

# THE WIND OF CHANGE

## HANDBOOK



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# ABOUT THE PROJECT:

The project “The wind of change” is a support for the Moldovan third sector in the field of developing NGOs that will involve and activate young people to undertake important social initiatives. In addition to providing participants with theoretical knowledge in the field of formal aspects (legal, financial), we also want to provide practical information on the functioning and development of such an organization, especially in the current pandemic situation, in which office work has been replaced by online work.

The project is dedicated to young and ambitious people who are active and eager to work, contributing to local development – primarily informal groups, students and members of young NGOs.



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# CONDUCTING SOCIAL RESEARCH: TOOLS NEED TO MAP SOCIAL NEEDS

## PRIMARY DATA



Primary data – publications prepared for a specific research problem. The information obtained comes from the original research carried out by the entity.

Such research may take the form of:

- quantitative (e.g. online or paper questionnaire)
- qualitative (e.g. individual in-depth interviews, focus group, observation, heuristic methods).

An invaluable advantage of using primary sources is the information obtained directly in response to a defined research problem. These results are deepened and tailored to your organization, with all the attention being focused on finding a specific solution to the problem.

In the case of research carried out by, for example, companies, the advantage is that information from primary sources will not be available to competitors.



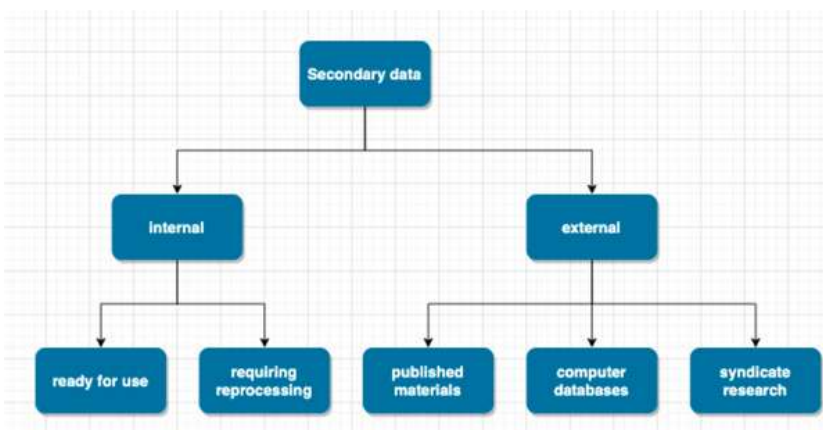
# SECONDARY DATA

Secondary data – publications that were not made for a specific research problem. They can serve as a valuable source of information or constitute an introduction or supplement to primary research.

Secondary sources can help diagnose the problem and research approach, design a primary study, or test hypotheses.

External data further falls into 3 main categories:

- Published materials – e.g. guides, catalogs, indexes, statistical data, census data, government publications
- Computer databases published on offline or online media. They include bibliographic, numerical, text, catalog or special purpose databases
- Syndicate research that can be divided according to the respondents of such research into two subcategories: households and consumers, and institutions.



Source: N. K. Malhotra, D. F. Birks, Marketing Research. An Applied Approach, 2007

## External secondary data – classification

1. Internal – come from within the organization where the research is carried out
2. External – come from outside the organization, e.g. from entities such as:
  - local and regional authorities,
  - government,
  - European Union,
  - non-profit organizations,
  - industry associations,
  - commercial publishers,
  - brokerage companies
  - marketing research companies.



# EVALUATION OF SECONDARY RESEARCH



It is worth approaching secondary information critically. In order to evaluate existing information, the following criteria should be considered:

- specification – analyzing, among others: the size and characteristics of the research sample, the response rate and their quality, the response questionnaire, procedures, the method of data analysis and reporting;
- study precision and possible errors - may arise from approach, study design, research sample, data collection, analysis, and reporting;
- timeliness - ie the time since the study was published and the frequency of data updates;
- research goal, i.e. why the research was carried out - this will allow us to draw conclusions whether the research results will also answer the research problem we set
- the nature of the study, i.e. the defined variables, measures used, categories and relationships analyzed;
- credibility, reputation and reliability of the entity that conducted the research.

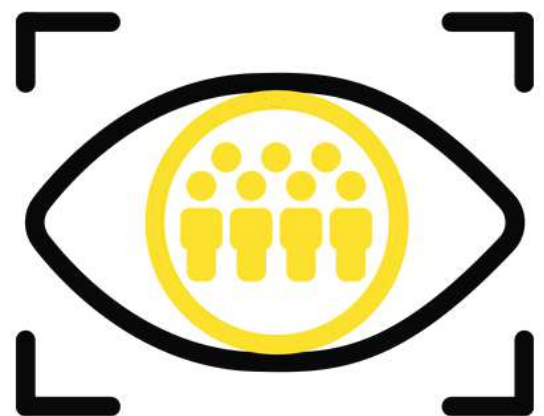
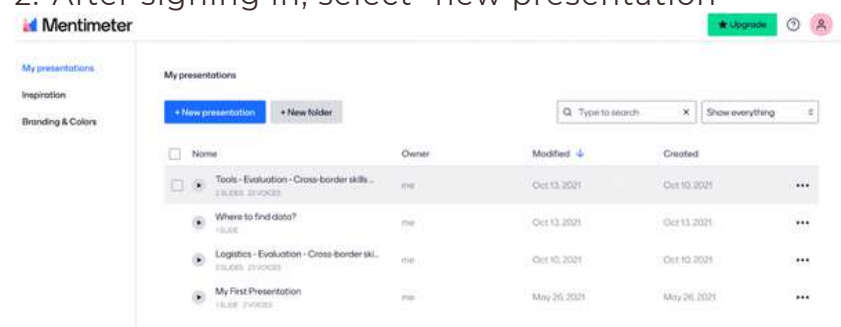
## TOOLS FOR CONDUCTING PRIMARY RESEARCH

### Mentimeter

Mentimeter – used, among others, to get answers "here and now" in an anonymous manner. An accessible tool, available online, that allows you to display test results in a live form.

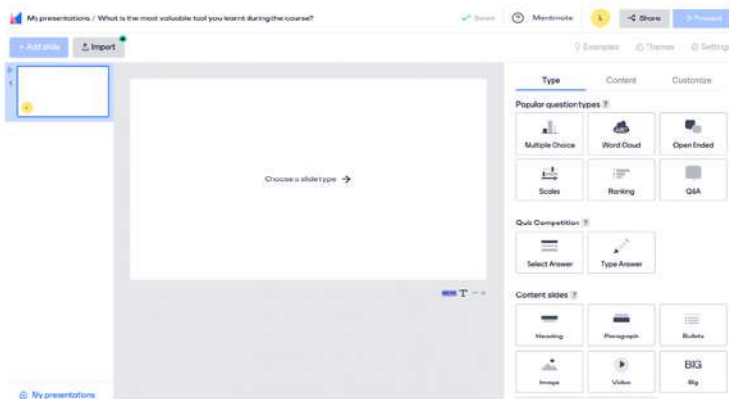
How to create your own research in a live form and what is it?

1. Sign in [www.mentimeter.com](https://www.mentimeter.com) – at this link there is a panel for the creator of such a study
2. After signing in, select "new presentation"



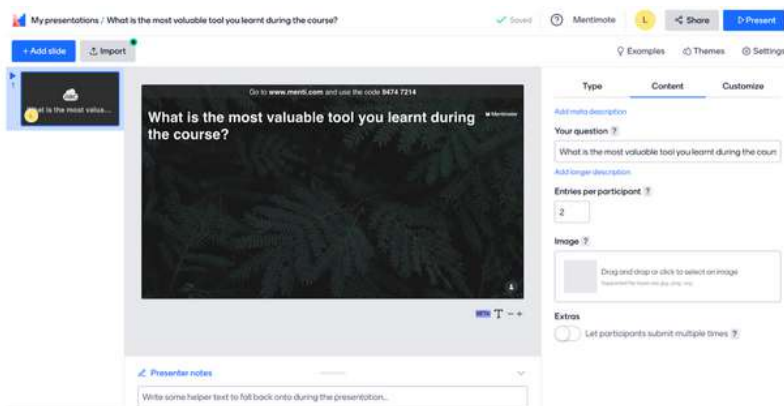


3. Choose the form in which you want to get the answers

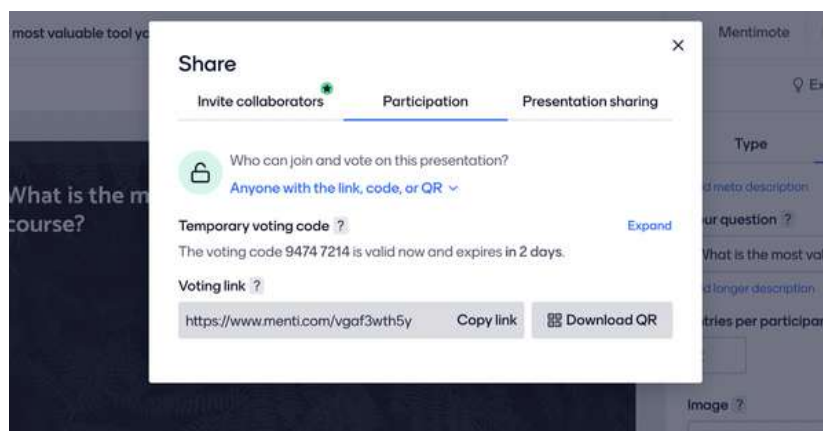


4. Choose a research theme

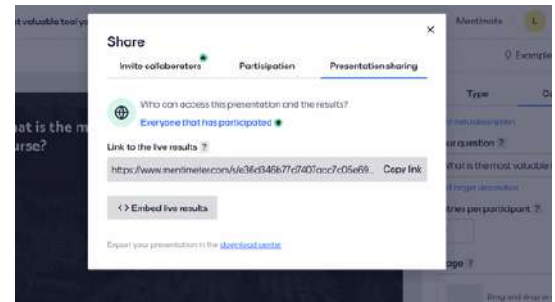
5. Specify the number of responses that the participant can enter when answering the question asked (i.e. in entries per participant)



6. Share the opportunity to answer the question, write down the code that you give to the participants of the research after entering: share → participation



7. In order to use the tool, to present the results of live results go to share → presentation results and copy the link



## Bibliography

1. N. K. Malhotra, D. F. Birks, „Marketing Research. An Applied Approach”, 2007.
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3. M. Rawski, Źródła informacji marketingowej wykorzystywane przez przedsiębiorstwa handlowe – wyniki badania, „Handel Wewnętrzny”, 2015; 5(358).
4. Informacja rynkowa, Encyklopedia Zarządzania, [https://mfiles.pl/pl/index.php/Informacja\\_rynkowa](https://mfiles.pl/pl/index.php/Informacja_rynkowa).
5. [www.mentimeter.com](https://www.mentimeter.com)

# ESTABLISHMENT OF NGO: LEGAL AND FINANCIAL ASPECTS



## ASSOCIATION – DEFINITION

An association is a social organization established by a group of people who share common goals or interests. The basic legal act regulating the issues of associations, their establishment and functioning is the Act of April 7, 1989 - Law on Associations.

In Poland, special types of associations, separately regulated by law and having special purposes, are: political parties, election committees, religious unions, employers' organizations, trade unions and craft guilds. A common feature of all these organizations is non-profit activity.

The association has a legal personality, may establish local organizational units, join associations of associations, accept legal persons as its members, and make use of public donation and accept donations from state authorities and other institutions.

The associations include:

- ordinary associations;
- associations registered in the National Court Register;
- associations of associations;
- sport clubs.

## WHAT WILL WE KNOW?

1. The definition of association
  2. What is an ordinary association?
- How to register an association?





# WHAT IS AN ORDINARY ASSOCIATION?

An ordinary association does not have legal personality (although under the law it has legal capacity), and to establish it, it is enough to act only by three persons who must pass the regulations (i.e. not the statute) and indicate a representative representing the association.

This association, unlike the proper association, is not subject to registration with the National Court Register. However, the fact of establishing this type of association must be reported in writing to the supervisory body of the association, e.g. the staroste.

Activities that an ordinary association cannot undertake include, inter alia,

- establishing local organizational units,
- merging into unions of associations, associating legal persons,
- running a business.

Funds for the operation of an ordinary association may come from membership fees, donations, inheritance, bequests, income from the property of the association, public donation (public fundraising) and subsidies.

"No one is useless in this world  
who lightens the burdens of another."  
— Charles Dickens

## HOW TO ESTABLISH AN ORDINARY ASSOCIATION?

At least three people are required to establish an association. They choose a representative who will perform a representative function. Then, the statute should be adopted, which should be reported to the starost –the body supervising the association.

In order for the association to start operating, it is enough to report this fact in writing to the supervisory body. The document must be accompanied by a list of the members of the association (name, surname, date and place of birth, place of residence and handwritten signature). It is also necessary to provide the attendance list of people who participated in the founding meeting and the minutes of the meeting, which certifies that the resolution on the association has been concluded.

During the meeting, the regulations of the association should also be drawn up, defining its purpose, seat, area of operation, and resources. Each association must choose a representative to represent it publicly. If there are no contraindications on the part of the starost, the association may start its activity.

Supervision over the association is exercised by the staroste who has the full right to inspect the reports on the organization's activities.

Source: <https://businessinsider.com.pl/twoje-pieniadze/prawo-i-podatki/jak-zalozyc-stowarzyszenie/p7xcptn>



# HOW TO OPEN THE REGISTER ASSOCIATION IN POLAND?

The association is founded at the founding meeting by at least 7 people who become the founding members of the association. At the founding meeting, they pass resolutions on: establishing an organization, adopting a statute, and electing the association's authorities. Then the management board submits an application (together with the required attachments) for registration of the association with the National Court Register. The association obtains legal personality upon entry into the National Court Register.

## Step 1: People



Associations may be established by Polish citizens who have full legal capacity (persons over 18 and not incapacitated) and not deprived of public rights (Article 3 (1)).

Minors under the age of 16 may belong to an association with the consent of its statutory representatives (e.g. parents), but may not exercise passive and active voting rights. On the other hand, minors aged 16-18 (with limited legal capacity) may belong to an association and exercise passive and active voting rights, but the majority of members of the management board of a given association must be persons with full legal capacity.

However, if an organizational unit of an association associates only minors, they may elect and be elected to the authorities of this unit (Article 3 (2) and (3)).

A foreigner who is not registered on the territory of Poland may join an association whose statute provides for such a possibility. Foreigners residing in our country may establish associations in accordance with the provisions applicable to Polish citizens (Article 4 (1) and (2)).

## Step 2: Statute



The statute is the most important internal document - the "constitution" of an association - it is information confirmed in writing about the principles of its operation. It is advisable to prepare a preliminary draft of the statute in advance, i.e. before the founding meeting, and provide it for inspection by all members of the future association. Voting in favor of the statute and its approval must take place at the founding meeting.

## Step 3:

### Founding meeting



At least 7 people must participate in the founding meeting. They will become founding members of the association in question. It is worth inviting a few more people if it turns out that for some reason someone will not come to the meeting.

In order to conduct the meeting efficiently, various organizational details should be established in advance: choose the place and set the date of the meeting, find a person who will efficiently conduct the meeting, as well as a person who will write down the minutes of the meeting and prepare the necessary documents.

Before the founding meeting, we prepare:

- Draft statute
- Documents:

a. List of founding members with data: name and surname; date and place of birth; place of residence, handwritten signature (very important!). We can have a complete list right away or we can supplement it with missing information before or during the meeting. It is convenient if the same list also includes a declaration of the founding members on: possession of Polish citizenship, full legal capacity and full civic rights (pursuant to Article 3 (1) of the Law on Associations).

The list must be prepared in triplicate; two will be submitted to the National Court Register, the third will remain in the organization's documentation. Meeting participants sign all copies.

b. Texts of resolutions that must be adopted during the meeting:

- resolution establishing an association - resolution no. 1;
- resolution on adopting the statute - resolution no. 2;
- resolution on the election of the management board - resolution no. 3;
- resolution on the selection of the audit committee - resolution no. 4.

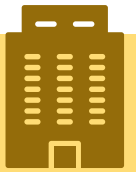
Resolutions can be entered into the minutes of the meeting or attached as attachments to the minutes. All resolutions constituting attachments to the minutes of the meeting are signed by the meeting chairman and the recording clerk (secretary).

All documents should be prepared in triplicate. Two are submitted to the court and one is left in the organization's documentation.

“If you’re in the luckiest one per cent of humanity, you owe it to the rest of humanity to think about the other 99 per cent.”

— Warren Buffett

## Step 4: KRS



The application for registration of an association with the National Court Register is submitted on the official forms:

- KRS-W20 – basic form for registering an association - its name, seat, etc.,
- KRS-WK – it is used to notify the members of the management board (on one KRS-WK form we can enter the details of two people, so if we have chosen, for example, four people for the management board, we fill out two such forms for the management board),
- KRS-WK – it is used to notify people who are members of the audit committee (on one KRS-WK form we can enter the data of two people, so if we have selected, for example, three people for the audit committee, we fill out two such forms for the committee)



## HOW TO OPEN THE REGISTER ASSOCIATION IN MOLDOVA?

The basic form (KRS-W20) is used to submit the main content of the application, so it is entered (as indicated in the form fields):

- the name and division of the court
- type of registration performed (it can be e.g. registration or re-registration from another register)
- determination of the legal form of the organization (e.g. association or foundation)
- correspondence address and possibly the details of the attorney at law
- the main content of the notification (e.g. establishing an organization and adopting the statute or changing the statute, seat)
- information on attachment forms and documents
- On the first page of the basic form there is a short instruction to complete it. By acting according to the instructions, we will avoid mistakes, and so:

The form must be completed in Polish, legibly, on a typewriter, computer, or by hand, in capital letters.

You only need to fill in clear fields.

All the fields that are not filled in (no matter for what reasons) should be crossed out (preferably by diagonal strikethrough through the entire box, so that it is clear that the dash was not accidentally entered),

In the fields where there is a choice, you must put an X in one of the squares (unless the instruction below the field informs you that, if the field does not apply to the organization at all, the field must be crossed out).

A very important rule is to cross out empty fields, which is often forgotten. Failure to cross it out is considered a formal error, which may result in the application being returned. The forms must be completed legibly (hence the rule of capital letters when filling in by hand) and properly signed.

The same rule applies to the other KRS forms.

Source: [www.ngo.pl](http://www.ngo.pl)

Non-governmental, not-for-profit organizations (NGOs) in Moldova can assume three forms: associations, foundations, and institutes. The governing legislation includes the Law on Associations (1996), the Law on Foundations (1999), and the Civil Code (2002). There are about 4,500 NGOs in Moldova, of which approximately 3,500 are registered at the national level. All NGOs at the local level and most of the national and international NGOs are registered as associations, with institutions and foundations less common.

To apply to the Certification Commission, the NGO voluntarily submits a written, signed request. In support of its request, the applicant must also submit (1) a completed application form, (2) copies of its Certificate of Registration as an NGO, (3) information on its activities, (4) a certificate from the Tax Inspectorate reflecting no tax violations, (5) its own declaration of nonparticipation in any electoral campaign in favor of or against any candidate for public office, and (6) a copy of the decision of the NGO's governing body on the appointment of a representative to present the application to the Commission.

"We only have what we give."

— Isabel Allende

To conduct application reviews, the Commission normally meets on a monthly basis – or as determined by the Chair. One of the Commission members (depending on professional interests and knowledge) is primarily responsible for each application. He or she examines the documentation presented to the Commission, visits the applicant if necessary, and then presents the case to the Commission. The presence of an authorized representative of the applicant is obligatory during the Commission meeting. Representatives of ministries related to the applicant's areas of activity might also be invited to attend.



Under the Law on Associations (Article 2), an organization is certified as a PBO if it engages in one of several spheres of public benefit activity:

- Protection of human rights;
- Promotion of education, training, skills development, knowledge dissemination;
- Health care;
- Social care;
- Promotion of culture;
- Support of art;
- Promotion of amateur sports;
- Provision of relief from natural disasters;
- Protection of the environment; and
- Other public benefit activities.

The list of public benefit activities provided by the law is open-ended. Other activities may be recognized as public benefit at the discretion of the Certification Commission. An organization will be recognized as a PBO if it is engaged predominantly in one or more of the listed or recognized activities. This does not prevent the organization from carrying out other activities, including entrepreneurial activities. Although a PBO is free to engage in public advocacy on issues of public interest, it must not use any assets to support or oppose any candidate for public office or to finance any political party (Article 52 of the Tax Code (1997)).

Moldovan legislation does not clearly address those organizations whose members are the primary beneficiaries of the organization's activities, such as organizations of disabled and other vulnerable groups.

The Commission will normally extend public benefit certification to membership organizations whose activities relate to state social protection or to purposes listed in the Tax Code.

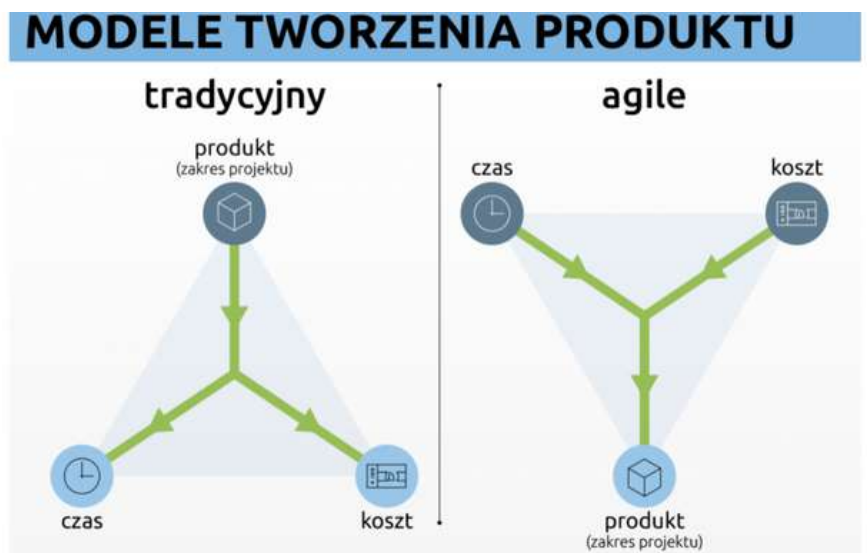
The Commission makes its decision by simple majority of those present; in case of a tie, the vote of the Chair is decisive. Where an application is successful, the Commission must issue an official State Certificate, signed by the Chair and sealed with a Ministerial stamp. The Commission typically makes a decision within a month of receiving the application and issues a Certificate within three days of the review meeting. Minutes are prepared within three days of the meeting and signed by the Chair and Secretary.

Source:

<https://www.icnl.org/resources/research/ijnl/moldovan-certification-commission>

# AGILE APPROACH AND TRADITIONAL APPROACH TO PROJECT MANAGEMENT:

## HOW SCRUM WORKS?



The source of the photo: (graf. Lech Mazurczyk / Platforma Przemysłu Przyszłości)

1. Permanent cycles, the so-called sprints - Working in Scrum is based on permanent cycles called Sprints, which usually last from two weeks to a month. Elements included in the sprint:

- planning,
- implementation,
- sprint review,
- retrospective.

The result of each sprint is an increase in the product based on the new information previously obtained from the client.

Goal – The goal of each sprint is to bring business value, so it begins with a specific goal.

1. Sprint backlog – The to do list is the Register of the Sprint (the Sprint Backlog). Team members independently decide how much they are able to do during its duration. That is why communication is so important. It is important to plan your Sprint so that each item in the Register of the Spring can be completed.
2. Daily scrum – daily meetings aimed at synchronizing the team during the sprint are moderated by the Scrum Master. During Daily Scrum, team members inform each other about the progress of work and define their needs and next actions.
3. The sprint always ends after the set time and ends with two meetings.
4. Sprint Review – During the Sprint Review, the team discusses product growth with the Product Owner and stakeholders and receives feedback.
5. Retrospective – The purpose of the Retrospective is to discuss the current way the team is working and to find out how to improve it during the next Sprint.



# ROWE

## What Is a Results-Only Work Environment?

The ROWE concept was developed by Cali Ressler and Jody Thompson, founders of the consulting firm CultureRx. They published the approach in their 2008 book, "Why Work Sucks and How to Fix it."

In a ROWE, you measure team members by their performance, results or output, not by their presence in the office or the hours that they work. You give them complete autonomy over their projects, and you allow them the freedom to choose when and how they will meet their goals.

Working in one is not the same as having "flexible hours." The time your team members spend on a task is irrelevant; only their results matter. (This is similar to the relationship many managers have with "freelancers " who are paid solely for the work that they deliver.)



## Benefits of the ROWE Approach

One of the main benefits of working in a ROWE is the freedom and flexibility that it provides. People are able to complete work in their own time, as long as they meet their deadlines. This means that they can take breaks and attend appointments without having to take time off – this can be particularly useful for working parents , and it can help to avoid a stressful commute .

This approach works particularly well with team members who need to deliver an easily measurable, standardized piece of work to a deadline and an agreed quality. It allows people to focus on one project or task at a time, and it gives them freedom to complete their work as they see fit.

The focus is on results and goals. This means that team members are clear about what they need to achieve, and how this contributes to the organization's objectives as a whole.

# 8 PRINCIPLES OF AGILE

## 1. Focus on the business need

The Project Manager (PM) ensures that members of the project team:

- Understand and respect real business priorities by ensuring that MoSCoW prioritization is properly applied
- Established a valid business case
- Provided continued sponsorship and business involvement
- Guaranteed to provide the Minimum Usable SubseT

## 2. Deliver on time

PM ensures that members of the project team:

- Used time boxes
- Focused on business priorities
- Always meet deadlines
- Build trust through predictable delivery

## 3. Cooperate

PM ensures that members of the project team:

- Engage the right stakeholders at the right time throughout the project
- Encourage business representatives to become proactive
- Be empowered to make decisions on behalf of those they represent
- They built a culture of team community

## 4. Never compromise on quality

PM ensures that members of the project team:

- Agree on the quality level in the beginning, before starting the development
- Ensure quality does not become a variable
- Tested early, continuously and to an appropriate level
- Design and document properly

## 5. Build incrementally from a solid foundation

PM ensures that project team members: Perform appropriate analysis Enough Design Up Front (EDUF – Enough Design Up Front) to create a strong foundation for any further work With each delivered increment:

- formally reassess their priorities
- informally reassess the continued validity of the project

## 6. Develop iteratively

PM ensures that members of the project team:

- Use business feedback in each iteration
- Recognized that most of the details will emerge later rather than earlier
- Accept the change
- The right solution won't evolve without it

## 7. Communicate continuously and clearly

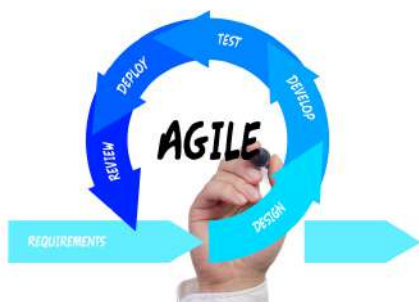
PM ensures that members of the project team:

- They fully and properly used DSDM practices - e.g. Workshops, Modeling, Using Time box or Daily Gatherings
- By visualizing activities and results, they created an opportunity to learn about them for anyone who wants to be kept informed about what is happening in the project
- Keep records concise and in a timely manner
- They only create it when it adds real value to the solution
- Managed stakeholder expectations at all levels, best involving them in the DSDM process
- They have always strived for fairness and transparency inside and outside the project team

## 8. Demonstrate control

PM ensures that members of the project team:

- Make plans and progress visible to all
- Measure progress by focusing on delivering products, not completed activities
- Use an appropriate level of formalism for tracking and reporting
- Enabling project-level roles to continuously evaluate the validity of a project



# KANBAN

It is a visual tool that provides insight into the status of current tasks and simplifies team communication. This is a key element of the Kanban methodology used to optimize and continuously improve any business process. Visualizing work on a Kanban board increases productivity and eliminates information chaos - as long as it is updated by team members depending on the stages of the project.

Kanban maps individual tasks to cards arranged in the columns of a large board. The columns represent a stream of values – a sequence of specific activities that tasks must undergo before they can be considered complete. The work items are therefore written on cards and placed in the appropriate columns. It is important that these elements are properly specified. The Kanban board is designed to simplify access to information and its transparency. Team members drag tasks through the columns from left to right as the activities progress.



## Principles

### Valuable tips for PM Agile

- Make the principles visible to all – so that everyone understands their importance
- Encourage all team members to give signals if they feel that any of the principles are being violated
- Breaking one or more of these principles represents project risk behavior and needs to be addressed
- Ensure that "Demonstrate Control" is not viewed as "this is just a Project Manager's business"
- Consider organizing a short workshop for the team at the start of the project to agree on how each of the principles will be achieved
- Consider considering a review of the application of the principles when reviewing each increment

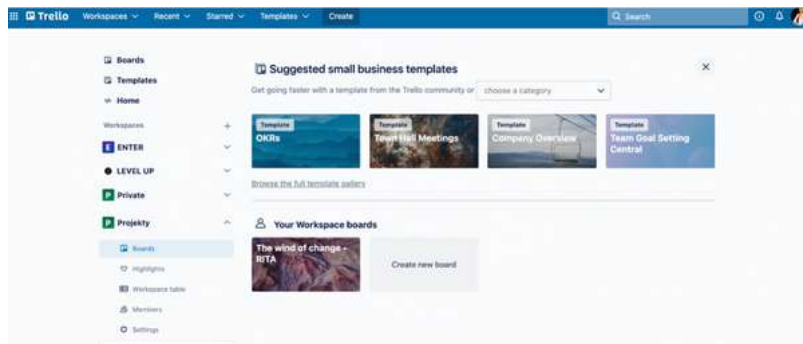




# TRELLO

## Login / Account creation

The ability to log in using:

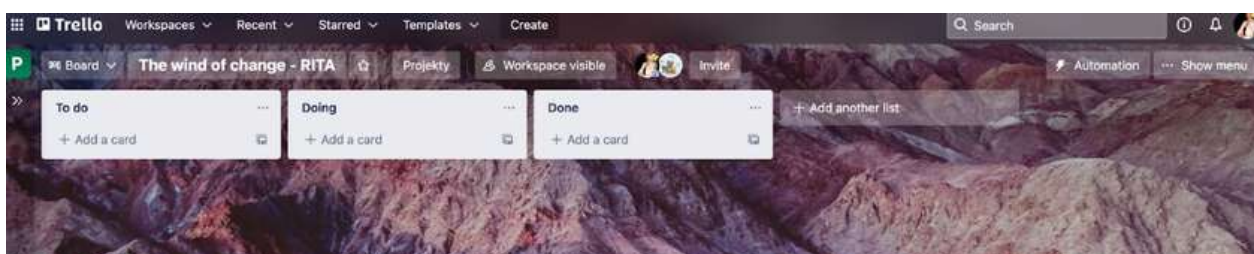
## The board's creation:

Boards → Create new board

After creating and naming a board, you will move to a new board where you can create to-do lists and tasks. For example as below:

- tasks to be done "to do"
- tasks in progress "doing"
- tasks completed "done"

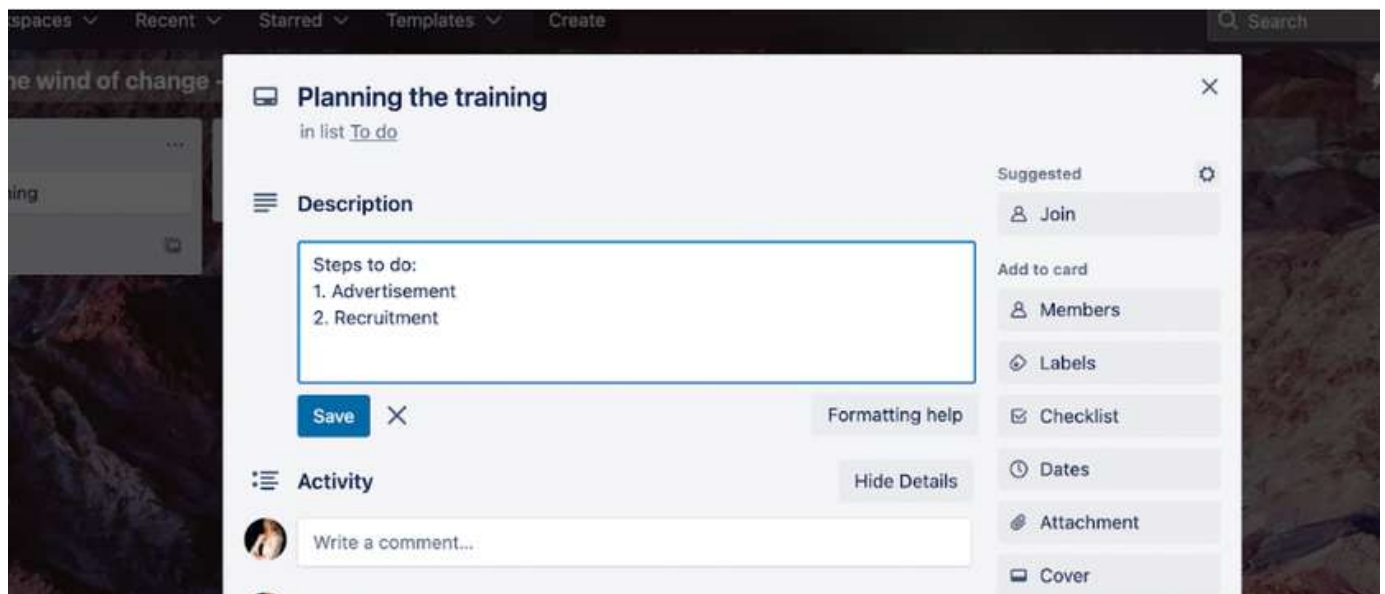
The selection of the titles of the lists on the board depends on the group, purpose, and the adopted way of working - that is, in short - on the needs. The decision is made by the team / project manager who is responsible for the board.





## Creation of tasks on the board

Sample task:



### What possibilities:

- joining a task – as the manager or the executor
- adding members to the task - people interested in its implementation - directly or indirectly, those whose further work may be interdependent
- specifying the date of the task completion – from – to along with the indication of when the task is completed
- overlaying an overlay – e.g. categories
- switching on the so-called a list of tasks, i.e. dividing tasks into smaller parts, which can then be marked as done
- the ability to write comments and mark people with whom the board has been shared
- attaching attachments and links
- connection of the so-called power-ups, i.e. additional functions – e.g. additional fields on the card, including: date, text, drop-down list, etc.



# WORKSHOPS ON BUILDING A NETWORK VOLUNTEERING AND SOCIAL INVOLVEMENT OF THEMATIC GROUPS



## WHAT WILL WE LEARN?

- 1 Volunteering
- 2 Types of volunteering

## VOLUNTEERING

It is voluntary help without receiving remuneration in return. Volunteers commit to working for people and institutions operating in various areas of social life by e.g. operating in orphanages, hospices, nursing homes, museums, animal shelters, but not only. Volunteers work by helping in public institutions, non-governmental organizations, cultural institutions, sports, and many others. Currently, the trend of undertaking activities in the field of online volunteering is increasing. And the range of these activities is as wide as those in a traditional form.

A volunteer is any natural person who voluntarily and without remuneration provides services to organizations, institutions or individuals, going beyond family and friends ties.





When undertaking voluntary activities, a voluntary service contract should be concluded between the volunteer and the user - regardless of whether these activities relate to the traditional or online form. The contract should include such aspects as:

- duration of the cooperation and frequency of activities
- obligations of the user - i.e. what should be provided to the volunteer by the organization that uses his services
- responsibilities of the volunteer
- possibility/conditions of termination of cooperation

## WHAT ARE THE DIFFERENT TYPES OF VOLUNTEERING?

### VOLUNTEERING IN NGOS



It is the most popular type of volunteering. Most foundations and associations are willing to cooperate with volunteers who engage in activities resulting from the profile of the organization's activities. Volunteers are invited to short-term and long-term cooperation. They perform various tasks, from simple office and organizational work to participation and co-creation of campaigns and projects of a given organization.

### VOLUNTARY ACTIVITIES IN SPORT



It usually takes place during the organization of sports and recreational competitions, games or championships. The organizers of such events often use the support of volunteers who help e.g. on the marathon route, they ensure the proper course of the competition, support the competitors and fans.

### HOSPICE VOLUNTEERING



Also places such as hospitals and hospices use the help of volunteers. Volunteers support medical staff, undertake office tasks, help in organizing charity events, but also undertake tasks that require prior training, i.e. helping the sick and his family.



## SCHOOL VOLUNTEERING



Schools can create the so-called school volunteering clubs, in which willing students carry out activities for the benefit of the school environment and get involved in activities outside the school, supporting e.g. local institutions or non-governmental organizations.

## EMPLOYEE VOLUNTEERING



It is an increasingly popular form of volunteering, organized and supported especially by large international companies. This type of volunteering is part of the so-called CSR or corporate social responsibility. Employees-volunteers voluntarily undertake various work for the benefit of those in need, and the company they work for supports them in these activities within their financial or organizational possibilities.

## INTERNATIONAL VOLUNTEERING



This is a type of volunteering that takes place abroad, usually as part of some sort of project or volunteer exchange program. It can last from a few weeks to a year or more. The most popular foreign volunteering programs include Workcamps, European volunteering under the Erasmus + program or mission trips.

## SENIOR VOLUNTEERING



It proves that you can be a volunteer at any age. Senior volunteers willingly commit their free time by sharing their knowledge, skills and life experience.

## ACTION AND LONG-TERM VOLUNTEERING



Action volunteering is short-term volunteering. This type of volunteering lasts from one to several days. Volunteers help with a particular event/action, e.g. festival, marathon or meeting. If the cooperation between the volunteer and the organization is planned for a longer period, it is referred to as long-term or otherwise permanent volunteering. This type of volunteering can last from several months to even several years and is based on a regular, systematic performance of tasks.

# E-VOLUNTEERING TRAINING, HOW TO GET INVOLVED ONLINE

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## E- VOLUNTEERING

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A special type of volunteering is virtual volunteering, i.e. wholly or partially via the Internet. In this case, the volunteer performs his tasks remotely, from home or another place. For example - the LEVEL UP Association offers the opportunity to start cooperation as part of e-volunteering.

Possible areas of action:

- website administration (WordPress)
- management of social media channels
- marketing and PR (creating promotional campaigns for NGOs)
- creating content for the website and blog
- graphics and visualization
- coordinating projects.
- creating and managing social initiatives
- cooperation with domestic and foreign partners as well as with the business and public sector
- sector implementation of activities
- creating social research
- translations PL <-> EN, ES, RU

# WHAT CAN A VOLUNTEER GAIN BY COOPERATING AS PART OF E-VOLUNTEERING AT LEVEL UP:

- Opportunity to develop professional and social skills
- Development with interesting domestic and foreign projects (see our website)
- Possibility to co-create the Level UP marketing strategy
- Possibility to gain first experience in project management
- Maintaining social and professional activity during a pandemic

Thanks to the opening of the e-volunteering program at LEVEL UP, over a year, over 100 volunteers had the opportunity to gain experience in a different scope and maintain their social and professional activity, despite the ongoing pandemic.

Today, there are many forms of volunteering that are offered by various institutions. When deciding to undertake such activities, it is worth getting acquainted with both the profile of the organization and the offer of prepared tasks that can be performed by a volunteer. Thanks to the undertaken activities consisting in mapping the needs and goals of both volunteers and organizations - mutual cooperation is more fruitful. Such action is implemented, among others by LEVEL UP as part of the project "E-volunteering - key to be active", under the Erasmus + program. Thanks to the developed tool before the cooperation both the volunteer and the organization can check if they will meet each other's goals. Volunteering is based on activities without receiving monetary remuneration, therefore it is important that the person undertaking cooperation meets his other than financial goals, e.g. self-fulfillment, acquiring new skills, exploring new areas, improving own competences



# TRAINING IN SOFT SKILLS: LEADERSHIP



The Balance / Theresa Chiechi

## WHAT WILL WE TALK ABOUT?

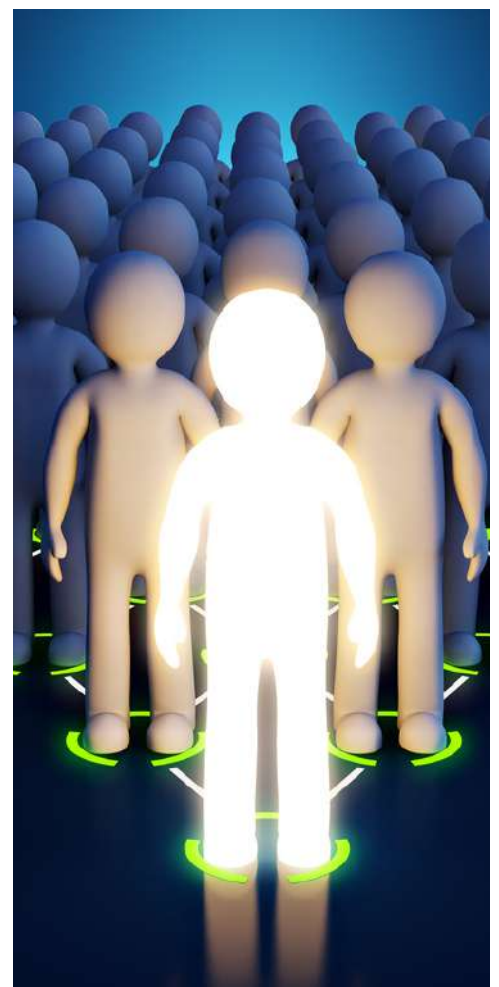
1. Definition
2. Styles
3. Competences

## WHAT IS LEADERSHIP?

Let's start with theory

Leadership captures the essentials of being able and prepared to inspire others. Effective leadership is based upon ideas—both original and borrowed—that are effectively communicated to others in a way that engages them enough to act as the leader wants them to act.

A leader inspires others to act while simultaneously directing the way that they act. They must be personable enough for others to follow their orders, and they must have the critical thinking skills to know the best way to use the resources at an organization's disposal.





The terms leadership and management tend to be used interchangeably, but they're not the same. Look below to see the differences.

#### Leadership vs. Management

Leadership	Management
May or may not be a manager	May or may not be a leader
Must inspire followers	May or may not inspire those under them
Emphasizes innovation	Emphasizes rationality and control
May be unconcerned with preserving existing structures	Seeks to work within and preserve existing corporate structures
Typically operates with relative independence	Typically a link in the corporate chain of command
May be less concerned with interpersonal issues	May be more concerned with interpersonal issues

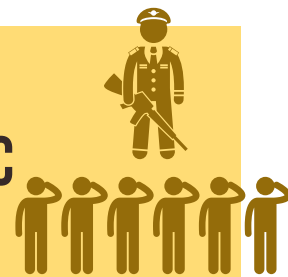
Source: <https://www.thebalancesmb.com/leadership-definition-2948275>

## 6 DIFFERENT LEADERSHIP STYLES IN BUSINESS



"Leaders are those who have the courage to make unpopular decisions."  
*Jack Welch, CEO General Electric*

### AUTOCRATIC



The autocratic leadership style is very direct and authoritative approach, managers attain complete authority and control over their team. Leaders who adopt an autocratic style tend to lead through power. They are very goal orientated and truly self-driven to succeed.

### VISIONARY



When listing different leadership styles in business, the visionary leadership style very much engages people towards a vision set out by the manager. Visionary leaders are self-confident who love to brainstorm and create a new direction. Visionary leaders are confident in their ability to engineer and innovate new ideas, this approach is perfect when your team's productivity is falling and a new direction is needed.



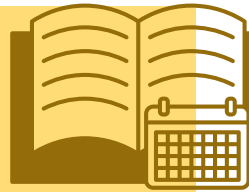
## AFFILIATIVE



Affiliative leaders tend to lead through relationships. This style of leadership focuses purely on the teams relationship, they are highly team orientated and people focussed.

The affiliative leadership style is concerned with building stronger relationship, enhancing employee trust, and ensuring the overall team connection is present.

## PACESETTING



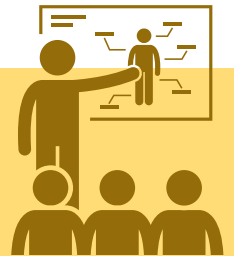
Pacesetter leaders expect a high level of performance from their team, in terms of characteristics, they are highly driven and expect others to follow in their footsteps. The objective of a pace maker in the athletics world for example, is to set the pace ensuring the athletes maintain a steady and consistent speed at optimum level to progress forward.

## DEMOCRATIC



The democratic leadership styles are expectant of others within the team contributing ideas to the task or project. They actively promote the involvement of other employees and listen to their opinions. Like with all styles of leadership, there is a time and a place when incite from the entire team is needed.

## COACHING

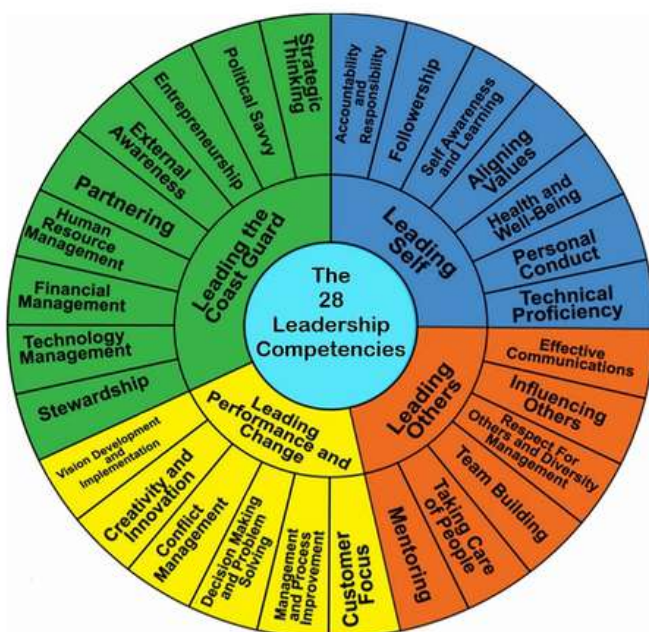


The coaching leadership styles provide a more long-term approach. As highlighted above different leadership styles bring out both the best or the worse in teams depending on when and how they are used. This leadership style focuses on developing each team members skill-set and attributes whilst providing positive reinforcement.

# LEADERSHIP

# 10 ROLES EVERY LEADER MUST FILL

1. Coach. As a leader you have a responsibility and need to develop others to succeed in their roles and prepare for future roles.
2. Facilitator. You need to make things easier for others. While we might think of this most often in a meeting or group situation, there are many times when you will serve as facilitator to help processes flow better and boost productivity.
3. Strategist. This role isn't just for the highest-level leaders in an organization. All leaders must think strategically, keep the big picture in mind, and plot what directions and approaches the team should use to reach the desired results.
4. Visionary. Related to strategy, leaders must have a picture of where they are heading and why that destination matters to the organization, their team and themselves.
5. Change agent. With strategy and vision comes the ever-present need for change. As a leader, you must guide and champion the changes that you envision and the ones that have been entrusted to you from up the ladder.
6. Decision-maker. You want others to engage and offer their feedback. However, as a leader, you will need to be decisive and make the hard choices. You can't be afraid to make a decision, even when you are working with less-than-perfect information or you must make one that will be unpopular.
7. Influencer. Call it mediation or negation or even arbitration, but this role is really about influence. As a leader, you must constantly be influencing others in a positive way.
8. Team player. You can't always take the lead. You need to be a teammate, too, and that means understanding when to step out of your leadership role and let others take the lead.
9. Delegator. You can't do it all. The best leaders delegate both willingly and strategically to ensure everything is done and to train their employees to take on bigger roles in the organization.
10. Listener. Leaders often think they need to be doing all the talking, but that is a mistake. In fact, the best leaders talk less, and ask, listen, and observe more. Make sure you really listen to the people you lead.

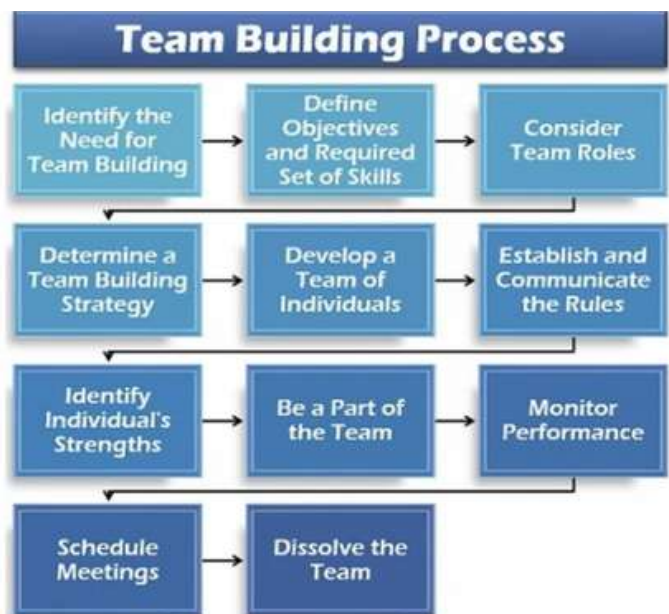


## LEADERSHIP COMPETENCIES

Leadership competencies are the knowledge, skills, and expertise the Coast Guard and Auxiliary expect of their leaders. While there is some overlap in these competencies, they generally fall within four broad categories: Leading self, Leading others, Leading performance and change, and Leading the Coast Guard Auxiliary. Together, these four leadership categories and their elements are instrumental to career success. Developing them in all members of the Coast Guard team will result in the continuous improvement necessary for us to remain Semper Paratus.

# TRAINING IN SOFT SKILLS: TEAM BUILDING

## TEAM BUILDING DEFINITION



The source of the photo: (graf. Lech Mazurczyk / Platforma Przemysłu Przyszłości)

Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities. It involves a lot of skills, analysis and observation for forming a strong and capable team. The whole sole motive here is to achieve the organization vision and objectives.

Team building is not a one-time act. It is a step by step process which aims at bringing a desirable change in the organization. Teams are usually formed for a particular task or project and are mostly for the short term.

Building teams increases the ability of employees to solve problems and planning activities and their involvement in carrying them out tasks.

Good cooperation in the team manifests itself in:

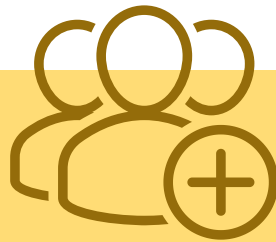
- Greater understanding and support of the team,
- A sense of responsibility for processes, changes and decisions,
- Increased involvement in decision making and resolution problems,
- Better understanding of colleagues' opinions.

## TEAM BUILDING PURPOSE

# 5 STAGES OF TEAM DEVELOPMENT

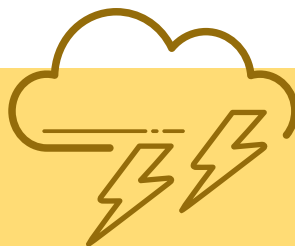


Forming stage



The forming stage involves a period of orientation and getting acquainted. Uncertainty is high during this stage, and people are looking for leadership and authority. A member who asserts authority or is knowledgeable may be looked to take control. Team members are asking such questions as “What does the team offer me?” “What is expected of me?” “Will I fit in?” Most interactions are social as members get to know each other.

Storming stage



The storming stage is the most difficult and critical stage to pass through. It is a period marked by conflict and competition as individual personalities emerge. Team performance may actually decrease in this stage because energy is put into unproductive activities. Members may disagree on team goals, and subgroups and cliques may form around strong personalities or areas of agreement.

To get through this stage, members must work to overcome obstacles, to accept individual differences, and to work through conflicting ideas on team tasks and goals. Teams can get bogged down in this stage. Failure to address conflicts may result in long-term problems.

Norming stage



If teams get through the storming stage, conflict is resolved and some degree of unity emerges. In the norming stage, consensus develops around who the leader or leaders are, and individual member's roles. Interpersonal differences begin to be resolved, and a sense of cohesion and unity emerges. Team performance increases during this stage as members learn to cooperate and begin to focus on team goals. However, the harmony is precarious, and if disagreements re-emerge the team can slide back into storming.



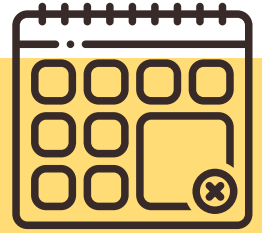
# 5 STAGES OF TEAM DEVELOPMENT

## Performing stage



In the performing stage, consensus and cooperation have been well-established and the team is mature, organized, and well-functioning. There is a clear and stable structure, and members are committed to the team's mission. Problems and conflicts still emerge, but they are dealt with constructively. (We will discuss the role of conflict and conflict resolution in the next section). The team is focused on problem solving and meeting team goals.

## Adjourning stage



In the adjourning stage, most of the team's goals have been accomplished. The emphasis is on wrapping up final tasks and documenting the effort and results. As the work load is diminished, individual members may be reassigned to other teams, and the team disbands. There may be regret as the team ends, so a ceremonial acknowledgement of the work and success of the team can be helpful. If the team is a standing committee with ongoing responsibility, members may be replaced by new people and the team can go back to a forming or storming stage and repeat the development process.

## DIVERSE GROUP INTEGRATION



1. You should recognize the difference between people and be able to use them.
2. Everyone in the group should feel respected and appreciated. Just then he will use his full intellectual potential.
3. You should accept, respect and try to understand cultural differences, worldview, generational, etc.
4. It is worth getting to know the culture, religion, beliefs of group members to avoid undesirable situations.
5. It is worth getting to know the strengths and weaknesses of the group and find out who what it plays a role in it.
6. Be open to different thinking and be ready to revise own views.
7. Equality of all members of the group should be pursued and combated all forms of discrimination.

# 5 DYSFUNCTION OF TEAM

## ABSENCE OF TRUST



The first dysfunction is the Absence of Trust.

The simple fact is that if team members don't trust one another, they become fearful and hesitant to communicate honestly and openly with one another. They hide their true thoughts and feelings, and can become unwilling to take responsibility for fear of making mistakes - all of which impedes the effectiveness of the team. Crucially, Lencioni refers to the concept of "vulnerability-based trust". The best teams are those in which members are open with one another – ready to disclose their thoughts and feelings, share ideas, admit their own shortfalls and mistakes, ask for help, give and receive honest feedback. Team members are open with one another because they are confident that each member has the best interests of the team/business at heart. In Lencioni's words "Trust is confidence that teammates will not slip a knife in your back as soon as you turn it".

## FEAR OF CONFLICT



Having trust in one another is an absolute foundation stone of highly-effective teams, and helps them counter the second dysfunction of a team – Fear of Conflict. If team members don't trust one another, they'll also be reluctant to confront one another. Discussion relating to key issues may be absent, muted or indirect, or not really get to the heart of the issue (ie. it may be a case that they achieve "artificial harmony" but not genuine commitment).



In other cases, team members that don't trust one another may well confront the issue, though do so in a competitive, unconstructive, aggressive manner with the purpose of "beating" the other person and promoting individual rather than team interests. Lencioni rightly emphasises that confrontations and conflicts, when they come with the right intention and are effectively managed, are "necessary goods" as opposed to "necessary evils". Good confrontations provide the opportunity for the promotion of new ideas and the elimination of not-so-good ideas, the improvement of systems and processes etc.... Healthy confrontations and conflicts are honest, open and goal-directed and as such serve to improve the performance of the team, business or organisation.



# 5 DYSFUNCTION OF TEAM

## LACK OF COMMITMENT



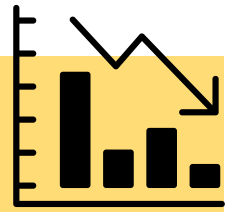
Only with the ability to master conflict will a team be able to effectively address the third dysfunction of a team – Lack of Commitment. Of course, teams work most effectively when every member clearly understands, endorses and commits to the goals of the team. Without commitment, efforts dissipate, the team's work is not true "teamwork" and members may instead focus their attention on individual interests. A couple of the keys to achieving team commitment are buy-in and clarity. Buy-in occurs when all team members have had an opportunity to share their opinions and ideas (which will only occur if there is trust and a willingness to engage in healthy debate), and those opinions and ideas have received genuine and appropriate consideration. Clarity of course is about ensuring each team member absolutely understands the agreements/decisions of the group.

## AVOIDANCE OF ACCOUNTABILITY



Without true commitment, it's highly probable that the team will find itself troubled by the next dysfunction – Avoidance of Accountability. If the decisions of the team are ambiguous and/or there is an absence of genuine buy-in to those decisions, holding team members accountable for their part of the plan/decision/agreement will be difficult. The best teams hold one another accountable for adhering to the decisions and standards of the team. In addition, they don't rely entirely on the team leader as the source of accountability – peers hold one another accountable.

## INATTENTION TO RESULTS



Accountability is crucial to avoiding the final dysfunction of a team – Inattention to Results. This is where the "rubber hits the road". Effective teams achieve results, and they achieve results because members of the team trust one another, they don't fear confrontation or conflict, they facilitate commitment, they hold one another accountable and of course they focus predominantly on achieving team/business/organisation results rather than prioritising their individual achievements and agendas. Team members focus on results by developing and implementing clear mechanisms that encourage/impel them to do so; publicly committing to achieving clear objectives, making results public and linking recognition and rewards to achievement of results, for example.

# TRAINING IN SOFT SKILLS: CONDUCTING MEETINGS IN INTERACTIVE WAY: INVOLVING PARTICIPANTS



## ICE BREAKERS

Breaking the ice is crucial in creating interactive meetings. Unless you remove any anxiety or tension from the room and encourage communication and familiarity, the chance of hosting a successful interactive meeting decreases immensely. Here are some classic ice-breaker games:

- Hi, I'm Rod and I like to party

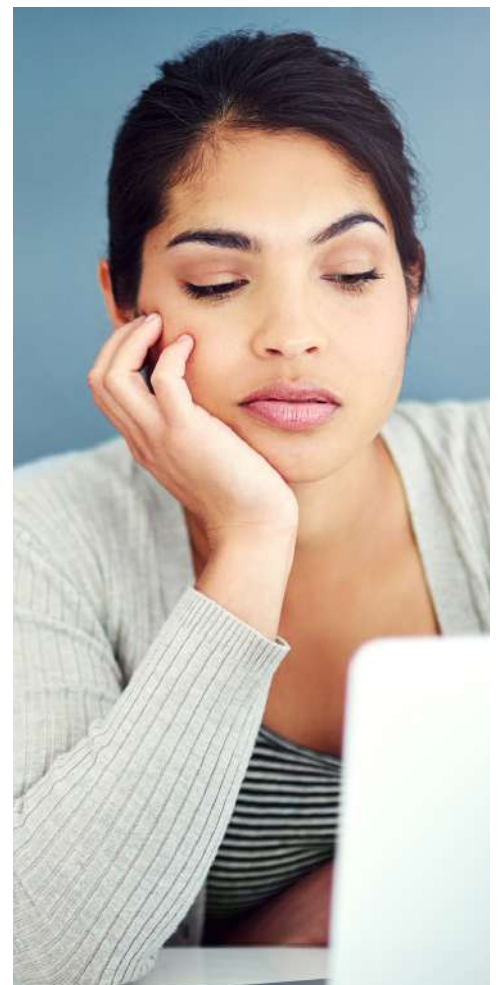
A game that works well both in person and via a conference call. It's simple, just say your name and something you like to do while not in work. Alternatively, you could share a quirky fact about yourself. Encourage humour, shared laughter is a tried and tested ice-breaker.

- One-Word

Divide people into small groups and ask them to conjure up one word to describe the subject matter of your choice. It could be a product, a company, a person, or if you want to keep it relevant, you could choose topics related to the purpose of the meeting. This gets people acquainted and inspires creativity and lateral thinking.

- No Smiling

Announce at the start of your meeting that no smiling is allowed. Watch the reverse-psychological effects in action as your attendees won't be able to contain the smiles!



# KEEPING EVERYONE ENGAGED

The best length of time for a meeting is about 45 minutes according to Laura Stack, Productivity Pro. Engagement begins to diminish quickly after this. How do we keep our meeting engaging? Here are a few tips you can try out to keep your meeting focused.

- You're It

Creativity exercises can be tricky to execute when in a video or audio conference. With 'You're It' you swap the role of the call moderator at given intervals. This will require pre-planning so that the order of moderating is clear to everyone and that everyone has had enough time to prepare for their turn.

- Skills Coaching

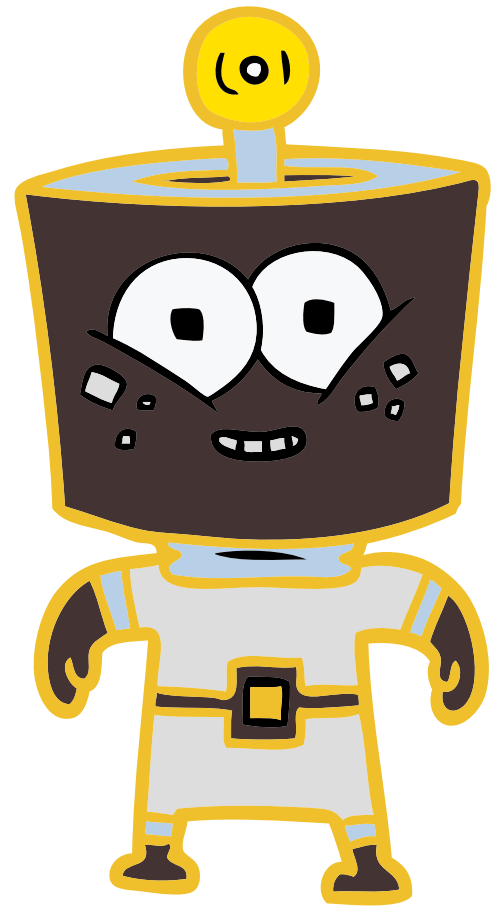
Organise a short skill sharing seminar demonstrating a new skill or technique to your attendees. Keep each seminar brief and use it to break up the different points in your meeting. This also doubles as a useful public-speaking exercise and can stand to reward and promote skilled employees.

- Whiteboard Wise

Write people's ideas on a whiteboard for everyone to see. If you're on a web or video conference, make use of the whiteboard function or use virtual sticky notes. Having one's idea actualised in a physical format promotes engagement.

- Stand Up

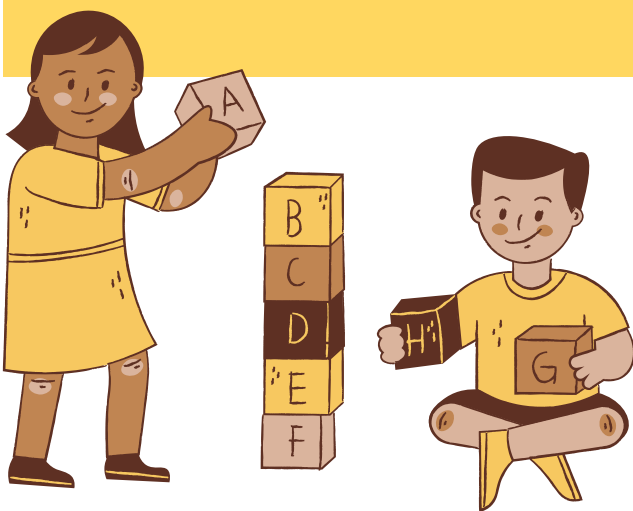
By removing the chairs from the meeting room prior to the meeting or forcing everyone to stand up mid-meeting you uncover the potential for far greater engagement and interaction according to a study from Washington University in St. Louis's Olin Business School.



## ENERGIZERS

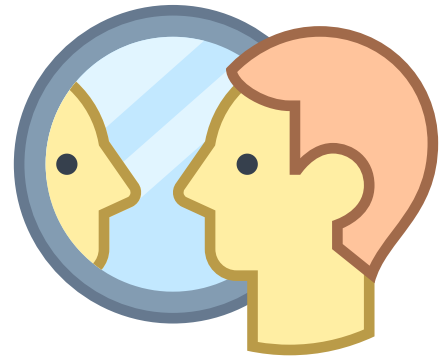
ENERGIZERS - Facilitators use games for a variety of different reasons, including helping people to get to know each other, increasing energy or enthusiasm levels, encouraging team building or making people think about a specific issue. Games that help people to get to know each other and to relax are called ice breakers. When people look sleepy or tired, energisers can be used to get people moving and to give them more enthusiasm. Other games can be used to help people think through issues and can help to address problems that people may encounter when they are working together. Games can also help people to think creatively and laterally.

"Play invites participation."  
Brian Goodwin



# ENERGIZERS - EXAMPLES

1. Mirror images: Participants sort themselves into pairs. Each pair decides which one of them will be the 'mirror'. This person then copies (mirrors) the actions of their partner. After some time, ask the pair to swap roles so that the other person can be the 'mirror'.



2. Stand, sit and sing - Participants sit in a circle and sing a song they all know. Choose two letters which occur frequently in the song, and ask the men to stand up when they sing a word beginning with one letter and the women to stand up when they sing a word beginning with the other letter. For example, all the men have to stand up each time the group sings a word that starts with the letter 'm', while all the females have to stand up every time the group sings a word that starts with the letter 'f'.



3. Drawing game - Participants work in pairs, sitting back to back. One person in each pair has a simple drawing. The other person has a blank piece of paper and a pen. The person with the drawing describes it in detail so that the other person can reproduce the drawing on their sheet of paper.

## SIX BRAINSTORMING WORKSHOPS FOR OUTSIDE-THE-BOX THINKING

### Mind Mapping

Start off with a Mind Map to get your team thinking creatively. You start with one idea and individually develop maps of interconnected thoughts and new pathways. This ideation tactic is a great 30-minute warm up that allows the team members to start exploring their ideas in a relatively easy way, prior to moving on to more radically creative approaches. Such as...

### Crazy Eights

Use a Crazy Eights workshop to get ideas flowing - quickly. By restricting how much time you spend crafting each idea, you encourage attendees to think on the fly and throw logic and reason (the enemies of creativity) to the wind. The result? A whole heap of ridiculous ideas, and one or two that just might triumph.

### Round Robin

Use Round Robin to help you develop partially formed ideas into something a little more polished. An added bonus of this approach is that you end up with a different evolution of the original idea for every member of the workshop, which can lead to some very interesting discussions, and plenty of material for further development.

### Storyboard

If you want to create a clearer picture of how your ideas might look and work in the real world, try a Storyboard workshop. This workshop takes up to two hours to complete and examines the user journey in detail, allowing you to examine what will work, what won't and whether or not it can be streamlined in any way. It might take a bit longer than some of the other approaches on this list, but it's worth it when you create a solid plan out of your crazy idea.

## Reverse Brainstorm

A one-hour [Reverse Brainstorm](#) tactic turns catastrophic thinking into a distinct advantage.

Allow your team to really let loose with this one, coming up with ways to overcome the most atrocious obstacles to your project's success. Even those who think they lack the creative streak to generate great ideas are able to think of ways to make something worse, so this can be a great approach to build your team members' confidence in their own abilities.

It starts off with the absurd, but with a little bit of work you end with the ingenious.

## Tools to help you brainstorm with confidence

If you're able to safely get together in one place, sticky notes and marker pens remain some of the best tools for this job! But [virtual brainstorming can be awkward](#) and requires a little ingenuity. If you want to run slick, professional remote workshops, you can use online tools like [Miro](#) to create real-time collaborative documents (complete with virtual sticky notes).

## CHAPTER 9

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# TRAINING IN SOFT SKILLS: CREATING IDEAS, BRAINSTORMING, DISNEY'S CHAIRS, DESIGN THINKING ITP

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## BRAINSTORMING

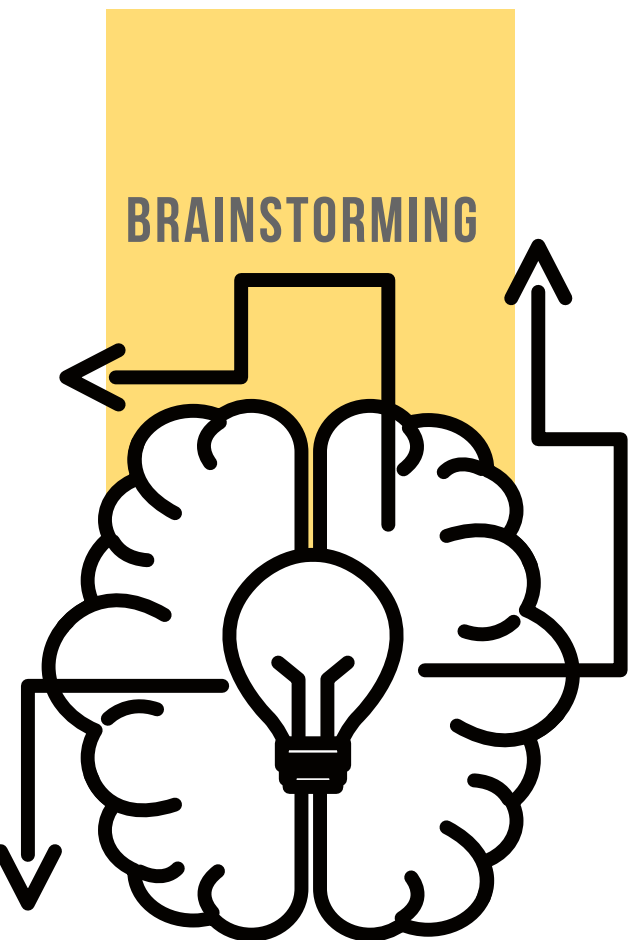
The man who first used the term was Alex Osborn. He described this tool in 1942 in his book "How to Think Up". Osborn was, among others, vice president of one of the largest advertising agencies in the US, BBDO. His professional career was developing during the Great Depression, so the need to create creative solutions was particularly great in his company.

It consists in working in a group, the aim of which is to generate ideas for finding the causes of the problem, solutions and selecting the best options.

Brainstorming combines a "loose" approach to solving problems with the so-called thinking "aside".

Situations in which brainstorming can be used:

- Creation of a completely new product
- Creation of a name for a new product
- Finding the cause of a complicated problem
- Additional features of the new version of the product





# RULES OF BRAINSTORMING

1. What matters is the quantity, not the quality of the ideas

We allow participants to come up with as many ideas as possible. Creativity is most welcome here.

2. No criticism during brainstorming

We do not judge or criticize any idea. Judging, especially negative ones, keeps people shutting down and not proposing new ideas. It is very important.

Messages that "shut down" the participants in the brainstorming:

These are examples of phrases that indicate that we are applying a critical evaluation of ideas. Avoid them and remember that it is against the rules of the session.

„We've already tried this ...”

„It won't work for us ...”

„This idea won't be accepted ...”

„You're getting carried away...”

3. Thank for unusual ideas

Appreciate even the craziest ideas. You will encourage others to be even more creative. After all, it's much easier to criticize a crazy idea than to come up with it.

4. Combine and improve ideas

One idea can inspire another. You can combine two or three ideas into one and build new ones on it. Brainstorming should bring together different ideas.

Edward de Bono's  
thinking hats



Putting on a white hat:

- we focus on objective data: facts, statements, statistics
- information should be neutral
- information can be drawn from experiences, but it should be noted: "in my opinion", "as it seems to me"
- careful listening is a form of gathering information (also reading, accessing databases)
- determine what necessary data are missing, how to ask about them (open / closed questions) and what method to obtain (investigation, examination, survey)



Putting on a red hat:

- we focus on emotions, feelings, intuition
- we allow feelings to be expressed and consciously included in the thought process
- we have the right to be irrational and we do not have to justify it
- we relate to the things we feel now
- our feelings have the right to change during the meeting
- we may also have mixed feelings



# EDWARD DE BONO'S THINKING HATS



Putting on a black hat:

- we judge by focusing on flaws and shortcomings
- our aim is to protect the project from errors
- we must realistically and logically justify our opinion
- we evaluate truthfulness and compliance with facts by finding errors
- we analyze whether the conclusions drawn are consistent with our experience, goal and system of values
- we consider whether the idea will work and whether the plan can be implemented
- we analyze all risks and difficulties
- we evaluate possible problems and side effects
- note: it is easy to overdo it



Putting on a yellow hat:

- we judge by focusing on benefits and gains
- we use conscious optimism
- we have to realistically and logically justify our opinion
- when analyzing the past, we focus only on conclusions
- when analyzing the future, we focus on the possibilities of action
- we are looking for arguments in favor of implementing the idea (reducing costs, improving operation, new opportunities)
- we wonder who will benefit from the idea
- note: it is easy to overdo it



Putting on a green hat:

- we focus on activity, innovation, performance and energy
- we are recovering from stagnation
- we come up with all proposals, ideas and conclusions
- we want to get to know ideas, suggestions and possibilities
- we are looking for proposals for actions, solutions to problems, possible decisions
- we come up with alternative solutions
- we think innovative, lateral and outside the box
- we are not afraid of provocative ideas: unfinished, unchecked, and missed in advance



Putting on a blue hat:

- we focus on observing the thinking process
- we use it at the beginning of the meeting to create an action plan when needed and at the end to summarize the meeting
- we make the participants specify their opinion
- we analyze how far we have gone in solving the problem
- we wonder what we are actually doing now, what we are thinking about and whether we are sticking to the topic
- we determine what to do in the next stage of work - we can decide on a new color, summarize or define the goal
- we are aware of what we are doing in the thinking process and what results it brings
- note: it is easy to overdo it - you must use this hat explicitly



# WALT DISNEY'S CHAIRS

It is hard to find a more recognizable character from the entertainment world than Walt Disney. The creator of Mickey Mouse is not only a talented filmmaker, winner of a record number of Oscars (26) and an efficient entrepreneur. Walt Disney is credited with being the author of one of the most popular methods of creative problem solving, the Walt Disney three chairs method.

The three chair method is also known as the three room method or - simply - the Walt Disney method. It has very simple assumptions, thanks to which it is widely used. It can be used as an exercise to develop creativity, a tool to help solve everyday problems or to improve professional activity. Like Edward de Bono's six mental hats, Disney's proposal allows for a change of perspective and a broader view of the analyzed situation.

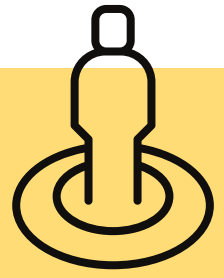
Where does this method come from? Allegedly, Walt Disney adopted three points of view in his work: a dreamer, a realist and a critic. The use of 3 separate chairs, and later also rooms that literally allowed to go to a given stage of problem solving. Each step was based on different assumptions:

## A dreamer



- In adopting the dreamer's perspective, forget about the limitations, rules, and solutions that you know.
- You can create irrational ideas, fantasize, break patterns and defy the laws of physics.
- The dreamer's chair / room is designed to help you visualize your goal and look at the problem from the perspective of the future.

## A realist



- A role in which the here and now is the most important.
- Thinking as a realist, one should remember about a common sense, applicable rules and regularity.
- Get inspired by the dreamer's ideas as you think about how to implement them.
- This chair / room focuses on the present, helping to chart the way to the goal

## A critic



- It is the opposite of a dreamer.
- As a critic, look for the weaknesses of the ideas, consider their feasibility and potential profit.
- The third chair / room allows for considering the problem from the perspective of both the past and the future.

The similarities between de Bono's hats and Walt Disney's chairs:

- the similarity between the dreamer and the green hat,
- the similarity between the realist and the white hat,
- the similarity between the critic and the black hat.

Both methods are so universal that they are suitable for both individual and group work.

# DESIGN THINKING

Design Thinking is an approach to creating new products and services based on a deep understanding of the problems and needs of users.

It works based on the following assumptions:

1. User Focus - Deep understanding of the user's perceived and unconscious needs
2. Creative collaboration - looking at the problem from many perspectives, looking for new solutions, going beyond the usual patterns.
3. Experimenting and testing of hypotheses - building prototypes and collecting feedback from users frequently.

The goal of projects implemented in accordance with Design Thinking are solutions:

1. Desired by users
2. Technologically feasible
3. Economically profitable



## Who can use Design Thinking:

- Companies,
- Corporations,
- Foundations,
- Schools,
- Administration
- all organizations that are looking for innovation, but not by copying and duplicating what was, but by implementing original solutions based on deeply identified user needs.

## How the Design Thinking works?

It is a systematized approach to the innovation process.

1. The first step is to build an interdisciplinary team consisting of specialists who can look at the problem from different perspectives: engineers, technologists, marketing specialists, designers, sociologists, etc.
2. The appointed team implements, step by step, the subsequent stages of the method, using a set of tools and techniques, in order to work out an optimal solution for implementation.
3. The path leading through the steps does not have to be linear. Failure in prototyping may require you to go back to the idea generation stage, or even define the problem and start the process all over again.

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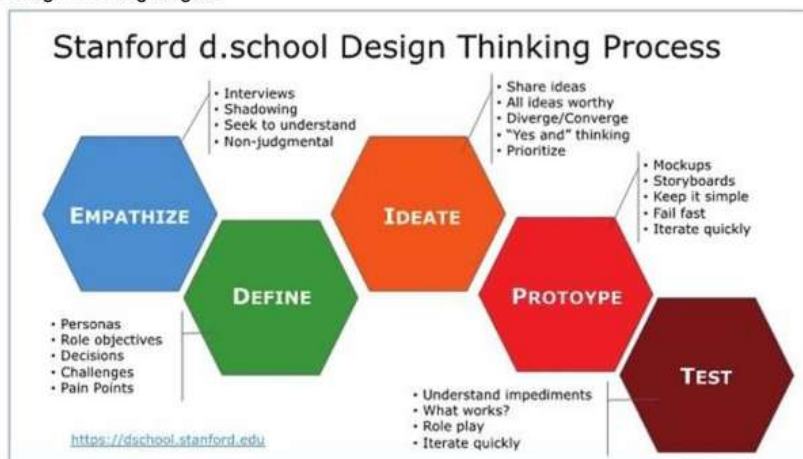
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Design Thinking stages:



Source: David Terrar, "What is design thinking?" *Enterprise Irregulars* blog, 2018, <https://www.enterpriseirregulars.com/125085/what-is-design-thinking/>.

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# TRAINING: INTERNAL COMMUNICATION TOOLS



## SELF-FULFILLING PROPHECY

### SELF-FULFILLING PROPHECY

Self-fulfilling prophecy- a phenomenon in which people have set expectations about another person causing them to treat that person a certain way which causes that person to act according to those set expectations.

Source: E. Aronson, T. D. Wilson, R. M. Akert. (1997). Psychologia społeczna. Serce i umysł. Zysk i S-ka Wydawnictwo, Poznań.



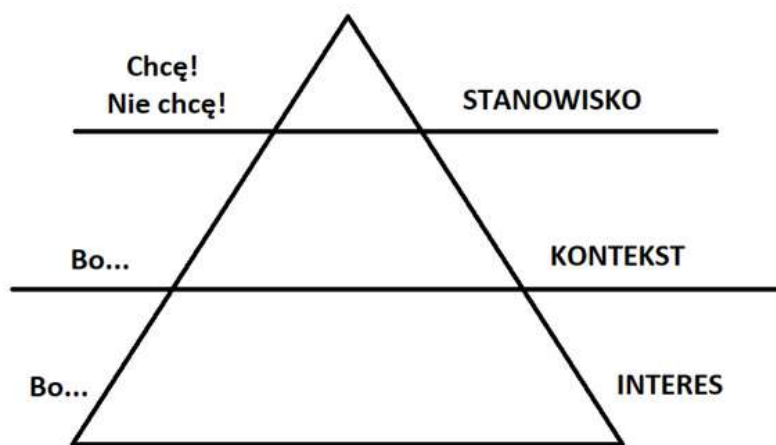
### SCHULZ VON THUN'S COMMUNICATION SQUARE

- The factual information side is the description of a situation.
- The appeal side is a request directed to another person.
- The relationship side describes the state of a relationship.
- The self-revelation side is dedicated to revealing things about yourself.



A statement can have only one side in it however it happens very rarely. Most of the time there are two sides included in a statement. Sometimes even all 4 of the sides can be found in a single sentence. Each one of us is more sensitive to one side using it and hearing it more often.

## THE POSITION / CONTEXT / INTEREST MODEL



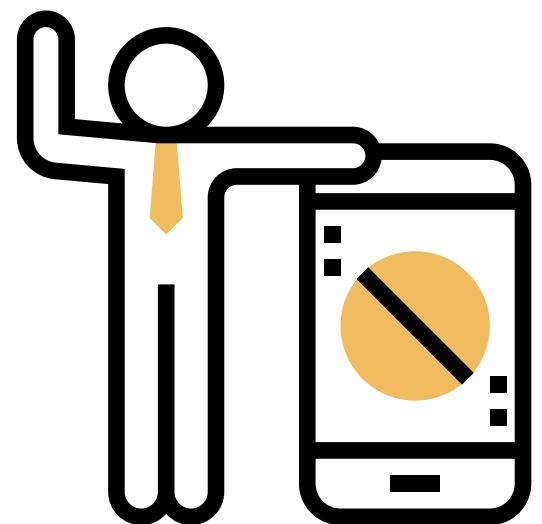
Most often people disclose their position. Context and interest are kept hidden. This leads to misunderstandings. Oftentimes a position cannot be fulfilled however the interest can be fulfilled just in a different way. However, as long as we aren't familiar with the interest hidden under the position, we don't have the option to look for solutions that can satisfy both sides.

“We cannot solve problems  
with the kind of thinking we  
employed when we came up  
with them.”  
~ Albert Einstein

## STEINER'S PROHIBITIONS

Steiner's prohibitions are our inner barriers that hinder interpersonal communication. Mostly two prohibitions dominate, less often one. It can however happen that all five prohibitions are visible in a person.

1. Don't give others positive recognition.
2. Don't accept positive recognition from others.
3. Don't refuse positive recognition, even though you don't want them.
4. Don't ask others for positive recognition.
5. Don't give yourself positive recognition.



# WAYS OF GIVING FEEDBACK

## 1. SBI (situation, behaviour, impact)

- first describe the situation you're referring to, so the person, you're talking to has clear context,
- next mention the behaviour, you've noticed
- lastly show how that behaviour impacts you, the team and the organisation

## 2. I-message - consists of 3 elements:

- a brief, non-blameful description of the behaviour you find unacceptable.
- your feelings
- the tangible and concrete effect of the behavior on you

Source: <https://www.mindtools.com/pages/article/situation-behavior-impact-feedback.htm> ;  
<https://www.gordontraining.com/leadership/what-are-the-essential-components-of-an-i-message/>

# MARSHALL GOLDSMITH'S FEEDFORWARD

Feedforward is an alternative to feedback. The clearest benefit of feedforward is focusing on the future, not the past, which cannot be changed. People helping another person achieve a development goal engage in finding the best way of reaching them, rather than pointing out mistakes and giving negative feedback. Additionally they don't have to be familiar with the person being given feedforward, all needed is familiarity with the task. However the person trying to reach the goal will accept new ideas a lot faster than criticism and will not take it as personally.

## 1. Picking groups and defining a development goal.

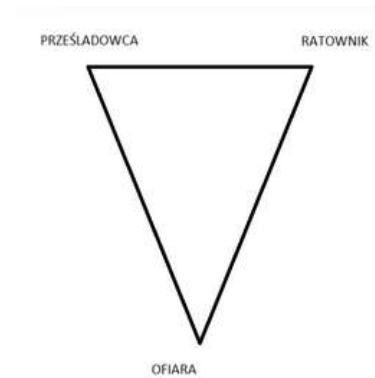
Request for help from the other group members.

## 2. Tip/ hint session. Information should be kind, not being judged or written down. According to the model each member shares two hints.

## 3. A thank you for hints - this is not parallel to commitment, the ideas can but don't have to be used.

Source: <https://marshallgoldsmith.com/articles/1438/>

# KARPMAN DRAMA TRIANGLE



The Karpman drama triangle describes the three characters of psychological games. Psychological games are an unconscious, inept form of being in a relationship. Most of the time it ends with the sides blaming each other. People play psychological games, because they've learnt to get signs of recognition in an easier way, rather than from getting into intimate relationships. A victim is required for this type of game, however the roles can change, switch. The game can be finished as a victim or a stalker.

- The victim is a helpless person without agency, that values themselves lower than others.
- The rescuer sets themselves above the others, they impose their opinion while thinking the victim is too weak to cope on their own.
- The stalker values themselves as higher than the victim, they impose their opinion on the victim.

The best way to leave a drama circle is refusing to play the game.

# EXTERNAL COMMUNICATION TOOLS

## PROMOTION



The source of the photo: (graf. Lech Mazurczyk / Platforma Przemysłu Przyszłości)

Promotion in the simplest terms, brand promotion is active communication of the company with a potential client in order to inform him/her about the current activities of the company/organization and inform him/her about plans.

### Traditional types of promotion:

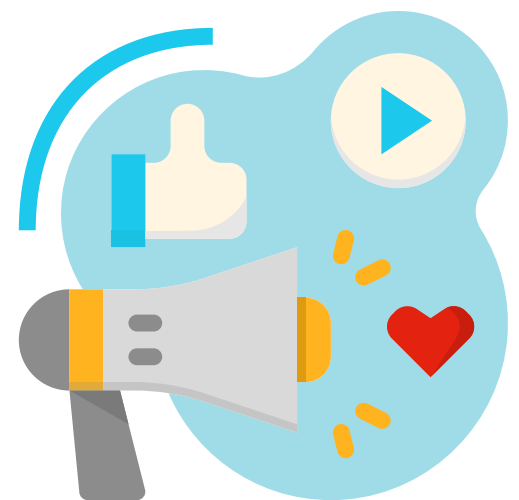
- direct contact - various forms of contact between employees of a given company and potential customers, mainly the activities of sales representatives
- posters
- leaflets
- catalogs and guides
- advertisement
- **Trade fairs and exhibitions** - are based on direct contact between potential consumers and sellers. They are an important form of market activation and emphasizing your economic position against the competition. They give the possibility of building or improving the company's image and commercial sales at the same time.
- **Sponsoring**- it is an activity that combines the promotional and advertising dimension with building an appropriate image of the company and interpersonal relations. In the advertising industry, for the sponsor to provide a specific good to an entity, he expects the performance of a specific service, most often advertising, supporting its activities. Such activity is by definition based on placing sponsors' trademarks or a message informing about sponsorship in the space.



## Advertising

- Lobbying- it is about the action of an influential group of people for the benefit of a region, social group or institution. The concept derived from the political sphere, and already functioning in the Roman Empire, may also have a positive dimension, not only corruption, depending on the choice of instruments. Supporting or advertising specific ideas, initiatives and activities is also included in the form of promotion.
- Merchandising- defined as a group of integrated logistics and marketing activities that, when used in a consistent manner, are to translate into commercial profit. In practice, it mainly covers the way of presenting goods in sales spaces, the organization of these spaces and their appropriate adaptation to the preferences of customers, taking into account the principles of consumer psychology. (last four points from [https://mfiles.pl/pl/index.php/Rodzaje\\_promocji](https://mfiles.pl/pl/index.php/Rodzaje_promocji))
- QR Code- two-dimensional, square barcode, which is a modern technological solution in the field of promotion. It not only facilitates the logistic activity of products in warehouses, but is also increasingly used in outdoor advertising (Wojciechowski T. 2016).
- Public Relations activities are aimed at building relationships in order to increase trust in the company. PR often uses press information, speeches, seminars, reports, charity campaigns, sponsorship and events in order to create a positive image of a given organization (Barska A. 2016).
- grapevine - recommendations of our company by satisfied customers.

Let's take a closer look at the ad. Advertising is a form of conveying specific information, the purpose of which is to promote a given product or service and encourage the public to purchase them. We see advertisements most often in the media such as: television, radio, press, leaflets, posters, banners and billboards. Advertising is informative, persuasive and reminding.





# FORMS OF ADVERTISING:

- TV advertisement - a short video content containing promotional slogans that we meet on television. Currently, one of the most effective forms of brand/product promotion
- radio advertisement - a short message conveyed in the form of catchy slogans via the radio; its downside is that the vocal message has a smaller impact on the recipient than the audiovisual message
- cinema advertising - an advertising spot before the film is broadcast allows you to present information, advertising and promotional campaigns. It draws attention to the brand and company logo
- press advertising - advertising that we meet in the press, usually in trade magazines; The advantage of this ad is the ability to reach the selected target group, the downside is low ranges
- publishing advertising - these are folders, newspapers, books with advertising inserts, brochures, advertising prints, business cards, leaflets, posters, leaflets as "inserts" for newspapers, which are distributed through such distribution channels as press, mail or direct distribution - e.g. distribution leaflets; this type of promotion reaches many recipients, but most of them are random
- postal advertising - this is a traditional solution for the distribution of advertising - a leaflet, brochure or advertising print are also delivered via post along with the parcels
- outdoor advertising - a type of visual advertising available in the outdoor space (city, countryside, highways), e.g. billboards, banners
- Internet advertising - any form of brand promotion via the Internet, e.g. Google ads, Facebook ads, sponsored links, blogs, etc.

## Definitions

„Social Media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content.”

Source: A. M. Kaplan, M. Haenlein *“Users of the world, unite! The challenges and opportunities of Social Media”*

Web 2.0 is the definition of websites where user-generated content and information exchange play an important role.



# PROMOTIONS!



# SOCIAL MEDIA FUNCTIONS:

- presenting people, organizations and products by creating profiles, company pages, groups;
- establishing communication, exchanging information and maintaining bonds;
- publication, sharing, rating and commenting on content, views;
- conducting discussions;
- sharing resources, consisting in sharing various types of files (movies, documents, etc.);
- co-creation aimed at creating cooperation between users



Źródło: <http://blog.hubspot.com/blog/tabid/6307/bid/28330/23-Reasons-Inbound-Marketing-Trumps-Outbound-Marketing-Infographic.aspx>

“

"Content marketing is a strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience — and, ultimately, to drive profitable customer action."

”

## Website

After familiarizing yourself with the basic concepts in the field of marketing, let's focus on the WEBSITE. The definition of a website is extremely simple. Namely, a website is any content made available on the Internet by a web server. However, the definition of a website, web page, web service are not clearly defined and are often used interchangeably. So it may turn out that we will call a website a one-page business card, an extensive information portal, or even our profile on a social network, e.g. an artist or company profile.

At this point, we will recall, for example, the concept of WWW. What is WWW? What is the World Wide Web? It is a broadly understood service (not only the service we sell, but also provided via the Internet, via the network, and for the Internet, for the purpose of being online. A service that enables the publication of content, i.e. websites, pages, and websites on the Internet.

# 12 REASONS WHY WE SHOULD HAVE A WEBSITE

1. It is the best form of advertising - There is no more efficient advertising than a company website. The Internet covers most homes and businesses, so the possibilities of reaching customers are endless.
2. It allows you to find your company - if we are looking for something, it is usually on the Web, and more specifically on Google. This search engine is used by over 98% of users for a reason - it simply provides high-quality results.
3. Provides global reach - The reach of the website is geographically unlimited. We will be able to promote the activities we offer throughout Europe or in the world. There is a reason why websites often have several language versions.
4. Increases the company's credibility - nowadays, with the huge competition in almost every industry, the image and credibility play a significant role.
5. Facilitates contact - The website is a showcase of the company, which allows you to easily and quickly contact the appropriate person or department in the company. It acts as an information point and directs you to selected places.
6. It presents the offer - the website is to clearly indicate what and how we do, so that others know whether it is profitable to cooperate with us



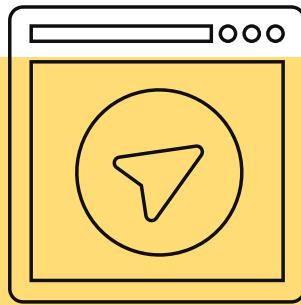
7. Low cost of acquiring a client - the website is a one-time expense, unlike other forms of advertising.
8. It is always available - the website is available 24 hours a day, 7 days a week.
9. Competition already has a website - nowadays companies from every industry have their own websites - and yours too.
10. It allows you to analyze - the website has a very wide reach, which allows you to analyze many factors. The most popular analytical tool is Google Analytics. Thanks to it, we can check who, when, from and how he got to our website.
11. Saves your time - A well-designed website is an indispensable assistant guiding the client to the right resources. She answers questions, educates, presents an offer, allows you to submit an inquiry and order.
12. Automates part of the work - some customer service processes can be automated via a website, eg. frequently repeated inquiries can be placed in the FAQ section.



# WHY WORDPRESS?

- allows you to create advanced websites for complete beginners who are not familiar with creating websites, coding, etc.,
- it is intuitive and easy to use (clear layout of the administration panel),
- offers a very wide range of possibilities (with its help you can create a blog, static organization website, thematic portal, database, social network, online store and many others),
- the simplest website can be made in less than an hour,
- it is free (some templates and plugins are paid, but there is no obligation to use them),

## POSTS AND PAGES



1. Possibility to add an unlimited number of posts (e.g. news, articles) illustrated with photos and graphics.
2. Possibility to independently create a tree of categories and tags and add entries to them.
3. Possibility to add an unlimited number of pages (e.g. about me, contact, gallery).
4. Possibility to independently set the URLs of entries and pages.
5. Possibility to create sub and main pages (for example, contact page can be a subpage of about page).
6. Possibility to customize the content in the WYSIWIG editor (bolding, changing the color and size of the font, inserting subheadings, inserting numbered and bulleted lists, inserting links, quotes, etc.)
7. Possibility to use HTML tags in the content editor (in text mode).
8. Possibility to easily edit previously added entries and pages.
9. Possibility to add selected password-protected or private content.

10. Possibility to publish content immediately or schedule publication for any date and time.

11. Automatic saving (backup) of the created content.

12. Possibility to stick the most important entries at the very top of the page.

13. Possibility to save sketches for finishing at a later date.

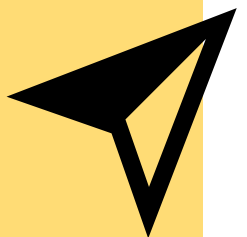
14. Possibility to manage entries and pages (sort, search, delete, single and bulk editing).

“

Beautiful designs, powerful features, and the freedom to build anything you want. WordPress is both free and priceless at the same time.

”

## NAVIGATION AND MENU



1. Possibility to create a multi-level menu.
2. Possibility to change the order of links in the menu.
3. Possibility to change the labels (subtitles) of links in the menu.

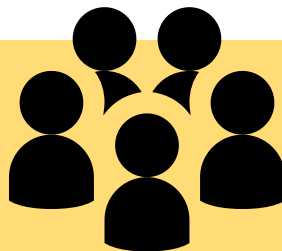
# WHY WORDPRESS?

## GRAPHICS AND MULTIMEDIA



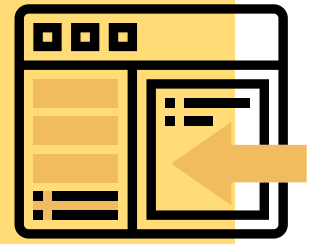
1. Possibility to add featured images to entries.
2. Possibility to add an unlimited number of photos and graphics.
3. Possibility to create an image gallery.
4. Possibility to change the order of images in the gallery.
5. Possibility to add captions and alternative texts to images.
6. Possibility to enlarge images (lightbox).
7. Possibility to automatically create a separate subpage for each image in the gallery.
8. Possibility to add other multimedia files (video and music) and embed them on the website.
9. Possibility to create playlists of music and video files.
10. Automatic creation of several sizes of uploaded photos (to be used in different places on the page).
11. Possibility to edit the uploaded photo (framing, cropping, rotating, mirroring)
12. Possibility to embed a photo on a page from another page on the Internet.

## USERS



1. Multiple user registration.
2. Possibility of granting users different rights (administrator, editor, author, contributor, subscriber).
3. Possibility to edit user profiles.

## SIDEBARS AND WIDGETS



1. Possibility to add sidebars to the page with various permanent information and widgets.
2. Possibility to display the archive in the sidebar (list of links to the archives of individual months).
3. Ability to display a calendar with selected entries in the sidebar.
4. Possibility to display the latest entries in the sidebar.
5. Possibility to display a page list or any menu in the sidebar.
6. Possibility to display in the search engine sidebar.
7. Possibility to display a tag cloud in the sidebar.
8. Possibility to display the category tree in the sidebar.
9. Possibility to display the latest comments in the sidebar.
10. Possibility to display an RSS feed in the sidebar.
11. Any text, graphics or script can be displayed in the sidebar.



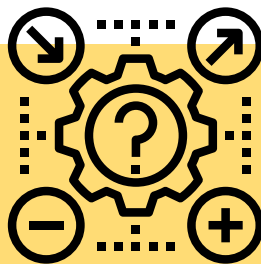
# WHY WORDPRESS?

## COMMENTS



1. Possibility to add comments by users visiting the website.
2. Possibility to limit the possibility of adding comments only for logged in users
3. Possibility to disable the option of adding comments - for all or selected subpages.
4. Possibility to delete and edit added comments.
5. Possibility to publish comments only after approval by the administrator.
6. Possibility to define which fields must be filled in when adding a comment (e.g. name and surname, email).
7. Possibility to set up an automatic email notification when a new comment appears.
8. Possibility to create a comment blacklist and add IP numbers, e-mails, usernames and keywords to it.

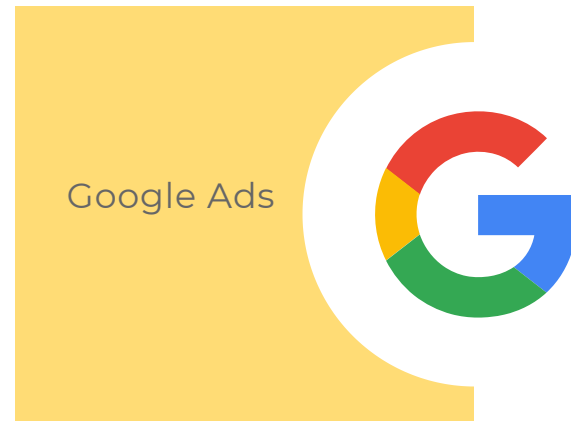
## OTHER POSSIBILITIES



1. Possibility to set whether the main page should display the fixed content or the list of entries.
2. Possibility to set pagination (and define how many entries are to be displayed on one page).
3. Possibility to define settings for an RSS feed (number of entries, type of entries - excerpts or the entire content).
4. Possibility to specify whether the page should be indexed by search engines (e.g. Google).
5. Possibility to automatically notify pages that have been mentioned in a given entry.
6. Possibility to organize media (pictures, video and music files, documents) in folders with the names of the months in the names.
7. Possibility to define the structure of links on the page (e.g. subsequent entries marked with numbers or URLs generated from the entry).
8. Possibility to change category aliases and tags.
9. Possibility of later changing the theme (appearance) of the page.
10. Possibility to change the page layout (e.g. one sidebar on the left or right, two sidebars on both sides, etc.)
11. Possibility to set the favicon (a small icon that appears in the browser bar).
12. Possibility to set a footer, e.g. with information about cookies or copyright.
13. Possibility to add links to social profiles.

# COPYWRITING RULES:

- lists with numbers in the title - "10 ways for perfect e-mailing"
- How to do something ...? - "How to make a six pack in 6 weeks"
- What does ... teach about ...? - "What should we avoid in winter?"
- Do something like ... - "Paint like Picasso"
- Quick ways - "A quick way to earn money on the Internet"
- Little-known method - "Little-known method to get the midges out of the kitchen"
- Once and for all - Say goodbye to acne problems forever! "
- Do you make the same mistakes? - Do you make the same mistakes when making a cake?
- x things no one will ever tell you - "5 things your husband will never tell you"
- Everything you need to know about... to be successful
- What is the most important in ...?
- What happens when you do this? - What happens when you start drinking water every day?
- .... has never been so easy!



Google Ads - is an advertising system of paid links that are displayed in the search results of google.pl or on sites associated with the Google Display Network (GDN) - 95% reach



# GOOGLE ADS

The main advantages of the tool:

- the ability to quickly launch an advertising campaign (even in several minutes)
- settlement only for effects (CPC)
- no minimum budget required to start the campaign (or with a manual payment of PLN 40)
- no requirement to conclude contracts, spend specific amounts
- easy control of the campaign effects during its duration, options for introducing changes, optimizing settings.

Google measures your quality score on a scale of 1-10, with 10 being the highest. It's a rating based on the optimisation and relevance of your pay per click (PPC) ad, your keywords and landing page. To determine your quality score and cost per click (CPC), Google estimates the user experience that your ad will provide, based on several things:



source:<https://bluewatermarketing.com/all-about-adwords-quality-score-and-how-to-improve-it-fast/>

## Quality Score Factors

Click-through rate – The rate at which users click on your PPC ad.

Landing page quality and relevance – The quality of your landing page and how well it meets users search expectations.

Keyword relevancy – How well your keyword connects to the ads in your ad group.  
Historical AdWords performance – How well your previous AdWords campaigns have performed and supplied sufficient content.

Ad relevancy – How closely related your keywords are to your matched ad copy.

### Ad Auction

Before deciding where to position your ad, Google chooses keywords that are likely to be the most relevant for a search and enters them into an 'ad auction'. Having a high quality score is essential if you want your ad to be eligible.

# GOOGLE ADS

## How does it work?

The ad auction is a split-second auction where Google assesses how much each advertiser is bidding (max CPC- cost per click), how relevant they are (QS – quality score), and other elements such as ad extensions, which could boost their CTR (click-through rate). Each keyword in the auction is given a score, and the resulting rank determines who gets a higher position.

## Ad Rank

Ad rank is the score that Google gives your ad to determine your position on the search engine results page (SERP). To calculate your ad rank in the auction process, Google determines your quality score and multiplies it by your maximum bid.

## CPC

As mentioned, a high QS can improve your ad rank. A high score means you stand a better chance of winning the auction. It has a further influence as it's also used in the calculation to determine the CPC.

So, for example, if you had an ad rank of 24 beating position 2 on 20, a QS of 8 would mean you would pay £2.51 ( $20/8 + £0.01 = £2.51$ ). Whereas a quality score of 10 would mean you pay £2.01 ( $20/10 + £0.01 = £2.01$ ). The higher your quality score, the more the price drops.



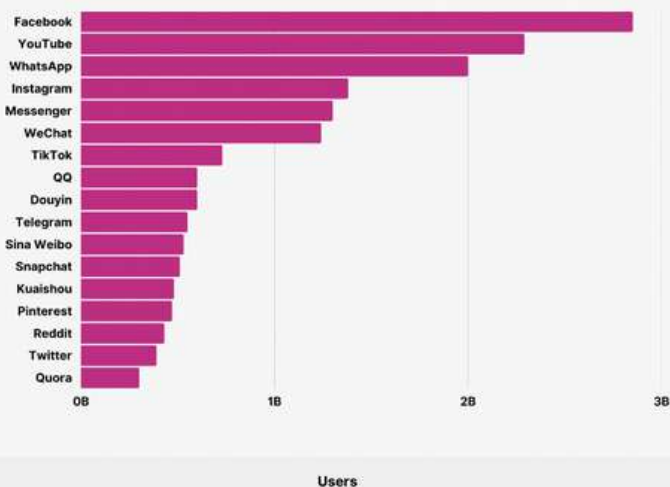


## STATISTICS

# SOCIAL MEDIA

## EXTERNAL COMMUNICATION TOOLS - EXTRA PART

### Most used social media platforms worldwide



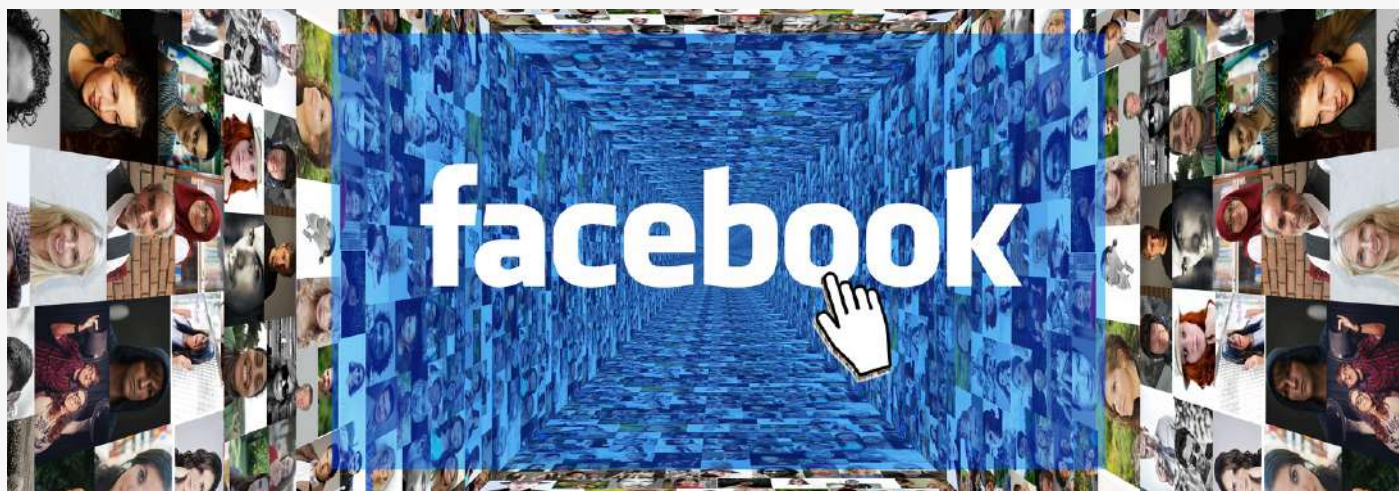
Social media - websites and applications that enable users to create and share content or to participate in social networking.

Social media is about conversations, community, connecting with the audience and building relationships. It is not just a broadcast channel or a sales and marketing tool. Authenticity, honesty and open dialogue are key. Social media not only allows you to hear what people say about you, but enables you to respond.

Why is social media important? Social media is important because it allows you to reach, nurture, and engage with your target audience — no matter their location. When a business can use social media to connect with its audience, it can use social media to generate brand awareness, leads, sales, and revenue.

Platform	Active users
Facebook	2.853 billion
YouTube	2.291 billion
WhatsApp	1.6 billion
Instagram	1.386 billion
FB Messenger	1.3 billion
WeChat	1.242 billion
TikTok	732 million
QQ	606 million
Douyin	600 million
Telegram	550 million
Sina Weibo	530 million
Snapchat	514 million
Kuaishou	481 million
Pinterest	478 million
Reddit	430 million
Twitter	397 million
Quora	300 million





## Basic information

Meta Platforms, Inc., Meta, is an American technology conglomerate based in Menlo Park, California. It was founded by Mark Zuckerberg along with Eduardo Saverin, Andrew McCollum, Dustin Moskovitz and Chris Hughes originally TheFacebook.com, later Facebook, a popular social networking site.

President - Mark Zuckerberg (4 lut 2004–)

Founders: Mark Zuckerberg, Eduardo Saverin, Dustin Moskovitz, Andrew McCollum, Chris Hughes

Headquarter: Menlo Park, Kalifornia, Stany Zjednoczone



# FACEBOOK

Over the years Facebook has expanded to include multimedia content and sharing content initially posted by others on Facebook or elsewhere. All stuff that seems rudimentary to us now, but at the time were pioneering innovations from Facebook and other members of that first post-MySpace wave of social networks.

Private message functionality eventually became standalone app, Facebook Messenger, though is still part of the desktop site. Users can also upload pictures and tag those that appear on them. These photos go on the user's profile, which is full of information about their life, connections and events.

*“Activate your fans, don’t just collect them like baseball cards.”*

*Jay Baer, Convince & Convert*



# FACEBOOK

## Facebook key statistics

- Facebook generated \$85.9 billion revenue in 2020. Approximately \$60 billion came from the Facebook app
- \$40.5 billion of Facebook's revenue is generated in US & Canada, despite only 10% of users being based in that region
- In 2020, Facebook had an operating profit of \$32.6 billion
- Facebook has been downloaded over five billion times

## Facebook annual revenue

Year	Revenue
2010	\$1.97 billion
2011	\$3.71 billion
2012	\$5.08 billion
2013	\$7.87 billion
2014	\$12.4 billion
2015	\$17.9 billion
2016	\$27.6 billion
2017	\$40.6 billion
2018	\$55.8 billion
2019	\$70.6 billion
2020	\$85.9 billion

## Facebook ad revenue by region

Year	US & Canada	Europe	Asia-Pacific	Rest of World
2015	\$7.2 billion	\$3.4 billion	\$2.3 billion	\$1.5 billion
2016	\$12.9 billion	\$6.2 billion	\$4 billion	\$2.4 billion
2017	\$19.4 billion	\$9.7 billion	\$6.7 billion	\$4 billion
2018	\$26.4 billion	\$13.5 billion	\$9.5 billion	\$5.4 billion
2019	\$33.4 billion	\$16.7 billion	\$12.5 billion	\$6.8 billion
2020	\$40.5 billion	\$20.4 billion	\$15.4 billion	\$7.6 billion

Source: Company data

## Facebook age demographics

Age group	Percentage of users
13-17	5.9
18-24	23.8
25-34	31.6
35-44	16.9
45-54	10.5
55-64	6.4
65+	4.9

Sources: Hootsuite / WeAreSocial

## Facebook gender demographics

Gender	Percentage of users
Female	43.2
Male	56.8

Sources: Hootsuite / WeAreSocial

## Facebook page content types

Content type	Percentage of posts
Photos	35.6
Videos	15.1
Links	47.2
Status	2.1

Sources: Hootsuite / WeAreSocial





## Basic information

LinkedIn - an international social network specializing in professional and business contacts. The website was established in December 2002 and launched in May 2003. As of February 2021, LinkedIn had 740 million users in 200 countries.

Establishment: 2002, Mountain View, Kalifornia, Stany Zjednoczone  
Headquarter: Sunnyvale, Kalifornia, Stany Zjednoczone

Parent organization : Microsoft  
Founders: Reid Hoffman, Konstantin Guericke, Jean-Luc Vaillant, Allen Blue, Eric Ly

# LINKEDIN

## Summary of Linked Statistics 2021

1. Over 706 million total members worldwide
2. Over 72% of total members are outside of the United States.
3. 55 job applications submitted every second
4. 7 seconds between every LinkedIn hire
5. 50 million companies are listed on LinkedIn
6. 189 million+ members in North America
7. 160 million+ members in Europe
8. 190 million+ members in Asia
9. 104 million+ members in Latin America
10. 61 million+ members in the Middle East and Africa
11. 20 million open jobs listed
12. 90k schools listed
13. LinkedIn has over 33 offices and 16,000 employees
14. Over 11 million+ C-level exec members globally
15. 5.4 million+ small business owners members globally
16. IT decision-makers 6.6 million+ members globally

*“Social media is not a media. The key is to listen, engage, and build relationships.”*  
*David Alston*



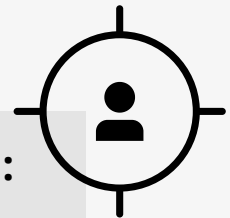


# LINKEDIN



## LINKEDIN FINANCIALS:

1. Microsoft paid 26.2 Billion at \$196 per share for LinkedIn in June 2016.
2. LinkedIn has had a 20% year over year growth in FY20.
3. LinkedIn generated over 6.7 billion dollars in revenue in 2019
4. LinkedIn has tiered pricing for its plans
  - Premium Career \$29.99 minimum per month
  - Premium Business \$47.99 minimum per month
  - Sales Navigator \$64.99 minimum per month
  - Recruiter Lite \$99.95 minimum per month



## DEMOGRAPHIC STATISTICS:

1. More than 72% of LinkedIn users are from outside the United States. Outside US LinkedIn Members 72%
2. Over 46 million students and recent graduates are on LinkedIn
3. According to Statistica, 43% of LinkedIn users are female and 57% are male
4. A breakdown of Internet users in the United States who use LinkedIn based on age by Statistica
  - 15-25 years old: 16%
  - 26-35 years old: 27%
  - 36-45 years old: 34%
  - 46-55 years old: 37%
  - 56+ years old: 29%
5. 29% of males online and 24% of females online use LinkedIn according to the Pew research center.
6. 51% of college graduates use LinkedIn which is an increase from previous years.

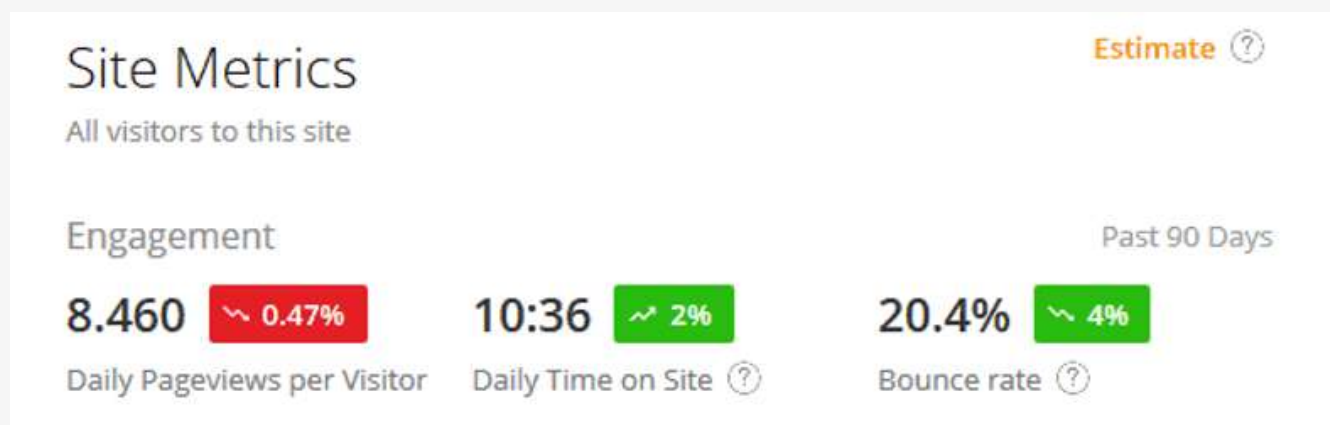


# LINKEDIN



## USAGE STATISTICS :

1. 99.62% of LinkedIn traffic is organic according to Similar web
2. More than 90% of recruiters use LinkedIn weekly.
3. LinkedIn internal research shows having a profile picture on your personal LinkedIn page increases views 14x over profiles with no picture.
4. Over 2 Million small businesses use LinkedIn to hire employees
5. LinkedIn Traffic by source
  - 71.29% is direct traffic
  - 22.80% is from search
  - 2.51% is from email
  - 2.11% is from referral sites
  - 1.18% is from social
  - 0.10% is from display advertising
6. According to Alexa, LinkedIn users spend an average of 10:35 minutes on the site each day with 8.46 Daily Pageviews per visit, and it ranks #58 in global internet traffic and engagement.



7. Data from Ahrefs shows LinkedIn has 19,868,318,606 backlinks and 11,458,407 referring domains with a domain rating of 98. When creating a marketing strategy LinkedIn should be near the top of the list.



8. Moz database shows that LinkedIn ranks for over 15.7 million keywords in Google. Making it a top destination for marketers creating business-related quality content.





## Basic information

Instagram - Photo-hosting photo social network connected to the application of the same name, which allows users to edit photos and videos, apply digital filters to them and share them on various social networks. Wikipedia

Owner: Meta Inc.

Since its launch in October 2010, Instagram has seen a meteoric rise to 1 billion active users, making it one of the top 4 social networks worldwide.



# INSTAGRAM

## Key Statistics:

- Instagram has 500+ million daily active users (DAUs) globally, ranking it second behind Facebook for the social network with the highest daily logins.
- The company reports that 500+ million daily users interact with Instagram Stories, up from June 2018's 400 million.
- It took Snapchat 6 years to hit 150 million daily active users, Instagram's story usage surpassed that milestone in 8 months from launch.
- 11.01% of the world's 4.54 billion active internet users access Instagram daily.
- 11.96% of the world's 4.18 billion active mobile internet users access Instagram daily.
- 13.15% of the world's 3.8 billion active social media users access Instagram daily.
- 6.43% of the world's 7.77 billion population uses Instagram daily.
- Instagram's daily user base is 70 million more than the total population of South America.

Sources: (Facebook) (Statista) (Worldometers) (WordPopulationReview) (Statista) (Recode)

*“Social networks aren’t about Web sites. They’re about experiences.”*

*Mike DiLorenzo, NHL social media marketing director*

# INSTAGRAM

## INSTAGRAM'S DAILY USERS EXPLODED:

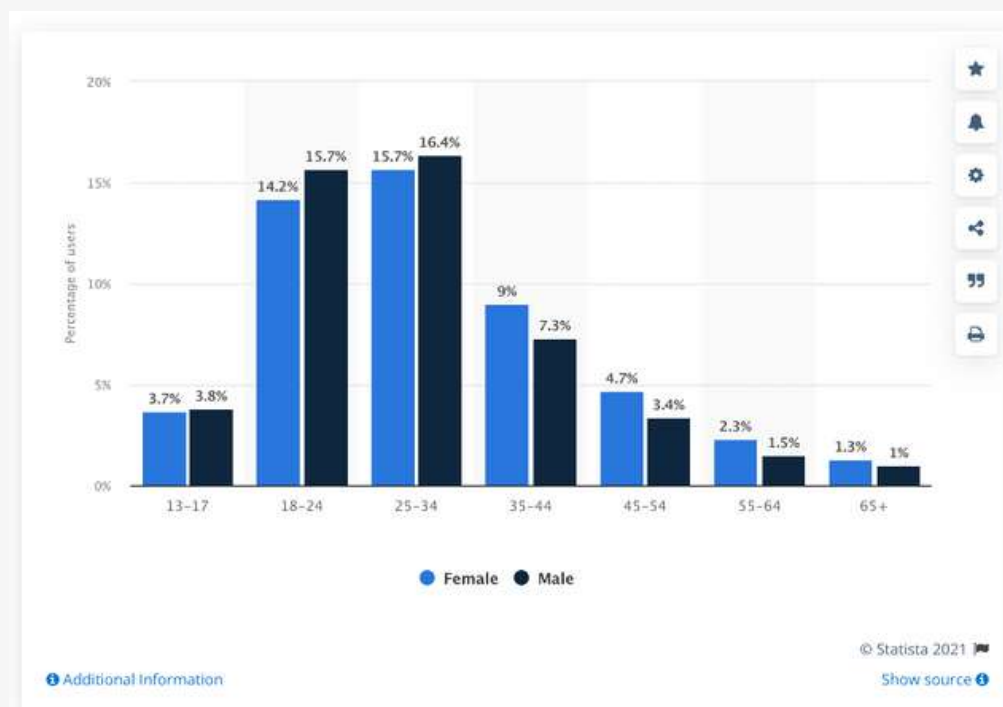
When looking at how many people use Instagram daily since launch, it's clear to see that the abundance of new features they've added has made a big impact on the stickiness of the app.

If we looked back in October 2016, Instagram had 550 million monthly users with only 100 million daily users, meaning only about 18% of their user base would visit the app each day.

Fast forward to now, and over 50% of the monthly users interact with the app daily due to some impressive user-centric feature releases:

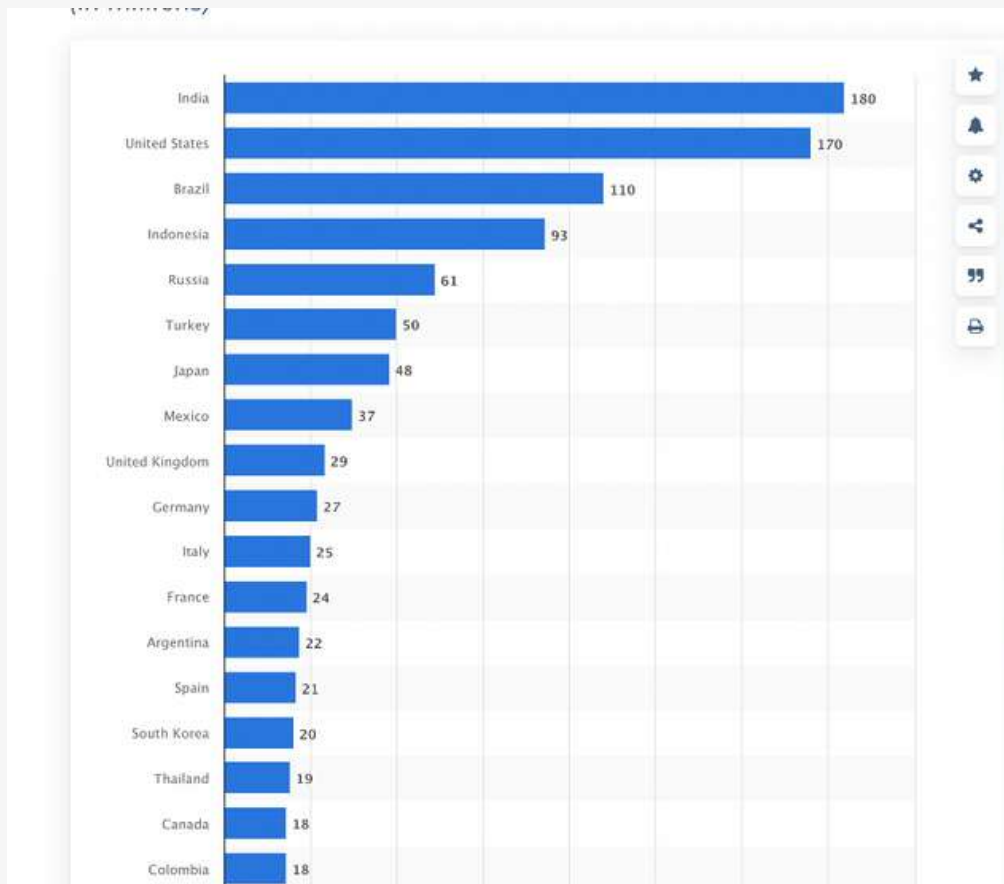
- Instagram Stories: 24-hour photo and video montages.
- Ephemeral messages: Private messaging media that deletes after viewing.
- Feed algorithm: Orders your feed by posts their computer modelling thinks you'll like.
- IGTV: Post longer videos, removing the previous limits.
- Live video: Broadcast videos to your followers, who can comment.
- Instant translation: The ability to translate comments, captions, and profiles helped their expansion outside non-English speaking territories.
- Reels: Create fun 15-second videos. Instagram's answer to TikTok.

## INSTAGRAM USERS BY AGE AND GENDER:



# INSTAGRAM

## INSTAGRAM USERS BY COUNTRIES IN 2021:



Source: Statista





## Basic information

YouTube – a website established in February 2005 that allows free uploading, live broadcasting, rating and commenting of videos. Susan Wojcicki has been the president since 2014.

Chairman of the Board: Susan Wojcicki (Feb 5, 2014–) Gaining popularity

Founded: February 14, 2005, San Mateo, California, United States

Owner: Google

Revenue: \$ 7 billion

Headquarters: San Bruno, California, United States

Founders: Jawed Karim, Chad Hurley, Steve Chen



# YOUTUBE

## YouTube statistics (Top Picks)

- YouTube currently has 2 billion users. Up from 800 million users in 2012.
- 42.9% of all global internet users access YouTube monthly.
- Daily Active Users (DAUs): More than a billion hours of content is consumed on YouTube every single day.
- YouTube's user count of 2 billion+ places it second on the list of most-used social media platforms. Only Facebook has more users.
- India has the most YouTube users, estimated at 225 million. The United States follows, with 197 million.
- Among the top 10 biggest viewers, the United Kingdom averages the most views per person.
- YouTube is most popular among people aged 15-35.
- Globally, more women than men use YouTube.
- 96.6% of YouTube channels have fewer than 10,000 subscribers.
- Quarterly YouTube ad revenue is over \$7 billion.
- On average, individual creators receive between \$3-\$5 per 1000 views.

Source: <https://backlinko.com/youtube-users>

*“New marketing is about the relationships, not the medium.”*

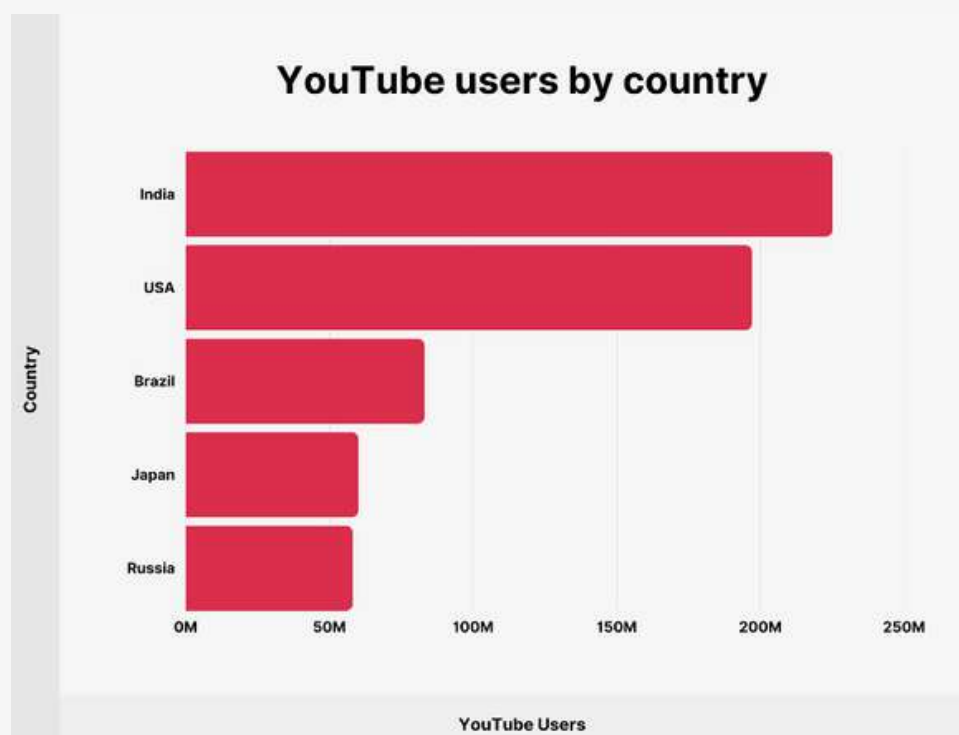
*Ben Grossman, founder of BiGMark*

# YOUTUBE

## YOUTUBE USERS BY COUNTRY

YouTube is localized in over 100 countries. It can also be used in 80 different languages. Clearly, the video sharing platform has become a truly global phenomenon. But how do usage statistics break down by country?

India has the most active YouTube users. At least 225 million people living in India are YouTube users – that's around 16% of the population. The USA comes in second on raw user count, but that translates to a much higher proportion of the country.



Source: <https://backlinko.com/youtube-users>

## YOUTUBE GENDER DEMOGRAPHICS

82% of all adult men in the USA use YouTube, compared to 80% of women. But globally, more than 50% of YouTube users are female.

Any content creators without a specifically gendered target market should therefore be looking to make videos with a relatively even male/female viewer split in mind.

Sources: Pew Research, Think with Google



# YOUTUBE

## YOUTUBE USERS BY AGE

Among US adults aged 18-29, 95% use YouTube. This makes Millennials and Gen Z the biggest users of YouTube by proportion. The full breakdown is as follows:

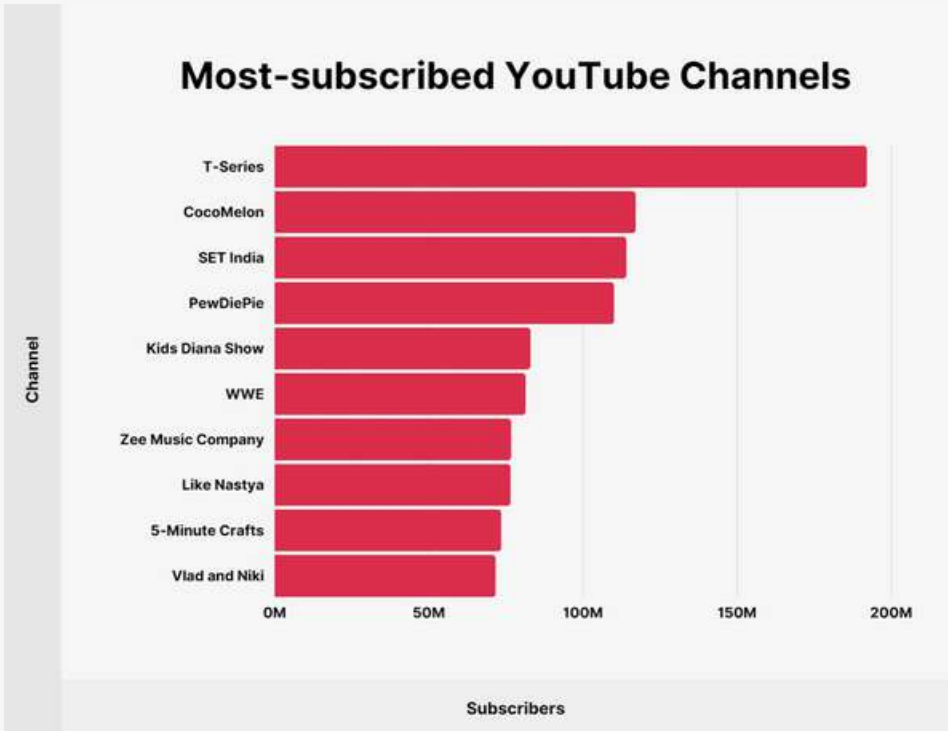
Age	Proportion
18-29	95%
30-49	91%
50-64	83%
65+	49%

That being said, the growth rate of users aged 55+ is approximately 80% higher than the overall user growth rate. And one ComScore study estimated that YouTube reaches up to 95% of those aged 55+ in a month, even though some may not be users.

Sources: Statista, Think with Google, Pew Research

## MOST SUBSCRIBED YOUTUBE CHANNELS

T-Series, India’s largest music label, is the most-subscribed YouTube channel. Here is the top 10:



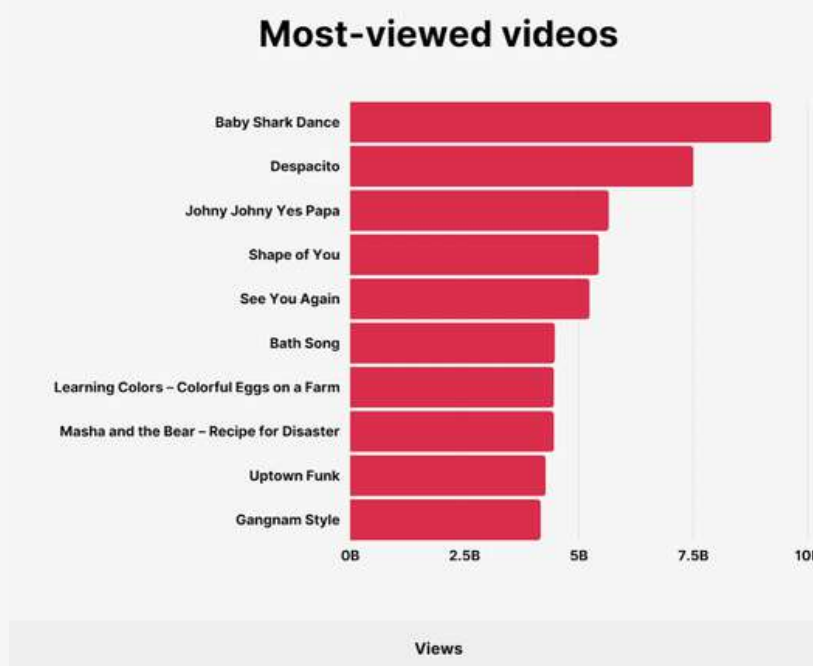
And here are the exact subscriber numbers:

Channel	Subscribers
T-Series (music)	192 million
CocoMelon – Nursery Rhymes (education)	117 million
SET India (entertainment)	114 million
PewDiePie (entertainment)	110 million
Kids Diana Show (film)	82.9 million
WWE (sports)	81.3 million
Zee Music Company (music)	76.6 million
Like Nastya (entertainment)	76.4 million
5-Minute Crafts (howto)	73.4 million
Vlad and Niki (entertainment)	71.6 million

Source: SocialBlade

## M O S T   V I E W E D   V I D E O S

And here are the exact subscriber numbers:



And here are the exact subscriber numbers:

Video	Views
Baby Shark Dance (music, kids)	9.2 billion
Despacito (music)	7.5 billion
Johny Johny Yes Papa (music, kids)	5.65 billion
Shape of You (music)	5.43 billion
See You Again (music)	5.23 billion
Bath Song (music, kids)	4.47 billion
Learning Colors – Colorful Eggs on a Farm (music, kids)	4.45 billion
Masha and the Bear – Recipe for Disaster (children's show)	4.45 billion
Uptown Funk (music)	4.27 billion
Gangnam Style (music)	4.16 billion

Source: Statista



## Basic information

YTikTok - a mobile internet application, the main functionality of which is the possibility of sending very short video materials, with the content similar to music videos.

Created by the Chinese company ByteDance in September 2016. Available in several dozen language versions.

TikTok is available in over 150 countries, has over 1 billion users, and has been downloaded over 200 million times in the United States alone.

Total AppThe TikTok app has been downloaded over 2.6 billion times worldwide, as reported by Sensor Tower in December, 2020. In January 2021, TikTok had 62 million downloads.

In Q1 of 2020, the app had 315 million downloads, which is the best quarter by any app, ever. 500 million of those come from India, 180 million from China, and 130 million from the U.S. In June of 2020 TikTok was downloaded 87 million times worldwide (with 7.5 million of those coming from the U.S.).

First release date: September 2016

## TIK TOK

### TikTok statistics (Top Picks)

If your brand's target audience includes anyone between the age 13 and 60, you should be on TikTok right now. Need inspiration on launching your TikTok strategy? Click [here](#) for amazing TikTok examples from brands. Want to know how the TikTok algorithm works? Click [here](#). Without further ado, here are the most important TikTok statistics (we will continuously refresh this article as new data becomes available).

- Monthly Active Users – TikTok officially has over 1 billion monthly active users. For reference – active users of other social platforms: Facebook – 2.9B, YouTube – 2.2B, Instagram – 1.4B, TikTok – 1.0B, Snapchat – 500M, Pinterest – 480M, Twitter – 397M.
- Monthly Active Users in the United States – TikTok now has over 130 million active users in the U.S.
- Among U.S. over 18, TikTok brought in 22.2 million mobile unique visitors in January, 23.2 million in February and 28.8 million in March. In April, that number jumped to 39.2 million—three times the 12.6 million who used the app last April, according to the most recent Comscore data provided to Adweek (note – Comscore only tracks users over 18).

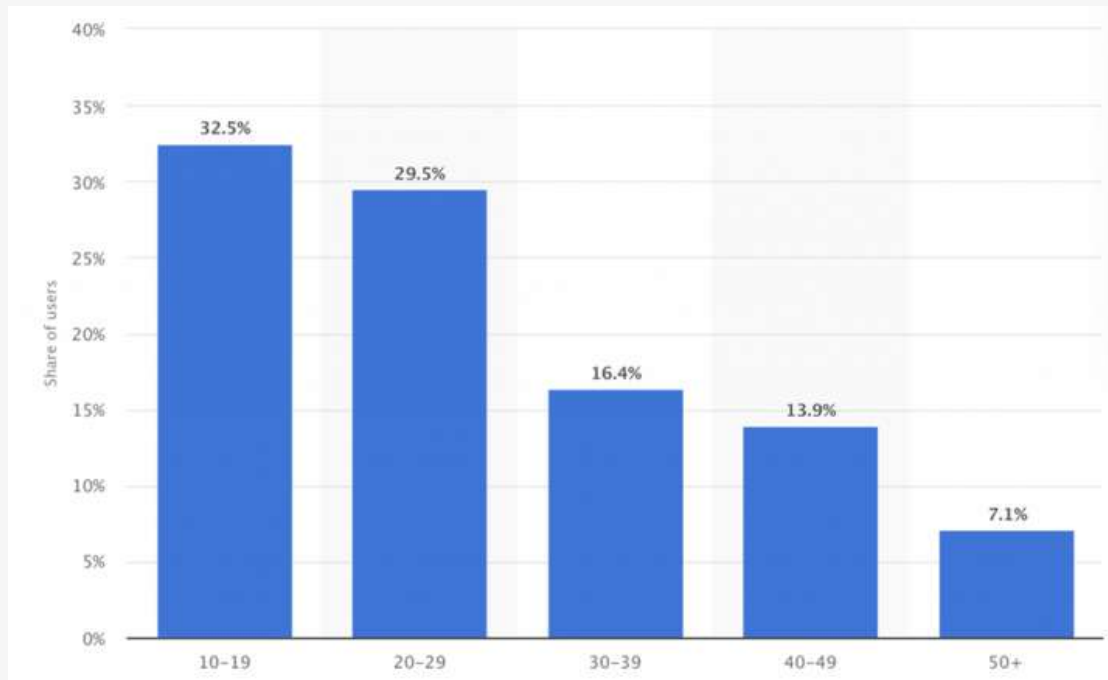
*"We get to live in a time that we get to use social media as a tool."*

*Gigi Hadid, fashion supermodel*

# TIK TOK

## TIK TOK USERS BY AGE

The percentage of U.S.-based TikTok users by age: 10-19 – 32.5%, 20-29 – 29.5%, 30-39 – 16.4%, 40-49 – 13.9%, 50+ – 7.1%. This means that the TikTok userbase is aging up (so get on it now!). All data via Comscore.



Source: App Ape

- Average Minutes Per User – TikTok users love the app. They spend an average of 52 minutes per day in the platform. A new study has shown younger people ages four to fifteen spend an average of 80 minutes per day on the app.
- Opens – A user opens the TikTok app 8 times per day.
- Creation – 83% of TikTok users have posted a video.
- U.S. Audience – As we mentioned, we estimate that TikTok has about 80 million monthly active users in the United States. 60% are female, 40% are male. 60% are between the ages of 16-24. 26% are between the ages 25-44. 80% are between the ages 16-34. This data comes straight from TikTok.
- Gen Z – 60% of TikTok users are Gen Zers. Gen Zers are trendsetters. Next year, 74 million people in the U.S. will be part of “Gen Z”, which will make it the largest generation of all.

# TIK TOK

- Revenue – TikTok is estimated to pull in \$500 Million in revenue from the U.S. alone in 2020 (source).
- Countries – TikTok is now available in 154 countries worldwide (and 75 different languages).
- TikTok Vs. The Facebook Empire – Facebook’s “Lasso” (it’s TikTok clone), has 250,000 downloads in the U.S. since last November. TikTok has 41.3 Million in that timeframe.
- \$500 – the amount TikTok is reportedly paying influencers to join the app and start creating content. It’s working well though. The platform is growing like crazy.
- According to Sensor Tower, TikTok was the second most downloaded app in the U.S. in November with 4 million downloads (trailing only Disney+).
- According to TechCrunch/Apptopia, TikTok’s Q4 2019 revenue grew over 300% from the same period a year earlier.
- Douyin, aka TikTok in mainland China, just hit 400 million daily active users there (and the most active dance video creators are over 60 years old!).
- A top trending song is typically a top trending song Spotify, as well. Illustrates the true influence of the platform.
- The TikTok Creator Marketplace is a platform run by TikTok that houses thousands of profiles of TikTok creators. Brands can search the marketplace for creators whose audiences best fit the target market of their campaign (need access? We have it!).
- TikTok had 104 million downloads just last month (an increase of 46% from the year ago period).
- Engagement – it’s hard to quantify this. But the engagement on TikTok is incredible. Case in point: Jennifer Lopez recently posted the same video on Twitter and TikTok. She has 45 million followers on Twitter and 5 million followers on TikTok. The video on Twitter got 2 million views (off 45 million followers). The video on TikTok got 71 million views (off 5 million followers). So start using TikTok now! They recently started nightly programming which is undoubtedly training Gen Z to tune in at certain times a la appointment TV viewing of days past. Engagement has increased dramatically over the past few months. The New York Times reports that TikTok usage has been skyrocketing since Coronavirus began.



# TIK TOK

- TikTok has recently created a \$1 Billion Creator Fund. This money will be paid by TikTok directly to its creators in an effort to further solidify its relationships with influencers. TikTok has many competitors, large and small (Facebook's Reels, YouTube's Shorts, former Vine creator's Byte, and Triller, among others). This fund should prove to be very effective for the platform.
- Forbes put out a report on the highest-earning TikTok stars. Addison Rae comes in at number one making \$5 Million, Charli D'Amelio is number two at \$4 Million, and her sister Dixie is number three at \$2.9 Million.
- TikTok Top 100 Influencers – this list shows the top 100 most-followed TikTok accounts.
- There are six creators who have at least 50 million followers: Charlie D'Amelio, Addison Rae, Zach King, Spencer X, Loren Gray, and Bella Poarch
- TikTok released the Top 100 of 2020

Source: <https://wallaroomedia.com/blog/social-media/tiktok-statistics/>

## TIK TOK ANNUAL USERS

### TikTok annual users

Year	Users
2017	65 million
2018	133 million
2019	381 million
2020	700 million
2021	1 billion

*Note: Values are monthly active users in Q2 of the respective year*

Source: [TikTok Report](#)

# TIK TOK

## TIKTOK USERS BY REGION

TikTok users by region

Year	South-East Asia	North America	LATAM	Europe
2018	62 million	28 million	3 million	21 million
2019	130 million	55 million	10 million	52 million
2020	198 million	105 million	64 million	98 million

Source: [TikTok Report](#)

## TIKTOK AGE DEMOGRAPHICS

TikTok age demographics

Age	Percentage of users
Under 18	28
19-29	35
30-39	18
39+	19

Note: These are global values. Individual country demographics are available in the [TikTok Report](#)

Source: App Ape





## Basic information

Twitter - a social networking site that provides a microblogging service.

CEO: Jack Dorsey (Sep 30, 2015 -)

Founded: March 21, 2006, San Francisco, California, United States

Headquarters: San Francisco, California, United States

Subsidiaries: Twitter France SAS, MORE

Founders: Jack Dorsey, Evan Williams, Noah Glass, Christopher Stone



# TWITTER

Twitter is an online social networking service that enables users to send short 280-character messages called tweets.

According to recent social media industry figures, Twitter currently ranks as one of the leading social networks worldwide based on active users. As of the fourth quarter of 2020,

Twitter had 192 million monetizable daily active users (mDAU) worldwide. Registered users can read and post tweets as well as follow other users via update feed.

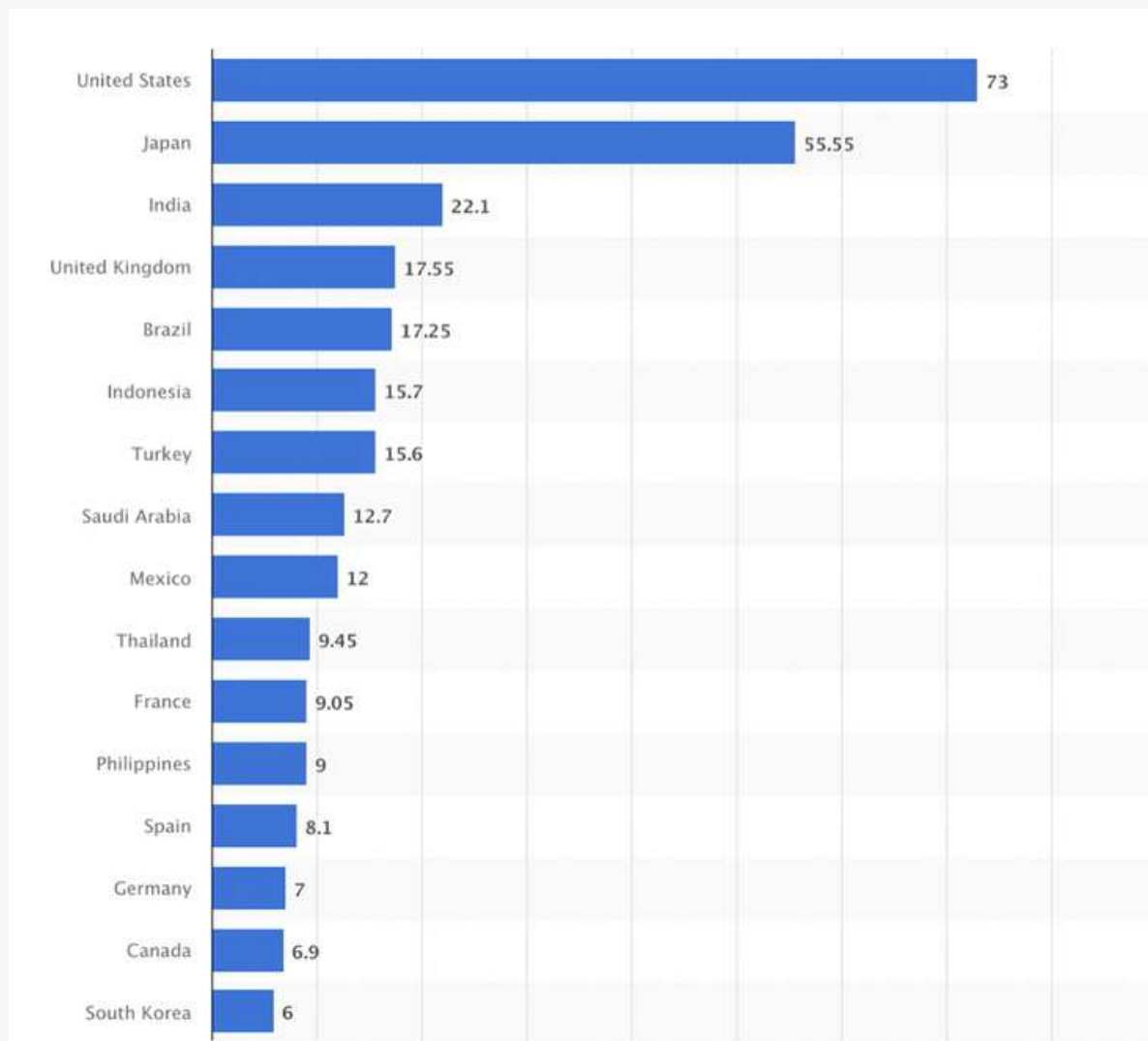
As of March 2021, former U.S. President Barack Obama was the most-followed celebrity on Twitter with nearly 130 million followers.

*"The doers are major thinkers. The people that really create the things that change this industry are both the thinker and doer in one person."*

*-Steve Jobs, CEO*

## TWITTER USERS BY COUNTRIES IN MILLIONS

Social network Twitter is particularly popular in the United States, where as of July 2021, the microblogging service had audience reach of 73 million users. Japan and the India were ranked second and third with 55.55 and 22.10 million users respectively.



As of the second quarter of 2021, Twitter had 206 million monetizable daily active users worldwide. The most-followed Twitter accounts include celebrities such as Katy Perry, Justin Bieber and former U.S. president Barack Obama.

Twitter has become an increasingly relevant tool in domestic and international politics. The platform has become a way to promote policies and interact with citizens and other officials, and most world leaders and foreign ministries have an official Twitter account. Former U.S. president Donald Trump used to be a prolific Twitter user before the platform permanently suspended his account in January 2021. During an August 2018 survey, 61 percent of respondents stated that Trump's use of Twitter as President of the United States was inappropriate.

Source: Statista

# TRAINING IN PROJECT WRITING, FUNDRAISING AND NETWORKING



## WHAT WILL WE LEARN?

1. Tips how to write projects?
2. How to find funds?
3. Networking

## TEN TIPS TO WRITE GOOD PROJECTS

### 1. Start with a clear plan

This cannot be said too many times. A plan is a lifesaver when Erasmus project writing. It will allow to see the bigger picture, as well as not to lose the project's main goal (which should always be your bottom-line).

### 2. Deconstruct the longer application questions

For example, a question is like this "Why do you want to carry out this project? What are its objectives? What are the issues and needs that you are seeking to address through this project? In which way is this project linked to the objectives and principles of Structured Dialogue in the field of youth?". That's a bit long, isn't it?

You could then divide it into smaller parts, like this: "Why do you want to carry out this project?" and give your answer to this sub-question; "What are its objectives?" – give your answer to this & so on. This makes it easier not only for you. But also for the evaluator (to find the parts of the answer he/she is looking for).





### 3. Use bullet points

It's worth using anything that help the evaluator find the information he/she is looking for. Bullet points or numbering is, thus, a very useful hack in project writing.

### 4. Keep calm!

### 5. Avoid sentences longer than 2 lines

Remember the evaluators are people and they prefer readable stuff. It's proven that shorter sentences are easier to read and understand. Don't go against that science.

### 6. Don't use over-complicated words.

Once again simple stuff (and everyday language) is much better (because evalautors are regular people – like you and me). In other words using lots of fancy words will not give you extra points in project writing.

### 7. Don't use the same noun/verb/adjective/adverb in the adjoining sentences

If you use 'youth work', 'complete', 'sufficient' (or any other word) three times in one sentence, it makes the reading rather unpleasant. The language is full of synonyms – use them! Need ideas – there are special tools on the internet, as well as within Microsoft Word (i.e. Thesaurus).

### 8. Use shorter paragraphs.

Long paragraphs in project writing are scary. And, more importantly, they look scary. Make them shorthter and your project evaluator will thank you (hopefully, with extra points).

### 9. Refrain from ambiguities (vague statements)

Vague words/statements (for example, word 'some') tell the reader (or, indeed, the evaluator) that you are not sure what you are writing about. Change them (i.e. make them more concrete).

### 10. Do not use first-person pronouns

If you use first-person pronouns ("I," "me," "my," "we," "us," etc.), your project applicaton will look less professional.

Source: <https://activeyouth.lt/2020/04/07/erasmus-project-writing-ten-gamechanger-tips/?lang=en>

## How to find funds?

### Sources of funding

At what expense do successful cultural projects aimed at the development of literature and culture – and there are quite a few of them in the country – exist? There are usually several ways of financing a project. Thus the Ukrainian Crisis Media Center, which has its own artistic direction, primarily uses the intellectual human resource to that end, sponsors and businessmen's money as well as grants. The Center for Literary Education relies on the model of social entrepreneurship (i.e. visitors pay to participate in various events), and raises funds through grants to implement expensive projects. The Lviv Publishers' Forum uses several sources at the same time: takes money from publishers and visitors, receives funds from local and government budgets, and has partners and sponsors.

"It's a bad plan that  
admits of no  
modification."  
~ Publilius Syrus.

## Grants

This method of funding seems very attractive, and there really are a lot of funds coming to Ukraine nowadays for the implementation of socio-cultural projects. But only an organisation can obtain a grant, and for that purpose someone is required to monitor the market, fill in an applications, submit reports. The reporting process itself has many pitfalls and is a difficult process overall, particularly if the grantee is a big international organisation, trust or foundation. Therefore, it is not worth counting on funding projects solely through grants, especially taking into account the fact that money flows from grantees decreased by 3 to 5 times in 2016 as a result of misuse of grant funds. However, focusing on grants that are offered by local foundations is possible; they also exist and are much easier to work with.

## The money of sponsors and business

Sponsorship and philanthropy, which is experiencing a rebirth now in Ukraine, are popular sources of funding that do actually work. But to raise these funds, there should be a large database of contacts in various spheres (entrepreneurship, printing, construction, logistics) and a good reputation. For some donors the possibility to obtain some benefit from such funding is key (barter, company advertising, image strengthening), to others it is important to be involved in a noble cause that is contributing to the development of culture, to do one's duty to society or show patriotism. But usually the most compelling fact is that the project's organisers have already invested in the business themselves and are using their own resources – if not financial, then intellectual or human.

## Government funds

Primarily big projects can count on government funding. For instance, the Publishers' Forum obtained funds twice from the government budget and regularly receives funds from the local budget – municipal and regional. As a consequence of decentralisation, funding from Lviv's local budget for culture has increased significantly, which enables the organisation of a children's book festival this year. However, there are problems with reporting and delays in obtaining funds, in addition to significant constraints on the size of expenses.

There is a chance to receive funds for the development of social initiatives from the municipal budget in Vinnytsia too. Any interested citizen can apply and it does not only relate to big projects. It is also worth keeping in mind non-financial support from the government – when local administrations contribute to holding cultural events by providing free halls for exhibitions. This is also an important resource.

Useful links for international grants

- 1 <https://programrita.org/en/>
- 2 <https://erasmus-plus.ec.europa.eu>
- 3 <https://eeagrants.org>
- 4 <https://armacad.info/opportunities/grants>
- 5 <https://www.grantwatch.com/cat/20/international-grants.html>



# NETWORKING - DEFINITION

Networking means establishing business relationships in order to cooperate, exchange knowledge and skills. It can be said that it is about making relationships based on mutual trust, thanks to which we strive to achieve our goals - no longer as an independent company, but with the support of partners.

Networking is about building lasting relationships between people in business, not only in the industry, but also outside it, in order to exchange experiences and knowledge.

## NETWORKING - WHY IS SO IMPORTANT?

First of all, cooperation with other entrepreneurs is considered to be one of the cheapest ways to develop your company. Due to the fact that we exchange knowledge, we help not only ourselves, but also other entrepreneurs. We do not do it by force, we just work with people we like, with whom we talk well, therefore this exchange of knowledge is pure pleasure. We can get to know a different perspective, broaden our horizons, find solutions to burning problems - all thanks to cooperation.

Thanks to networking, we can also find new customers or employees more easily - check their credibility, get a recommendation at first hand. We know from the very beginning that we will most likely not be disappointed and that the cooperation will be fruitful.

Networking can also help us when we cannot find a direction in the development of our company or when we are not able to jump over difficulties on our own. More experienced people who can advise us are invaluable in this case and can save us from falling.

Thanks to the fact that we care for relationships, we nurture them, we are good collaborators, we also develop our reputation. If the client trusts an entrepreneur with whom we are business friends, he will certainly believe his recommendations. However, it is not limited to customers - it can also be easier for us to find a good employee, specialist, which is not so easy nowadays.

How to build a network of contacts?

The Internet can be invaluable in building relationships - after all, we can easily find forums in the field and industry we are interested in. Thanks to this, we can meet people who have similar interests, do what we do and have different professional experience, with clients or colleagues. It is worth talking to other people, not be afraid to ask, maintain a relationship. Then we get to know a group of people who can really help us. Where to look The traditional forum is becoming less and less popular, it is worth checking whether you can find interesting topic groups on Facebook. Certainly, we should also join groups on such websites as GoldenLine or LinkedIn.

However, not only the groups in such activities are important. Contact with a small number of other entrepreneurs, even one of them, is also a big step in building a relationship. Thanks to this, we learn what such relationships look like, how to care for them and how to develop our networking.

# EXAMPLES OF SCENARIOS

## TEAM BUILDING

Objective – Team building training aims to create a well-functioning and collaborative team, its integration, which will serve to carry out daily tasks more effectively. It also aims to make participants aware of what attitudes and behaviours promote better group work. The main task of the training is to show that the team as a group of people is able to create more values than individual units put together.

Training time – 3 hours +

Tools – Icebreakers cards, papers, pens, small ball, mascot, Belbin role test sheets, Building blocks, lego, popsicle sticks, hula hoop

## INTRODUCTION

Team building activities have now become an essential part of organizational culture. In today's world, if any organization needs to thrive, then the first and foremost requirement is having a culture of teamwork within the organization.

## TASK 1: ICEBREAKER

Objective - Getting to know the participants

Time – 20 min

Tools: Icebreaker cards

How to play:

Participants sit in a circle. The trainer explains the rules of the game. Each participant draws a card and answers one of the questions. The trainer conducts 3-4 rounds so that each participant can answer 3-4 questions.

After completing the exercise, the trainer explains its purpose and asks the participants about their feelings about the exercise.

## **T A S K 2 : W H A T I F ?**

Objective – Stimulating participants' creativity, breaking down barriers, opening up to each other participants

Time – 15 min

Tools – small ball, mascot

How to play:

One participant of the session throws the ball to the other, asking him a question starting with "What if ...".

Examples of questions:

What would happen if the spring in Poland lasted 8 months?

What if every person could play the violin?

What would happen if the driving licence was cancelled?

What if every person was a millionaire?

What if the grass was red?

What if one president ruled the world?

The person who caught the ball has to creatively answer the question and throw the ball away, asking another person about the next thing.

After completing the exercise, the trainer explains its purpose and asks the participants about their feelings about the exercise.



## **T A S K 3**

Objective: This game builds trust and teamwork, and also develops skills in problem solving and collaboration.

Time: 10 minutes

Tools: no needed

How to play:

Divide participants into pairs. They sit on the floor, facing one another. They hold hands, and the soles of their feet are placed together. Then, the task is for both people to stand up at the same time.

After completing the exercise, the trainer explains its purpose and asks the participants about their feelings about the exercise.



## **T A S K 4 : „ G O R D I A N K N O T ”**

Objective – To show that effective cooperation makes it possible to achieve the goal or solve the problem

Time – 20 min

Tools: no needed

Depending on the number of participants, they can be divided into groups, approx. 10 - 12 persons.

How to play:

Participants stand close to each other. They close their eyes and then stretch their hands out in front of them. As a sign of the trainer, they grab the hands of those standing in front of them (importantly, the hands must be crossed). In this way, they form the eponymant Gordian knot, which they have to untand without letting go of their hands for a moment.

After the exercise is successfully completed, the trainer asks the participants for feedback. If the task is not completed, the participants together with the trainer analyze the game and look for the reasons for the failure.

After completing the exercise, the trainer explains its purpose and asks the participants about their feelings about the exercise.

## **T A S K 5 : P A S S T H E H O O P**

Objective - As well as promoting teamwork and problem-solving, this game develops communication skills.

Time – 15 minutes

Tools – hula hoop

How to play:

This game requires participants to stand in a circle and hold hands. One person in the group has a hula hoop around their arm. The game aims to pass the hula hoop the whole way around the circle.

After completing the exercise, the trainer explains its purpose and asks the participants about their feelings about the exercise.



## **T A S K 6 : S N E A K A P E E K**

Objective - The main objective of this activity is to understand how individual role plays an essential role in a team's overall success. Other skills to be developed are problem-solving, strategizing, and sharpening memory.

Time – 25 – 30 minutes

Tools - Building blocks, lego, popsicle sticks.

How to play:

Before the activity begins, build a sculpture using blocks and hide it from all the teams. Divide the teams into groups of 2-8 each and provide them with equal but enough building material. Ask one member from each team to come and "sneak a peek" at the sculpture for about 10 seconds. Then they go back to their teams and get 25 seconds to instruct their teams on how to rebuild the same statue.

After 25 seconds, another member from each team is sent to sneak a peek at the sculpture. The process continues until one of the teams successfully builds a replica of the original statue.

Results:

By the end, the team will realize how every team member's participation is essential to success. When they work together as a team, new strategies are developed to solve the problem at hand, and the confidence level of each other rises.

After completing the exercise, the trainer explains its purpose and asks the participants about their feelings about the exercise.

## **T A S K 7 : B E L B I N T E A M R O L E T E S T**

Objective – Learn about common types of team roles. Each participant learns the role that he/she usually play in the team, determined by the Belbin test performed.

Time – 40 min (20 min test + 20 min results overview, coach comment)

Tools – Belbin role test sheets (attachment 1), pens

The trainer hands out a test sheet to each participant. He discusses it and explains how to solve it. Then participants proceed to solve the test.

When everyone has completed the test and learned the answer, the coach asks each participant about the role of the team according to the test result. Participants share their results and their opinions. When all participants share the result, the coach briefly characterizes each of the roles.:

Natural leader – controls and control over the way the group strives to achieve its goals. It can effectively Leverage your team's resources recognizes where the advantages lie and where the group's weaknesses lie; can exploit the potential of

individual ly of each employee. Features: bal

anced, dominant, extrovert. Rather, it is characterized by common sense than intellectual considerations, in directing is not aggressive.

Man of action – shapes the way in which the group's efforts will be used;directs its attention directly to the setting objectives and priorities; influence the shape or pattern of group discussion. Features: restless, dominant, extrovert, impulsive, easily annoyed.. He wants to see results quickly. It competes and it can be arrogant, but thanks to it "something is actually happening".

Practical organizer – turns concepts and plans into practical action and implements the agreed plans in a way that systematic and effective. Features: balanced and disciplined. It makes it practical to implement projects and solution plans. He wants specifics, he doesn't like the volatility of plans.

Sowing (man of ideas) – puts forward new ideas and strategies with a particular focus on the most important problems. He tries to "waiter" with his vision by grouping the problem on a confrontational basis. Features: dominant, intelligent, introvert. Can "lose" details and make mistakes, as well as criticize ideas Other. The bigger the problem, the greater the challenge to solve it.

Contact man – examines, analyses and cites information on ideas, state of knowledge and activities outside group; establish external contacts that may be useful to your team can carry out the necessary negotiation. Features: balanced, dominant, extrovert. He supports innovation and is a good improviser. A little cynical in the search for profit for the group – often says "new opportunities arise as a result of mistakes others."

Judge – analyzes the problem, evaluates ideas and suggestions, so that the group starts from a better prepared position to make an important decision. Features: intelligent, balanced, introvert. It is the most objective, impartial and not emotionally involved, he likes to have time to think, lacks enthusiasm, but his peace of mind allows take balanced decisions.

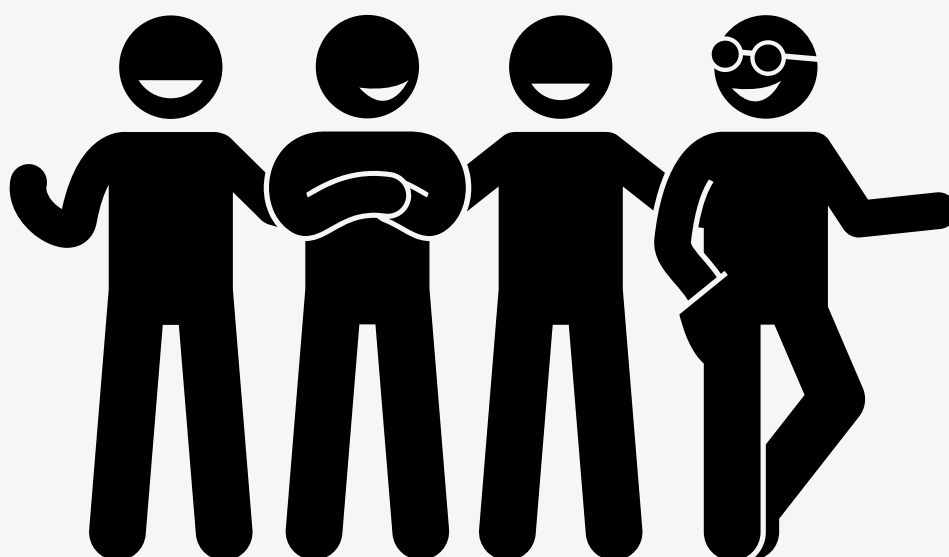
**Group man** – supports group members, builds the morale of the group, if there are any shortcomings and shortcomings, he can prevent conflicts, shape the group's "spirit", strengthen cooperation and better communication, be loyal to team. Features: extrovert, balanced, low desire for domination and rivalry, the ability to empathize. Maybe his contribution is not very clear, but it is invaluable his loyalty and devotion to the group, he does not like confrontation.

**Perfectionist** – focused on a specific effect – at the end of the task at a certain time and providing him with the best the highest standard of workmanship; can be difficult to contact due to the fact that it is the enemy of the case and bogged down in details that are not the most important to complete the task, always aware of the purpose. Features: restless, tense, introverted, disciplined.

Then trainer explains the essence of diversity in the team. He shows why it is so important for a team to consist of people in different roles. He explains that every role is needed for the team to function properly and achieve its goals, because everyone brings something different, a different perspective and the characteristics they need. If the team were made up of people with the same roles in the group, there would be frequent conflicts and misunderstandings. And in a situation where each team member has a different role, it's easier to separate tasks and avoid conflicts.

## S U M M A R Y

Based on the exercises, the trainer explains why collaboration is so important to achieve the goal. The trainer encourages the trainees to discuss, asking about the impressions of the training.



# EXAMPLES OF SCENARIOS

## LEADERSHIP

**OBJECTIVE:** The training is aimed at presenting the most important issues related to the topic of leadership. Development of qualities / skills that characterize good leaders

**TIME:** 3 hours +

**TOOLS:** paper, pens, markers, pictures, whiteboard / flipchart, envelopes

## INTRODUCTION

Leadership plays an important role in the workplace as well as other community organizations.

Leadership activities are associated with benefits to all organizations, including increased performance and productivity.

A good leader should have some very important qualities.

## TASK 1: BRAINSTORMING

**Objective** - Presenting the participants with the qualities of a good leader.  
Involvement of participants, stimulation of creativity

**Time** - 15 - 20 min

**Tools:** whiteboard / flipchart, pens / markers

**How to play:**

Participants of the training together with the trainer think about the qualities that a good leader should have.

The trainer writes them down on the whiteboard / flipchart.

Then he proceeds to discuss these characteristics. It also outlines those characteristics listed below (those not listed by the participants during the brainstorming sessions).

Below are the qualities that a good leader should have and discuss them



### The 10 Skills Every Leadership Coach Should Teach



#### COMMUNICATION

Demonstrating clarity;  
listening actively



#### CREATIVITY

Encouraging  
non-traditional approaches.



#### MOTIVATION

Recognizing effort  
and achievement.



#### FEEDBACK

Being constructive;  
eliminating micro-managing.



#### DELEGATION

Assessing skills and  
assigning roles.



#### RESPONSIBILITY

Self-reflecting; being  
open to feedback.



#### POSITIVITY

Developing a healthy  
work environment.



#### COMMITMENT

Keeping promises;  
striving to follow through.



#### TRUSTWORTHINESS

Demonstrating integrity;  
building trust.



#### FLEXIBILITY

Accepting change; horizon-  
scanning; problem-solving.

It is essential that good leader should learn skills, such as:

- Communication

Leaders need to develop the ability to clearly, succinctly explain to employees everything from the goals of a company to the details of specific work-tasks (Doyle, 2019). Many components are important for effective communication, including active listening, reading body language and written communication such as emails.

- Motivation

Leaders need to inspire employees. They may do this by increasing worker's self-esteem, by recognizing effort and achievement, or by giving a worker new responsibilities to further their investment in the business.

- Delegating

Leaders can achieve this by identifying the skills that workers have, and as such assign tasks to each worker based on the skills they have.

- Positivity

Being positive helps develop a happy, healthy work environment, even when the workplace is busy or stressful

- Trustworthiness

By demonstrating integrity, workers will feel at ease to approach their leader with questions or concerns. Building trust is one of the most essential leadership skills.

- Creativity

Good leaders are willing to try novel solutions or to approach problems in a non-traditional way.

- *Feedback*

*Leaders are constantly on the lookout for opportunities to provide team members with information about their performance, without 'micromanaging' their work.*

- *Responsibility*

*A good leader accepts mistakes or failures and instead look for solutions for improvement of a situation. This skill also includes being reflective and being open to feedback.*

- *Commitment*

*A leader should strive to follow through with everything that they agree to do. It also involves applying appropriate feedback and keeping promises.*

- *Flexibility*

*Leaders need to be able to accept changes and creatively problem-solve, as well as being open to suggestions and feedback.*

## **DIFFERENT LEADERSHIP STYLES**

*There are three different 'leadership styles'. These are:*

- *autocratic (also known as authoritarian),*
- *delegative (also called 'free reign')*
- *democratic (which is also called participative).*

An autocratic leader makes decisions without first consulting others, while a delegative leader allows the staff to make the decisions. Finally, a democratic leader consults with the staff in making workplace decisions.



## **T A S K   2 :   L E A D E R S H I P   S T Y L E S**

Objective - Presenting the participants the leadership styles. Involvement of participants, stimulation of creativity

Time - 15 - 20 min

Tools: no needed

Provide participants with the statement 'consider a time when you, or another leader, used the authoritarian (autocratic), participative (democratic) or delegative (free reign) style of leadership'.

Ask participants to reflect on the statement and make a few comments, such as: was it effective? Would a different leadership style have worked better? What were the participants' experiences? Did they learn from the leadership style? What was it they learned? Which style is easiest to use (and why)? Alternatively, nominate the style which the participant prefers (and why).

## **T A S K   3 :   B L I N D   D R A W I N G**

OBJECTIVE: A very popular and effective team-building exercise, this activity is good for small groups. It helps develop communication, interpretation, and leadership skills. The exercise shows how important it is to accurately convey information and helps in determining how to correctly formulate messages

TOOLS: Pen, paper, and pictures. (To save paper, the person describing can have the picture on their phone)

TIME: 15 minutes

PARTICIPANTS: Multiple of 2

HOW TO PLAY:

Divide people into groups of two and have them sitting back-to-back. Provide one person with a picture and the other with paper and a pen. Ask the person with the picture to describe it to their partner without actually saying what's in the picture.

For example, The picture shows a "dog eating ice cream." The person with the picture has to help her partner draw the picture without saying, "dog eating ice cream."

RESULT:

It helps build leadership skills in the person who is directing the person with the pen and paper to draw the picture. The way she gives direction will result in how well the "artist" understands and draws the picture perfectly. It also depends on the communication between the team members and how clearly do they understand and interpret each other.

## **T A S K   4 :   F E E D B A C K**

Objective - Our goal is prioritized, concise, and thoughtful feedback. In this case, less feedback is actually better feedback.

Time - 30 min +

Tools: envelope for each participant, cards, pens

Small introduction:

All day long we are giving and receiving feedback. Each conversation, meeting, and email is a feedback opportunity. Yet it remains one of the most difficult skills to master.

Feedback is a conversation. It is two or more people convening to uncover what it is about each other's behavior and work style that is contributing to and inhibiting team performance. It requires equal attention, participation, and skill from both the giver and the receiver. Feedback should be facilitated by the receiver.

How to play:

Step 1: Write the Feedback

Each person takes a stack of index cards and spends two minutes writing feedback about each person on the team, one card for each person getting feedback. Focus on areas for improvement and areas of appreciation. Describe behaviors and be specific. We recommend 3x5 index cards. The smaller the card the more the writer is forced to prioritize what they want to say. Before you place the feedback in a person's envelope, each person should write his or her name on the card – you need to be able to stand by your feedback in front of your team.

Step 2: Read the Feedback

Take approximately three minutes for each person to review the feedback they received, taking notes as you do. Look for themes, points you want to clarify or expand on with your team, and how the feedback makes you feel. Decide which parts of the feedback you want to prioritize and discuss with your team.

Step 3: Review Your Feedback with Your Team, One Person at a Time

Each person takes approximately three minutes to lead a conversation with the team about the feedback they received. Before you start discussing the feedback, thank your teammates for what they wrote.

Exercises like this foster the type of candor, rapport building, and learning that are the true aims of feedback.

## TASK 5: LEADERSHIP COAT OF ARMS

TIME: 30 minutes

TOOLS: paper, pens

Each leader has their own values and the things that they consider valuable and important. These values guide the behavior of the leader and make up a person's unique leadership philosophy.

This activity sees participants drawing their own 'leadership coat of arms' embodying their leadership philosophy.

Individuals have 10 – 15 minutes to draw their coat of arms. They can divide the coat of arms (or 'crest') into four sections. To fill each section, consider the categories of leadership skills, values that help influence others, recent achievements/accomplishments and what you like most about your current work.

They should be encouraged not to be overly concerned with how visually appealing their picture is but rather that it expressed what they personally believe to be important aspects of a leader.

Once the drawings are complete, the participants can show their drawings to the others in the group and explain their unique coat of arms. It is also helpful to reflect on the activity – consider which section was easiest to complete and whether your crest reflects your company's values.

## SUMMARY

How to develop leadership skills in everyday activity?





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