



IO5: TOOLKIT

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Introduction

The OPI development program aims at increasing the pool and access to open innovation competencies in engaged within the project partnering regions, and across Europe.

The OPI project aims to develop and test a comprehensive methodology and tools for requalification of human resources to obtain professional competences for those future oriented positions in open innovation scope. Due to, from one side, high importance of OI especially for strongly SMEs based economies and from the other, limited understanding of the OI processes, their benefits and job market opportunities among many job market stakeholders, the OPI project will aim at building labor market intelligence and competences in open innovation that will allow to effectively develop supply of skills to fill the market gap while capitalizing on existing pool of human capital.

The toolkit is based to respond to the needs of unemployed and adults in the risk of unemployment (see participants) for building practical capacities in the scope of OI and undertake roles in OI positions such as OI specialist/manager, Network and partnership specialist/manager, Knowledge manager. As such, it will be also, next to IO4, a main ready-to-use tool for HR specialists to deliver practically oriented upskilling/requalification opportunity to their customers/stakeholders.

Each competence area is formed by the specific learning outcomes that show the level of knowledge, skills, and personal abilities that a person needs to become “competent” in the specific competence area described. Three sub-topics have been developed and for each topic there are three activities. The activities are mostly based on non-formal education, active and cooperative learning techniques amongst other methods

The competence areas of this toolkit are:

MODULE 1 Ability to work with different professional communities
MODULE 2 Ability to work in interdisciplinary environments
MODULE 3 Ability to work in cross-functional teams
MODULE 4 Managing inter-organizational collaboration processes
MODULE 5 Networking skills
MODULE 6 Adaptability and flexibility
MODULE 7 Ability to share knowledge and ideas internally within organization
MODULE 8 Ability to share knowledge and ideas externally
MODULE 9 Cultural awareness
MODULE 10 Communication skills

Competence Area 1: Ability to work with different professional communities

Motivational story 1

1. Ability to work with different professional communities

1.1. Sharing goals

Let's see how a manager share the business goals!

2 weeks ago, John was selected as head of the Heat Treatments department at DACIA Renault factory.

For 2 weeks he observed the team and he noticed that the team did not understand the activities in the plan, did not respect the deadlines and the working procedures and the number of defects in the produced car spare parts was increasing.

On the first Monday of the new week, he scheduled a meeting with the team, consisting of 25 members.

John started with questions like:

- *What do you think of the department where you work?*
- *What's going on in your department, how would you describe the situation?*

Everyone looked at him but no one did not answer. John was surprised, but he continued:

- *Tell me how can I help you and what we can do to support you?*
- *Was there any goal you could not reach?*
- *Let's think about the time when you felt very motivated and productive. What factors have influenced your condition since then?*

Only two young members answered:

- *We want to know the planning for each day before entering the shift. We understand that there are emergencies that can occur, but if we know in advance what we have to do, we can plan our current activities among ourselves, so as to ensure continuity. We are unhappy that we do not know exactly what we will be required to do every day. We have the feeling that we are working without a purpose...*

John realized that the team does not know what to do, what are the current activities that the team has to ensure permanently. Maybe for the team, the change of head also means a change in the way the planning of goals is achieved.

Starting from that day, he started transmitting the permanent tasks a week before, allocating approximately the same number of people for tasks of same difficulty level and work volume; emergency tasks were established to be handled by a small team (2 members). At the end of each week John established short visit and meetings with employees to know what they need and how things are going; John and his team understood how important sharing the business goals is for the team to function efficiently! This way each member knows what to do and how to ensure the fulfilment of the necessary for the well-functioning of the department.

Motivational story 2

1. Ability to work with different professional communities
- 1.2. Discussing differences

The power of ability to discuss differences

Valentin is the new responsible for Customer Relations at an electric car sales company.

He is very excited about his new job. His previous job was also in the field of car sales, but Valentin desired to develop a network for electric car sale, which he admires in terms of performance. At the job interview, he answered the questions of the regional manager, presenting his vision of creating an area for testing the cars by the future clients and explaining why he has chosen to develop such an area exclusively for current and future clients. Once he started working, he wanted first to create a reception desk and an area for testing the performance of cars within the courtyard of the company. But he found that the company does not have a testing zone for new cars where to allow customers to test new models; the existing area was designed only to pick up the ordered/paid cars.

Benefitting of the good impression he succeeded to create upon the manager during the interview, Valentin set up a meeting with the regional manager to explain his plan to reorganize the available area in the company's courtyard. The manager did not accept Valentin's proposal to change the configuration of the company's yard, considering that the cars may be ordered and delivered without being necessary the customers to test them before. The manager argued that reconfiguring or modernizing the courtyard involves additional costs yard to separate the car deposit area from the delivery area, and has rejected Valentin's proposal. However, Valentin did not give up in the idea of creating an innovative distribution space that would offer complete testing and buying services to customers.

So, he presented the idea to the entire company, at various levels of decision and execution: to the responsible for receiving customers, the drivers, the secretaries, the car purchase service, the former responsible for customer relations, the responsible for the car presentation site. Also, Valentin discussed his idea with colleagues and peers during lunch breaks and daily work sessions. His idea was debated every day for a whole month, each employee having a different perspective, thinking differently, having different views and ideas, coming up with a different contribution regarding the organisation of the new space: for example, one suggested to create a mini cafe, another thought of a mini park, one suggested to build a mini playground for the clients' children while their parents are testing the cars, and so on. Everyone realized that they have ideas that although can be beneficial to their clients, involve additional costs and they might be rejected by the regional manager...

The opinions of the employee community were put together resulting in a redesigning project that included: a customer reception area, a relaxation area (for having a coffee or a sandwich, etc.), a children playground, a relaxation space (to use laptops or mobile phones, listen music, et.) and of course a space for testing the cars before ordering them. This improved proposal was again presented to the area manager by Valentin in the name of all employees.

The regional manager analysed the new project, perceiving it as innovative & modern space that could attract new clients due to the facilities offered: relaxation, testing and acquisition. In order to use more efficiently the investment for arranging/re-designing the courtyard, the regional manager accepted that only the ground floor of the company building to be used, as suggested by Valentin and the employees, as an indoor activities area for clients but also for the employees, and that the testing and delivery area to be arranged outdoors (thus no supplementary costs will be needed). He also suggested to try these for the first 6 months, then if it is successful business and the sales increase, the entire yard will be reconfigured and used for relaxation, testing and car leasing.

All the employees agreed with the new proposal and unanimously supported Valentin to become responsible for this project, being the one who managed, moderated and took into consideration all different opinions and suggestions, for the benefit of all.

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Case Study 1

1. Ability to work with different professional communities

1.1. Sharing goals

Organization name	University of Pitesti
Country	Romania
Title	The case of OI at SpaceX: how its CEO works for sharing goals
Summary	<p>The strategy of CEO for sharing goals includes:</p> <ul style="list-style-type: none"> ➤ creating a healthy and professional work environment, ➤ not wasting employees time with long meeting, ➤ having infrequent meeting unless the problem is urgent and unsolvable, ➤ using general words - not confusing and technical ones - in order to ensure an efficient flow of communication, ➤ assuring good communication between departments. <p>The CEO Elon Musk said: “you want to wake up in the morning and think the future is going to be great - and that’s what being a spacefaring civilization is all about. It’s about believing in the future ...”.</p>
Key Issues	<ul style="list-style-type: none"> • To set goals correctly. • Prioritized shared goals at every level of the company's mission. • To involve the right team members in goal-setting.
Duration	This case study should take up at most one page.
Description of the case study	<p>Created in 2002, Space Exploration Technologies [SpaceX] is a US private space transportation company.</p> <p>The CEO Elon Musk said “<i>You want to wake up in the morning and think the future is going to be great - and that’s what being a spacefaring civilization is all about. It’s about believing in the future and thinking that the future will be better than the past. And I can’t think of anything more exciting than going out there and being among the stars.</i>” Beginning with this goal, SpaceX started the design, construction and development of partially or fully reusable space launch vehicles, like Falcon or Dragon. The CEO used metacognitive strategies to share the goals. That means high-level thinking which includes planning, monitoring, changing and adapting methods continuously. The CEO acts globally as he is able to make decisions that position the company for the future. The strategic mindset makes possible to stay on track during hard times and keep a clear eye on the goal.</p> <p>The strategy of CEO for sharing goals includes:</p> <ul style="list-style-type: none"> ➤ creating a healthy and professional work environment, ➤ not wasting employees time with long meeting,

- having infrequent meeting unless the problem is urgent and unsolvable,
- using general words - not confusing and technical ones - in order to ensure an efficient flow of communication,
- assuring good communication between departments.

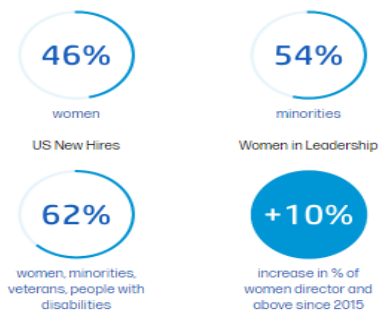
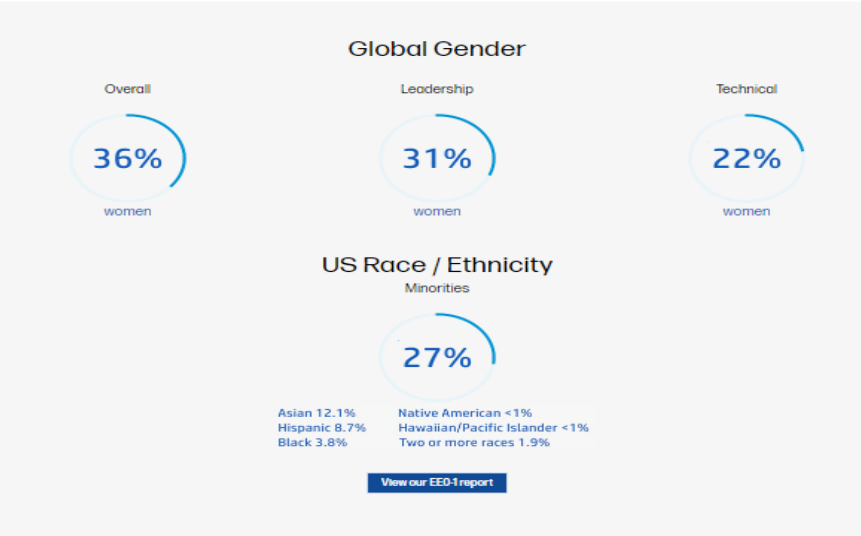


Source: <https://www.businessofbusiness.com/articles/elon-musk-tesla-spacex-2021-goals-michael-jordan-stanford-research/>

Case Study 2

1. Ability to work with different professional communities
- 1.2. Discussing differences

Organization name	University of Pitesti
Country	Romania
Title	The case of managing diversity at Hewlett-Packard
Summary	The diversity is the core of creativity and innovation, and it can directly fructify the business results. Hewlett-Packard is created in 1939 by two class mates of Stanford University - Bill Hewlett and Dave Packard, the company ranks the 5th in the top global software companies and it became a world leader in the supply of printing and imaging systems for printers, consumables and scanners, offering solutions on individual segments, from simple consumers, small & medium business representatives, to large enterprises.
Key Issues	<ul style="list-style-type: none"> • To understand the different opinions that may appear within the team. • To correctly manage the differences between colleagues.

	<ul style="list-style-type: none"> Diversity and attachment are key drivers for creativity, innovation and invention.
Duration	This case study should take up at most one page.
Description of the case study	<p>Created in 1939 by two class mates of Stanford University - Bill Hewlett and Dave Packard, the company ranks the 5th in the top global software companies. It became a world leader in the supply of printing and imaging systems for printers, consumables and scanners, offering solutions on individual segments, from simple consumers, small & medium business representatives, to large enterprises. Their management style is known as 'management by walking around' and their motive is 'everyone in the organization wants to do a good job'.</p> <p>All employees strongly believe that diversity and attachment are key drivers for creativity, innovation and invention. The diversity is the core of creativity and innovation, and it can directly fructify the business results.</p> <p>All employees are putting together their differences, to work for connecting everybody to the power of technology. By valuing differences of all kinds - race, gender, nationality, ability, religion, generation, or visions, the company absorbs top industry talents to drive the company's long-term success.</p> <div data-bbox="737 1021 1117 1330">  <p>46% women US New Hires</p> <p>54% minorities Women in Leadership</p> <p>62% women, minorities, veterans, people with disabilities</p> <p>+10% increase in % of women director and above since 2015</p> </div> <div data-bbox="491 1384 1356 1917">  <p>Global Gender</p> <p>Overall 36% women</p> <p>Leadership 31% women</p> <p>Technical 22% women</p> <p>US Race / Ethnicity</p> <p>Minorities 27%</p> <p>Asian 12.1% Hispanic 8.7% Black 3.8% Native American <1% Hawaiian/Pacific Islander <1% Two or more races 1.9%</p> <p>View our EEO-1 report</p> </div> <p>Source: https://www.hp.com/us-en/hp-information/about-hp/diversity.html</p>

Quizz 1

1. Ability to work with different professional communities

1.1. Sharing goals

Question: Goals	
1.: What characteristic defines a Personal Goal?	
1 st option <i>Can be short-term or long-term</i>	2 nd option <i>Is meant to achieve what you want in life</i>
3 rd option <i>Can be applied to the business work too</i>	4 th option <i>Allow to improve your skills</i>
Answer: <i>Can be short-term or long-term</i> <i>Is meant to achieve what you want in life</i> <i>Can be applied to the business work too</i> <i>Allow to improve your skills</i>	

Question: Goals	
2.: What defines a Business Goal?	
1 st option Action	2 nd option Focus
3 rd option Challenge	4 th option Individual reaction
Answer: <i>Action, Focus, Challenge</i>	

Question: Goals

3.: How to share business goals?

1st option

Present goals to the team

2nd option

Plan the activities

3rd option

Have individual purpose

4th option

Keep distance

Answer:

Present goals to the team

Quiz 2

1. Ability to work with different professional communities

1.2. Discussing differences

Question: Differences

1. What are the methods to discuss differences?

1st option

Clarify

2nd option

Debate

3rd option

Argue

4th option

Ask

Answer:

Clarify, Ask

Question: Differences 2. How to create a communication system?	
1st option <i>Collaborate with employees</i>	2nd option <i>Keep in mind the “need to be right”</i>
3rd option <i>Complete regular check-ins with employees</i>	4th option <i>Share the personal purpose</i>
Answer: <i>Collaborate with employees, Complete regular check-ins with employees</i>	

Question: Differences 3. How to clarify your views?	
1st option <i>Give feedback</i>	2nd option <i>Explain your thoughts</i>
3rd option <i>Argues/provide argumenta</i>	4th option <i>Confuse things</i>
Answer: <i>Give feedback Explain your thoughts Argues/provide arguments</i>	

Competence Area 2: Ability to work in interdisciplinary environments

Motivational story 1

2. Ability to work in interdisciplinary environments

2.1. Interdisciplinarity

Advantages of working interdisciplinary

A university research team obtained financial support to implement a European project in the field of advance and innovative materials.

The research team includes 2 young researchers with skills in structural and morphological characterization, a teacher with over 30 years of teaching experience and skills in mechanical behaviour of materials, a professor of electronic engineering, 2 experienced physicists and 2 women chemists.

Only one member of this team has previously participated in such a project, 4 years ago. Since then, technology has changed and all team members felt the disadvantage of experimenting with new technologies. Thus, the team leader organised a first meeting to discuss and decide the implementation details of the project. Prior to the meeting, he shared the accepted funding application with all members, so that they can analyse it and understand the project.

At this first meeting each member asked questions:

- The teacher with extensive teaching experience asked: *what are the stages of the project, what are our roles in the project?*
- The 2 young researchers asked: *what are the parameters of data acquisition?*
- The physicists asked: *what phenomena underlie the experiments we need to perform?*
- The electronic engineer asked: *what monitoring systems can we purchase for data acquisition?*
- The chemists asked: *what is the available data we have about precursors and temperatures during the experiments?*

The project manager realized from their questions that the team members, having different competencies and professional expertise, are focused solely on their individual role without seeing the 'whole picture' of the project. They did not understand that they must act as a unit, working interdisciplinary, putting in common their different professional competencies and completing each-other to reach the project goals.

The project manager has provided explanations, initiated discussions, answered team members' questions making clear to everybody that different competencies and expertise will be put together through collaboration, in order to benefit of the experience and professional knowledge from every and each member.

During the experiments performed to achieve the scientific research, all the team specialists did their job excellently, completing each-other, proving their abilities to analyse the phenomena, to use the substances, to monitor and measure the parameters of the experiment, to collect and process data, to analyse the findings and results.

In the assessment of the project, all implemented activities received very good grades and the project manager emphasized on the importance of the team interdisciplinarity, mentioning that without the contribution of all team members – each specialised in a certain area/discipline, the project could not have been successful and that working in an interdisciplinary way was the main factor that ensured the success of the project.

Motivational story 2

2. Ability to work in interdisciplinary environments

2.2. Interdisciplinary teams

What does it mean to have the ability to work within interdisciplinary teams

The pandemic situation required new devices needed in large numbers in hospitals to ensure assisted pulmonary ventilation of COVID patients.

Thus, in the Muntenia region, Romania, a core team of researchers was created to design an innovative medical device to assisted pulmonary ventilation of Covid patients. For its use in hospitals, the device needed approval of the Ministry of Health. Researchers from the University of Pitești, from the largest car manufacturer in the country – Dacia Renault, from a software solutions development company, from a home appliance manufacturer, have come together in an interdisciplinary team able to develop the next innovative device to save human lives.

The different roles and contribution in the interdisciplinary team were as follows:

- the researchers from university, specialized in mechanics and medical electronics, designed the electrical circuits and the mechanical parts;
- the researches from the car manufacturer dealt with the creation of mechanical parts by 3D printing techniques;
- the researchers from the software company developed the software programming of the electronic equipment and interface;
- the researchers from home appliance manufacturer provided the workspace and the necessary consumables, developed the necessary technique for assembling the components made by the other researchers.

During the development of the prototype of the innovative device, the whole team performed tests and continuously oppressed the components so that the device is compatible with the human body.

Because there was a need for medical validation, to the initial team were joined pulmonologists who were able to provide information on lung function and to report upon the need for ventilation for the treatment of COVID patients. Thus, the different competency & experience of researchers able to work in an interdisciplinary environment seeking to achieve a common goal, has led to the creation of a medical prototype so necessary for the treatment of sick people in severe crisis condition in hospitals.


Without the ability of the researchers to work in an interdisciplinary team and without the complementarity of their individual professional skills, the effort to develop the necessary impetuous equipment would have been in vain.

Case Study 1

2. Ability to work in interdisciplinary environments

2.1. Interdisciplinarity

Organization name	University of Pitesti
Country	Romania
Title	The case of Amazon's Open Innovation (OI): work interdisciplinary
Summary	<p>The founder and CEO, Jeff Bezos said: <i>"technology infuses all of our teams, all of our processes, our decision-making, and our approach to innovation in each of our businesses. It is deeply integrated into everything we do"</i>.</p> <p>Their focus on customer experience put Amazon in the role of a leader in e-commerce experience, offering marketing solutions for all types of e-commerce business, from start-ups to retail giants. That means individuals who are passionate about being lifelong learners, have the opportunity to connect the curiosity and progress that will drive collective innovation going forward.</p>

Key Issues	<ul style="list-style-type: none"> • Interdisciplinary knowledge encourages creativity. • Interdisciplinary help to mobilize intellectual resources. • Interdisciplinarity solves problems that cannot be solved using single approaches.
Duration	This case study should take up at most one page.
Description of the case study	<p>Their focus on customer experience put Amazon in the role of a leader in e-commerce experience, offering marketing solutions for all types of e-commerce business, from start-ups to retail giants.</p> <p>The founder and CEO, Jeff Bezos said: <i>"We use high-performance transactions systems, complex rendering and object caching, workflow and queuing systems, business intelligence and data analytics, machine learning and pattern recognition, neural networks and probabilistic decision making, and a wide variety of other techniques."</i> Amazon spent hundreds of millions on training its employees to develop their competencies in different domains. An interdisciplinary approach involved team members from different disciplines working collaboratively. Interdisciplinary knowledge and research became important in the company because it encourages creativity and promotes important contributions in fields other than one's own expertise.</p> <p>At the same time, the CEO mentioned <i>"technology infuses all of our teams, all of our processes, our decision-making, and our approach to innovation in each of our businesses. It is deeply integrated into everything we do"</i>. That means individuals who are passionate about being lifelong learners, have the opportunity to connect the curiosity and progress that will drive collective innovation going forward. According to LinkedIn: Amazon is #1 company where Americans want to work in 2022.</p>  <p>We can conclude that companies that choose to invest in employee development, with a common purpose, working interdisciplinary, can generate growth of the field in which it works.</p> <p>Source: https://www.insidehighered.com/digital-learning/article/2019/07/17/perspectives-field-amazons-big-dollar-entry-training-workers</p>

Case Study 2

2. Ability to work in interdisciplinary environments

2.2. Interdisciplinary teams

Organization name	University of Pitesti
Country	Romania
Title	The case of managing interdisciplinary teams at NASA
Summary	<p>The NASA agency is the Best Places to Work in the Federal Government rankings rate federal employee satisfaction. The agency has a diverse workforce of 20 centres under 18,000 employees who work in specific divisions depending on the activities, not only astronauts, but also physicists, chemists, engineers, electricians, mechanics etc.</p> <p>The agency has NASA HUMAN CAPITAL PLAN which establishes the three priorities across interdisciplinary teams:</p> <ul style="list-style-type: none"> • Recognizing and rewarding innovative performance; • Engaging and connecting the workforce; • Building model supervisors and leaders.
Key Issues	<ul style="list-style-type: none"> • To demonstrate a team culture and interdisciplinary atmosphere of trust • Leadership roles and mission statements to be well established in an interdisciplinary team • Employees with different competencies and experiences seek to achieve the same goal
Duration	This case study should take up at most one page.
Description of the case study	<p>Surely everyone heard of NASA on numerous occasions. This is the United States Aeronautical Administration (NASA), an agency dedicated to space research and exploration. Over the years it has launched numerous space exploration missions and it is one of the world's leading agencies in astronomy. Everything that is known about outer space so far has been discovered by this agency due to interdisciplinary teams with different competencies and experience, who seek to achieve the same goal. The agency has a diverse workforce of 20 centres under 18,000 employees who work in specific divisions depending on the activities, not only astronauts, but also physicists, chemists, engineers, electricians, mechanics, biologists, geneticists, doctors, programmers, economists, human resources specialists.</p> <p>The agency has NASA HUMAN CAPITAL PLAN which establish the three priorities across interdisciplinary teams:</p> <ul style="list-style-type: none"> • Recognizing and rewarding innovative performance; • Engaging and connecting the workforce; • Building model supervisors and leaders.

Also the agency invests in extensive onsite training, and other educational programs to ensure continue grow and expand knowledge and skills besides interdisciplinary education

The NASA agency is the Best Places to Work in the Federal Government rankings rate federal employee satisfaction. The overall rankings are determined by the Best Places to Work employee engagement score, calculated by the Partnership for Public Service and Boston Consulting Group.

Scores by Category

Category	Rank	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2007
Effective Leadership	1 of 17	82.8	75.9	75.0	74.7	72.5	70.4	69.2	69.4	68.1	67.0	67.7	65.1	63.6
Effective Leadership: Empowerment	1 of 17	77.0	70.8	70.6	70.5	68.1	65.6	64.0	63.0	62.2	61.0	62.6	62.0	60.6
Effective Leadership: Senior Leaders	1 of 17	79.5	70.2	68.6	69.0	66.6	64.1	63.3	65.1	63.0	62.3	63.1	59.7	56.9
Effective Leadership: Supervisors	1 of 17	91.1	83.7	83.2	82.6	80.3	79.0	77.6	76.9	76.1	74.8	75.2	73.8	73.6
Employee Skills-Mission Match	1 of 17	87.5	87.0	86.0	85.4	83.7	82.3	81.2	80.6	80.7	80.0	80.7	80.8	80.4
Pay	1 of 16	77.8	71.9	71.4	71.5	70.4	67.5	66.2	63.6	67.0	70.7	74.7	71.8	71.6
Teamwork	1 of 16	86.6	82.5	81.8	81.0	79.8	78.3	77.9	77.7	77.3	75.2	75.9	80.0	78.2
Innovation	1 of 17	86.6	82.6	81.9	81.5	79.6	78.2	76.7	76.0	76.5	75.0	75.9		
Work-Life Balance	2 of 17	82.0	73.4	73.1	73.1	71.2	70.5	69.7	68.2	68.4	66.4	67.2	67.3	66.4

Sources :

- https://searchpub.nssc.nasa.gov/servlet/sm.web.Fetch/OHCM-NASA_Human_Capital_Plan-In-Depth_Final-08014014-0444.pdf?rhid=1000&did=1919702&type=released
- <https://bestplacestowork.org/rankings/detail/?c=NN00>

Quizz 1

2. Ability to work in interdisciplinary environments

2.1. Interdisciplinarity

Question: Interdisciplinarity	
1. What are the conditions to achieve Interdisciplinarity?	
1 st option <i>Solving problems using single methods</i>	2 nd option <i>Involving several professions</i>
3 rd option <i>Having a common purpose</i>	4 th option <i>Being conservative</i>
Answer: <i>Involving several professions</i> <i>Having a common purpose</i>	

Question: Interdisciplinarity	
2. What are the advantages of working Interdisciplinary?	
1 st option <i>Allows to create goals</i>	2 nd option <i>Innovates process and products</i>
3 rd option <i>Prevents collaboration</i>	4 th option <i>Provides the same abilities to all</i>
Answer: <i>Allow to create goals</i> <i>Innovates process and products</i>	

Question: Interdisciplinarity	
1. How to create a successful interdisciplinary project?	
1 st option <i>By integrating several professions or technologies</i>	2 nd option <i>By remaining stuck in the fields of expertise</i>

3 rd option <i>By following the plan</i>	4 th option <i>By struggling for individual relationships</i>
Answer: <i>By integrating several professions or technologies</i> <i>By following the plan</i>	

Quizz 2

2. Ability to work in interdisciplinary environments

2.2. Interdisciplinary teams

Question: Teams 1. What means effective collaboration?	
1 st option <i>Sharing opinions</i>	2 nd option <i>Focusing on process</i>
3 rd option <i>Having a single goal</i>	4 th option <i>Communicating transparently</i>
Answer: <i>Sharing opinions, Focusing on process, Communicating transparently</i>	

Question: Teams 2. Which can be the barriers created in a team?	
1 st option <i>Apathy of team members</i>	2 nd option <i>Leadership ambiguity</i>
3 rd option <i>Team composed of appropriate professionals</i>	4 th option <i>Disjoint goals of individual team members</i>
Answer: <i>Apathy of team members</i> <i>Leadership ambiguity</i> <i>Disjoint goals of individual team members</i>	

Question: Teams

3. How to build interprofessional practice collaboration?

1st option

Trust in the collaborative process

2nd option

Respect others' skills and knowledge

3rd option

*Establish a mechanism for
negotiation and re-negotiation of
goals*

4th option

Share responsibility

Answer:

Trust in the collaborative process

Respect others' skills and knowledge

Establish a mechanism for negotiation and re-negotiation of goals

Share responsibility

Competence Area 3: Ability to work in cross-functional teams

Motivational story 1

3. Ability to work in cross-functional teams

3.1. Cross-functional team work

Cross-Functional Team: what is it and how to make it work

Adelina is a project manager who aims to create a new facial rejuvenation device usable in beauty salons.

She chose to work with the design engineers and technology engineers. At the first meeting, she explained the aim of her project, the envisaged activities, the deadlines and requested that the progress be reported weekly. Product design engineers have started working on how the product will look like, creating an attractive look. At the same time, technological engineers have designed a rejuvenation technique that uses vibrations for facial massage.

At the next meeting, the members of the two teams presented their activities. The design engineers team presented the product shape and geometry. The team of the technological engineers presented the intensity of vibration capable to create a relaxation of the facial muscles.

Adelina asked:

- *What is the frequency of vibrations?*
- *How do vibrations affect product design?*
- *Are the components resistant to designed vibrations?*

Members of the two teams could not answer any of these questions.

Adelina realized that the two teams did not communicate, did not consult, did not work together as a cross-functional team. At the end of this meeting, she proposed a common workspace in order design and technological team become a new team, a cross-functional team able to exchange information and communicate easily. In the new common space created, the cross-functional team was always in interaction and has adapted its activities step by step.

At the next meeting, the team presented its new prototype of the product creating a unitary product to respond all needs, due to the continuing collaboration during the design and development phases.

At the end of the project, the new product was produced efficiently followed by the quick sale, and, ultimately, bringing profit for the company. The success of the project would not have been possible if the engineers under the coordination of the manager would not have had the ability to work within a cross-functional team.

Motivational story 2

3. Ability to work in cross-functional teams

3.2. Sharing information

Tips for successful sharing information for a great collaboration

Antonia is GMF General Assembly Quality Project Manager (she analysis complaints from customers, for cars still under warranty period)

She coordinates cross-functional teams regarding cars' quality issues: suppliers, manufacturing (from operator to team leaders), process engineering and product engineering and APW (i.e. standards, rules and manufacturing procedures).

One day she received a complaint from a customer regarding the gas sensor indicator that never went out, even though the car was running perfectly. The complaint had to be answered/solved within 24 hours. According to the internal procedure of the company, the car was checked in the service department, but nothing was wrong from a functional point of view, and the light of gas sensor was continuously on. In this case, the complaint could not be considered as well-founded, belonging to the manufacturing defect category because the car worked perfectly.

So, to explain whether the respective component may not be properly assembled by operators, Antonia called all the heads of the assembly departments using the intranet chat. Through the chat on the intranet service, she could view in real time if the information was received by the departments' heads. They confirmed within an hour that they could participate in a new technical inspection of the car. At the new inspection, everything turned out to be, once again, OK from a functional point of view. Suspecting a component manufacturing defect, Antonia used then WhatsApp groups to request the opinion of process and product specialists, transmitting the tests performed up to that point and the results of these tests, to have a properly documented overview. By choosing to use the WhatsApp groups to quickly transmit the information, Antonia had the confirmation of the participants in real time, thus avoiding the problems of sharing wrong information or misunderstanding of the message. All of them responded immediately and they proposed new technical tests. After the new tests, it was identified that the gas canister pressure gauge, installed by the owner, was not working properly, thus causing a continuing operation of the gas sensor.

Thus, using all the communication channels to share the information in cross-functional teams, it was possible to identify the cause of the complaint and the official deadline to respond to the complaint was respected (48 hours from the moment of receiving the complaint).

Case Study 1

3. Ability to work in cross-functional teams

3.1. Cross-functional team work

Organization name	University of Pitesti
Country	Romania
Title	The case of employees at Netflix: working cross-functionally
Summary	<p>Netflix is one of the companies that adopts cross-functional teams. Its post on Youtube demonstrates that employees love working cross-functionally. Their testimonials are the best indicator of how good cross-functional work can be for business.</p> <p>Cross-functional collaboration is explained by NETFLIX employees by bringing together people from various spheres, bringing together their knowledge, expertise and experience. The key issue is “work-interdependency”.</p>
Key Issues	<ul style="list-style-type: none"> • Many cross-functional teams are thrown together as a “best practice” but given no clear definition of what they’re expected to do. Teams only work when each team member understands the overall goals and purpose of the team. • To define how a cross-functional team will turn the insights into actions. • Cross-functional teams require members from various departments and roles.
Duration	This case study should take up at most one page.
Description of the case study	<p>Netflix is one of the companies that adopts cross-functional teams. Its post on Youtube demonstrates that employees love working cross-functionally. Their testimonials are the best indicator of how good cross-functional work can be for business.</p> <p>Cross-functional collaboration is explained by NETFLIX employees by bringing together people from various spheres, bringing together their knowledge, expertise and experience. The key issue is “work-interdependency”. They make obvious that people within various professional fields who meet to work together on specific projects have to communicate their opinions using all channels of communication, have to listen the others’ opinions, have to know their roles and last but not least have to know the skills and abilities of each other.</p> <p>So, working cross-functionally means - instead of each team working independently and delivering moderate efforts, to group them together to follow the same goal more efficiently.</p> <p>We can conclude that the success of a cross-functional team depends on certain factors:</p>

- Highly-motivated team members
- Teams holding accountability to accomplish the mission
- Open-minded team members
- Management to support the teams
- Not conflicting personal goals
- Clear priorities and direction
- Adequate communication



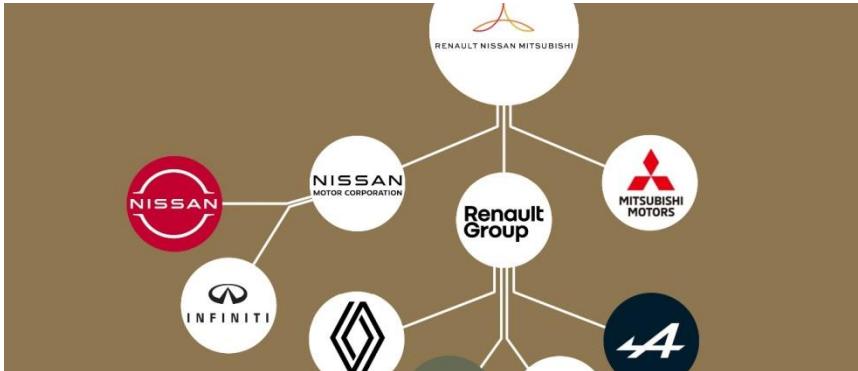
Source: <https://www.youtube.com/watch?v=FiUeG5CJWuo>

Case Study 2

3. Ability to work in cross-functional teams

3.2. Sharing information

Organization name	University of Pitesti
Country	Romania
Title	The case of Renault-Nissan-Mitsubishi: how it works sharing information in cross-functional teams
Summary	Renault Group, Nissan Motor Co. Ltd. and Mitsubishi Motors Corporation are the members of one of the world's leading automotive alliances founded in 1999. The Alliance Operating Board is composed of seven executives across its three member companies. Its new cooperation business model is to support member-company competitiveness and profitability, and one of its most competitive advantages is the ability to strengthen its members by sharing what each one is best at.
Key Issues	<ul style="list-style-type: none"> • To correctly use the right technology and equipment to share information. • To share information with all team members. • To create the right environment inside and outside the team so that the flow of information is not restricted. • To organize the information in a presentable and useful way, easy to access.

Duration	This case study should take up at most one page.
Description of the case study	<p>Renault Group, Nissan Motor Co. Ltd. and Mitsubishi Motors Corporation are the members of one of the world's leading automotive alliances founded in 1999. Now it is the 3rd largest global competitor and is becoming the world's leading generalist manufacturer of electric vehicles.</p> <p>The Alliance Operating Board is composed of seven executives across its three member companies. The Board meets in monthly sessions to define how the Alliance can support each company's goals and plans, and to address the main fields of operational activities and strategic topics. Its new cooperation business model is to support member-company competitiveness and profitability, and one of its most competitive advantages is the ability to strengthen its members by sharing what each one is best at. This approach allows member companies to acquire the most up-to-date technologies while reducing costs, lowering prices and thus increasing business performance and innovation by working in cross-functional teams. Also each company share even more of its common platforms and technologies, information and knowledge.</p> <p>Now the Alliance benefits from an efficient operational authority organization and from intensified as well as flexible cross-functional teams.</p>  <p>Source: https://alliancernm.com/home-alliance/the-road-to-2030/</p>

Quizz 1

3. Ability to work in cross-functional teams

3.1. Cross-functional team work

Question: Team work 1. What are the advantages of working in a team?	
1st option <i>Collective decisions</i>	2nd option <i>Miscommunication</i>
3rd option <i>Functional collaboration</i>	4th option <i>Supporting the others</i>
Answer: <i>Collective decisions</i> <i>Functional collaboration</i> <i>Supporting the others</i>	

Question: Team work 2. What blockages can occur in a team work?	
1st option <i>Financial and regulatory constraints</i>	2nd option <i>Permanent communication</i>
3rd option <i>Lack of framework for problem discovery and resolution</i>	4th option <i>Discouraging collaboration</i>
Answer: <i>Financial and regulatory constraints</i> <i>Lack of framework for problem discovery and resolution</i> <i>Discouraging collaboration</i>	

Question: Team work 3. Why is important to work in a team?	
1st option <i>Solving problem is easier</i>	2nd option <i>Increases the potential to innovate</i>

3 rd option <i>Decreases personal growth</i>	4 th option <i>Decreases creativity</i>
Answer: <i>Solving problem is easier</i> <i>Increases the potential to innovate</i>	

Quizz 2

3. Ability to work in cross-functional teams

3.2. Sharing information

Question: Sharing information 1. How/when to efficiently share information?	
1 st option <i>On mail or chat</i>	2 nd option <i>Face to face</i>
3 rd option <i>At work sessions</i>	4 th option <i>During the lunch break</i>
Answer: <i>On mail or chat</i> <i>Face to face</i> <i>At work sessions</i>	

Question: Sharing information 2. What are the benefits to share information?	
1 st option <i>Builds collective knowledge</i>	2 nd option <i>Creates a sense of purpose</i>
3 rd option <i>Limits the skill gap</i>	4 th option <i>Saves time</i>
Answer: <i>Builds collective knowledge</i> <i>Creates a sense of purpose</i> <i>Limits the skill gaps</i> <i>Saves time</i>	

Question: Sharing information

3. What are the barriers of information?

1st option

Insufficient Tools and Technology

2nd option

Permanent communication

3rd option

Unpleasant relationships

4th option

Lack of confidence

Answer:

Insufficient Tools and Technology

Unpleasant relationships

Lack of confidence

Competence Area 4: Managing inter-organizational collaboration processes

Motivational story 1

4. Managing inter-organizational collaboration processes

4.1. Basics: What are inter-organisational collaboration processes and how can they be managed?

Advantages of inter-organizational collaboration processes in the creation of a new sustainable construction material

Prof. Dr. DI Ramesh BISWAS, M.Sc. is an experienced architect, urban designer, product developer, entrepreneur and university teacher. He invented a new construction material, based on bamboo composites, which has technical features that are better than concrete, steel or timber, shows additional product benefits (like high water and moisture resistance), is much more sustainable than traditional construction materials and allows also to create completely new designs, such as architectural free forms.

Bamboo is an evergreen flowering plant of the grass family, considered one of the fastest-growing plants in the world. Some species of bamboo can grow by 100 cm in a single day. Bamboo is a strong, renewable, organic, green resource, which sequesters approx. six times as much CO₂ as an average tree and provides 40% more oxygen, thus helping achieve goals of the UN SDGs, Paris Agreement and EU Green Deal.

The alternative construction material is a composite of bamboo fibers and can substitute lumber, steel & concrete, for heavy-duty residential & commercial construction, flooring, window frames, pergolas, pavilion, boardwalks, bridges and outdoor furniture.

In order to reach the goals of the creation of ready to use modular building kits, different knowledge and expertise is needed. As Ramesh's company is relatively small and customers in the construction industry are not very innovative and the industry requires the following of lots of standards, he decided to set up a collaboration of different organisations and companies to address these challenges.

His partners are:

- A university with a professor who is specialised in bio-binders. She published several articles on this topic and the university also has laboratories and equipment for testing the prototypes (especially being VOC (volatile organic compounds) free) thus increasing the sustainability of the product even more

- A specialised testing institute, which can carry out physical tests according to DIN / EN standards, like bend test, fire tests, weather and moisture tests, etc.
- A product design company which shall help especially in creating innovative jointing systems between the single panels thus increasing the innovativeness of the product
- A production specialist from wood industry, who shall help to apply the well-known standards from the production of wooden panels to the new materials

Prof. BISWAS from the very beginning makes sure, that all partners understand from the very beginning the “big picture” and overall vision of the product development, are sure about their individual roles and understand that they must act as a team, putting their individual competencies together and collaborate with a series of loops and iterations, thus completing each other to reach the final goal: a ready product.

The different organisations have different individual goals. The university is interested in third-party-funded research projects and scientific publications, the testing institute is a contractor, the design company is interested in a mix of being a contractor and working for equity and the production specialist from wood industry wants to become a future production partner.

With the help of the local chamber and their specialised consultants the teams sets up in the very beginning a contract with goals, deliverables and milestones and they agree of the distribution of the intellectual property rights (80% inventor, 15% design company, 5% university). They also sign a memorandum of understanding regarding publication of the results, stating that publishing will only happen after the relevant patents have been submitted and only after release of the inventor, with the university as the lead partner for publishing, but always naming all members of the partnership.

So to summarize, the inter-organisational collaboration process brought the following benefits:

- Better understanding of the innovation purpose by combining different views, experiences, expertise and knowledge in the technology, process and/or market area
- Increase know-how by interorganisational, organisational and individual learning from different sources, which operate in a similar problem or challenge domain

- Increase the output of innovations by merging knowledge, creativity and forces (e.g. higher disruptiveness, merge different aspects or technologies, quicker development), by different views and by multi-disciplinarity.
- Pooling of human resources, skills and abilities
- Pooling of methodologies
- Better decision-making because of shared information
- Increase trust for stakeholders

Motivational story 2

4. Managing inter-organizational collaboration processes

4.2. SCRUM and agile development

Co-development of successful products

BILLA is with over 1100 stores one of the biggest supermarket chains in Austria and part of the German REWE Group, one of the largest supermarkets chains in Europe with more than 4.000 shops in Austria and 8 further countries. In 2019 Billa started in Austria to closely collaborate with start-ups in order to give them a listing in selected supermarket and supports them with expertise of various expert in the development of a successful product (<https://startupticket.at/en/>). The group so far has added more than 200 products from over 150 Start-ups to its portfolio. All selected new products must meet the requirements of the UN SDGs (sustainable development goals).

To fulfil this, Austria's largest food retailer collaborated with Austria's most innovative bank (Erste Bank) and a very wellknown early state investor (Clever Clover) and offers founders and inventors direct access to coaching, investment and listing. In an iterative process the products will be developed together in order to match the requirements of a modern retail chain, from the product itself, to its look and feel, marketing, product packaging, outer packaging, etc.

The process is easy and quick – a short online application briefly explains the USPs of the new product, the target group and some basic facts about the new product and the company. The products are examined by the experts at REWE group Austria and a personal meeting is held, where possibilities and options are discussed. Then the iterative process starts – between the start-up and the experienced experts, with the common goal to co-create a successful product.

Case Study 1

4. Managing inter-organizational collaboration processes

4.1. Basics: What are inter-organisational collaboration processes and how can they be managed?

Organization name	WARP INNOVATION
Country	Vienna
Title	Collaboration between big enterprises and start-ups: BMW Start-Up Garage
Summary	BMW Group is one of the world's technology leaders in car manufacturing. They founded der Startup Garage, which has the role to search for start-ups outside the common range and act as a global matchmaker between cutting-edge start-up solutions and the innovation needs of BMW Business Units. The aim of the programme is to evaluate start-ups and enable them as long-term partners for the BMW Group, as a way of strengthening the company's innovation leadership.
Key Issues	<ul style="list-style-type: none"> • Collaborations between established companies and start-ups bring benefits for both parties and create a win-win-situation • The established company keeps the organizational structure of the start-up in order to safeguard the velocity, adaptability and flexibility. • The start-up benefits from the experience of the established company and gets market access.
Duration	This case study should take up at most one page.
Description of the case study	<p>BMW Startup Garage has the role to search for start-ups outside the common range. As a global matchmaker between cutting-edge start-up solutions and the innovation needs of BMW Business Units it is seeking out innovations that deliver real benefits for the BMW Group's products, services, systems and processes. The aim of the programme is to evaluate start-ups and enable them as long-term partners for the BMW Group, as a way of strengthening the company's innovation leadership.</p> <p>https://www.bmwgroup.com/en/innovation/open-innovation/startup-garage.html).</p> <p>The BMW Startup Garage is a "venture client", which means that the BMW Group becomes a client of a start-up and buys the first units of a start-up's product, service or technology at an early stage when its product, service or technology is not yet mature. This means that start-ups get a supplier status, supplier number, purchase order and revenue. In comparison to venture capital BMW Group does not ask for shares or equity.</p>

In an example Martin Bonfigt, developer Driving Dynamics, BMW group, states: *"We thought we knew all technical solutions, but there was more...! When we started the new generation of road sensing technologies, that we feel are important for the car of the future, we knew only a few algorithms. Thanks to start-up garage we got connected to a company from Israel, which does it in a completely different way, but very detailed and effective. A solution that we would never have thought of".*

They built a proof of concept together with the start-up Tactile Mobility (<https://tactilemobility.com/>) – and the combination of the existing leading edge technology, that BMW had already had, the new approaches of Tactile Mobility and the combined knowledge of the engineers of both companies, created finally a solution which brought substantial additional benefits to the customers. (watch the video here:

<https://www.bmwstartupgarage.com/content/uploads/videos/bmw-sg-success-story-tactile.mp4>;

<https://www.youtube.com/watch?v=1xO8ldTjIJw>)

Which are the benefits for the start-ups?

- With the collaboration they can collaborate with the world's best
- They can learn from experienced engineers from the automotive industry
- They have access to cutting-edge tools and cars
- They have a premium client
- They keep their IP

Which are the benefits for BMW?

- Innovation leadership: For BMW the collaboration with start-ups helps them to strengthen their innovation leadership.
- Ahead of the market: The people of innovation garage identify products, technologies and services of start-ups in a very early stage. Their „venture client model“ leads to solutions which are quickly scalable for both parts.
- Velocity: in a 4-month pilot project the solutions are validated and the start-up gets enabled to become a long-term supplier

Summary:

BMW start-up garage is a very good example of a collaboration between a large company and start-ups, creating a real win-win situation for both partners.

The structured process helps to keep the goal in mind and to enable the start-ups to be able to become a supplier of a leading global car manufacturer.

	The Venture Client model is a highly efficient and effective way to integrate early stage start-ups with a corporation like the BMW Group.
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Case Study 2

4. Managing inter-organizational collaboration processes

4.2. SCRUM and agile development

Organization name	WARP INNOVATION
Country	Austria
Title	sustainable food systems of the future Cooperation between 2 start-ups and local organic farmers – plan – act – do – learn – do better
Summary	The Online Platform markta (www.markta.at) and the Sustainable-Food-Startup „Unverschwendet“ (“Unwasted”; https://www.unverschwendet.at/), both from Vienna, Austria, showcase , how a growing city of almost 2 million inhabitants can be supplied with local and sustainable products. For more and more people in the city fresh and regional food means also quality of life and is therefore becoming increasingly important as an alternative to supermarket products and global trade.
Key Issues	<ul style="list-style-type: none"> • Sharing a common vision and collaboration to reach common goals enable big step forward • Constant workshops with partners, suppliers, customers and stakeholders lead to a constant further development • A win-win-situation for all partners is created
Duration	This case study should take up at most one page.
Description of the case study	<p>The Online Platform markta (www.markta.at) and the Sustainable-Food-Startup “Unverschwendet” (“Unwasted”; https://www.unverschwendet.at/), both from Vienna, Austria, showcase , how a growing city of almost 2 million inhabitants can be supplied with local and sustainable products. For more and more people in the city fresh and regional food means also quality of life and is therefore becoming increasingly important as an alternative to supermarket products and global trade. That's a good thing, because it helps the local economy and thus local farmers, small businesses and family businesses and the environment. For many, however, the question often arises, where can I find the offers on my doorstep?</p> <p>In 2018, Theresa Imre founded her startup “markta” in Vienna and created a platform with shop for farmers and their organic products. In addition a blog and a communication platform</p>

	<p>connects the customers and the producers, thus creating a possibility for know-how transfer.</p> <p>But not only the supply of organic food is an issue. Also sustainable food production and the avoiding of food waste is of growing importance for customers as well as for local governments. This is especially true for fruit and vegetables. Too much gets thrown away, because it is “not beautiful enough for the market” or because of overproduction. Here jumps “Unverschwendet” in – since 2015 the siblings Cornelia and Adreas Diesenreiter create out of these formerly thrown but from the food quality perspective perfect resources jams, sirups, chutneys, sauces and spreads.</p> <p>In constant workshops with local shops, caterers and gas stations new products are developed, which are totally fitting the specific requirements of the target groups. New products are created in close collaboration between the farmers, the two companies and their customers.</p>
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Quizz 1

4. Managing inter-organizational collaboration processes

4.1. Basics: What are inter-organisational collaboration processes and how can they be managed?

Question: inter-organisational collaboration 1.: What are the benefits of inter-organisational collaboration?	
1st option <i>combine expertise from different areas</i>	2nd option <i>get money for development</i>
3rd option <i>create creative synergies</i>	4th option <i>easier to hire new staff members</i>
Answer: <i>combine expertise from different areas</i> <i>create creative synergies</i>	

Question: inter-organisational collaboration

2.: What is important for the success of inter-organisational collaboration?

1st option

all partners are aware of the “big picture” and the vision

2nd option

the roles of all partners are being defined throughout the project

3rd option

all partners agree on how to deal with the outcome (e.g. IPRs)

4th option

the distribution of resources, especially funds

Answer:

all partners are aware of the “big picture” and the vision

all partners agree on how to deal with the outcome (e.g. IPRs)

Question: inter-organisational collaboration

3.: What shall be avoided in inter-organisational collaboration?

1st option

lack of trust

2nd option

finishing earlier than planned

3rd option

fear of losing knowledge

4th option

clear goals and roles

Answer:

lack of trust

fear of losing knowledge

Quizz 2

4. Managing inter-organizational collaboration processes

4.2. SCRUM and agile development

Question: Collaboration in innovation

1.: What means effective collaboration in innovation?

1st option

lots of iterations

2nd option

strong focus on customer requirements and needs

3rd option

getting resources cheaper

4th option

create a brand together

Answer:

lots of iterations

strong focus on customer requirements and needs

Question: Collaboration in innovation

2.: Which can be the barriers for agile co-development?

1st option

openness is needed

2nd option

lack of "agile vision"

3rd option

poor/missing software tools

4th option

lack of time

Answer:

openness is needed

lack of "agile vision"

Question: agile development

3.: Which are success factors for agile development?

1 st option <i>close collaboration with the customers</i>	2 nd option <i>clear rules</i>
3 rd option <i>time pressure</i>	4 th option <i>lots of iterations</i>
Answer: <i>close collaboration with the customers</i> <i>lots of iterations</i>	

Competence Area 5: Networking skills

Motivational story 1

5. Networking skills

5.1. Introduction to networking skills

Networking and the need for flexibility

John is a senior consultant and project manager in a private company hiring 12 staff members. The company supports start-ups in growing their businesses. The job gives him a lot of space for flexibility. With the three projects John normally manages at a time, he gets to individually set the time of meetings with the start-up representatives and with his team. The ultimate aim is to get both sides satisfied, supporting each other's growth. As John says, the team meetings prove to me that I don't have to stick to initial plans if others share interesting ideas that have a chance to see daylight, motivate start uppers or introduce new value to an undertaken project. In fact, question asking is an essential ability in the decision-making process supporting the preparation of action plans. Also, my participation to conferences enriches my perspectives and allows me to view concepts in a different way, experimenting with new situations and in the end building in business models that deem to be a point of reflection of others entering the market and struggling to make the right decisions. Meetings with other experts as myself also allows me to practice my networking skills. This is something that differs our company from others, we are flexible, observe what is happening on the market but also the technological development and notice the creativity of others. In other words, we do not stick to frameworks, but individually approach each client. Not all challenges or opportunities can be put into a two-by-two framework – business environment is prone to constant changes and only with the skills of flexibility and adaptability will you (either client – start-up, or business consultant) be driving change. With the previously mentioned, the relationship you build with your client will impact your success in building your networks of contacts.



Image source: https://www.freepik.com/free-vector/business-meeting-illustration_11447386.htm#query=business%20meeting&position=42&from_view=search

Motivational story 2

5. Networking skills

5.2. Developing networking skills

Networking across different channels

Mary was invited to a job interview that she really counted on. She did as much preparation as possible, read about the company's products, achievements, customers, etc., therefore she had believed she was in the possession of the right information and nothing could surprise her.

On the day of the interview, Mary made sure she was on time, even before the interview, to make her own observations at the office, which could also be beneficial during the interview (the atmosphere and the attitude to possibly follow).

Once she was invited to the meeting room, she started to panic, since there were 4 interviewers in the room – something she did not expect. During her previous job interviews, and she had at least 5 of them, it was only her and the HR expert. Immediately she started to get nervous which impacted her performance. Mary forgot to mention many things while answering the interviewers' questions, getting stuck in the middle of sentences and feeling the heat all over her body. What made things go even worse was the moment when she was about to leave the room – Mary left without saying goodbye. Unfortunately, as Mary had expected, she did not get the job.

However, there is a nice part of the story. When Mary had finished the interview, she bumped into a representative of a marketing company who was providing service to the place of meeting. The representative was curious about the outcome of her interview observing her self-confidence and good self-esteem from the moment she walked into the building. How surprised was he when he heard the outcome of the interview! But also how surprised was Mary when she received the rep's business card (who was also the owner of the marketing company) and invitation to a job interview. And Mary was hired. The story shows that networking opportunities are all around us and that networking can occur through different channels of communication. This time it was unintentional and although in a desired environment, the context was different than expected. Proved to be essential had also the good communication (non-verbal before verbal) skills. Such skills are fundamental in networking.



Image source: https://www.freepik.com/free-vector/creative-illustration-recruitment-concept_9453228.htm#query=interview&position=41&from_view=search

Case study 1

5. Networking skills

5.1. Introduction to networking skills

Country	Poland
Title	Inclusive networking at an event
Summary	Since networking is an opportunity to meet, you should not block others from participating in common discussions. You should remember about empathy and also that you can learn from others. It is beneficial to include others in your conversation which will show your politeness and openness for new contacts, which is the exact purpose of networking. If you intend to have a one-to-one conversation you should step aside demonstrating the privacy.
Key Issues	<ul style="list-style-type: none"> • Inclusion in contrary to exclusion of people to the conversation. • Acceptance of different views to a topic. • Demonstrating tolerance and empathy. • Politeness and political correctness.
Description of the case study	You are attending a networking event organized by your company. Attendees include representatives from local and regional companies. You start speaking with a representative from a marketing company, who looks familiar to you, but you did not know the guy before. He is explaining a recent successful campaign to you and suddenly you realize that other people have gathered and are either contributing to your discussion or asking questions to the representative with whom you were speaking. You do not interrupt in the discussions, however are not comfortable with others interfering in your conversation. In the end, when people start to move around the room, you remark to the remaining ones around you that you find it rude that they had disrupted your conversation. The people neglect you.

Case study 2

5. Networking skills

5.1. Developing networking skills

Country	Poland
Title	Networking contacts coming in handy
Summary	The described case proves the power and importance of networking skills in situations and times when you could not expect it. Networking contacts are also beneficial in second- or third-degree connections, and can help break the ice with important people or in professional situations. What should also not be neglected is follow-up, which means getting in touch with people you exchange contacts with.
Key Issues	<ul style="list-style-type: none"> • Engaging in networking opportunities around us. • Demonstrating openness to new contacts. • Remembering about the importance of follow-up in networking. • “Investing” in your network of contacts.
Description of the case study	Joanna and Jacob met at a business conference in Madrid some time ago. They had exchanged business cards, but did not plan to get in touch. The exchange of contacts was mostly for courtesy and being polite. However, when Joanna plans to change her job in a few years’ time their roads cross. Joanna finds an interesting job offer through LinkedIn and looks up the company’s details on the same portal. She is astonished who her eyes see in the list of employees to that company, it is Jacob. Therefore, Joanna first contacts Jacob who promises to speak to the head of HR to set an interview. So, on one hand the “old” contact turned out to be a “good one” and on the other hand “the power” of the internet has proved to be effective. Meeting “random” people can turn out to be access to new (job) opportunities. Conferences do attract many attendees and those with diverse profiles. Although conferences will have a theme, e.g., speeches on the advancement of technology in the automotive sector or sessions on new tools for HR experts, the range of topics is far more than that, and that one experiences only have the official part finishes. Therefore, a conference attendee has the opportunity to exchange contacts while a F2F interaction and follow-up online thanks to the availability of such social media channels as LinkedIn. This was the case of Joanna.

Quiz 1

5. Networking skills

5.1. Introduction to networking skills

Question 1

Especially if you are new to networking, you have to work on the right way of communicating, getting your message across and building

1st option

businesses.

2nd option

relations.

3rd option

houses.

4th option

trust.

Answer:

4th option → *trust.*

Question 2

Networking skills will differ:

1st option

by sector and services.

2nd option

might be linked with education or hierarchy.

3rd option

will most likely be connected with daily routine, habits and responsibilities.

4th option

All the answers are correct.

Answer:

4th option → *All the answers are correct.*

Question 3

What is the essential skill in networking?

1st option

2nd option

<i>Reading</i>	<i>Listening</i>
3 rd option <i>Whispering</i>	4 th option <i>Shouting</i>
Answer: 2nd option → <i>Listening</i>	

Quiz 2

5. Networking skills

5.2. Developing networking skills

Question 1 <i>Where can you network?</i>	
1 st option <i>Job interview</i>	2 nd option <i>Conference</i>
3 rd option <i>Cinema</i>	4 th option <i>All the answers are correct</i>
Answer: 4th option → <i>All the answers are correct</i>	

Question 2 <i>What are good examples of networking tools?</i>	
1 st option <i>Business cards</i>	2 nd option <i>Emails</i>
3 rd option <i>Both business cards and emails</i>	4 th option <i>None of the previous answers</i>

Answer:

3rd option → *Both business cards and emails*

Question 3

What online tools impact how others are making first impressions about us?

1st option

Social media

2nd option

Email

3rd option

Blogs

4th option

All the answers are correct

Answer:

4th option → *All the answers are correct*

Competence Area 6: Adaptability and flexibility

Motivational story 1

6. Adaptability and flexibility

6.1. Adaptability at work

LIFE-SUCCESS STORY AT WORK ADAPTABILITY FOR HEALTH REASONS

In Spain, Article 26 of the Law on Occupational Risk Prevention (LPRL) regulates the basic aspects of protection for pregnant and breastfeeding workers. This protection may entail an adaptation of the job and working conditions in the event of pregnancy, however, it may never entail a reduction in pay.

This is what the Supreme Court has ruled in its STS 633/2017. Ms. Asunción was a first-year medical intern at the Hospital Universitario Príncipe de Asturias. She had a contract of 1,667.5 (4) hours per year and an ordinary full working day of 37.5 hours per week. In June 2013, she informed the Hospital that she was in her 22nd week of pregnancy, so that her employment situation could be assessed.

The hospital, after the relevant risk assessment, stated that it was not necessary to interrupt her work, but that an adaptation of her position was necessary. The hospital ordered the following measures: a) avoid, as far as possible, tasks where the risk is not defined; b) avoid manual carrying or moving loads without the help of other workers, as well as carrying weights of more than 10 kg repeatedly from 18 weeks; c) avoid night work and shift work, unless there is voluntary consent to the contrary - subject to prior agreement; avoid repeated bending over from 18 weeks of gestation and, from 22 weeks, spend less than 4 hours a day on your feet.

After giving birth and taking her maternity leave, Ms. Asunción asked to be reinstated in January with the adaptation of her post due to the risk of breastfeeding. In this case, the hospital agreed to adapt the post, but reduced the worker's total pay. The worker filed a lawsuit that went all the way to the Supreme Court in 2017.

Despite having granted the adaptation, and having taken the relevant measures, the Supreme Court declared that Asunción's right to equality and non-discrimination had been violated by reducing her pay during a period which, according to the law, was under a job adaptation. The company had to pay €1,339.03 per month for the period during which this situation was maintained.

Source: Judgement of Supreme Court 633/2017 (Social Chamber, 1st Section), 24 January 2017.



Picture source: <https://image.shutterstock.com/image-vector/adaptability-icon-monochrome-simple-element-600w-1994888819.jpg>

Motivational story 2

6. Adaptability and flexibility

6.2. Flexibility

BENEFITS OF FLEXIBILITY AT WORK

In the post-COVID era, flexibility at work has become one of the most sought-after employment demands for workers. The ability to improve work-life balance in the event of an emergency; to continue business productivity during emergency circumstances; or to boost worker morale are just a few examples of the goals that companies like Amazon or Apple are seeking today.

The biggest deal with these organizations is remote working or teleworking. A study by the Society for Human Resources Management and Gallup research reports that professionals who work from home are 13% more productive, and 9% more engaged, than those who perform their tasks in the office. In addition, telecommuting has a positive impact on the global ecology, as it reduces carbon emissions, and reduces companies' furniture costs.

Apple is launching new positions called "*home advisor*", whose role is to assist customers and solve their online problems. To do this, all you need is a computer - iMac, provided by the company itself - high-speed internet, and a comfortable space to work in your home.

Disney, for its part, has the status of "*guest services representative*" or consultant for the company's shops. In addition to teleworking, it offers the possibility of contacting internal headhunters for free admission to various study programmes.

Other types of agreements that these companies contemplate are health, disability, death or illness insurance; holiday time, functional mobility, and continuous training. For example, Amazon offers a "*Career Choice*" programme, where it covers 95% of the cost of necessary training courses in advance, thus that they can be promoted.

Source: <https://teletrabajadores.net/ejemplos-del-teletrabajo-eficaz-3-empresas-que-lo-implementaron-con-exito/#:~:text=Amazon%2C%20Apple%20y%20Disney%20son%20una%20peque%C3%B1a%20muestra,Esa%2C%20es%20la%20clave%20para%20teletrabajar%20con%20%C3%A9xito>



Case Study 1

6. Adaptability and flexibility

6.1. Adaptability at work

Organization name	Asociación Valencia INNO HUB
Country	Spain
Title	Benefits of adaptability on workplace: Indonesian workers
Summary	Covid-19 put Indonesian workers in a period of crisis. This study aims to prove that adaptability at work is an essential factor for workers to succeed in their careers in crisis situations.
Key Issues	<ul style="list-style-type: none"> • Benefits of adaptability • Succeed in your career • COVID-19 adaptation
Duration	This case study should take up at most one page.
Description of the case study	<p>During 2020, the world entered a period of crisis due to the Covid-19 pandemic. In Indonesia, the Central Bureau of Statistics reported that many workers were laid off or underwent major changes in their jobs. The research by Putu Aninditha Veera Lakshmi and Shella Sonata wanted to show with a multiple regression analysis that workers who were able to adapt in that situation and overcome the problems that ensued are the most likely to succeed in their careers during the pandemic.</p> <p>This study is quantitative, using a sample quota of 250 respondents from among employees aged 18 years and older; employees with a minimum of secondary education or vocational training; and employees in an Indonesian organisation.</p> <p>It analyses the effective contribution of two predictors to success at work during the pandemic: a) Adaptability, and b) Job crafting. The results show that both can contribute 33.9% to career success. In particular, workers being able to proactively modify their job and adapt contributes to 10.69% of their success.</p> <p>A more adaptable worker will be more self-confident and self-assured, and more confident about his or her career. It allows them to be optimistic, especially in a crisis situation, and to commit themselves to cultivate and plan differently for their future. This ability will accompany you for the rest of your career, helping you to overcome the challenges that difficult circumstances put you in a difficult situation. In other words, they will strive for success.</p> <p>Therefore, the study allows us to state that Career Adaptability has a positive relationship with the career success of Indonesian workers during the pandemic, which means that the higher the adaptability, the more successful you will be.</p>

Source: LAKSHMI, P., & SONATA, S. (2021). Benefits of Career Adaptability and Job Crafting on Career Success of Indonesian Workers during Pandemic/ Manfaat Career Adaptability dan Job Crafting pada Kesuksesan Karir Pekerja Indonesia dalam Masa Pandemi. Psikolamika : Jurnal Psikologi Islam, 18(1), 145-162. Retrieved from https://buscador.biblioteca.uned.es/permalink/f/vkj742/TN_cdi_doaj_primary_oai_doaj_org_article_e761db96782a49d6967efb7fc915d42a

Case Study 2

6. Adaptability and flexibility

6.2. Flexibility

Organization name	Asociación Valencia INNO HUB
Country	Spain
Title	Flexible work arrangements
Summary	The US company Capital One wanted to increase employee satisfaction while rethinking the way the company works. It launched a pilot programme where 1,000 of its employees could choose how or where to work (hybrid, on-site, or telematically). After 2 years, the project was a success and was extended to the rest of the workforce.
Key Issues	<ul style="list-style-type: none"> • Teleworking • Freedom of choice • Benefits of flexibility arrangements
Duration	This case study should take up at most one page.
Description of the case study	<p>The banking company Capital One (USA) launched a pilot programme called "<i>Future of Work</i>" (FOW) in order to find out how each individual worked best in 2006, and to rethink the way we work.</p> <p>The company employed 18,060 people. Of those, 6,492 employees were at the Richmond headquarters. The programme started by taking more than a thousand of Richmond's employees as a sample.</p> <p>They could choose where they would like to work from the following options:</p> <p>(a) As an Anchor or Resident. With this position, they would maintain the same workspace, either because they need to work from the office to carry out their duties, or because they prefer to do so.</p> <p>(b) As a Mobile Associate. This position has the option of spending time in the office, but with mobility. That is, you may choose to work some time from home, in the cafeteria, or visit clients. What we would call a "hybrid" position.</p> <p>(c) As a Teleworker. Here you would work most hours from home and come to the office sporadically. In addition, in the office you could find a "mobile" workspace, log on and get to work. To work from home,</p>

they would receive all the necessary technology and an additional subsidy of \$1,000 for home office furniture.

Thus, the main advantages offered by the company were flexibility and choice for workers. In addition, employees are provided with the tools and equipment necessary to perform their duties (mobile phones and laptops) to make the switch option effective, and within the office they created "quiet zone" spaces - without the use of mobile phones - so that they could use it as a place to work.

After two years, the percentage of satisfied employees in the company increased by 23% (80% vs. 57%); and the company has been able to consolidate its real estate portfolio by gaining the capacity to house 500 more employees in the same space as when it started (800 vs. 300). Given the success of the pilot programme, Capital One added more employees to the programme in 2008.

All in all, Capital One is a clear example of putting in place programmes and tools to support partners, and dialogue on requests for flexible working arrangements.

Source: Christensen, K., & Schneider, B. (Eds.). (2011). *Workplace flexibility : Realigning 20th-century jobs for a 21st-century workforce*. Cornell University Press. Retrieved from <https://ebookcentral-proquest-com.bibliotecauned.idm.oclc.org/lib/unedbiblioteca-ebooks/reader.action?docID=3138099&ppg=1>

Quizz 1

6. Adaptability and flexibility

6.1. Adaptability at work

Question: What is adaptability at work? Select the correct option	
1st option <i>the capacity to respond appropriately to the demands of the environment, regulating the behaviour of the individual or group</i>	2nd option <i>the possibility for workers to decide part of the characteristics of their job such as the possibility to adjust working hours</i>
3rd option <i>Neither is correct</i>	4th option <i>Both are correct</i>
Answer: 1st option	

the capacity to respond appropriately to the demands of the environment, regulating the behaviour of the individual or group

Question: Which is the relationship between adaptability and open innovation?

1st option

It is exclusive, to implement open innovation we need to have the same non-changing conditions.

2nd option

It is independent, just because we have a good capacity to adapt does not mean that we will be able to implement open innovation.

3rd option

There is a complementary relationship. To implement open innovation, it is necessary to have a great capacity for adaptability to the environment

4th option

Options 2 and 3 are correct

Answer:

3rd option

There is a complementary relationship. To implement open innovation, it is necessary to have a great capacity for adaptability to the environment

Question: Adaptability requires a range of other soft skills to be applied successfully. Which of these they required?

1st option

Persistence

2nd option

Curiosity

3rd option

Initiative

4th option

All are correct

Answer: 4th option- *All are correct*

Quizz 2

6. Adaptability and flexibility

6.2. Flexibility

Question: Flexible working is the possibility for workers to decide....	
1 st option <i>The hours they want to work at home</i>	2 nd option <i>The place where they want to work</i>
3 rd option <i>Holidays throughout the year</i>	4 th option <i>All are correct</i>
Answer: 4 th option- All are correct	

Question: HR professionals have a key role to play in implementing the new telework to help both employees and companies effectively enter the new normal. They need (.....) to implement it correctly.	
1 st option <i>Not to have tracking tools to record their activity or absence</i>	2 nd option <i>To define a clear flexible working policy, and set the rights and conditions beforehand</i>
3 rd option <i>To establish communication tools</i>	4 th option <i>Options 2 and 3 are correct</i>
Answer: 4 th option- <i>Options 2 and 3 are correct</i>	

Question: What are the main risks of flexibility at work? Choose the wrong option.	
1 st option <i>Lack of tracking of the work that has been done</i>	2 nd option <i>Absenteeism from work</i>

3 rd option <i>Lack of communication with the team</i>	4 th option <i>Material costs for working from home</i>
Answer: 2 nd option- <i>Absenteeism from work</i>	

Competence Area 7: Ability to share knowledge and ideas internally within organization

Motivational story 1

7. Ability to share knowledge and ideas internally within organization

7.1. What is knowledge

HOW A HOBBY TURNED INTO A PROFITABLE BUSINESS UNIT

John is a young IT engineering working at one of the offices of a national IT company. One of John's hobby and passion is a card game played by people from all over the world. The game has a wide range of different types of cards, from the more common to the rare ones, different types of cards launched in different countries and so on. These cards are traded by players and the value of each card can vary. Not only different types of cards have different trading values, but the same type of cards can vary in value.

As a game addicted and an IT expert, John, during his free time, developed an online platform where players from all over the word could buy and sell cards, the value of the cards could be monitored and displayed to users, among others.

When John shared his idea and project with his bosses, the company got immediate interest. However, the project did not fit the scope of operations of the company.

At the end, the company created a new start-up to explore this project, with John as business partner.



Image source: Photo by Alexas Fotos at <https://pixabay.com/pt/photos/conectar-se-conex%3a3o-colabora%3a7%3a3o-2777620/>

Motivational story 2

7. Ability to share knowledge and ideas internally within organization

7.2. Interaction and sharing

A PLACE WHERE WE FIND WHAT WE ALL NEED

Organization PCT is dedicated to the management of an incubator. It started operating with a team of 4 people, each one with a specific job and field of expertise. However, as a small team managing a big infrastructure, there were increasing activities to be managed by all. Each person would produce information and outputs related to the different areas, and all should use the same materials, procedures and follow a line of knowledge construction and storage.

Although, as small team, it was quite easy for knowledge, information and ideas to be shared between all, it would be difficult to follow with the work without knowing, previously, what was the status of the activity or what had been the last update made by any of colleagues. This would be a problem as any person of the team would have to interrupt the colleague work to get an update or could risk important mistakes in situations where the colleague would not be available (e.g., during vacation period).

During a team meeting the problem was discussed and an idea of creating an internal online area where everyone could create and store documents and information was launched. With the IT expert, the area was created and the team started using it successfully. The solution reduced the time wasted by all team members and the work become much more effective.



Image source: Photo by Gerd Altmann at <https://pixabay.com/pt/illustrations/on-line-internet-%c3%adcone-teclado-1905876/>

Case Study 1

7. Ability to share knowledge and ideas internally within organization

7.1. What is knowledge

Organization name	E&D Knowledge Consulting
Country	Portugal
Title	The price of the missing knowledge and information
Summary	Knowledge is an extremely valuable resource in any organization. Being produced by human beings, it's of high relevance to make sure that this asset is properly stored within the organization and made available to all interested parts. This will not only allow the organization pool of knowledge to grow as it will also make sure

	that the existing knowledge is not lost, compromising all the organization efforts.
Key Issues	<ul style="list-style-type: none"> • Knowledge is a powerful resource created only by people. • The process of sharing knowledge and ideas within an organization is crucial for its growth and development. • Knowledge is built together and grows when shared. • Experience and documented knowledge are crucial for knowledge creation. Make sure you create the opportunities to bring the two together and make accessible to all, within the organization
Duration	This case study should take up at most one page.
Description of the case study	<p>Pedro is a young yet experienced programmer that took a position as a project coordinator at an IT company. Pedro was replacing the previous project manager in charge of one important company project. He was excited to start working in this reputable company, and in a highly interesting and challenging project. He was going to coordinate a team of programmers but there were some challenges: the project had already started, there were some challenging errors to be solve, there were some new members in the team.</p> <p>When starting his job, Pedro faced his main obstacle. There was no information on the work done so far and the team members were not aware of the work done by those already out of the team and the company. Although overwhelmed, it was time to do his job and avoid the past mistakes.</p> <p>Pedro spent weeks trying to understand the work done, discussing the project with his team colleagues, trying to figure out how pieces of the programme were developed, redoing steps of the work already done, working on solutions for the programme errors and so on.</p> <p>However, it was clear for Pedro, that there was no space to repeat the mistakes of the past jeopardizing the company's product and reputation. The lack of shared information and knowledge could not be part of his teamwork.</p> <p>To address the problem, Pedro created an online journal where every single step of the programme was documented and accessible to all the team. Procedures, errors, solutions implemented, etc. were all registered in this journal. With this, not only all of those working in the project would have access to the work, information, and knowledge produced by everyone in the team, but, also, this solution become a collaborative tool were everyone could support each other and, above all, anyone that would start working in the programme would find all the required information to complete the job. The tool, with all its best and worst practices, would support not only the development of the current project but would also be available to support future</p>

	<p>projects, providing ideas, information and knowledge that could be suitable for new projects.</p> <p>If the creation of a mechanism to share ideas, information and knowledge across the project team was a good practice for the company, the previous inexistence of any type of sharing practice cost valuable time to the company and almost put at risk an important project.</p>
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Case Study 2

7. Ability to share knowledge and ideas internally within organization

7.2. Interaction and sharing

Organization name	E&D Knowledge Consulting
Country	Portugal
Title	Internal knowledge sharing for an optimal performance
Summary	An established and successful IT company bought a young and promising company in a South America country. To ensure a proper adjustment to the internal culture, processes and knowledge management practices within the company, a team of managers from different departments traveled and spend a couple of weeks with the new team. At the same time, the team was training to use internal tools connecting offices from the different countries where the company operates to support knowledge sharing and support to solutions development.
Key Issues	<ul style="list-style-type: none"> • Socialization plays a key role in the process of knowledge and ideas sharing. • While documented knowledge can be of high importance to the acquisition of new knowledge, contextualization, experience, and apprenticeships are crucial to acquire undocumented knowledge (tacit knowledge). • IT tools can be very useful to support knowledge and ideas sharing within an organization.
Duration	This case study should take up at most one page.
Description of the case study	<p>XPTO, Ltda is a highly successful IT company, ranked among top European best places to work and with a strong and fluid knowledge and idea sharing culture. As part of its expansion and internationalization strategy, XPTO acquired a promising South American company. While this new acquisition was very promising, with a young, hardworking, and dynamic team, the implemented processes, practices and organizational culture was far from being as effective as the XPTO ones and contributed to many flaws that were compromising the performance of the company.</p> <p>Since the first moment, it was clear for XPTO the importance of working with the new team to transfer processes, change the</p>

	<p>internal culture and implement practices and channels to link this new team with the company teams working in offices in so many other countries.</p> <p>A collaborative working plan was designed and put in place. The first step was the creation of multidisciplinary team that travelled and worked with the new team, in their own offices, for a couple of weeks. This peer-to-peer learning allowed the transfer of knowledge and information to support the new team to engage in the company culture and working processes, as well as the immersion in the company operations.</p> <p>After the personal engagement in the knowledge sharing process, the company followed with the continuous interaction with team through IT sharing platforms and regular in person visits. Making use of the company online sharing platforms, the new team was in constant contact with teams from all over the world, sharing information, knowledge and discussing solutions and opportunities.</p> <p>The successful knowledge transfer allowed the company expansion, keeping its core strategic advantage – having the best place to work, where employees feel happy and are highly engaged and committed with the success of its projects, and have all the tools and environment to share their ideas and knowledge.</p>
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Quiz 1

7. Ability to share knowledge and ideas internally within organization

7.1. What is knowledge

Question:	
<i>Knowledge highly influences how an organization operates?</i>	
1st option <i>True</i>	2nd option <i>Not completely true. Knowledge is much more important for high-tech companies and knowledge intensive organizations</i>
3rd option <i>False. Know-how, capital, top equipment, hard work and a good management influence how an organization operates</i>	4th option <i>True only for organizations in sectors such as crafts, where practice and experience are crucial</i>
Answer:	
1st option → <i>True</i>	

Question: Define the question.

Which are key elements of knowledge?

1st option

Set of data, belief, truth

2nd option

Data, context, written form

3rd option

Belief, validity, evidence

4th option

Information, action, results

Answer:

3rd option → ***Belief, validity, evidence***

Question: Define the question.

What can be the basis of tacit knowledge?

1st option

Personal opinions

2nd option

Experience

3rd option

Written knowledge, e.g., books

4th option

True belief, yet to be proven true

Answer:

2nd option → ***Experience***

Quiz 2

7. Ability to share knowledge and ideas internally within organization

7.2. Interaction and sharing

Question: Define the question. <i>How are relaxing physical spaces such as office lounges or bar perceived in the context of knowledge sharing?</i>	
1st option <i>Very important places to foster knowledge and ideas sharing</i>	2nd option <i>Useless. Only essential spaces such as a canteen for lunch are important in the organization</i>
3rd option <i>Threats to productivity</i>	4th option <i>Very interesting spaces where internal staff can connect with external stakeholders</i>
Answer: 4th option → <i>Very important places to foster knowledge and ideas sharing</i>	

Question: Define the question. <i>Which of the following is a key condition to foster knowledge creation and ideas?</i>	
1st option <i>Experience</i>	2nd option <i>Orientation</i>
3rd option <i>Creative Chaos</i>	4th option <i>All the above</i>
Answer: 3rd option → <i>Creative Chaos</i>	

Question: Define the question.

Which is the role of socialization in the knowledge and ideas sharing process?

1st option

Extremely important for the process of knowledge and ideas sharing

2nd option

It can be an obstacle to the process

3rd option

It's very important, especially when it comes to the stage of documenting knowledge

4th option

It plays no role in the process

Answer:

1st option → ***Extremely important for the process of knowledge and ideas sharing***

Competence Area 8: Ability to share knowledge and ideas externally

Motivational story 1

8. Ability to share knowledge and ideas externally

8.1. The external environment and knowledge flows

LEARNING FROM OTHER'S MISTAKES

Mr. Jones is a recently retired economist. Exhausted of the life in the big city and willing to explore new activities, Mr. Jones decided to move to the countryside where he had inherited a house and some acres of land, and dedicate himself to farming. From research he found out about the high value of a specific type of orange and how successful farmers were with their plantations. Without no further thinking, he decided this was the perfect idea. He had all the required resources and started preparing for this new venture.

Living in this new place, Mr. Jones started making friendship and connecting with other farmers. While talking about his plans for his land and activity with one of his friends and peer, Mr. Simons, he learned something very valuable.

To the plans of Mr. Jones, Mr. Simons replied *"Don't do it, Jones, that will not work. Let me share something with you. That is actually a great idea, but you lose all your investment. I have heard about the success that orange breed, so I decided to experiment it. It was a big mistake. Our weather conditions, specific of this valley, are extremely averse to that type of plantation. I lost all the planted trees! But I'll tell you which are the plantations you should invest in as they are very successful in our type of land and weather conditions..."*

This ideas and knowledge sharing was of high value for Mr. Jones. It saved him from frustration, investment lost and direct him to investments that ended up being very profitable for him.

We all learn, also, from other people's mistakes.



Image source: Photo by Gerd Altmann at <https://pixabay.com/pt/illustrations/falso-pior-situa%c3%a7%c3%a3o-assinar-98375/>

Motivational story 2

8. Ability to share knowledge and ideas externally

8.2. Channels and practices for knowledge and ideas exchange

NEW IDEAS AROUND THE COFFEE VENDING MACHINE

A young incubator hosted multiple start-ups and a couple of R&D centers from some bigger companies. The profile of the entrepreneurs was very diverse: from young university students turning their graduation projects into new business, to experienced entrepreneurs starting their own companies, team managers coordinating R&D teams. The sectors of the companies' activities were also very diverse – from ICT to new materials, construction, engineering, robotics, etc.

At the incubator, each company had their own office and there was no coworking spaces. Considering the different schedules worked by the different entrepreneurs and employees and in order to allow them to have access to coffee, beverages, food and sweets while working, a special space was created with 2 vending machines. As entrepreneurs and employees would make short breaks for coffee, they would meet quite often in this area that, day by day, started to become an informal networking area where everyone would meet and talk with each other.

At the beginning, conversations were very casual – meeting each other, their interests, their start-ups field of operations, football, politics, world events and so on. But sooner the conversations started evolving, also, around the entrepreneurial and business world. Quite often, entrepreneurs would share problems and would receive advice from more experienced entrepreneurs on how to deal with it, market developments and opportunities, recommendations between entrepreneurs on new customers opportunities and so on. A strong collaboration spirit was developed and each new entrepreneur arriving to the incubator would soon be welcome into the group. As a result, some interesting inter-organizations collaborations started to be discussed.

An example comes from two entrepreneurs from 2 completely different sectors – ICT and construction. While discussing local problems, they come up with a solution of joining the two expertise's to develop a new solution addressed to municipalities. A platform was developed with multiple functionalities – a first interface would allow citizens to communicate public spaces problems to be solved by the municipality, while a private one would present a sustainable and efficient solution, in terms of construction intervention, to be applied. The two functionalities were complemented with an internal management system to the municipality. The project was, soon, presented to the local municipality that within a short time bought the solution to the consortium created by the two entrepreneurs for the solution development.

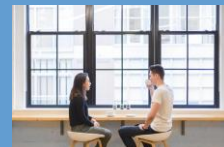


Image source: Photo by StockSnap at <https://pixabay.com/pt/photos/pessoas-homem-mulher-garota-cara-2557451/>

Case Study 1

8. Ability to share knowledge and ideas externally

8.1. The external environment and knowledge flows

Organization name	E&D Knowledge Consulting
Country	Portugal
Title	Bringing external knowledge to adjust a solution to the market
Summary	When an entrepreneur (or an SME) is development an innovative solution, the scarcity of resources (including knowledge) can be an obstacle to the successful launch of the innovation into the market. Therefore, it's of high relevance to understand which knowledge is required but not detained and look for the right collaboration to support innovation to become a reality
Key Issues	<ul style="list-style-type: none"> • To understand the external environment in which an organization operates is crucial to understand where the collaboration opportunities exist. • Organizations have limited resources, including knowledge. It's crucial to know which knowledge is needed and were to find it. • In collaboration, knowledge and ideas exchange is a process that requires a common language and a common ground of understanding and trust in order to successfully achieve the collaboration objectives
Duration	This case study should take up at most one page.
Description of the case study	LB is an entrepreneur with deep expertise in engineering. He's constantly applying his academic knowledge to the development of new solutions for different markets. During the COVID-19, bored with his free time, he and some colleagues from different expertise fields developed an innovative health device with materials he found at his home and home office. Seeing the potential of his invention, LB engaged external experts in the field of health to contribute to the transformation of the invention into innovation, meaning developing a solution valuable and accepted by the market. LB knew exactly who he wanted to engage, based on the knowledge he knew he was missing and knowing who owned that specific knowledge and ability to bring added value to the project. The collaboration was fruitful and ended up in a refined prototype. With this prototype, the solution was, then, protected by patent.

Case Study 2

8. Ability to share knowledge and ideas externally

8.2. Channels and practices for knowledge and ideas exchange

Organization name	E&D Knowledge Consulting
Country	Portugal
Title	Finding the right partner to develop a new solution
Summary	To proceed with the final development of the prototype of an innovative health device, a young entrepreneur needed to look for an external partner. The external partner should have the expertise and knowledge to develop the device casing according to the requirements of the device and the selected materials. The challenge was to find the right partner and achieve a common ground of understanding to start a successful collaboration
Key Issues	<p>Enter between 3 and 5 key aspects. You can list them in a list like the one below:</p> <ul style="list-style-type: none"> • When entering a collaboration process for innovation, with knowledge and ideas exchange, it is of high relevance to identify the people/organizations that own the knowledge/expertise we need. • For a success cooperation between to organizations, the objectives of the collaboration need to be aligned, there is the need for an aligned work culture that will lead to trust; • A common language is crucial so that different organizations can find a common ground for collaboration • Knowledge protection is very important when organization exchange knowledge and ideas
Duration	This case study should take up at most one page.
Description of the case study	<p>Following the case presented for submodule 8.1, the road to the launch of LB new solution into the market followed with the need to engage new partner.</p> <p>With a validated and patent protected solution, it was time to plan the launch of LB solution into the market. While all the engineering knowledge embedded in the solution was protected by a patent, the final design and production casing of the solution was requiring a much-needed collaboration. The idea for the requirements of the final design were defined, as well as the materials to be used in the production of the casing – a recycling-based new material, perfectly adjusted to the needs of the solution. Who owned the knowledge and expertise to develop and produced the casing?</p> <p>LB and his team worked with a start-up consulting expert who had been following the project development since the beginning, explained the needs of the moment and clarifying the key</p>

	<p>requirements for the needed partner. A pool of possible partners was presented and discussed, and based on the requirements, one partner was invited. This partner filled in all the expertise requirements, his market credibility and products portfolio was analysed and approved, two requirements were yet to be known. Would this partner be able to produce this specific case with this specific material? Would the two parts be able to create a common ground of understanding – establish a common goal, align work cultures, exchange knowledge in ideas to achieve the best solution, respect each other, including be available to sign Non-Disclosure Agreements to protect each part knowledge? The partner was in a very close geographical proximity and an in-person was possible to arrange in a very short time. The parts meet and discuss the project. The connection and alignment of objectives towards the development of a successful final product was immediate. From that moment on, the two parts kept working together until the final product, ready to the market was successfully concluded.</p>
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Quiz 1

8. Ability to share knowledge and ideas externally

8.1. The external environment and knowledge flows

Question: Define the question. Knowledge sharing can be?	
1st option <i>Intentional</i>	2nd option <i>Nonintentional</i>
3rd option <i>By mistake</i>	4th option <i>Intentional and nonintentional</i>
Answer: 4th option → <i>Intentional and nonintentional</i>	

Question: Define the question. In terms of knowledge transfer, which are some of the different factors that can be used to “measures” distance between organizations?
--

1 st option <i>Geographical, social, cultural, technological, and linguistic factors</i>	2 nd option <i>Geographical, social, cultural, technological, relationships and cognitive factors</i>
3 rd option <i>Geographical, technological, environmental, cultural and cognitive factors</i>	4 th option <i>Only geographical and cultural factors really impact distance</i>
Answer: 2nd option → <i>Geographical, social, cultural, technological, relationships and cognitive factors</i>	

Question: Define the question. <i>Which is the crucial element for an effective knowledge and ideas exchange externally?</i>	
1 st option <i>Common language</i>	2 nd option <i>Technical language domain</i>
3 rd option <i>Use of sophisticated information and communication technologies</i>	4 th option <i>Ability to protect knowledge</i>
Answer: 1st option → <i>Common language</i>	

Quiz 2

8. Ability to share knowledge and ideas externally

8.2. Channels and practices for knowledge and ideas exchange

Question: Define the question. <i>Who, inside the organization, can bridge the knowledge and ideas sharing and capture process with the exterior?</i>
--

1 st option <i>Top management</i>	2 nd option <i>Department managers</i>
3 rd option <i>R&D staff and managers</i>	4 th option <i>Anyone working in the company</i>
Answer: 4th option → <i>Anyone working in the company</i>	

Question: Define the question. <i>What is key to know for a successful knowledge sharing process?</i>	
1 st option <i>To know who owns the knowledge you need</i>	2 nd option <i>To know whom is your knowledge of interest</i>
3 rd option <i>To know which are the right organizations/people to share knowledge with</i>	4 th option <i>All previous options</i>
Answer: 4th option → <i>All previous options</i>	

Question: Define the question. <i>When looking for external partner to collaborate for innovation, who should you look for?</i>	
1 st option <i>Start-ups. They are cheaper</i>	2 nd option <i>Big companies. They Will help you grow</i>
3 rd option	4 th option

The ones with the knowledge and expertise I need, and with which we can have a common ground for a collaborative work

The ones closest to me. It will save us money

Answer:

3rd option → ***The ones with the knowledge and expertise I need, and with which we can have a common ground for a collaborative work***

Competence Area 9: Cultural awareness

Motivational story 1

9. Cultural awareness

9.1. Introduction to cultural awareness

Cultural diversity and how to learn from other cultures

Piia was granted an internship in Spain. Of course, she decided to take the opportunity and travelling from Finland to Spain for 6 months. Coming from a country where English is spoken by the majority of the population, Piia believed it would be the same way in Spain. When she arrived in Seville, and at her rented apartment, she realised that in fact it might not be as easy to communicate as she had thought. Piia did not know Spanish. She was a speaker of Finnish, Swedish and English. The internship was going to be in English, but outside the office she would have to do her best to buy her way into the community. And she noticed this on the example of the different night life that Seville had in comparison to Jyväskylä. In her home city she usually went out on Fridays and Saturdays, whereas in Seville basically every night she could hear people out in the streets at pubs or bars having some tapas, and until really late hours – which was also something new to getting accustomed to, but also a way of learning about the culture. Once she started participating in the nightlife of Seville, she realized also how loud it can get and therefore understanding the conversations become even more complicated without the knowledge of some Spanish. After two weeks of her stay, Sarah realized that she must start learning Spanish. The workplace helped her find a Spanish language class and a week later she started. Sarah regretted she had not decided to learn Spanish earlier because she lost almost a month taking the decision. The classes gave her more flexibility in interacting with the local community. She not only acquired the basics in Spanish dialogue but learned the body language and about the culture, exposing to new experiences. In the end Sarah understood that she was brought to Spain for a reason, to challenge the mind of her Spanish colleagues and exchange experiences, encouraging creativity in the company.



Image source: https://www.freepik.com/free-vector/students-characters-learning-spanish-foreign-language-course_15128903.htm#query=spanish&from_query=spanish%20class&position=1&from_view=search

Motivational story 2

9. Cultural awareness

9.2. Understanding cultures around you

Building trust across cultures

Mark had a meeting scheduled with a new German customer. Although, Mark was new to the business, he had the chance of continuing his run of good luck after recently making a good impression and bringing external experts to analyse new ways of advertising a product. Hans, his German customer, was flying in to Warsaw from Frankfurt at noon. When Mark arrived at the meeting quarter to 12, he was surprised to see Hans already in the room. What Mark did not think about is that Hans could arrive earlier since he was travelling by car not by plane. Surprised by the situation, Mark immediately took his seat and started his presentation. He did not make a good first impression on Hans, but managed to gain recognition with the presentation of the tailor-made product resulting from ideas captured from his collaboration with Hans's executive assistant.

The story shows that building trust across cultures is an important competence in business and that it takes time. At meetings with foreign customers, it is important that you not only prepare in the subject and topic of the meeting, but also do your homework regarding their culture. This means that regarding the country your customer comes from they may be expecting different treating. Research on ways of greeting and other body language. Reassure yourself on the common behaviours of that nation. Like in the case of Germans, being direct and punctual will built trust and make a good first impression. It is advised also to learn the hierarchy and understand the role of the meeting attendees in the company they represent.

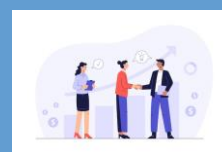


Image source: https://www.freepik.com/free-vector/company-has-achieved-successful-business-deal_14245105.htm#query=trust&position=24&from_view=search

Case study 1

9. Cultural awareness

9.1. Introduction to cultural awareness

Country	Poland
Title	Traditional culture and digital culture
Summary	Cultural diversity can cause cultural issues, but also provoke cultural change towards a more digital culture. The process is unavoidable for those who want to keep up with the pace of living and be modern citizens. Cultures also learn from one another, get inspiration and inspire themselves. However, digital communication doesn't overcome cultural differences, but it is a driver towards the integration of cultures. Cultures should also be respected in communication; whichever mode is used.
Key Issues	<ul style="list-style-type: none"> • Cultural diversity impacting ways of communication. • Acceptance of different traditions and communication habits. • Demonstrating respect to the traditions of others. • Transformation to digital modes of communication.
Description of the case study	<p>Company A is communicating with their customers mainly through social media. Company B is using telephone calls and fax messages. If company A and B start making business together what will be their predominant form of contact?</p> <p>It depends on the countries, their customs, also their willingness to adopt to the new situation. It is also the time zone that will matter and the working habits. The digital transformation in the countries of question will matter and impact the future of the business. "Standing out" countries in terms of digitalization are South Korea, Singapore, Hong Kong, Estonia, Taiwan, and the United Arab Emirates, they show high adaptability and are driven by innovation. But take Asia, home to almost 50 countries, a very heterogeneous continent. If you want to interact with people out there you have to do investigation. In China and Hong Kong online communication mainly goes through WeChat rather than the European's choices of WhatsApp, Instagram or Twitter. The choices are also interrelated with the sense of security. However, even with the COVID, countries such as Japan and India kept print newsletter as much alive as before the lockdown periods. Therefore, it is also a sense of tradition influencing societal behaviours.</p>

Case study 2

9. Cultural awareness

9.2. Understanding cultures around you

Country	Poland
Title	Culture-specific business meeting behaviour
Summary	Participating in meetings with foreigners, especially in business context, you should prepare and read about their etiquette. Small talk is not the same across the globe as well as the hierarchy in companies. The attitude you take and the way you behave at international negotiations will impact the outcomes of the meeting, if you make a deal or not.
Key Issues	<ul style="list-style-type: none"> • Respecting culture-specific behaviours. • International business etiquette. • Preparing for meetings.
Description of the case study	<p>The chicken factory in Poland is guesting potential clients who are interested in exporting selected products. On Monday the delegates are from the Middle East, while on Tuesday from Germany. Both delegations are represented by heads of the company and a member of their sales department. After visiting the factory floor, discussions are continued in the conference room. During the first day, it is not the head of the company that does the talking, but their sales representative, while on the second day it is the opposite. Jokes are not part of the second day, when the conversation is more serious, which might be expected from the Saudi, who are used to asking more courtesy questions about family and answering phone calls causing interruption to the meeting. In both situations, during both days, the meeting and following negotiations are successful.</p> <p>Why is it like this?</p> <p>In the Middle East, the person lower in the hierarchy will do the talking at the meeting when attending it with their boss, who is the observer. While in Germany the person that is highest in the hierarchy will participate from the beginning of the conversation until the negotiating. The meeting schedule, including small talk, is also governed by an etiquette. In Germany, jokes should not be a part of formal meetings. In Saudi Arabia, for instance, speaking about minor things, irrelevant to the conversation serve the purpose of getting into the conversation. Also picking up phone calls is not rude, but a custom of combining business and pleasure matters, while the Germans will be stricter and make a line between their professional and private life.</p>

Quiz 1

9. Cultural awareness

9.1. Introduction to cultural awareness

Question 1

What does cultural awareness deal with?

1st option

Sensitivity

2nd option

Recognition

3rd option

Existence

4th option

All the answers are correct

Answer:

4th option → *All the answers are correct*

Question 2

What is the definition of mass culture?

1st option

Comes from large groups, which can be explained on the example of the Internet since internet media has the power of influencing the society even in an unconscious way and ideas from the other side of the planet have the power of reaching you.

2nd option

Something that cannot be avoided, that happens over time and can be influenced by global activities.

3rd option

Relates to digital environments and shared common experience across cultures in using digital technology.

4th option

Problems that result from conflicts between representatives of different cultures.

Answer:

1st option → *Comes from large groups, which can be explained on the example of the Internet since internet media has the power of influencing the*

society even in an unconscious way and ideas from the other side of the planet have the power of reaching you.

Question 3

What is the definition of cultural change?

1st option

Comes from large groups, which can be explained on the example of the Internet since internet media has the power of influencing the society even in an unconscious way and ideas from the other side of the planet have the power of reaching you.

2nd option

Something that cannot be avoided, that happens over time and can be influenced by global activities.

3rd option

Relates to digital environments and shared common experience across cultures in using digital technology.

4th option

Problems that result from conflicts between representatives of different cultures.

Answer:

2nd option → Something that cannot be avoided, that happens over time and can be influenced by global activities.

Quiz 2

9. Cultural awareness

9.2. Understanding cultures around you

Question 1

What are universal facial expressions for communicating emotions?

1st option

Open mouth for demonstrating surprise

2nd option

Wide open eyes for demonstrating fear

3rd option

Wrinkled nose for demonstrating disgust

4th option

All the answers are correct

Answer:

4th option → *All the answers are correct*

Question 2

Why do we sometimes misunderstand foreigners?

1st option

Due to different pronunciation

2nd option

Because of unknown phrases

3rd option

Due to different body language

4th option

All the answers are correct

Answer:

4th option → *All the answers are correct*

Question 3

What do personal space or jargon & slang represent?

1st option

Body language

2nd option

Networking etiquette

3rd option

Misconceptions of cultures

4th option

None of the previous answers are correct

Answer:

2nd option → *Networking etiquette*

Competence Area 10: Communication Skills

Motivational story 1

10. Communication skills

10.1. Verbal communication

THE ART OF A GOOD COMMUNICATION

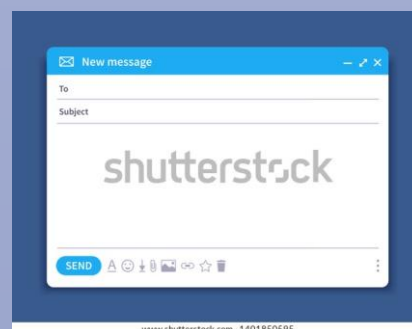
E-mails have become the most widely used means of communication in the workplace. Here are excerpts from emails sent by the CEO and owner of a Hong Kong-based non-profit organisation, Sabitha. We will see how she communicates differently with her subordinates than with her clients. Differences in writing style can be due to different factors, such as participants, context, timing, urgency or purpose. The first two emails are addressed to her subordinates. Sabitha has been working together with her colleagues in the same open plan office for a long time. As a result, her emails are more fluid and informal, as if they were an oral conversation.

1st extract:

*"Situation: Meeting with (...)
Can you work on this?"*

2nd extract:

*"Situation: ENGAGE in Hong Kong
What are you doing about this?"*



As you could observe, the messages do not contain any greeting, closing or mitigating constructions. She is clear, short and explicit. On the contrary, this is an email to their clients.

*"Dear Daisy
Many thanks for the wonderful moon cakes which I received this afternoon. They are yummy!
I would like to set up a telecom with you to see how best we can move forward with our working with (company name) and my colleague Betty will be in touch with you to set up a time for us to talk. Thank you again
Sabitha"*

Sabitha uses a different tone, starting with a greeting and before moving on to the objective of the email (having a teleconference), she tries to create a bond by thanking you for what you have done. In the business world, it is important to build good relationships with clients and maintain partnerships over time. These are all examples of good professional communication, but they change according to the context and the addressee. It is the art of communication.

Source: Schnurr, S. (2012). *Exploring professional communication: Language in action*. Taylor & Francis Group. Retrieved from <https://ebookcentral-proquest-com.bibliotecauned.idm.oclc.org/lib/unedbiblioteca->

Motivational story 2

10. Communication skills

10.2. Verbal communication in workspace

KEY CONTENTS ON VERBAL COMMUNICATION



Leaders' speech at work is crucial to influence their subordinates. It defines the form of leadership. A real example is taken from a meeting in a New Zealand company. Clara, the team leader, expresses her confidence in the team and conveys her appreciation.

"A couple of things about the project. We really expect a high performing team and I'm very confident that we have achieved that with the composition of the people we have here." Source: Vine et al. (2008: 348).

The manager is fulfilling three objectives of leadership: a) motivating her team to do their best in their new project, and b) expressing to them that she has high expectations and their trust; c) creating team spirit and good relationships within the team, are associated with a high level of trust and confidence. In this way, she is increasing workers' performance. But apart from motivating, a leader must ensure that everyone's tasks are clear, as well as the deadlines to be met for a project. The following example is taken from an update meeting led by Smithy, deputy section head and special project manager.

“Smithy: Action items from last week’s meeting um Clara Banks was to arrange (systems) access with Keely Cooling, and you’ve done that?

[brief discussion about this item]

Smithy: Okay training meeting with Fraser regarding the customer satisfaction course.

Tessa: yep + (we did that)

Smithy: Tessa to follow up [name] for notification of the training system for [system]

Tessa: yep we’ve done that ++”

Source: Vine et al. (2008: 348).

The extract shows how Smithy begins by checking that all members have carried out their assigned tasks. His goal is to start the next project, so he does not use any structure to maintain team relationships or to motivate them. This could be extracted from other behaviours, such as body language. Therefore, it is concluded that the way leaders speak must be adapted to the type of leadership they want to convey, and adapted to the situation.

Source: Schnurr, S. (2012). *Exploring professional communication: Language in action*. Taylor & Francis Group. Retrieved from <https://ebookcentral-proquest-com.bibliotecauned.idm.oclc.org/lib/unedbiblioteca-ebooks/reader.action?docID=1101443&ppg=177>

Case Study 1

10. Communication skills

10.1. Verbal communication

Organization name	Asociación Valencia INNO HUB
Country	Spain
Title	Written communication
Summary	In India, there is a role called “Written Analysis of Communication (WAC) reader” that acts giving feedback on writing skills to MBA students. Raina’s research tries to test the effectiveness of this role.
Key Issues	<ul style="list-style-type: none"> • Analytical Skill • Feedback • Written Communication
Duration	This case study should take up at most one page.
Description of the case study	<p>Written communication is one of the most important learning outcomes among higher education institutions.</p> <p>FORE School of Management, New Delhi (India) started offering courses on written communication and analysis for first year MBA students. Students were taught how to develop and express ideas in writing, to communicate with others in any kind of setting, whether academic or community, and to convey their ideas and convictions clearly. They practiced their written skills, and how to convey effectively with direct and confident language to build trust with the recipient.</p> <p>But written communication skills depend on the feedback they receive. The study evaluates the role of the WAC reader, a new assistant for teachers of communication classes that will assess students' written work, reports and case analyses by providing them with constructive critical evaluation.</p> <p>After asking 60 students in one of the classes, 56.8% of the students have found this new position very satisfying for their school learning; and 63% of the participants indicated that they agreed that the WAC feedback helped them to understand their weaknesses in communication, and to focus on the best solutions.</p> <p>Source: RAINA, R. (2020). Assessing Students' Perception of the Importance and Relevance of Feedback in Written Communication by the Written Analysis of Communication (WAC) Reader. <i>Abhigyan</i>, 37(4), 30-38. https://www-proquest-com.bibliotecauned.idm.oclc.org/scholarly-journals/assessing-students-perception-importance/docview/2633912372/se-2?accountid=14609</p>

Case Study 2

10. Communication skills

10.2. Verbal communication in workspace

Organization name	Asociación Valencia INNO HUB
Country	Spain
Title	Formal-verbal communication
Summary	Sanchis and Bonavia's study reveals that the conception of workers in small companies is that communication is oral and top-down. Recommendations are given on how to improve communication within the company.
Key Issues	<ul style="list-style-type: none"> • Formal communication • Descendent communication • Verbal communication
Duration	This case study should take up at most one page.
Description of the case study	<p>Business communication is a key social process for the cohesion of relationships, but in reality it is not represented correctly. Sanchis and Bonavia carried out research to evaluate the communication processes within a small organisation (60 employees) in Valencia, and to find out how they are perceived at different hierarchical levels. In this case, there were four hierarchical levels: 1) manager, 2) sales department director and the HR director, 3) a middle manager and 4) a worker.</p> <p>Here are the results and conclusions of the study.</p> <p>Regarding the type of communication to use. Being a small organisation, they all concluded that formal communication was done orally. And when asked how they perceived the use of verbal communication, the majority concluded that the greatest presence of means of communication was top-down (from managers to workers) as opposed to bottom-up and horizontal.</p> <p>On the other hand, the most used media were:</p> <ul style="list-style-type: none"> - Noticeboard. Although the management maintains that there is total freedom to raise complaints about its functioning, the perception of the levels is that these proposals are not taken into account. As a recommendation, the study proposes the use of more means with a response option such as e-mail or meetings in order to know what has been received, and to know the feedback (positive or negative). - Suggestion box. Being a mean of upward communication (from workers to superiors), it was curious how managers did not know of its existence. The study recommends raising awareness at all levels that they have at their disposal a resource for communicating with their superiors, and placing it in a visible location.

- Meetings. The manager indicated that they had to be limited in time. Production workers did not mention them as a means of communication, and managers stated that meetings were only proposed by management and were not held at lower levels, despite the general perception of their necessity. As a recommendation, the company should try to encourage bottom-up and horizontal communication, rather than top-down.

- Telephone calls. Their main use was to resolve doubts that needed an immediate response. As problems, the manager proposes that its use should be restricted to what is really important to be effective, and the middle manager indicates that barriers such as coverage or environmental noise should be taken care of.

- E-mail. Everyone says that it is the most important means of communication, due to its immediacy and the advantage of putting everything in writing. However, workers point out that they have not been trained to use it correctly.

In general, the study concludes that the company should establish common standards for communication and, in addition, support communication in a way that leaves important issues in writing and that lasts over time.

SANCHIS, P. I., & BONAVIA, T. (2017). Internal Communication System Analysis in a Small Company. *Working Papers on Operations Management*, 8(1), 9-21. <https://doi.org/10.4995/wpom.v8i1.7390>.

Quiz 1

10. Communication skills

10.1. Verbal communication

Question: What types of verbal communication are there? Select the correct option

1st option

Verbal communication and non-verbal communication

2nd option

Formal communication and informal communication

3rd option

Formal communication and non-verbal communication

4th option

All are correct

Answer:

4th option

All are correct

Question: Active listening is far off than just listening to the words being said. What else does it include?

1st option

To pay attention to the speaker.

2nd option

To redirect the conversation

3rd option

*To be honest in your response,
whatever it is.*

4th option

Options 2 and 3 are correct

Answer:

1st option

To pay attention to the speaker.

Question: When you have a public presentation, a good spoken speech is enough.

1st option

*False, in addition, you need to use
body language as well as
moderation of your tone of voice.*

2nd option

*True, it is enough to connect with the
audience in a clear way.*

3rd option

*False, you also need to match the
colours and shapes of your
presentations to make them
attractive.*

4th option

Options 1 and 3 are correct

Answer: 4th option

Options 1 and 3 are correct

Quiz 2

10. Communication skills

10.2. Verbal communication in workspace

Question: Which of these characteristics are not prerequisites for good communication at work?

1st option

We must try to have a relationship of prior respect and honesty.

2nd option

It is important to pay attention to a clear formulation of what you want to communicate

3rd option

Communication is a one-way street: the speaker must be listened to.

4th option

None is correct

Answer:

3rd option

Communication is a one-way street: the speaker must be listened to.

Question: Imagine you are in a meeting trying to have a smooth conversation, but one of the speakers gets upset, what would you do to maintain communication? Select the wrong reaction.

1st option

It's important that you don't try to fill the communication gap

2nd option

You need to check the opinions and contributions of all participants and value them.

3rd option

to keep your focus and facts clear

4th option

None is correct

Answer:

4th option

None is correct

Question: Why does poor communication affect companies?

1st option

Actually poor communication only affects small businesses, not large ones where there is no close relationship.

2nd option

Because employees may feel that they cannot express their ideas freely and thus tend to be less productive.

3rd option

Because it is translated into reprocesses, dissatisfied customers, and exceptional costs for the employer.

4th option

Options 2 and 3 are correct

Answer:

4th option

Options 2 and 3 are correct