

## LEADER SKILLBOX

### INTRODUCTION

For students and trainees, if you're interested in improving your leadership skills, the Leader SkillBox is a tool designed for you. It will:

- help you to assess your leadership skills and to improve and refine them;
- provide you with the opportunity to gain sufficient leadership skills;
- empower you to reach sufficient leadership skills to pave your way to becoming socially responsible leaders and to develop as members of society and European citizens.

This SkillBox consists of 5 documents:

1. QUESTIONNAIRE,
2. RESULTS,
3. RESULTS INTERPRETATIONS,
4. RESULTS ACCORDING TO LEADER COMPETENCIES,
5. MATERIAL FOR IMPROVEMENT.

To improve your leadership skills, you should do step by step all 6 stages of Leader SkillBox:

Stage 1. In the first stage please answer the self-evaluation questionnaire (See document: 1 Leader Skillbox Questionnaire) to assess yours' today skills in the field of leadership.

Stage 2. Then, calculate your score, filling in table RESULTS (See document: 2 Leader Skillbox Results). Enter your knowledge score of key competences and the overall score for all competencies.

Stage 3. After you find out your score (filling in table RESULTS) in different competencies, please check where you are and suggestions where to go in RESULTS INTERPRETATIONS (See document: 3 Leader Skillbox Results Interpretations). In this stage different levels of leadership skills are identified, explained and they are moreover linked with real life situations and ways in which a socially responsible leader should behave. Leadership skill levels are marked in different colors.

Stage 4. Calculate your score in each competency – according to your score in table RESULTS complete the RESULTS ACCORDING TO LEADER COMPETENCIES table (See document: 4 Leader\_Skillbox\_Results According to

Leader Competencies). You will then see which specific competencies you could develop. This document provides a link to each competency page in the MATERIAL FOR IMPROVEMENT.

Stage 5. Open the document MATERIAL FOR IMPROVEMENT (See document: 5 Leader\_Skillbox\_Material for Improvement). It provides information and links on how to improve both your existing socially responsible leadership skills and those you need to develop. The four core competencies and their accompanying competences are explained. The information is divided into three levels, each explained in detail and has its own color. You can find the document here: <https://liba.lt/fetled/>.

Stage 6. After you have practiced on the leadership development material, return to the first stage – questionnaire again and evaluate your progress in leadership qualities.

**Please remember** - this is only self-evaluation tool, be sincere as possible, do this for you as a future leader!

#### Explanations:

Within the FETLED project the materials related to leadership competencies was reviewed, applied and tested in the practical context of the business training system and the Leader SkillBox was created. There was research done on what key leadership competencies could be developed in Practice Enterprises. The nature of leadership competencies was highlighted, with a strong focus on the perception of socially responsible business.

A Practice Enterprise is a trainee-run company that operates like a real business. It silhouettes a real enterprise's business procedures, products and services. A Practice Enterprise resembles a real company in its form, organisation and function.

More information about the PE concept can be found here: <https://www.penworldwide.org/about-us/concept/>.

## LEADER SKILLBOX

### QUESTIONNAIRE

Select and tick the one statement that best represents your behavior in each situation.

Then count your score using the table: RESULTS and RESULTS ACCORDING TO LEADER COMPETENCIES.

**1<sup>st</sup> SITUATION.** *You have a meeting with your team and a lot of colleagues are upset about a new change in role distribution. They want to stay in their current positions or work in different departments based on their own preference.*

Statements	Your choice
1.1. You listen to all the reasons and try to find middle ground, while explaining why experience in all departments is essential.	
1.2. You say they should just follow the decision without explaining anything.	
1.3. You talk to each individual to understand their feelings and perspectives.	

**2<sup>nd</sup> SITUATION.** *There is a team project and you forget to do a part of your work, creating a negative effect on the outcome and the external business partners.*

Statements	Your choice
2.1. You do not believe that it was solely your fault and decide not to address it.	
2.2. You speak to the team and to the outside partners, accepting responsibility for the situation and working to find common solutions.	
2.3. You accept that there are some benefits to making mistakes and learn from them.	

**3<sup>rd</sup> SITUATION.** *You have a presentation coming up and you are afraid you are not up for the challenge and will fail. The fear is of the big audience.*

Statements	Your choice
3.1. You decide to skip the presentation and avoid being embarrassed.	
3.2. You seek support from others, practicing your presentation in front of them beforehand and get used to being out of your comfort zone.	
3.3. You decide to view this challenge positively and view any mistakes as a learning opportunity.	

**4<sup>th</sup> SITUATION.** *There is a long-term task ahead to complete but the team is very unmotivated as it requires a lot of administrative work and they do not understand why it is necessary.*

Statements	Your choice
4.1. You break down the goal into easily tangible and achievable targets.	
4.2. You try to motivate team members explaining the big-picture impact of the whole project.	
4.3. You complete this task only because you feel like you have to.	

**5<sup>th</sup> SITUATION.** *A diverse group of colleagues is discussing the new logo. Some people have very different opinions than you. You are trying to explain the advantages of your idea. Some start saying that the other ideas are stupid.*

Statements	Your choice
5.1. You think that every person should have a chance to explain why their idea is valuable.	
5.2. You react very emotionally and start talking about why someone else's idea is not good.	
5.3. You decide to surround yourself only with students who have the same opinion.	

**6<sup>th</sup> SITUATION.** *You are leading a team comprised of people with different interests on a joint project. However, work is proceeding too slowly as they did not make the decision to work on this project by themselves. To achieve results, you must engage everyone.*

Statements	Your choice
6.1. You organize a teambuilding activity to unite the team.	
6.2. You collect ideas from all team members on how to improve cooperation and together you make a plan for improvement.	
6.3. You organize a meeting of the informal leaders (influencers) in the team to discuss improving team spirit.	

**7<sup>th</sup> SITUATION.** *The team is about to participate in a big project. It is your responsibility to ensure that everyone knows what their tasks are and performs them in a timely manner to achieve the results. How will you communicate the plan for the allocation of specific tasks?*

Statements	Your choice
7.1. To encourage engagement, everyone can choose what task they want to complete.	
7.2. You allocate the tasks according to your own view and present the distribution to the team.	
7.3. You talk to each group member individually and assign him/her the task they feel most comfortable in completing.	

**8<sup>th</sup> SITUATION.** *You love your work and the project subject and you are happy with your assigned tasks. You expect the same from your team, but you do not see the same enthusiasm and the performance is not at the required level.*

Statements	Your choice
8.1. You organize individual meetings with everyone on the team to find out what inspires them and to negotiate appropriate assignments.	
8.2. You collect the whole team and tell them how you feel when you work on this project.	
8.3. At a team meeting you call a brainstorming session during which everyone can share what inspires them and how they can use that to achieve their goals.	

**9<sup>th</sup> SITUATION.** *One of your colleagues made mistakes that have affected the work of the entire team and he/she is very discouraged. You are familiar with the previous work of this colleague and you know that he/she can do better.*

Statements	Your choice
9.1. In the next project, you offer him/her tasks in which he/she feels more secure.	
9.2. You comment on his/her mistakes and his/her strengths and encourage him/her not to despair.	
9.3. You talk to him/her about what to develop within himself/herself and help in this direction.	

**10<sup>th</sup> SITUATION.** *Your colleague has contributed significantly to the implementation of a difficult and complex task by working independently.*

Statements	Your choice
10.1 You talk to him/her in an individual meeting and express your gratitude.	
10.2. You assemble the colleagues who carried out the project together with him/her and you praise him/her in front of them.	
10.3. You send an email to the entire team in which you share your recognition and evaluation of the work done by your colleague.	

**11<sup>th</sup> SITUATION.** *You are involved in a group project. Some tasks in it are unknown to you, whereas others are very familiar as you already did them earlier for other projects.*

Statements	Your choice
11.1 You take responsibility only for the tasks you know how to do.	
11.2. You ask questions about the unknown tasks and depending on your own understanding of the level of difficulty, you take on the other tasks alone as well.	
11.3 You take responsibility for the unknown and difficult new tasks, and while taking care of them you ask questions and read additional books/resources to complete the tasks for the group project.	

**12<sup>th</sup> SITUATION.** *The manager presents the market problem and gives the group a task to prepare company advertisements with creative suggestions to solve this problem.*

Statements	Your choice
12.1. You look at examples of previously created advertisements, take one as a template and quickly add on some small changes.	
12.2. You only present a new idea to the group, not participating in the further implementation process.	
12.3. You think about something completely new/original, experimenting with everyone's ideas in the advertisement creation process together with the group.	

**13<sup>th</sup> SITUATION.** *The team leader explains that the aim of the company will change and asks the group to take on a new assignment.*

Statements	Your choice
13.1. You say it is an additional task (meaning it is outside of your job description), and ask why you have to do it. Then you suggest the hiring of new employees/students/staff to do the new job.	
13.2 After long discussions, you agree to modify your own approach to the task based on the preferences of the leader and the new requirements.	
13.3 You can see a place for your own self-growth, so you agree with enthusiasm to be responsible for the new task based on the preferences of the leader and the requirements of the situation.	

**14<sup>th</sup> SITUATION.** *There is a team project and you believe that you have one of the best ideas of how to work in the most effective way.*

Statements	Your choice
14.1 You work the way others have suggested, keeping your opinion to yourself.	
14.2. You suggest new and more efficient ways of working, but the group disagrees so you stop suggesting anything.	
14.3. You regularly suggest new and more efficient ways of working.	

**15<sup>th</sup> SITUATION.** *Your colleague faces a difficult and complex task. You do not know how to solve this task, but you think that you could inspire him/her to master it.*

Statements	Your choice
15.1 You do nothing, because you think that it is his/her task.	
15.2. You offer your opinion of how the task could be solved and try to help him/her.	
15.3. You encourage him/her by giving different ideas of how the task could be solved and you're there to help at every step of the way.	

**16<sup>th</sup> SITUATION.** *You have a meeting with your team and some of them disagree with a few of your previous decisions and point of view. A discussion starts.*

Statements	Your choice
16.1. You do not become defensive when criticized and you try to make them understand your decisions.	
16.2. You don't like the situation and you explain why you took the decisions.	
16.3. You don't like people who question your decisions openly. You mention this whenever you have the chance	

**17<sup>th</sup> SITUATION.** *You have to deal with an employee who is upset with you.*

Statements	Your choice
17.1. You allow him/her to express his/her feelings and reasons and try to reach a consensus.	
17.2. You allow him/her to express his/her feelings and reasons but you explain very clearly that there are some issues that cannot be agreed upon.	
17.3. If the employee does not say anything to you, you don't address the issue.	

**18<sup>th</sup> SITUATION.** *You receive a complaint from an important client concerning your sales department.*

Statements	Your choice
18.1. You apologize and tell him/her you will find out what has happened and get back with an answer.	
18.2. You apologize and explain that you are having technical problems with your company software (which is not true, this is an excuse).	
18.3. You apologize and explain that you have been having lots of problems with your employee's behaviour in the last months and you will talk to them.	

**19<sup>th</sup> SITUATION.** *You believe there are some tasks that can be improved on in some departments.*

Statements	Your choice
19.1. You call for a meeting with the people involved and open the discussion for improving task performance.	
19.2. You mention the issue in the coffee machine area and expect the people involved to take the initiative.	
19.3. You call for a meeting and tell the people involved what to improve and how to do it.	

**20<sup>th</sup> SITUATION.** *The quality of an employee's work begins to rapidly decline.*

Statements	Your choice
20.1. Before other employees bring up the issue to you, you speak with the employee to try to understand the cause of the decline.	
20.2. Other employees are bringing up the issue to you, so you have to get involved and ask about the decline.	
20.3. You are not involving yourself in any issues until you receive complaints from other employees and clients.	

Thank you!

Count your score now - fill in table: RESULTS and RESULTS ACCORDING TO LEADER COMPETENCIES.

## LEADER SKILLBOX RESULTS

Calculate the result achieved by filling in this table.

Record your scores based on the answers you selected in the QUESTIONNAIRE document.

Situation No.	Statement	Points	Your points	Situation No.	Statement	Points	Your points
1	1.1.	3		11	11.1.	1	
	1.2.	1			11.2.	2	
	1.3.	2			11.3.	3	
2	2.1.	1		12	12.1.	1	
	2.2.	3			12.2.	2	
	2.3.	2			12.3.	3	
3	3.1.	1		13	13.1.	1	
	3.2.	3			13.2.	2	
	3.3.	2			13.3.	3	
4	4.1.	3		14	14.1.	1	
	4.2.	2			14.2.	2	
	4.3.	1			14.3.	3	
5	5.1.	3		15	15.1.	1	
	5.2.	1			15.2.	2	
	5.3.	2			15.3.	3	
<b>Your total for Awareness</b>				<b>Your total for Innovation</b>			
Situation No.	Statement	Points	Your points	Situation No.	Statement	Points	Your points
6	6.1.	2		16	16.1.	3	
	6.2.	3			16.2.	2	
	6.3.	1			16.3.	1	
7	7.1.	1		17	17.1.	3	
	7.2.	2			17.2.	2	
	7.3.	3			17.3.	1	
8	8.1.	2		18	18.1.	3	
	8.2.	1			18.2.	2	
	8.3.	3			18.3.	1	
9	9.1.	2		19	19.1.	3	
	9.2.	1			19.2.	1	
	9.3.	3			19.3.	2	
10	10.1.	3		20	20.1.	3	
	10.2.	2			20.2.	2	
	10.3.	1			20.3.	1	
<b>Your total for Influence</b>				<b>Your total for Integrity</b>			
<b>Total for leader core competences</b>							

Please open the RESULTS INTERPRETATION document now.

## LEADER SKILLBOX

### RESULTS INTERPRETATIONS

Once you get to know your score (by completing the table RESULTS) in different competencies, please check where you are and suggestions where to go.

In this stage different levels of leadership skills are identified, explained and they are moreover linked with real life situations and ways in which a socially responsible leader should behave.

Leadership skill levels are marked in different colors.

Your score	Your level now	Your future		
20-27	<b>Starting level</b>	Welcome! Discover your leadership skills!	Enter the world of leadership and learn the ins and outs of becoming a socially responsible leader! You are about to embark on a journey towards becoming a great leader...	Go to leader skills improvement material and check <b>Discovery sections</b> in YELLOW
28-35	<b>Learning level</b>	Nice start, challenge yourself!	Would you like to know a little more about leadership skills? Give it a try and don't be afraid to make mistakes along the way. Mistakes are the best way to learn and develop...	
36-43	<b>Growing level</b>	Well done, keep on going!	You are on the right track to becoming a leader! There is more to discover, so embrace the next challenge...	Go to leader skills improvement material and check <b>Explorer sections</b> in GREEN
44-51	<b>Progressing level</b>	Good progress, get ready for the next level!	You have mastered the most important steps and are well ahead on this journey to becoming a successful, responsible leader! Keep on heading the right direction...	
52-56	<b>Advancing level</b>	Great job, you're almost there!	You almost got it! You have come a long way and have proven you have what it takes. A little more to go and you will be a pro!	Go to leader skills improvement material and check <b>Experimental sections</b> in BLUE
57-60	<b>Extraordinary level</b>	Excellent, you have what it takes!	Fantastic, you are able to fully navigate in the waters of leadership. Now it is time to get others on board and share your experience. And remember, there is always more to discover in the world of leadership!	

Now you can calculate your score in each competency – according to your score in table RESULTS complete the RESULTS ACCORDING TO LEADER COMPETENCIES table.

## LEADER SKILLBOX

### RESULTS ACCORDING TO LEADER COMPETENCIES

According to your score in the table RESULTS, complete this document - fill in section "Your Score". You will then see which specific competencies you could develop. This document provides a link to each competency page in the MATERIAL FOR IMPROVEMENT.

Situation No.	COMPETENCE	CORE COMPETENCES RELATED TO SOCIAL RESPONSIBILITY	Your Score	PAGE IN IMPROVEMENT MATERIAL
1	Empathy	<b>Awareness</b>		3
2	Self-Awareness			4
3	Self-Confidence			5
4	Self-Motivation			6
5	Open-mindedness			8
6	Engagement	<b>Influence</b>		9
7	Vision			10
8	Empowerment			11
9	Communication			12
10	Positivity			13
11	Curiosity	<b>Innovation</b>		15
12	Creativity			16
13	Initiative			17
14	Flexibility			19
15	Inspiration			20
16	Objectivity	<b>Integrity</b>		22
17	Behaving honestly			23
18	Sincerity			24
19	Responsibility			25
20	Accountability			26

## LEADER SKILLBOX

### LEADER SKILLS IMPROVEMENT MATERIAL

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

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Self-Motivation .....	7
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CORE COMPETENCE: INFLUENCE.....	9
Engagement .....	9
Vision .....	10
Empowerment .....	11
Communication.....	12
Positivity.....	14

CORE COMPETENCE: INNOVATION .....	15
Curiosity .....	15
Creativity .....	16
Initiative .....	17
Flexibility .....	18
Inspiration .....	20
Objectivity .....	21
Behaving honestly .....	22
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**CORE COMPETENCE: AWARENESS**

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

**COMPETENCES**

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

### 5 LINKS FOR EMPATHY COMPETENCE IMPROVEMENT

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

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

#### Learn Empathy in just 5 Steps

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

#### Reimagining Empathy

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

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

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

#### Empathy at Work

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

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

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

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

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

##### The Skill of Self-Confidence

<https://www.youtube.com/watch?v=w-HYZv6HzAs>

##### Building Self-Confidence

<https://www.mindtools.com/selfconf.html>

##### How to Be the Most Confident Person

<https://personalexcellence.co/blog/self-confidence/>

##### The Surprising Secret to Speaking with Confidence

<https://www.youtube.com/watch?v=a2MR5XbJtXU>

##### What is Self-Confidence and How to Increase It

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

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

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

##### Self-Motivation

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

##### 100 Ways to Motivate Yourself

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

##### The Psychology of Self-Motivation

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

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

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

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

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

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

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

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

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

##### Open-Mindedness in Leaders

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

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

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

##### Open-Mindedness

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

##### Be Radically Open-Minded

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

**CORE COMPETENCE: INFLUENCE**

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

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

**COMPETENCES**

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

**5 LINKS FOR ENGAGEMENT COMPETENCE IMPROVEMENT**

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

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

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

**Employee engagement through the lens of leadership**

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

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

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

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

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

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

### 5 LINKS FOR VISION COMPETENCE IMPROVEMENT

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

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

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

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

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

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

**Why Leaders Must Have Vision**

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

**The 3 Secrets to Leadership Vision Success**

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

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

## 5 LINKS FOR EMPOWERMENT COMPETENCE IMPROVEMENT

### The Concept of Empowerment in Leadership

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

### 9 Ways CEOs Can Become Chief Empowerment Officers

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

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

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

### Leaders Can Cultivate True Employee Empowerment

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

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

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

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

		3. Experiment	<b>You are able to deliver information, concepts and ideas in the most effective way in a different context.</b>	Be able to present information in an attractive way to persuade others to actively engage in the realization of your ideas. Try to know as much as possible who you are giving the information to and why (know your audience). By knowing your audience, you will be able to speak their language and formulate their emotions.
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#### 5 LINKS FOR COMMUNICATION COMPETENCE IMPROVEMENT

**Communication Skills. Become a Skilled Business Communicator**

[https://www.mindtools.com/pages/main/communication\\_skills.htm](https://www.mindtools.com/pages/main/communication_skills.htm)

**Speak Like a Leader: 7 Effective Communication Skills**

<https://www.inc.com/young-entrepreneur-council/7-communication-secrets-of-great-leaders.html>

**Effective Communication: Key to Leadership Success**

<https://aimsinternational.com/2018/11/effective-communication-key-to-leadership-success/>

**Effective Communication in Leadership**

<https://www.thesilverlining.com/resources/blog/effective-communication-in-leadership>

**Communication: The most important key to leadership success**

<https://www.reliableplant.com/Read/12675/communication-most-important-key-to-leadership-success>

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Positivity	Positive outlook as an emotional intelligence leadership competency is the ability to see the positive side of people, situations and events, even those that on the surface seem less than positive. Positive Outlook helps leaders maintain focus despite the challenges that inevitably accompany growth and change.	1. Discover	<b>You know the need of positive attitude towards people, situation and events.</b>	See and find the positive aspect in people, situations or events.
		2. Explore	<b>You identify positive point/points in a different/difficult situation.</b>	Remember that anchoring the positive thoughts in the subconscious gives you inner strength and determination in human action. Try to see positive things in each situation, even in the difficult one.
		3. Experiment	<b>You are able to focus and communicate positive aspects in different contexts.</b>	Remember that positivity is the ability to see opportunities, to move forward, even in the most difficult situations. Try to delve deeper into your emotions in different situations and learn how to manage them best.

**5 LINKS FOR POSITIVITY COMPETENCE IMPROVEMENT**

**Developing Positive Leadership Skills**

<https://sites.allegheeny.edu/studentinvolvement/developing-positive-leadership-skills/>

**5 Reasons Positivity Is a Critical Leadership Trait**

<https://www.cdfcapital.org/5-positivity-leadership-trait/>

**5 Ways to Be A More Positive Leader**

<https://www.michellemcquaid.com/5-ways-positive-leader/>

**Great Leaders Know How to Be Positive**

<https://www.thebalancecareers.com/leaders-are-always-positive-2275805>

**The Effectiveness of Positivity in Leadership**

<https://thriveglobal.com/stories/positivity-in-leadership/>

**CORE COMPETENCE: INNOVATION**

Innovation is activities transformation, starting from:

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

*creativity* in thinking of something new,

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

*flexibility* proving the ideas usefulness and

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

**Competences**

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

**5 LINKS FOR CURIOSITY COMPETENCE IMPROVEMENT**

**5 Ways to Increase Your Curiosity**

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

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

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

**10 Great Habits of Curious People**

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

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

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

**Answer · Curiosity**

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

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

**5 LINKS FOR CREATIVITY COMPETENCE IMPROVEMENT**

**9 Ways to Dramatically Improve Your Creativity**

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

**TestMyCreativity: Free online creativity test**

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

**Test Your Creativity: 5 Classic Creative Challenges**

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

**Discover how to be more creative**

<https://creativesomething.net/post>

**7 Fun Exercises to Quickly Improve Creative Thinking**

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

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

### 5 LINKS FOR INITIATIVE COMPETENCE IMPROVEMENT

#### 9 Ways to Take More Initiative at Work

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

#### The Power of Personal Initiative

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

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

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

#### Taking Initiative is Cool. RocketKids

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

#### Taking Initiative

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

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

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

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

#### 5 LINKS FOR INSPIRATION COMPETENCE IMPROVEMENT

##### Why Inspiration Matters

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

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

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

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

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

##### 50 Ways to Find Inspiration

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

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

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

CORE COMPETENCE: INTEGRITY

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

COMPETENCE	DESCRIPTION	LEVEL	DESCRIPTION	SKILLS
Objectivity	To express or deal with facts or conditions as perceived without distortion by personal feelings, prejudices, or interpretations.	1. Discover	<b>You know that behaviour has to be according to ethical standards.</b>	Face and understand that ethical standards are important in business and everyday life.
		2. Explore	<b>You identify that being credible means to match what you do and what you say.</b>	Be aware that being credible in one's life, in business and in everyday life is a value to be kept and a capacity extremely valued by workers at the moment. Showing sincerity towards the rest of the students in the PE is a highly valued skill.
		3. Experiment	<b>You are able to build the capacity to behave according to basic ethical standards when facing stress/pressure issues.</b>	Be able to maintain objectivity while trying to be as responsible and sincere as possible, even if decisions made turn out to be the wrong ones.

**5 LINKS FOR OBJECTIVITY COMPETENCE IMPROVEMENT**

**Benchmark your professional capabilities**

<https://global-leader-index.imd.org/>

**10 Leadership Tools and Activities for Developing Your Leadership Skills**

<https://eml.usc.edu/blog/leadership-tools>

**12 competencies that people should have**

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

**Stay objective when making decisions**

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

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

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

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

**5 LINKS FOR BEHAVING HONESTLY COMPETENCE IMPROVEMENT**

**Three tips for more effective reflection**

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

**Making the connection**

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

**8 simple ways to demonstrate honesty and integrity**

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

**Academic integrity**

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

**Be a professional with integrity**

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

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

### 5 LINKS FOR SINCERITY COMPETENCE IMPROVEMENT

**How to be sincere**

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

**The two most valuable skills**

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

**How to build high-trust relationships**

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

**How to become a good leader**

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

**What are personal skills?**

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

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

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

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

#### 5 LINKS FOR ACCOUNTABILITY COMPETENCE IMPROVEMENT

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

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

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

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

##### 7 ways to build accountable organizations

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

##### 5 ways to build accountability

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

##### Creating accountability in the workplace

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