Discover	<b>You know that behaviour has to be according to ethical standards.</b>	Face and understand that ethical standards are important in business and everyday life.
		2. Explore	<b>You identify that being credible means to match what you do and what you say.</b>	Be aware that being credible in one's life, in business and in everyday life is a value to be kept and a capacity extremely valued by workers at the moment. Showing sincerity towards the rest of the students in the PE is a highly valued skill.
		3. Experiment	<b>You are able to build the capacity to behave according to basic ethical standards when facing stress/pressure issues.</b>	Be able to maintain objectivity while trying to be as responsible and sincere as possible, even if decisions made turn out to be the wrong ones.
<b>5 LINKS FOR OBJECTIVITY COMPETENCE IMPROVEMENT</b>				
<b>Benchmark your professional capabilities</b> <a href="https://global-leader-index.imd.org/">https://global-leader-index.imd.org/</a>				
<b>10 Leadership Tools and Activities for Developing Your Leadership Skills</b> <a href="https://eml.usc.edu/blog/leadership-tools">https://eml.usc.edu/blog/leadership-tools</a>				

**12 competencies that people should have**

<https://www.projectsmart.co.uk/12-competencies-which-ones-should-your-people-have.php>

**Stay objective when making decisions**

<https://www.sigmaassessmentsystems.com/objectivity/>

**Learning to analyze and critically evaluate ideas, arguments and points of view**

<https://www.ideaedu.org/Resources-Events/Teaching-Learning-Resources/Learning-to-analyze-and-critically-evaluate-ideas-arguments-and-points-of-view>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Behaving honestly	The one of the foundations of moral conduct. Includes listening to conscience and acting in accordance with its "commandments", telling the truth, respecting others, and so forth.	1. Discover	<b>You know how to differentiate between right and wrong</b>	Be familiar with situations that could arise in a company and understand what's right and wrong from a business point of view.
		2. Explore	<b>You identify that behaving honestly means being sincere in decisions and relations.</b>	Consistently doing what one says one will, showing sincerity and setting up the business based on these soft skills.
		3. Experiment	<b>You are able to build the capacity to behave as honestly as possible.</b>	Be able to behave according to one's own beliefs and build a business network based on sincerity and mutual trust.

**5 LINKS FOR BEHAVING HONESTLY COMPETENCE IMPROVEMENT**

**Three tips for more effective reflection**

<https://blog.gembaacademy.com/2015/05/04/three-tips-for-more-effective-reflection-hansei/>

### Making the connection

<http://www.leadershipchallenge.com/Leaders-Section-Articles-Stories-Detail/making-the-connection-aligning-shared-value.aspx>

### 8 simple ways to demonstrate honesty and integrity

<https://www.platinumelectricians.com.au/blog/8-simple-ways-demonstrate-honesty-integrity-business/>

### Academic integrity

<https://www.coursera.org/lecture/problem-solving-skills/1-4-academic-integrity-Zzu9z>

### Be a professional with integrity

<https://www.mindtools.com/pages/article/professionalism.htm>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Sincerity	No contradiction between real feelings and intentions towards another person (group of people) and how those feelings are expressed in words.	1. Discover	<b>You know that sincerity is a quality valued in life and in business in general.</b>	Understand the importance of sincerity in self-confidence, understand the difference between sincerity and naivety. Also, that sincerity is an important attribute of stability and faith in the team.
		2. Explore	<b>You identify what sincerity means and how it can be applied to business and everyday performance.</b>	Be aware that you always need to stay true to yourself and not be afraid to admit that you don't know something, but also show your motivation to learn, learn, improve and grow.
		3. Experiment	<b>You are able to implement decisions according to his/her own beliefs and decisions, taking into account business connections and promises taken.</b>	Remember, only a person who is self-confident can be completely sincere, because he or she becomes independent of the opinions of those around him or her, who no longer cares about what others says or thinks. This person express own thoughts and makes decisions, and when is aware of own mistakes, acknowledges them and sincerely apologizes. Also, always remember to maintain a balance between professionalism and sincerity as much as possible.

## 5 LINKS FOR SINCERITY COMPETENCE IMPROVEMENT

### How to be sincere

<https://www.wikihow.com/Be-Sincere>

### The two most valuable skills

<https://www.thebalancecareers.com/valuable-networking-skills-3515560>

### How to build high-trust relationships

<https://www.forbes.com/sites/margiewarrell/2015/08/31/how-to-build-high-trust-relationships/#efcdf6815cfc>

### How to become a good leader

<http://www.skool.ie/tag/leadership-skills/>

### What are personal skills?

<https://study.com/academy/lesson/what-are-personal-skills-definition-development-examples.html>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Responsibility	To be able to choose between right and wrong and to adhere to agreements, behave safely, and understand the consequences of one's behavior.	1. Discover	<b>You know how to realize your own mistakes.</b>	Know that achieving goals is easier when you feel a sense of duty and willingness to take responsibility for your actions.
		2. Explore	<b>You identify objectives and controls the quality of the tasks performed, providing clear details for his/her work.</b>	Being able to perform tasks in a high-quality manner you will be able to wait for the quality of your tasks and, when needed, demand the same from others.



		3. Experiment	<b>You are able to take responsibility when implementing tasks to achieve objectives.</b>	Remember, you should always take full responsibility for your actions and potential mistakes as well as those of your team members.
<p><b>5 LINKS FOR RESPONSIBLE COMPETENCE IMPROVEMENT</b></p> <p><b>3 ways to build responsibility skills</b>  <a href="https://generalleadership.com/build-responsibility-skills/">https://generalleadership.com/build-responsibility-skills/</a></p> <p><b>7 skills of self-responsibility</b>  <a href="https://www.deeph.io/7-skills-of-self-responsibility/">https://www.deeph.io/7-skills-of-self-responsibility/</a></p> <p><b>6 ways to build skills</b>  <a href="https://www.themuse.com/advice/6-ways-you-can-build-skills-without-asking-anyone-for-help">https://www.themuse.com/advice/6-ways-you-can-build-skills-without-asking-anyone-for-help</a></p> <p><b>Leadership is a learnable skill</b>  <a href="https://simonsinek.com/commit/leadership-is-a-learnable-skill/">https://simonsinek.com/commit/leadership-is-a-learnable-skill/</a></p> <p><b>Taking responsibility</b>  <a href="https://www.youtube.com/watch?v=ZYOUJucqyMI">https://www.youtube.com/watch?v=ZYOUJucqyMI</a></p>				

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Accountability	An obligation or willingness to accept responsibility or to account for one's actions.	1. Discover	<b>You know how to take responsibility for her/her actions.</b>	Remember that accountability comes from taking a certain responsibility and making an effort to achieve what was intended.
		2. Explore	<b>You identify the main resources used in team work so as to encourage group commitment.</b>	Know that accountability is an assurance that you will be judged on your activity or behavior in relation to what you are responsible for.
		3. Experiment	<b>You are able</b> to undertake activities to ensure that everyone is aware of common commitments and objectives.	Remember, that it is impossible for team members to take responsibility for their own behavior without commitment and clarity. Avoiding personal accountability leads to team failure. The team leader should be the internal arbiter of accountability.

#### 5 LINKS FOR ACCOUNTABILITY COMPETENCE IMPROVEMENT

##### How to improve accountability in the workplace

<https://www.insperity.com/blog/improve-accountability-workplace-5-steps/>

##### 7 ways to improve accountability in an employee

<http://www.subitup.com/blog/improve-employee-accountability-workplace/>

##### 7 ways to build accountable organizations

<https://www.forbes.com/sites/ccl/2012/02/28/7-ways-to-build-accountable-organizations/#702c185d3cd3>

##### 5 ways to build accountability

<https://www.projectmanager.com/training/5-ways-improve-accountability-workplace>

##### Creating accountability in the workplace

<https://www.youtube.com/watch?v=14iZ66m2qSU>