



InnoSpark

# The InnoSpark Toolkit

A Guidebook for Developing Creative  
Thinking and Innovation in ICT



**InnoSpark**

Project No: 2015-1-UK01-KA202-013698



This project has been funded with support from the European Commission.

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## InnoSpark

### Sparking CREATIVITY AND INNOVATION Skills in the ICT Sector.

ICT is among the leading sectors in Europe making an increasingly important contribution to the economic growth and jobs creation in advanced economies.

In order to adequately respond to the dynamic changes and challenges posed by environment, ICT companies must promote human talent so as to nurture not just the best technical skills but also the creativity, innovation and entrepreneurship necessary to create and adopt to innovation and thus to grow ICT businesses and make them more competitive.

To respond to the new challenges, INNOSPARK project sets the overall aim to spark creativity thinking skills in ICT SMEs, so as to foster innovation and contribute to increasing the growth and competitiveness of European high-tech industries. and competitiveness of European high-tech industries.

<http://www.innospark-ict.eu>

# About this Toolkit

This is a practical guide for developing creative thinking and Innovation skills in ICT through interactive exercises with short theory pills. These exercises are focused on brain training and improving creative thinking skills with the purpose of learning practical techniques to stimulate one's imagination and innovative thinking; exploring the process of creativity, rather than simply focusing on the product; discovering how to find inspiration in the surrounding world.

The Toolkit also contains an introduction to a range of tools and techniques for both idea generation (Creativity) and converting those ideas into reality (Innovation).

This toolkit is targeted at ICT SMEs and other interested parties. The material is not directed at experienced individuals or experts but rather at staff in ICT SMEs. It is directed at people who do not have overall knowledge of the many-faceted elements of developing creative thinking and Innovation skills but who wish or indeed need to know more about it. The toolkit aims to help learners acquire knowledge, skills and competences which are essential in their working life.

The users of the Toolkit will be able to make the self-diagnostic test first and then proceed with the exercises depending on the areas identified as weak or not covered according to the score or go directly to the Toolkit.

Creativity has been studied from a variety of perspectives and is important in numerous contexts. Most of these approaches are undisciplined, and it is therefore difficult to form a coherent overall view. Furthermore, in an endeavour to understand creativity, the last 50 years of research has revealed the inherent complexity and 'mystery' of the subject.

Creativity may be generally defined as the formation of novel, appropriate and useful ideas by individuals or small groups. It is generally agreed that creativity is also the generation of ideas of value. Value implies that an idea must be directly relevant to the goals of the organization.

## WHY IS CREATIVITY IMPORTANT?

By contrast, innovation usually refers to the implementation of creative ideas in an organizational context. Thus, individual and team creativity serve as the origin of organizational innovation. So it is also useful to distinguish between creativity and innovation.

**Creativity** is typically used to refer to the act of producing new ideas, approaches or actions, while **innovation** is the process of both generating and applying such creative ideas in some specific context.

In the context of an organization, therefore, the term innovation is often used to refer to the entire process by which an organization generates creative new ideas and converts them into novel, useful and viable commercial products, services, and business practices, while the term creativity is reserved to apply specifically to the generation of novel ideas by individuals or groups, as a necessary step within the innovation process.



Nowadays we are entering in a new age where creativity is becoming increasingly important and everyday more people are recognizing it. In this conceptual age, we will need to foster and encourage right-directed thinking (representing creativity and emotion) over left-directed thinking (representing logical, analytical thought).

Creativity is important in businesses: organizations need it to adapt the fast-changing environment and revitalize itself, to develop new products and to improve customer services. In response to this need, managers have invested in various single approaches, such as, creativity training programmes, team-building, and leadership development to improve it. Creativity helps to make production more creative, and to create more innovative and dynamic businesses that adapt to new ways of doing things faster than others. It runs all the way through business processes and product design. Creative communities also help to make places more distinctive and better known for their uniqueness.

## HOW TO DEVELOP CREATIVITY?

Creativity is “not just a natural talent; it is also a skill that everyone can develop and learn. Developing creativity in an organization requires a mix of elements both of personal behaviour and environmental.

Regardless of whether you view yourself as a creative type or not, you can learn some useful skills and techniques which will enable you to tap into that creative ‘right brain’ thinking and bring a new perspective to innovation, problem-solving and managing change.

Maybe the best way to help people to maximize their creative potential is to allow them to do something they love. Freedom has been suggested to be necessary in order to be creative. It is considered a factor characterizing high creativity.

The freedom to choose what to work on allows individuals to seek out questions that they are highly intrinsically motivated to pursue.

In the workplace employees should be encouraged to explore ideas that are personally exciting; their intrinsic motivations and creativity at work might be enhanced if their managers establish environments in which people can freely exchange their ideas and explore mutual interests in the work.

There are many other elements that create an environment in which individuals and teams feel encouraged to be creative. These qualities include organizational motivation, resources, and innovation management practices.

The organizations should eliminate unnecessary layers of management, as well as any kind of barriers, provide generous rewards for creative behaviour and encourage the use of cross-functional work groups.

## CREATIVITY PROCESS

It has become a truism that organizations today are facing a wider array of competitive pressures as never before. They must be constantly changing and innovating, reinventing themselves at internet speed to stay ahead of technological changes. So it has become of fundamental importance that what allows a company to respond proactively to diverse pressures is the development of creativity as a core competence. In short, it is the best way to create value.

It is important to underline that there is no standard approach of creativity but the truth is that creativity definition must handle and adopt each new endeavour by selecting an approach that mates the situation.

It depends on the goal to be achieved and innovation is just one of them. Consequently, we have to know where we need to go (the purpose), the appropriate means for getting there (the practises), and finally we need to select or develop people to carry out our initiatives. So, the correct approach at creativity is fundamentally about achieving the right mix of purposes, practices, and people.



## CREATIVE SKILLS IN ICT

Employers and policy-makers alike have drawn attention to the way in which factors such as technological innovation and the increasing competitiveness of the economic environment have led to changes in the way work is organised (e.g. team working, performance management) and in what is required from employees (e.g. multi-skilling and increased responsibility for individual performance).

Employment in the knowledge-based economy is characterised by increasing demand for more highly-skilled workers. The knowledge-intensive and high-technology economies tend to be the most dynamic in terms of output and employment growth.

The following characteristics are the best number to give impetus to innovations - one of the crucial factors contributing to maintenance and improvement of the competitiveness of high-technology industries.

Characteristics of a Creative Person in high-technology industries:

Curious
Seeks problems
Enjoys challenge
Optimistic
Able to suspend judgment
Comfortable with imagination
Sees problems as opportunities
Sees problems as interesting
Problems are emotionally acceptable
Challenges assumptions
Doesn't give up easily: perseveres, works hard
Flexibility to produce variety of ideas and approaches
Originality novel ideas

## CREATIVE SKILLS IN ICT

These characteristics have been translated into 15 creative thinking and Innovation skills in ICT sector that anyone would need to develop and boost to foster their innovation in work. These 15 creative skills have been chosen equally from the three identified skill groups: general skills, soft skills and problem-solving skills.

The 15 creative skills which have been identified are:

### General Skills

- 1 - Critical and analytic thinking
- 2 - Emotional intelligence
- 3 - Originality
- 4 - Intuition
- 5 - Trend awareness

### Soft Skills

- 6 - Design
- 7 - Imagination
- 8 - Courage
- 9 - Curiosity
- 10 - Optimism

### Problem solving skills

- 11 - Goal setting
- 12 - Coordination
- 13 - Pragmatic approach
- 14 - Pro-activity
- 15 - Planning

## SKILLS OVERVIEW - GENERAL SKILLS

SKILL NAME	SKILL DESCRIPTION
CRITICAL & ANALYTICAL THINKING	<p>Critical and analytical thinking are important for any profession as the rewards of their good development lie in improved abilities in making judgments, seeing more easily through flawed reasoning and making choices from a more informed position. Being a specialist in ICT sector, it is even more crucial to have developed thinking skills. Information technologies change so fast, that if an IT professional wants to be adequately prepared to tackle tomorrow's technology challenges, he/she should be able to think in ways that reflect these challenges. He/she will need to move from a mind-set of knowing how to apply technology to one of being able to think critically and analytically about problems, and identify solutions to unknown as well as familiar technology issues.</p>
EMOTIONAL INTELLIGENCE	<p>Being intellectually capable is important in life, but being emotionally intelligent is just an essential. This assertion fully applies to the IT specialists who today are required to do far more than just write a code. ICT field is more people-focused than ever before as it is highly integrative foundation for the majority of businesses that rely on IT professionals at all the time. The result of this is the growing importance of communication and collaboration between tech and non-tech people. Thus, the most successful IT experts nowadays except the technical skills have the ability to communicate effectively both with end users and with their own team members which will be impossible if they lack high emotional intelligence. These professionals are much harder to find, which makes them very valuable asset for companies.</p> <p>Emotional intelligence is a multiplier effect for both the individual and the business. It cannot replace technical excellence, but it can multiply the business advantage for the company and it can multiply the effectiveness for the individual.</p>
ORIGINALITY	<p>In society that thrives on innovation, transformation, and evolution, originality is the lifeblood of the progress, especially of the technological one. In regard to the ICT sector, originality is often associated with the more creative professions as graphic and web designers as well as game and application developers whose work is directly related to the generation of new ideas. However, the need of original thinking is not limited only to those occupations.</p>
INTUITION	<p>Intuition is the new buzz-word in business. In regard to the ICT sector intuition allows us to see ahead of the curve, to generate innovative ideas, to communicate powerfully and to do so without having to study spread sheets or gather piles of data.</p> <p>Intuition is a natural intelligence; everyone has the natural ability to use their Intuition to serve them in powerful ways, in life and in business.</p>
TREND AWARENESS	<p>Trend awareness. Keeping up with the relentless pace of change in the ICT industry is a daily challenge for modern tech companies. The key to long-term success lies in the ability to understand change almost before it occurs and seize the opportunity to shape evolving technologies. Regardless of which industry we fall under or which department we work under, keeping up with the technology trends is imperative.</p>

## SKILLS OVERVIEW - SOFT SKILLS

SKILL NAME	SKILL DESCRIPTION
DESIGN	Information technologies are changing constantly and innovative approach is always needed in order to produce fresh and unique products and services. Design thinking is the creative strategy designers utilize during the process of designing. In this regard, design skills are more than welcome to all spheres of ICT field.
IMAGINATION	Imagination is a creative power that is necessary. The creative power of imagination has an important role in the achievement of success in any field. What we imagine with faith and feelings comes into being. It is the important ingredient of creative visualization, important in the ICT sector.
COURAGE	Courageous action is really a special kind of calculated risk taking. People who become good leaders have a greater than average willingness to make bold moves, but they strengthen their chances of success. Business courage is not so much a visionary leader's inborn characteristic as a skill acquired through decision-making processes that improve with practice.
CURIOSITY	ICT workers must become more agile, curious, and committed to continuous learning. For the past few decades, knowledge intensive workers have been required to master only their particular areas of expertise, but subject matter expertise is no longer enough. Curiosity is the spark behind innovation and the driver that can differentiate a highly-valued employee from a mediocre performer. Curiosity is a fundamental attribute associated with many of the behaviours possessed by greatest innovators.
OPTIMISM	Optimism. Any skill that boosts performance and productivity will benefit the skill set of any ICT worker, not only in their professional life but also in the personal life.

## SKILLS OVERVIEW- PROBLEM SOLVING SKILLS

SKILL NAME	SKILL DESCRIPTION
GOAL SETTING	Goal setting is an important skill to have in the ICT sector as having fixed deadlines and effective time management are the only ways to ensure ICT projects are delivered on time and within budget. Quite often ICT projects require a high level of multi-tasking whilst sticking to an effective project plan.
COORDINATION	Coordination skills are important for any profession but in ICT where project deadline and project planning is critical it is a hugely important skill to processes. Coordination is all about managing several activities at once whilst working towards.
PRAGMATIC APPROACH	Competence in ICT includes the ability to search, collect and process information and applies it in a systematic way; practicality is about turning ideas into reality. For practicality to happen, you have to focus the energy of your attention down on the details of what has to be done.
PROACTIVITY	To be proactive is to take the initiative in improving business. Proactive behaviour aims at identification and exploitation of opportunities and in taking action against potential problems and threats.
PLANNING	Planning: often ICT projects require a high level of multi-tasking whilst sticking to an effective project plan.

# CRITICAL & ANALYTIC THINKING

## GENERAL SKILLS IN CREATIVITY

### SKILL DESCRIPTION

Thinking skills are the mental activities that we use to process information, make connections, make decisions, and create new ideas. We use our thinking skills when we try to make sense of experiences, solve problems, make decisions, ask questions, make plans, or organize information. Everybody has thinking skills, but not everyone uses them effectively.

Effective thinking skills are developed over a period of time. Good thinkers see possibilities where others see only obstacles or roadblocks. Good thinkers are able to make connection between various factors and be able to tie them together. They are also able to develop new and unique solutions to problems.

The simplest thinking skills are learning facts and recall, while higher order skills include analysis, synthesis, problem solving, and evaluation. As part of the problem-solving skills are **critical** and **analytical thinking**. Although there is clearly much overlap between the both activities, each of them has unique focus.

**Critical thinking** is a form of convergent thinking where we try to develop a common understanding based on the information, evidence and data you have collected. In other words, it is the act of bringing thoughts and information from different directions into a union or into one common conclusion.

On the other hand, **Analytical thinking** is bringing facts and data together from various sources and then applying logic and knowledge to solve problems or to make informed decision.

### HINTS/TIPS

Critical and analytical thinking is not about thinking more or thinking harder; it is about thinking better. Like any other forms of activity, these also improve with practice. Here are some tips for improving your critical and analytical thinking:

- Read more books – the magic lies in active reading. This involves questioning what you are reading as you read. By asking questions as you read, you are engaging your brain in higher thinking. Another useful technique is to question and compare the writer's perspective on a subject to your own.
- Include brain games in your list of hobbies - games such as Chess, Sudoku and other mind-improving games that include strategic moves are funny ways to enhance your analytical thinking skills.
- Solve a problem a day - spend a little bit of time figuring out a problem and then try to solve it. The problem could be a theoretical or a personal one
- Take your time - follow Albert Einstein's advice, and be patient. Do not jump to conclusions. Observe carefully, and pay attention to every detail, no matter how small or apparently insignificant.

# CRITICAL & ANALYTIC THINKING

*“I think. Therefore, I am.” - Descartes*

Video Resources:

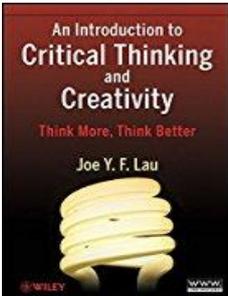
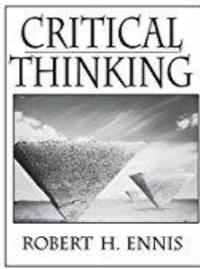
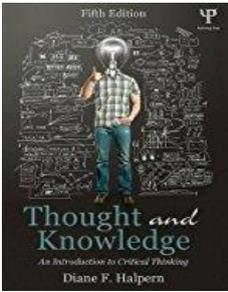
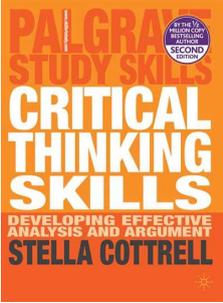
Resource Name	Description	Languages
“Critical Thinking”	A short and succinct YouTube video on critical thinking	EN
<a href="https://www.youtube.com/watch?v=6OLPL5p0fMg">https://www.youtube.com/watch?v=6OLPL5p0fMg</a>		
“5 tips to improve your critical thinking”	A lesson that is worth sharing by Samantha Agoos – How to boost our critical thinking skills.	EN
<a href="https://www.youtube.com/watch?v=dItUGF8GdTw&amp;t=200s">https://www.youtube.com/watch?v=dItUGF8GdTw&amp;t=200s</a>		
“Bertrand Russell - Message To Future Generations”	What is the most important lesson of critical thinking? What is it supposed to achieve? Bertrand Russell's interview here is quite relevant.	EN
<a href="https://www.youtube.com/watch?v=ihaB8AF0hZo">https://www.youtube.com/watch?v=ihaB8AF0hZo</a>		
“Fundamentals: Introduction to Critical Thinking”	Dr. Geoff Pynn, Assistant Professor, Northern Illinois University gets you started on the critical thinking journey. He tells you what critical thinking is, what an argument is, and what the difference between a deductive and an ampliative argument is.	EN
<a href="https://www.khanacademy.org/partner-content/wi-phi/wiphi-critical-thinking/wiphi-fundamentals/v/intro-to-critical-thinking">https://www.khanacademy.org/partner-content/wi-phi/wiphi-critical-thinking/wiphi-fundamentals/v/intro-to-critical-thinking</a>		

Online Reading Resources:

The Critical Thinking Community	For more than a quarter century, the Center and Foundation for Critical Thinking (both non-profit organizations) have been fostering fair-minded critical thinking through books, thinker's guides, videos, events, and professional development programs. In 2015 they built a members section in their website.	EN
<a href="http://www.criticalthinking.org/">http://www.criticalthinking.org/</a>		

# CRITICAL & ANALYTIC THINKING

Further Reading:

	<p>“An Introduction to Critical Thinking and Creativity: Think More, Think Better” by J. Y. F. Lau (2011) - A valuable guide on creativity and critical thinking to improve reasoning and decision-making skills.</p>		<p>“Critical Thinking” by Robert H. Ennis (1995) - Unique in perspective, this book provides a general approach to critical thinking skills that can be applied to all disciplines. It offers extended discussions, examples, etc.</p>
	<p>“Thought and Knowledge: An Introduction to Critical Thinking” by Diane F. Halpern (2013) - This best-selling textbook, applies theory and research from the learning sciences.</p>		<p>“Critical Thinking Skills - Developing Effective Analysis and Argument” by Stella Cottrell (2011) - easily understood blocks, providing easy-to-follow, step-by-step explanations and practice activities to practise your skills.</p>

# TRAINING RESOURCES

Resource Name	Description	Languages
"Introduction to Critical Thinking, Part 2"	Test your knowledge of the fundamentals of critical thinking!	EN
<b><a href="https://www.khanacademy.org/partner-content/wi-phi/wiphi-critical-thinking/wiphi-fundamentals/e/introduction-to-critical-thinking-part-2">https://www.khanacademy.org/partner-content/wi-phi/wiphi-critical-thinking/wiphi-fundamentals/e/introduction-to-critical-thinking-part-2</a></b>		
"Critical Reasoning for Beginners"	"Critical Reasoning for Beginners" from Department for Continuing Education at Oxford. Six free lectures dealing with critical reasoning in which you will learn all about arguments, how to identify them, how to evaluate them, and how not to mistake bad arguments for good.	EN
<b><a href="http://podcasts.ox.ac.uk/series/critical-reasoning-beginners">http://podcasts.ox.ac.uk/series/critical-reasoning-beginners</a></b>		
"Critical thinking Exercises"		EN
<ul style="list-style-type: none"> <li>➤ <a href="http://homeworktips.about.com/od/paperassignments/a/Critical-Thinking-Exercises.htm">http://homeworktips.about.com/od/paperassignments/a/Critical-Thinking-Exercises.htm</a></li> <li>➤ <a href="https://www.groupmap.com/2015/09/02/a-critical-thinking-exercise-graphic-organizer/">https://www.groupmap.com/2015/09/02/a-critical-thinking-exercise-graphic-organizer/</a></li> <li>➤ <a href="https://www.pinterest.com/pin/100627372894335549/">https://www.pinterest.com/pin/100627372894335549/</a></li> <li>➤ <a href="http://edhelper.com/critical_thinking.htm">http://edhelper.com/critical_thinking.htm</a></li> <li>➤ <a href="http://dailybrainteaser.blogspot.bg/2014/01/critical-thinking-interview-puzzles-answers.html">http://dailybrainteaser.blogspot.bg/2014/01/critical-thinking-interview-puzzles-answers.html</a></li> <li>➤ <a href="http://mathforum.org/k12/k12puzzles/critical.thinking/puzz1.html">http://mathforum.org/k12/k12puzzles/critical.thinking/puzz1.html</a></li> <li>➤ <a href="http://mathforum.org/k12/k12puzzles/critical.thinking/puzz3.html">http://mathforum.org/k12/k12puzzles/critical.thinking/puzz3.html</a></li> <li>➤ <a href="http://mathforum.org/k12/k12puzzles/critical.thinking/puzz5.html">http://mathforum.org/k12/k12puzzles/critical.thinking/puzz5.html</a></li> <li>➤ <a href="https://mathcrush.com/thinking_worksheets.html">https://mathcrush.com/thinking_worksheets.html</a></li> <li>➤ <a href="http://dudye.com/challenge-your-creativity-77-problem-solving-exercises">http://dudye.com/challenge-your-creativity-77-problem-solving-exercises</a></li> </ul>		

# EMOTIONAL INTELLIGENCE

## GENERAL SKILL IN CREATIVITY

### SKILL DESCRIPTION

Emotional intelligence (EI) is the ability to recognize your emotions, understand what they're telling you, and realize how your emotions affect people around you. It also involves your perception of others: when you understand how they feel, this allows you to manage relationships more effectively.

People with high EI are usually successful in most things they do. Why? Because they're the ones that others want on their team. They have strong relationships, and they manage difficult situations calmly and effectively. When people with high EI send an email, it gets answered. When they need help, they get it. Because they make others feel good, they go through life much more easily than people who are easily angered or upset. Emotional intelligence is commonly defined by four attributes:

- **Self-awareness** – you recognize your own emotions and how they affect your thoughts and behavior. You know your strengths and weaknesses, and have self-confidence.
- **Self-management** – you are able to control impulsive feelings and behaviors, manage your emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances.
- **Social awareness** – you can understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.
- **Relationship management** – you know how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in team, and manage conflicts.

### HINTS/TIPS

- Reflect on your own emotions - take some time to sit down and reflect on your own use of emotions. By first identifying your own emotions and reactions, you become more mindful and start the process of building control.
- Ask others for perspective - often, we do not realize that other people view us much differently than we view ourselves, and vice versa. By asking those close to us about our interactions with them, we can learn from their perspective.
- When criticized, do not take offense. Instead ask: What can I learn? - If your goal is to truly get better, don't let emotion close your mind to negative feedback. Instead, learn from it.
- Remember EI is a Lifetime Process - EI isn't something you develop once then drop. It's a lifetime practice, and it is possible to keep improving. Even when you feel like you've mastered these steps, remember to keep practicing, and you'll reap the benefits of EI for the rest of your life.

# EMOTIONAL INTELLIGENCE

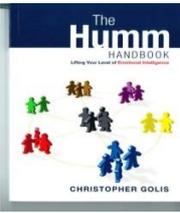
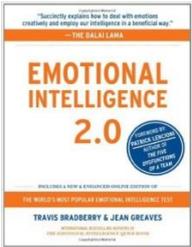
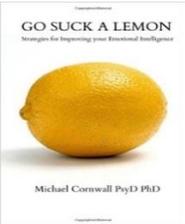
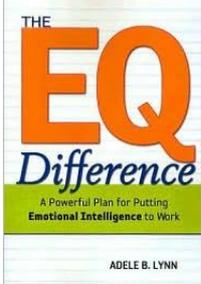
*“Emotions can get in the way or get you on the way” -  
Mavis Mazhura*

## Video Resources:

Resource Name	Description	Languages
“Emotional Intelligence at Work Training Video: How to Develop EI (EQ)”	This video highlights the five elements that define emotional intelligence. Watch it to learn how to develop yours.	EN
<a href="https://www.youtube.com/watch?v=hlfPjCviTxA">https://www.youtube.com/watch?v=hlfPjCviTxA</a>		
“Emotional Intelligence”	In this animation it is explained the fundamentals of emotional intelligence and their implications.	EN
<a href="https://www.youtube.com/watch?v=MepJp7KpaH4">https://www.youtube.com/watch?v=MepJp7KpaH4</a>		
“Emotional Intelligence” - Brendon Gouveia	A short animation breaking down the concepts of emotional intelligence and how it's an integral part of thinking and decision making.	EN
<a href="https://www.youtube.com/watch?v=weuLejJdUu0">https://www.youtube.com/watch?v=weuLejJdUu0</a>		
“Controlling Emotions: A Lesson from Angry Birds”	A funny and edifying animation showing how to be able to control one’s emotions.	EN
<a href="https://www.youtube.com/watch?v=pFkRbUKy19g">https://www.youtube.com/watch?v=pFkRbUKy19g</a>		
“Emotional Intelligence at Work Training: How to Develop Your EI and People Skills”	A video dedicated to the development of high emotional intelligence at work.	EN
<a href="https://www.youtube.com/watch?v=Gcuz71or44w">https://www.youtube.com/watch?v=Gcuz71or44w</a>		

# EMOTIONAL INTELLIGENCE

Further Reading:

	<p>The Humm Handbook: Lifting your Level of Emotional Intelligence” by Cristopher Golis (2007) - The Humm Handbook teaches a scientific model for understanding people’s underlying emotions. It then uses the model to dramatically increase your four EQ competencies: self-analysis, self-control, empathy and relationship management. You will learn how to become a better manager and leader.</p>
	<p>“Emotional Intelligence 2.0” by Travis Bradberry and Jean Greaves (2009) - <b>Emotional Intelligence 2.0</b> delivers a step-by-step program for increasing your EQ via four, core EQ skills that enable you to achieve your fullest potential:</p> <ol style="list-style-type: none"> <li>1) Self-Awareness</li> <li>2) Self-Management</li> <li>3) Social Awareness</li> <li>4) Relationship Management</li> </ol>
	<p>“Go Suck a Lemon: Strategies for Improving Your Emotional Intelligence” by Michael Cornwall (2012) - Dr. Cornwall’s book is another great guide on improving emotional intelligence. He focuses on aspects of emotional intelligence like controlling emotions, being open-minded, breaking out of emotional co-dependence, and thinking before acting. The book aims to teach readers a process they can use that will help them approach any task with more careful and well thought-out emotional problem solving.</p>
	<p>“The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work” by Adele B. Lynn (2004) - One place emotional intelligence can have a big impact is at work, and in this book, readers will learn how to leverage the lessons they learn about EQ to find more success in their careers. Through great examples and useful exercises, Lynn showcases the profound effect emotions can have on all aspects of work life, from performance to coworker relationships, and discusses ways that anyone can start improving their interpersonal relationships with simple changes in thought and action.</p>

# TRAINING RESOURCES

Resource Name	Description	Languages
EQ Toolkit	This program is rooted in social and emotional brain science that engages the emotional brain and heart, as well as the reasoning mind. Its purpose is to teach you how to control troublesome thoughts, manage difficult emotions, have better relationships, and follow through on positive intentions.	EN
<a href="http://www.helpguide.org/emotional-intelligence-toolkit/">http://www.helpguide.org/emotional-intelligence-toolkit/</a>		
“Develop Your Emotional Intelligence”	Take the quiz to see how emotionally intelligent you are now. Then, learn what you can do to boost your EI still further.	EN
<a href="https://www.mindtools.com/blog/2014/04/11/develop-your-emotional-intelligence/">https://www.mindtools.com/blog/2014/04/11/develop-your-emotional-intelligence/</a>		
Emotional Intelligence exercises for teams	Simple exercise to strengthen emotional intelligence in team and a training game to improve emotional awareness - My colored hat.	EN
<ul style="list-style-type: none"> <li>➤ <a href="https://ww2.kqed.org/mindshift/2015/06/22/a-simple-exercise-to-strengthen-emotional-intelligence-in-teams/">https://ww2.kqed.org/mindshift/2015/06/22/a-simple-exercise-to-strengthen-emotional-intelligence-in-teams/</a></li> <li>➤ <a href="http://www.experiential-learning-games.com/emotionalintelligence.html">http://www.experiential-learning-games.com/emotionalintelligence.html</a></li> </ul>		
Emotional Intelligence Exercises: Increase Your Self-Awareness	The more we are aware of our feelings, the better we can control our behaviours and understand those of others. This exercise helps delegates to become more aware of their emotions and learn to describe them.	EN
<a href="http://www.skillsconverged.com/FreeTrainingMaterials/tabid/258/articleType/ArticleView/articleId/803/categoryId/132/Emotional-Intelligence-Exercise-Increase-Your-Self-Awareness.aspx">http://www.skillsconverged.com/FreeTrainingMaterials/tabid/258/articleType/ArticleView/articleId/803/categoryId/132/Emotional-Intelligence-Exercise-Increase-Your-Self-Awareness.aspx</a>		
Emotional Intelligence Exercise: Visualise Your Ideal Team	Emotional Intelligence Exercises: Visualise Your Ideal Team	EN
<ul style="list-style-type: none"> <li>➤ <a href="http://www.skillsconverged.com/FreeTrainingMaterials/tabid/258/articleType/ArticleView/articleId/790/categoryId/132/Emotional-Intelligence-Exercise-Visualise-Your-Ideal-Team.aspx">http://www.skillsconverged.com/FreeTrainingMaterials/tabid/258/articleType/ArticleView/articleId/790/categoryId/132/Emotional-Intelligence-Exercise-Visualise-Your-Ideal-Team.aspx</a></li> <li>➤ <a href="http://www.skillsconverged.com/FreeTrainingMaterials/tabid/258/articleType/ArticleView/articleId/567/categoryId/132/The-Fogging-Technique.aspx">http://www.skillsconverged.com/FreeTrainingMaterials/tabid/258/articleType/ArticleView/articleId/567/categoryId/132/The-Fogging-Technique.aspx</a></li> <li>➤ <a href="http://www.change-management-coach.com/self-awareness.html">http://www.change-management-coach.com/self-awareness.html</a></li> <li>➤ <a href="http://www.forbes.com/sites/markmurphy/2015/09/05/increase-your-emotional-intelligence-by-watching-television/#7084016216f1">http://www.forbes.com/sites/markmurphy/2015/09/05/increase-your-emotional-intelligence-by-watching-television/#7084016216f1</a></li> <li>➤ <a href="http://www.huffingtonpost.com/rachael-omeara/part-i-of-2-boost-your-emotional-intelligence-take-the-five-day-eq-challenge_b_8051564.html">http://www.huffingtonpost.com/rachael-omeara/part-i-of-2-boost-your-emotional-intelligence-take-the-five-day-eq-challenge_b_8051564.html</a></li> </ul>		

# ORIGINALITY

## GENERAL SKILL IN CREATIVITY

### SKILL DESCRIPTION

Traditionally, the originality is described as follows: “an ability to think in novel or unique ways in order to generate a product or idea that is unique or very unusual, unexpected, first of its kind”.

In a world of seven billion people and thousands of years of humanity, however, it is hard to believe anything we do or say has never been done or said before. Therefore, it is more appropriate to describe the originality as “the ability to challenge oneself to think in ways that will likely build upon the ideas of others, but not to copy them”. After all, everything that exists today has been built upon something that existed in one way or another before.

Originality is a subset of creativity, being its most fundamental building block. Without originality, one is quite literally not creating anything - copying, deriving, even crafting, but not creating.

Originality almost always starts with curiosity about the dissatisfying defaults in our world. That awareness gives us the courage to contemplate how we can change them. Nothing is inevitable or immutable: there is always room for improvement.

### HINTS/TIPS

What can you do to generate more original ideas and actually act upon them?

- Run your ideas by your peers - we tend to be too overly positive about our own ideas (or too negative), and thus are not good judges. That is why it's important to run ideas by your peers. They will be able to listen objectively and let you know if an idea is worth pursuing.
- Embrace failure - no one wants to fail, but if we are so focused on failure that we cannot try new ideas, we are doomed to never allowing an original thought any real chance.
- Expose yourself to creativity – it is important to expose yourself to new ideas, but it is also important to gain mastery over a few. Therefore, get a general idea about a number of new things, and then choose a few to spend a lot of time working on and exploring.
- Sometimes, it is okay to procrastinate - when you finish a project quickly and diligently, you can feel wonderful. Sometimes, procrastinating about a project can give your brain some time to think outside of the box, generating new and original ideas.
- Is it important to be original all the time? Of course not! But, those with original ideas have made the world we live in a better place (while often gaining a personal benefit). Why not give originality a try?

# ORIGINALITY

*“Originality implies being bold enough to go beyond accepted norms” – Anthony Storr*

## Video Resources:

Resource Name	Description	Languages
“The surprising habits of original thinkers”   Adam Grant	How do creative people come up with great ideas? Organizational psychologist Adam Grant studies "originals": thinkers who dream up new ideas and take action to put them into the world. In this talk, learn three unexpected habits of originals — including embracing failure. "The greatest originals are the ones who fail the most, because they're the ones who try the most," Grant says. "You need a lot of bad ideas in order to get a few good ones.	EN
<a href="https://www.youtube.com/watch?v=fxbCHn6gE3U">https://www.youtube.com/watch?v=fxbCHn6gE3U</a>		
“Originals: How Nonconformists Move the World”	The world doesn't lack for creative ideas—it lacks people to champion them. Once you have an idea, how do you communicate it? Adam Grant, Wharton's top-rated professor and a New York Times bestselling author of Originals, will share insights on how to speak up without getting silenced, and how to find allies in unexpected places.	EN
<a href="https://www.youtube.com/watch?v=eDID58CmQGo">https://www.youtube.com/watch?v=eDID58CmQGo</a>		

## Online Reading Resources:

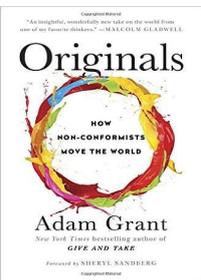
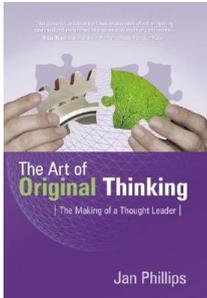
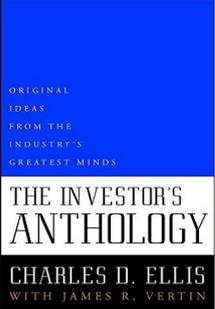
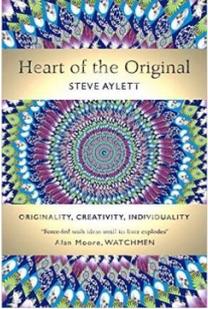
Resource Name	Description	Languages
How to generate original creative ideas with random word stimulation”	An article about the random word stimulation which is a powerful technique providing a practical method of accessing your subconscious mind and utilize the wealth of information it contains to generate fresh new original ideas.	EN
<a href="http://www.innovationmanagement.se/imtool-articles/how-to-generate-original-creative-ideas-with-random-word-stimulation/">http://www.innovationmanagement.se/imtool-articles/how-to-generate-original-creative-ideas-with-random-word-stimulation/</a>		

# ORIGINALITY

## Online Reading Resources:

Resource Name	Description	Link	Languages
"How Being 'Original' Will Boost Your Business Faster Than Anything!"	A podcast of Chris Ducker dedicated to the originality and why it is such a good foundation for your business.	<a href="http://www.chrisducker.com/podcast/being-original-business/">http://www.chrisducker.com/podcast/being-original-business/</a>	EN
"How to be original"	An article containing useful tips for improving your originality.	<a href="http://www.wikihow.com/Be-Original">http://www.wikihow.com/Be-Original</a>	EN
"How to Build a Culture of Originality"	Wharton School's Adam Grants 'research shows that you can develop this skill in your organization by creating a culture of nonconformity.	<a href="https://hbr.org/2016/03/how-to-build-a-culture-of-originality">https://hbr.org/2016/03/how-to-build-a-culture-of-originality</a>	EN

## Further Reading:

	<p>"Originals: How Non-Conformists Move the World" by Adam Grant (2016)</p> <p>Grant explores how to recognize a good idea, speak up without getting silenced, build a coalition of allies, choose the right time to act, and manage fear and doubt.</p>		<p>"The Art of Original Thinking - The Making of a Thought Leader" by Jan Phillips (2006) - This book is a brilliant guide to original thinking, inspired living, and visionary leadership - a hands-on guide to becoming a thought leader.</p>
	<p>"The Investor's Anthology: Original Ideas from the Industry's Greatest Minds" by Charles D. Ellis and James R. Vertin - Reach into this jewel box of an anthology and you will come up with gems of wit, wisdom, and analysis that reflect a unique combination of experience and insight in the essential elements that investing.</p>		<p>Heart of the Original: Originality, Creativity, Individuality, 2015. Steve Aylett</p> <p>This is a book for those who care not for the fashionable simulacra of the media creative, but for an understanding of the hard road to true originality.</p>

# TRAINING RESOURCES

Resource Name	Description	Link	Languages
Exercises Originality	Quiz: Do You Know What It Takes to Be Original?	<a href="https://hbr.org/2016/01/quiz-do-you-know-what-it-takes-to-be-original">https://hbr.org/2016/01/quiz-do-you-know-what-it-takes-to-be-original</a>	EN
Exercises Originality.	What Makes an Original: Psychologist Adam Grant on the Paradox of Achievement and How Motivated Dissatisfaction Fuels Creativity	<a href="https://www.brainpickings.org/2016/02/16/adam-grant-originals/">https://www.brainpickings.org/2016/02/16/adam-grant-originals/</a>	EN
Exercises Originality	<p>Creativity challenge.</p> <p>Creativity exercise, make a monster.</p> <p>10 exercises to spark original thinking and increase creativity.</p>	<p><a href="http://www.sanchezclass.com/creativity-activities.htm#originality">http:// www.sanchezclass.com/creativity-activities.htm#originality</a></p> <p><a href="http://www.skillsconverged.com/FreeTrainingMaterials/tabid/258/articleType/ArticleView/articleId/1120/categoryId/95/Creativity-Exercise-Make-a-Monster.aspx">http://www.skillsconverged.com/FreeTrainingMaterials/tabid/258/articleType/ArticleView/articleId/1120/categoryId/95/Creativity-Exercise-Make-a-Monster.aspx</a></p> <p><a href="https://spark.adobe.com/blog/2016/05/31/10-exercises-to-spark-original-thinking-and-unleash-creativity/">https://spark.adobe.com/blog/2016/05/31/10-exercises-to-spark-original-thinking-and-unleash-creativity/</a></p>	EN

# INTUITION

## GENERAL SKILL IN CREATIVITY

### SKILL DESCRIPTION

Intuition is an immediate insight of understanding without reflection or rational thought processing. Sometimes is referred to as your inner guidance, is a mechanism of inner or instinctive knowing which neither requires, nor employs logical thought processes. It is the nature of intuition to spark and guide creativity, and it is an essential ingredient for anything new in the "real world" to happen at all. Intuition is also a means of creative self-expression.

The benefits of developing your intuition:

- Helps you reduce stress by identifying and dealing with problems more effectively
- Unleashes your creativity and imagination
- Puts you in touch with your subconscious, and therefore helps you uncover hidden truths about yourself and situations in your life
- By being in touch with your intuition, you prevent the build-up of negative emotions and thinking
- Integrates left and right brain functions giving you a more complete perspective on issues
- Helps you make better, more integrative decisions
- Improves physical, mental and emotional health

### HINTS/TIPS

What can you do to improve your intuitive skills?

- Quiet your mind and listen. Take time each day to experience silence.
- Learn to trust your hunches and gut feelings.
- Pay attention and be aware. In order to increase your intuitive abilities, you must pay attention to what is going on around you.
- Employ your subconscious while you sleep. Before you go to bed at night, reflect upon questions and issues for which you couldn't find solutions during the day.

# INTUITION

*“The intuitive mind is a sacred gift, and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift.”*

*—Albert Einstein*

## Video Resources:

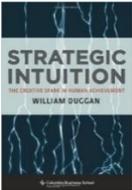
Resource Name	Description	Languages
How to harness your intuition	This video explains how intuition works and how to overcome the 3 biggest obstacles to reconnecting with your intuition.	EN
<a href="https://www.youtube.com/watch?v=v1yA9KbPzQ0">https://www.youtube.com/watch?v=v1yA9KbPzQ0</a>		
TEDxKC - Francis Cholle - The Intuitive Intelligence Movement	Creativity and innovation are keys to business success in the global economy. Yet research shows American creativity has been significantly declining for the past 20 years. New competencies -- which the presenter addresses as intuitive intelligence -- are needed to win the creativity challenge.	EN
<a href="https://www.youtube.com/watch?v=6pdmfhiV-OU">https://www.youtube.com/watch?v=6pdmfhiV-OU</a>		
Clips from The "Improving Your Intuition" video. Connect your logic and intuition and make smart decisions!	9 teachers share secrets to unlocking Intuition, creativity and innovation	EN
<a href="https://www.youtube.com/watch?v=XJkqJO6dDAg">https://www.youtube.com/watch?v=XJkqJO6dDAg</a>		
Intuition in the creative industries	How much does intuition affect the decisions we make in the creative industry. This short movie features interviews with creative and asks them how much they rely on intuition within their process.	EN
<a href="https://www.youtube.com/watch?v=n43BFC_E7-g">https://www.youtube.com/watch?v=n43BFC_E7-g</a>		

# INTUITION

## Online Reading Resources:

Resource Name	Description	Languages
10 Things Highly Intuitive People Do Differently	Article about intuitive people and what they do differently.	EN
<a href="http://www.huffingtonpost.com/2014/03/19/the-habits-of-highly-intu_n_4958778.html">http://www.huffingtonpost.com/2014/03/19/the-habits-of-highly-intu_n_4958778.html</a>		
Intuition Essential Reads	An article about What Is Intuition, And How Do We Use It?	EN
<a href="https://www.psychologytoday.com/topics/intuition/essentials">https://www.psychologytoday.com/topics/intuition/essentials</a> <a href="https://www.psychologytoday.com/blog/the-intuitive-compass/201108/what-is-intuition-and-how-do-we-use-it">https://www.psychologytoday.com/blog/the-intuitive-compass/201108/what-is-intuition-and-how-do-we-use-it</a>		
How to study creative intuition?	An article showing the findings, of a study published by the journal Psychological Science. The study shows that intuition does, indeed, exist and that researchers can measure it.	EN
<a href="http://www.livescience.com/54825-scientists-measure-intuition.html">http://www.livescience.com/54825-scientists-measure-intuition.html</a>		
The Science of Intuition: An Eye-Opening Guide to Your Sixth Sense	This article shows an eye-opening guide to your Sixth Sense through intuition.	EN
<a href="http://www.oprah.com/spirit/scientific-facts-about-intuition-developing-intuition">http://www.oprah.com/spirit/scientific-facts-about-intuition-developing-intuition</a>		

## Further reading:

	<p>Intuition in organizations: Leading and managing productively.            Weston H. Agor (ed.), Sage Publications, 1989</p> <p>The book is divided into six major parts to introduce, step-by-step, to what intuition is, how it can be used in leadership and management decision making to increase productivity, and how you can strengthen your present level of intuitive skills still further for practical use</p>
	<p>"Strategic Intuition: The Creative Spark in Human Achievement". Columbia Business School Publishing, 2013.</p> <p>Over the past ten years, William Duggan has conducted pioneering research on strategic intuition and for the past three years has taught a popular course at Columbia Business School on the subject. He now gives us this eye-opening book that shows how strategic intuition lies at the heart of great achievements throughout human history: the scientific and computer revolutions, women's suffrage, the civil rights movement, modern art, microfinance in poor countries, and more.</p>

# TRAINING RESOURCES

Resource Name	Description	Link	Languages
Exit Rooms: Most of the decisions that we take are associated with intuition, which at one time associated with knowledge.	Escape rooms full of riddles providing adrenaline and excitement to adventurous players. Several puzzles must be solved during the game to find an exit from special themed rooms.	<a href="http://www.exitroom.ee/en/">http://www.exitroom.ee/en/</a>	EN
Trainings how to activate or develop intuition	Blind Reading exercise	<a href="http://foreverconscious.com/one-simple-exercise-to-increase-your-intuition">http://foreverconscious.com/one-simple-exercise-to-increase-your-intuition</a>	EN
Exercises for developing your intuition	Experimentation is part of developing your intuition. These exercises help to develop intuitive skills.	<a href="http://www.takingcharge.csh.umn.edu/activities/exercises-developing-your-intuition">http://www.takingcharge.csh.umn.edu/activities/exercises-developing-your-intuition</a>	EN

# TREND AWARENESS

## GENERAL SKILL IN CREATIVITY

### SKILL DESCRIPTION

Technology trend awareness as a skill refers to being mindful of the technology that is recently becoming popular and is readily accepted in the market or industry. It also encompasses one's ability to recognize and understand the usefulness of any such technology for the success of his business. Why is technology trend awareness important?

- **Enhancing your visibility to the customers.** Technology trend awareness helps you identify what your customers are mostly spending their time with so that you can connect with them easily. For instance, if it's their mobile devices they prefer to use, have you pondered over how your website looks in mobile format?
- **Increasing opportunities with new ideas and new ventures.** Technology trend awareness doesn't necessarily help with marketing alone. It increases opportunities to improve other areas as well.

### HINTS/TIPS

There are some ways in which you can try and keep yourself updated to improve your technology trend awareness skills, such as:

- Join technology related forums and read technology related blogs. Forums and blogs that are focused on a particular topic or category are one of the best sources of information.
- Follow people on Twitter or other social media. Since they are always up on the latest trends in technology, reading their posts on a regular basis will help you improve your technology trend awareness.
- Attend seminars. Reading about things may be useful, but there is nothing like exploring a topic through discussion.

# TREND AWARENESS

*“Follow the trend lines, not the headlines.”*  
 — *Bill Clinton*

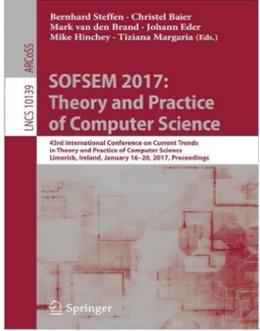
## Video Resources:

Resource Name	Description	Languages
2016 Tech Trends to Watch	Media and Telecom Group in the Investment Banking Division, advise companies as they navigate this evolving landscape. In this video, they discuss four trends dominating the tech sector: data analytics, e-commerce, cyber security, and semiconductors.	EN
<a href="https://www.youtube.com/watch?v=mqqyAlr50fU">https://www.youtube.com/watch?v=mqqyAlr50fU</a>		
Technology Trends Driving the Future of Higher Education	IT analyst, Bob O'Donnell explores how universities and other High Education Institutions optimize the use of technology, both today and the in the future to accelerate student outcomes.	EN
<a href="https://www.youtube.com/watch?v=J37f_IM2DhM">https://www.youtube.com/watch?v=J37f_IM2DhM</a>		
Tech Trends 2016: Innovating in the digital era	With this video you can learn how yesterday science fiction fantasies are evolving into tomorrow's business is realities, brought about by the disruptive impact of today's technology trends.	EN
<a href="https://www.youtube.com/watch?v=aDUmPJ1jb94">https://www.youtube.com/watch?v=aDUmPJ1jb94</a>		
Did You Know - Information Technology Revolution	Where do you fit in the Information Technology Revolution?	EN
<a href="https://www.youtube.com/watch?v=3vApOQb8A8k">https://www.youtube.com/watch?v=3vApOQb8A8k</a>		

# TRAINING RESOURCES

Resource Name	Description	Link	Languages
Walton College	Technology Awareness Program	<a href="http://walton.uark.edu/diversity/technology-awareness-program.php">http://walton.uark.edu/diversity/technology-awareness-program.php</a>	EN
Digital responsibility	Technology Addiction Awareness Scholarship	<a href="http://www.digitalresponsibility.org/technology-addiction-awareness-scholarship/">http://www.digitalresponsibility.org/technology-addiction-awareness-scholarship/</a>	EN
Techtrunk ventures Pvt. Ltd	Technology awareness program	<a href="http://techtrunk.in/TechnologyAwareness.html">http://techtrunk.in/TechnologyAwareness.html</a>	EN
Training skills	Training Skills	<a href="http://training.simplicable.com/training/new/87-soft-skills">http://training.simplicable.com/training/new/87-soft-skills</a>	EN

Further Reading:

	<p>SOFSEM 2017: Theory and Practice of Computer Science: 43rd International Conference on Current Trends in Theory and Practice of Computer Science, (Lecture Notes in Computer Science)</p> <p>This book constitutes the refereed proceedings of the 43rd International Conference on Current Trends in Theory and Practice of Computer Science, SOFSEM 2017, held in Limerick, Ireland, in January 2017. The 34 papers presented in this volume.</p>
	<p>More Essential Skills for Software Architects. Dave Hendricksen (2014).</p> <p>Helps software architects increase career advancement possibilities, improve personal job satisfaction, and have more fun at work. Focuses on indispensable skills that aren't well-known and are rarely covered in formal training, complemented in this new book by focusing on soft skills.</p>

# DESIGN THINKING

## SOFT SKILL IN CREATIVITY

### SKILL DESCRIPTION

Creativity is central to the design process. Design thinking refers to creative strategies designers utilize during the process of designing. Design thinking is also an approach that can be used to consider issues and resolve more broadly than within professional design practice, and has been applied in business and to social issues.

Design thinking in business uses the designer's sensibility and methods to match people's needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity. This is a proven and repeatable protocol that any business or profession can employ to achieve extraordinary results. The process has seven stages: define, research, ideate, prototype, choose, implement, and learn. Within these steps, problems can be framed, the right questions can be asked, more ideas can be created, and the best answers can be chosen.

### HINTS/TIPS

- Empathize With Users. Observe and meet with customers to discuss and understand their needs.
- Identify and Define the Problem. Decide which problem you want to solve, based on your discussions with your users.
- Brainstorm and Evaluate Potential Options. Invite people from other departments and teams to brainstorming. The key during this phase is for people to suspend their judgment, so that they don't dismiss ideas too readily. Sometimes, the best solutions come from unexpected sources.

# DESIGN THINKING

*“Most people make the mistake of thinking design is what it looks like. People think it’s this veneer — that the designers are handed this box and told, ‘Make it look good!’ That’s not what we think design is. It’s not just what it looks like and feels like. Design is how it works.”— Steve Jobs*

## Video Resources:

Resource Name	Description	Languages
Design thinking video	Design Thinking - Tim Brown, CEO and President of IDEO explains the basic principles in designing thinking:	EN
<a href="https://www.youtube.com/watch?v=U-hzefHdAMk">https://www.youtube.com/watch?v=U-hzefHdAMk</a>		
Design thinking for every endeavour   Robyn Richardson   TEDxCreativeCoast	Talk given at a local TEDx event, produced independently of the TED Conferences. Robyn treats teaching like a musical gig. Teaching Design Thinking in her own way through rediscovering lost mediums with her students, she encourages people to re-frame what they think they know.	EN
<a href="https://www.youtube.com/watch?v=TPXrheqhTCs">https://www.youtube.com/watch?v=TPXrheqhTCs</a>		
Stanford Webinar - Design Thinking = Method, Not Magic	In this webinar Bill Burnett, consulting assistant professor and master in design thinking at Stanford University, as he shares three barriers organizations face when adopting an innovative culture and how to overcome them.	EN
<a href="https://www.youtube.com/watch?v=vSuK2C89yjA">https://www.youtube.com/watch?v=vSuK2C89yjA</a>		
Design Thinking for Innovative Problem Solving: A Step by Step Project Course Promo	In this online course designed by Jeanne Liedtka, pioneer and internationally-recognized expert in design thinking, you'll work through a 15-step problem-solving process using design methodologies and innovation tools.	EN
<a href="https://www.youtube.com/watch?v=0DeBHxnR0kM">https://www.youtube.com/watch?v=0DeBHxnR0kM</a>		
Design Thinking workshop with Justin Ferrell of Stanford d. School at The Irish Times	Justin Ferrell of Stanford d. School gives a workshop to the Hack/Hackers community in Dublin at a workshop hosted in The Irish Times	EN
<a href="https://www.youtube.com/watch?v=Z4gAugRGpeY">https://www.youtube.com/watch?v=Z4gAugRGpeY</a>		

# DESIGN THINKING

*“Most people make the mistake of thinking design is what it looks like. People think it’s this veneer — that the designers are handed this box and told, ‘Make it look good!’ That’s not what we think design is. It’s not just what it looks like and feels like. Design is how it works.” — Steve Jobs*

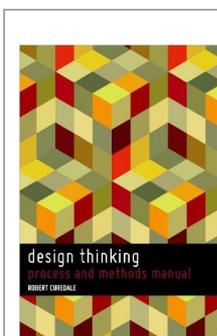
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Resource Name	Description	Languages
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<a href="https://www.youtube.com/watch?v=U-hzefHdAMk">https://www.youtube.com/watch?v=U-hzefHdAMk</a>		
Design thinking for every endeavour   Robyn Richardson   TEDxCreativeCoast	Talk given at a local TEDx event, produced independently of the TED Conferences. Robyn treats teaching like a musical gig. Teaching Design Thinking in her own way through rediscovering lost mediums with her students, she encourages people to re-frame what they think they know.	EN
<a href="https://www.youtube.com/watch?v=TPXrheqhTCs">https://www.youtube.com/watch?v=TPXrheqhTCs</a>		
Stanford Webinar - Design Thinking = Method, Not Magic	In this webinar Bill Burnett, consulting assistant professor and master in design thinking at Stanford University, as he shares three barriers organizations face when adopting an innovative culture and how to overcome them.	EN
<a href="https://www.youtube.com/watch?v=vSuK2C89yjA">https://www.youtube.com/watch?v=vSuK2C89yjA</a>		
Design Thinking for Innovative Problem Solving: A Step by Step Project Course Promo	In this online course designed by Jeanne Liedtka, pioneer and internationally-recognized expert in design thinking, you'll work through a 15-step problem-solving process using design methodologies and innovation tools.	EN
<a href="https://www.youtube.com/watch?v=0DeBHxnROkM">https://www.youtube.com/watch?v=0DeBHxnROkM</a>		
Design Thinking workshop with Justin Ferrell of Stanford d. School at The Irish Times	Justin Ferrell of Stanford d. School gives a workshop to the Hack/Hackers community in Dublin at a workshop hosted in The Irish Times	EN
<a href="https://www.youtube.com/watch?v=Z4gAugRGpeY">https://www.youtube.com/watch?v=Z4gAugRGpeY</a>		

# TRAINING RESOURCES

Resource Name	Description	Languages
Design thinking workshop	Design Thinking Workshop-Harvard University. Two-day program into the fundamentals of this creative approach	EN
<a href="https://www.extension.harvard.edu/professional-development/programs/design-thinking-workshop">https://www.extension.harvard.edu/professional-development/programs/design-thinking-workshop</a>		
Design thinking: Learn how to solve problems like a designer	“An Introduction to Design Thinking: Process Guide” from Stanford’s school.	EN
<a href="https://designschool.canva.com/blog/design-thinking/">https://designschool.canva.com/blog/design-thinking/</a>		
Coursetalk	Design Thinking for Innovative Problem Solving: A Step by Step Project free Course, University of Virginia.	EN
<a href="https://www.coursetalk.com/providers/novoed/courses/design-thinking-for-innovative-problem-solving-a-step-by-step-project-course-university-of-virginia">https://www.coursetalk.com/providers/novoed/courses/design-thinking-for-innovative-problem-solving-a-step-by-step-project-course-university-of-virginia</a>		
Design Thinking Exercise	Exercise: Putting the Customer at the Heart of Development	EN
<a href="https://www.mindtools.com/pages/article/design-thinking.htm">https://www.mindtools.com/pages/article/design-thinking.htm</a>		

## Further Reading:



Design Thinking Robert a. Curedale (Autor), 2013

This book is the most extensive reference available to Design Thinking. Design Thinking is an approach to designing products, services, architecture, spaces and experiences that is being quickly adopted by designers, architects and some of the world’s leading brands such as GE, Target, SAP, Procter and Gamble, IDEO and Intuit. It is being taught at leading universities including Stanford and Harvard. Design Thinking creates practical and innovative solutions to problems. It drives repeatable innovation and business value.

# IMAGINATION

## SOFT SKILL IN CREATIVITY

### SKILL DESCRIPTION

Imagination is the ability to form a mental image of something that is not perceived through the five senses. It is the ability of the mind to build mental scenes, objects or events that do not exist, are not present, or have happened in the past.

Einstein once said imagination is more important than knowledge. Imagination is the engine leading to changes. Everything starts from the ability to imagine a new world, an improved situation, a dream that can come true. Imagination is an integral part of the human mind that covers both the creative and learning spheres. Increasing one's imagination creates possibilities. It is considered to be the creative faculty of the mind that helps a person in process oriented activities, such as thinking.

### HINTS/TIPS

What can you do to generate more imaginative ideas and actually act upon them?

- Read more. Imagination is sparked by learning. One's willingness to learn new things gauges one's ability to accept and adapt to change. It improves one's adaptability to imaginative reasoning and creative thinking.
- Tell stories. People love to listen to stories and each person has a story to tell. Practice imaginative and creative thinking by telling as many stories as you can. Let it be descriptive.
- Be curious. Learning new things sparks creativity and increases imagination. Children tend to be more imaginative because of their curious nature.
- Develop your talents. Focus on developing and honing these talents to express your imagination in areas that you excel in or in things that you know how to do best.
- Look at things differently. At the points when you feel tired or bored, and, and you feel that your creativity is running low, look at things in a new perspective. This will give you a fresh approach to things that may even trigger new ideas that you once thought were not possible.

# IMAGINATION

*“I am enough of an artist to draw freely upon my imagination. Imagination is more important than knowledge. Knowledge is limited. Imagination encircles the world.” — Albert Einstein*

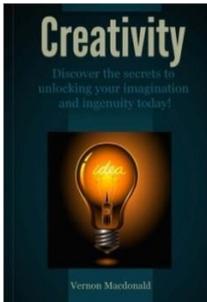
Resource Name	Description	Languages
Imagine – John Lennon	The bible of the imagination	EN
<a href="https://www.youtube.com/watch?v=DVg2EJvIF8">https://www.youtube.com/watch?v=DVg2EJvIF8</a>		
Expand Your Imagination Exponentially   Jeff Bollow   TEDxDocklands	Jeff Bollow guides writers, businesses and individuals around the world through the complete creative process, to expand their output and tap into their own unique voice.	EN
<a href="https://www.youtube.com/watch?v=tH6AyjGgcns">https://www.youtube.com/watch?v=tH6AyjGgcns</a>		
Intel Futurist: Imagination is the Undeveloped Skill	Brian David Johnson was the first futurist to work at Intel. It takes around 10-15 years to design, build and deploy a new chip, he tells the audience at WIRED Retail, which is why Intel needs someone who can look 10-15 years into the future and tell them what the world they are designing for will be like.	EN
<a href="https://www.youtube.com/watch?v=ZBk3IRBjAKY">https://www.youtube.com/watch?v=ZBk3IRBjAKY</a>		

# TRAINING RESOURCES

Online Reading/Training Resources:

Resource Name	Description	Languages
New Scientist	Our capacity to create imaginary worlds could be key to our health as well as the power behind the rise of human civilisation	EN
<a href="https://www.newscientist.com/round-up/imagination/">https://www.newscientist.com/round-up/imagination/</a>		
A very short history of imagination	Research of Kieran Egan Simon Fraser University	EN
<a href="http://ierg.ca/wp-content/uploads/2014/04/History-of-Imagination.pdf">http://ierg.ca/wp-content/uploads/2014/04/History-of-Imagination.pdf</a>		
The value of creativity and innovation in entrepreneurship	Interesting research on the relationship between business and Imagination	EN
<a href="http://www.asiaentrepreneurshipjournal.com/AJESIII20kpara.pdf">http://www.asiaentrepreneurshipjournal.com/AJESIII20kpara.pdf</a>		
Improving imagination skills in order to assist abstractive learning	The prime purpose of this research has been to better facilitate how people can be encouraged and supported in using imagination	EN
<a href="http://avetra.org.au/wp-content/uploads/2009/08/AVETRA13_0017_final-paper.pdf">http://avetra.org.au/wp-content/uploads/2009/08/AVETRA13_0017_final-paper.pdf</a>		

Further Reading:

	<p>Creativity: Discover the secrets to unlocking your imagination and ingenuity today! 2014. Vernon Macdonald</p> <p>Within its pages you will learn the following: The nature of true creativity. Training methods to unlock both sides of your brain Exercises to increase blood flow to your brain (it helps!). Tips to aid abstract thinking. Understanding the different kinds of creativity. When Einstein was developing his ground breaking theories he would often step into the theater of his creative mind in order to imagine things he could not objectively see.</p>
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# COURAGE

## SOFT SKILL IN CREATIVITY

### SKILL DESCRIPTION

Courage enables you to face and manage difficulty, danger and fear. Some fears arise daily in the working life of a creative person, as they are always working with novel ideas.

Courage is not a personal trait that only some people are born with, it is a learnable skill that you develop, and it is not about the absence of fear, it is about taking the action, even though you are afraid.

Courageous people do feel fear, but they are able to manage their fear so that it does not stop them taking action. Thus is essential to replace fear with faith and learn how to be a risk-taker, as creative individuals are those with the courage to proceed.

Courage doesn't have to be an innate trait of human performance. It is a skill that can be learned. As with any learning, our success is determined by the goals we set, the level of commitment to growth we display, and our willingness to learn from our mistakes and try again.

### HINTS/TIPS

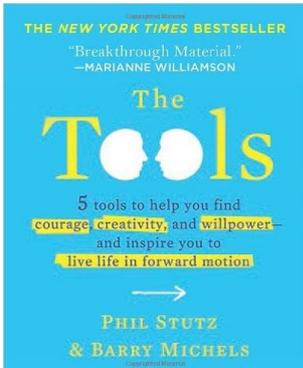
- Remember you always have a choice about how you react. When someone attacks your creativity, in whatever form, just remember that you can decide your answer.
- Don't let your fears become bigger than your reality. Sometimes people build up so much fear about how their creativity will be interpreted by the world that they quit.
- Develop Resilience. Resilience (or resiliency) is our ability to adapt and bounce back when things don't go as planned.

# COURAGE

*“Creativity takes courage”- Henri Matisse.*

Resource Name	Description	Languages
The Nature of Creativity and The Courage to Create	The video explores the nature of creativity, the idea that creative insights emerge from the unconscious mind, and look at ways to stimulate creativity.	EN
<a href="https://www.youtube.com/watch?v=sLaBgT3zE-A">https://www.youtube.com/watch?v=sLaBgT3zE-A</a>		
Courage and creativity - Do we need to be fearless? with Elizabeth Gilbert	Creativity is a path for the brave, yes, but it is not a path for the fearless, and it's important to recognize the distinction.	EN
<a href="https://www.youtube.com/watch?v=M2aKNtRKDos">https://www.youtube.com/watch?v=M2aKNtRKDos</a>		
Intel Futurist: Imagination is the Undeveloped Skill   WIRED Retail   WIRED	Intel futurist Brian David Johnson: 'imagination is the undeveloped skill' - Full WIRED Retail talk	EN
<a href="https://www.youtube.com/watch?v=ZBk3IRBjAKY">https://www.youtube.com/watch?v=ZBk3IRBjAKY</a>		

Further Reading:

	<p>The Tools (Miniature Edition): 5 Tools to Help You Find Courage, Creativity, and Willpower--And Inspire You to Live Life in Forward Motion 2013. Phil Stutz and Barry Michels present a uniquely effective set of five tools that will help to bring about bold and dramatic change in your life. These transformative techniques will teach you how to get unstuck, control anger, express yourself, defeat anxiety, and find discipline.</p>
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# TRAINING RESOURCES

Resource Name	Description	Languages
Creativity Takes Courage: 5 Ways To Build Your Courage	Article on ways and tips to develop courage	EN
<a href="http://www.bitrebels.com/lifestyle/creativity-takes-courage-5-ways-to-build-your-courage/">http://www.bitrebels.com/lifestyle/creativity-takes-courage-5-ways-to-build-your-courage/</a>		
Leadership Skills: Courage	Article about courage as one of three leadership skills for the 21st century	EN
<a href="http://jamienotter.com/2010/04/leadership-skills-courage/">http://jamienotter.com/2010/04/leadership-skills-courage/</a>		
<b>The Nature of Creativity and The Courage to Create</b>	Article about courage and the nature of creativity	EN
<a href="http://academyofideas.com/2016/05/the-nature-of-creativity-and-the-courage-to-create/">http://academyofideas.com/2016/05/the-nature-of-creativity-and-the-courage-to-create/</a>		

# CURIOSITY

## SOFT SKILL IN CREATIVITY

### SKILL DESCRIPTION

Curiosity is one of the key factors to fuel creativity. Developing curiosity is like building any other skill, and as such it needs practice. Curiosity is also one of the top traits employers are looking for when making hiring decisions, because it is a key indicator of other great workplace qualities such as empathy, creativity, innovation, and the ability to learn quickly.

Curiosity gives the opportunity to learn, which is more important than being right, particularly if we strive for innovation. Real learning occurs when, motivated by curiosity, the person constructs knowledge by seeking materials, techniques, concepts, methods, producing internal theories that then are experimented and subsequently internalized.

In order to spark creativity as adults, we need to get back in touch with our curiosity like when we were children. Thus we need to observe, explore, ask questions, and retrieve the pleasure of discovery even if this means to venture into the unknown.

Indeed, “creativity isn’t always about figuring out the right answer to problems, creativity is about discovering new answers”.

### HINTS/TIPS

The first thing to work on developing curiosity is to build the capacity for inquiry. Making questions, especially open-ended questions, and challenge yourself.

- Enter with a clear mind. Don’t assume you know how everything works. Pretend you’re a child. Children have a wonderful sense of curiosity because they don’t have the life experience that allows them to assume things.
- Ask questions. It isn’t necessarily about asking the right questions. There’s no shame in not knowing all of the answers. Asking questions will show that you are engaged rather than uninformed.
- Become familiar with encountering the unfamiliar. Creative juices will run dry if you don’t step out of your bubble of safety. Doing so will also inspire you to ask questions and get you in the habit of doing so.
- Diversify your interests. Active minds are curious.
- Let yourself be amazed at everyday things. Acknowledge that your surroundings are dynamic and interesting in their own way.

# CURIOSITY

*“Enjoy every step you take. If you're curious, there is always something new to be discovered in the backdrop of your daily life.”— Roy T. Bennett*

## Video Resources:

Resource Name	Description	Languages
Curiosity fuel creativity: Chris Wire at TEDxDayton	Chris Wire, an innovator who has been infusing the world with creative ideas since 1993, deliver a speech about curiosity and creativity	EN
<a href="https://www.youtube.com/watch?v=fw3aynVqWs4">https://www.youtube.com/watch?v=fw3aynVqWs4</a>		
Innovation Through Curiosity	Journalist and author Amanda Lang discusses how asking "why?" can lead to innovation and support problem solving in your professional and personal life.	EN
<a href="https://www.youtube.com/watch?v=6WOPgKGO9eI">https://www.youtube.com/watch?v=6WOPgKGO9eI</a>		
Curiosity = creativity   T. Marni Vos   TEDxLincoln	TED talk about how curiosity is the seeker of innovation.	EN
<a href="https://www.youtube.com/watch?v=6WOPgKGO9eI">https://www.youtube.com/watch?v=6WOPgKGO9eI</a>		

## Further Reading:

	Big Magic: Creative Living Beyond Fear – September 2015 by Elizabeth Gilbert. "A must read for anyone hoping to live a creative life... I dare you not to be inspired to be brave, to be free, and to be curious." —PopSugar
	Unthink: rediscover your creative genius, 2013 Erik Wahl Unthink is a book that will inspire everyone to realize that we are capable of so much more than we have pre-conditioned for. Creativity is not in one special place--and it is not in one special person. Creativity is everywhere and in everyone who has the courage to unleash their creative genius."

# TRAINING RESOURCES

Resource Name	Description	Languages
Curiosity - a Coaching Skill To Build Relationships	This article gives tips to become more curious	EN
<a href="http://www.youngbloodcoaching.com/curiosity.html">http://www.youngbloodcoaching.com/curiosity.html</a>		
Link Between Creativity and Curiosity	Author Elizabeth Gilbert in this article explains the link between creativity and curiosity	EN
<a href="http://nymag.com/scienceofus/2015/09/how-curiosity-leads-to-creativity.html">http://nymag.com/scienceofus/2015/09/how-curiosity-leads-to-creativity.html</a>		
How Curiosity Cultivates Creativity	A lesson from the life of Leonardo da Vinci about how observing the world around you can lead to creative breakthroughs.	EN
<a href="https://www.fastcompany.com/3024779/dialed/how-curiosity-cultivates-creativity">https://www.fastcompany.com/3024779/dialed/how-curiosity-cultivates-creativity</a>		
Leadership Skills: Curiosity	On Jamie Notter blog a post about curiosity as one of the three leadership skills for the 21st century.	EN
<a href="http://jamienotter.com/2010/04/leadership-skills-curiosity/">http://jamienotter.com/2010/04/leadership-skills-curiosity/</a>		

# OPTIMISM

## SOFT SKILL IN CREATIVITY

### SKILL DESCRIPTION

Optimism is an emotional competence that can help boost productivity, enhance employee morale, overcome conflict and have a positive impact on the bottom line. Optimism is a strategy for making a better future. It makes life lively. It is a means to lead life. It's an admirable quality. An optimist always looks on the bright side of things.

Mark Twain aptly describes an optimist as a person who travels on nothing from nowhere to happiness. An optimist always brims with confidence. He waits until the end. In life optimism has to be allowed to blossom like flower while pessimism has to be nipped in the bud itself. However, optimism shouldn't exceed the limits at any time.

### HINTS/TIPS

Below things that you can start practising today:

- Eliminate "I'm Bored" from your vocabulary. The more you say you're bored, the less opportunity your mind has to grow.
- Search for the positive in all situations. Expecting things to be fun and interesting will help you develop a positive mind-set that is more open to new ideas.
- Question everything. The important thing is not to stop questioning. Pay more attention. Life is full of questions to ask. Live in the present and notice the things that fascinate you most. Solve the mysteries that you can't stop thinking about.
- Do something different. We keep moving forward, opening new doors, and doing new things, because we're curious and curiosity keeps leading us down new paths. – Walt Disney
- Conquer fear. The more curious you are, the less afraid you will be. Focus on the positive outcomes when you try something new.

# OPTIMISM

*“A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.” — Winston S. Churchill*

Video Resources:

Resource Name	Description	Languages
Are you an Optimist or a Pessimist? Test #1	This is a test to find out whether you are an Optimist or a Pessimist! The test asks you a number of questions and you have to answer them as truthfully as possible.	EN
<a href="https://www.youtube.com/watch?v=b6vYdWed-mc">https://www.youtube.com/watch?v=b6vYdWed-mc</a>		
Is This Glass Half Empty?	Are you an optimist or a pessimist?	EN
<a href="https://www.youtube.com/watch?v=9n2tmNWn1ec">https://www.youtube.com/watch?v=9n2tmNWn1ec</a>		
The power of optimism	This talk was given at a local TEDx event, produced independently of the TED Conferences. Optimism can take you anywhere, choose to focus on what is right with the world vs. what is wrong. Bert's talk tells us that Life is good if you do what you like and like what you do.	EN
<a href="https://www.youtube.com/watch?v=yYGNWIT4eqA">https://www.youtube.com/watch?v=yYGNWIT4eqA</a>		
Optimism - How To Become Optimistic Right Now	Optimism - The one essential mindset you must cultivate to become a permanent optimistic thinker.	EN
<a href="https://www.youtube.com/watch?v=xZmnhdw3uuc">https://www.youtube.com/watch?v=xZmnhdw3uuc</a>		
The Difference Between Optimistic and Pessimistic People	There are clear differences between optimistic and pessimistic behavior. Watch this video to learn how to think positive and become an optimist to achieve greater success in your life.	EN
<a href="https://www.youtube.com/watch?v=6LAuXL-Zl8o">https://www.youtube.com/watch?v=6LAuXL-Zl8o</a>		

# OPTIMISM

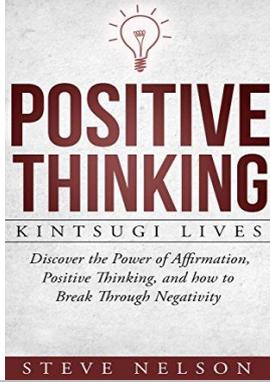
Online Reading Resources:

Resource Name	Description	Languages
5 Ways to Boost Optimism	An interesting article with 5 key tips on how to increase your optimism	EN
<a href="http://psychcentral.com/blog/archives/2014/11/10/5-ways-to-boost-optimism/">http://psychcentral.com/blog/archives/2014/11/10/5-ways-to-boost-optimism/</a>		
8 Strategies for Boosting Your Optimism	A short article on ways to improve and boot your optimism	EN
<a href="http://lethiaowens.com/8-strategies-for-boosting-your-optimism/">http://lethiaowens.com/8-strategies-for-boosting-your-optimism/</a>		
50 Ways To Build Your Optimism.	An article with list of short suggestions on how to improve your optimism	EN
<a href="http://www.stevenaitchison.co.uk/blog/50-ways-to-build-your-optimism/">http://www.stevenaitchison.co.uk/blog/50-ways-to-build-your-optimism/</a>		
Mindfulness and Positive Thinking	An in-depth article with supporting videos on how to become an optimist and how to change from a pessimistic mindset to an optimistic one.	EN
<a href="http://www.pursuit-of-happiness.org/science-of-happiness/positive-thinking/">http://www.pursuit-of-happiness.org/science-of-happiness/positive-thinking/</a>		
How to Be an Optimist	Optimism is something we can improve with practice. Here are five exercises rooted in scientific studies to help train your brain.	EN
<a href="http://www.oprah.com/spirit/How-to-be-an-Optimist">http://www.oprah.com/spirit/How-to-be-an-Optimist</a>		
5 Daily Habits to Increase your Level of Optimism	An article that explores how mediation can be used to help improve optimism	EN
<a href="https://medium.com/@skooloflife/5-daily-habits-to-increase-your-level-of-optimism-2e30b0009a39">https://medium.com/@skooloflife/5-daily-habits-to-increase-your-level-of-optimism-2e30b0009a39</a>		

# OPTIMISM

Further Reading:

Resource Name	Description	Languages
Optimism Mood Chart Software	Optimism is a mood chart app that helps you develop strategies.	EN
<a href="http://optimism-mood-chart-software.soft32.com/">http://optimism-mood-chart-software.soft32.com/</a>		
Optimism	Wikipedia Article on optimism.	EN
<a href="https://en.wikipedia.org/wiki/Optimism">https://en.wikipedia.org/wiki/Optimism</a>		

	<p>How to Practice Optimism: 7 steps to new thinking (LifeHacks) de Barry Winbolt 2013.</p> <p>This 10 page LifeHack Guide includes: What is optimism and how does it work? Seven steps to new thinking; how to change your outlook.....and seven exercises to develop optimistic thinking habits</p>
	<p>Positive Thinking: Kintsugi Lives: Discover the Power of Affirmation, Positive Thinking, and how to Break Through Negativity (Positivity, Optimism, and Positive ... Thinking &amp; Negativity). Steve Nelson.</p> <p>You will be introduced to a selection of important tools, philosophical quotations and interesting/meaningful tales that are designed to help you understand and battle your negativities.</p>

# TRAINING RESOURCES

Online / Offline Training Resources:

Resource Name	Description	Languages
Are You An Optimist, A Pessimist Or A Realist?	Interactive quiz using pictures and questions.	EN
<a href="http://www.playbuzz.com/jennifers/are-you-an-optimist-a-pessimist-or-a-realist">http://www.playbuzz.com/jennifers/are-you-an-optimist-a-pessimist-or-a-realist</a>		
Optimist or Pessimist?	An Interactive quiz using questions that makes you think about your optimistic traits.	EN
<a href="https://www.quotev.com/quiz/7450252/Optimist-or-Pessimist">https://www.quotev.com/quiz/7450252/Optimist-or-Pessimist</a>		
Test your Optimism	Take this test to determine if you're a glass half full or glass half empty kind of person.	EN
<a href="http://www.seemypersonality.com/personality.asp?p=Optimism-Test#q1">http://www.seemypersonality.com/personality.asp?p=Optimism-Test#q1</a>		
OPTIMISM TEST	A multiple choose online quiz that tests to see if you are an optimist or not.	EN
<a href="http://www.rainybrainsunnybrain.com/optimism-test/">http://www.rainybrainsunnybrain.com/optimism-test/</a>		
How to Become an Optimist	The Life Orientation Test is being used in many of the studies about the relationship between optimism and pessimism and (mental) health. The test incorporates 10 statements.	EN
<a href="http://whyoptimism.com/optimism/test-quiz-page/">http://whyoptimism.com/optimism/test-quiz-page/</a>		

# GOAL SETTING

## PROBLEM SOLVING SKILL IN CREATIVITY

### SKILL DESCRIPTION

Goal setting is the process of identifying something that you want to accomplish and establishing measurable goals and timeframes. When you decide on a financial change to save more money and then set a certain amount to save each month, this is an example of goal setting. Building on your self-confidence, based on successful achievement of goals.

Goal setting is an important method to decide what you want to achieve in your life. Separating what's important from what's irrelevant or a distraction.

### HINTS/TIPS

- Set goals that motivate you. This means making sure that they are important to you, and that there is value in achieving them. Without this type of focus, you can end up with far too many goals, leaving you too little time to devote to each one. Goal achievement requires commitment. To make sure your goal is motivating, write down why it's valuable and important to you.
- Set SMART Goals. The essence is this – goals should be: Specific/Measurable/Attainable/Relevant/Time Bound.
- Make an Action Plan. By writing out the individual steps, and then crossing each one off as you complete it, you'll realize that you are making progress towards your ultimate goal.
- Stick with It. Goal setting is an on-going activity not just a means to an end. Build in reminders to keep yourself on track, and make regular time-slots available to review your goals.

# GOAL SETTING

*“Setting goals is the first step in turning the invisible into the visible” —Tony Robbins*

Video Resources:

Resource Name	Description	Languages
The Essential Skills Series - Problem solving through creativity	Brainstorming conjures images of creative types sat around drinking coffee. Matthew shows us how individual creativity and some simple techniques can turn you into a one-person ideas factor.	EN
<a href="https://www.youtube.com/watch?v=6SVUo2dGcUk">https://www.youtube.com/watch?v=6SVUo2dGcUk</a>		
Goal Setting Workshop with Tony Robbins	A great exercise that Tony walks you through to help you set up your goals in the areas of Personal Development,	EN
<a href="https://www.youtube.com/watch?v=TcF_JcO5ss4">https://www.youtube.com/watch?v=TcF_JcO5ss4</a>		
Goal Setting Tony Robbins When Nothings Working	A short motivational video on goal setting techniques	EN
<a href="https://www.youtube.com/watch?v=1wAO2qWfGml">https://www.youtube.com/watch?v=1wAO2qWfGml</a>		
How To Set Goals: The Ultimate Step-By-Step Goal Setting Workshop	Project Life master video explaining how you can improve your own personal goal settings skills	EN
<a href="https://www.youtube.com/watch?v=tYCT57Onfas">https://www.youtube.com/watch?v=tYCT57Onfas</a>		
One-step-at-a-time - goal achieving cartoon doodle video	Have YOU got big Goals? Reaching your goals is all about steady step-by-step progress – This video gives a step by step guide to improving goal setting skills in a cartoon format.	EN
<a href="https://www.youtube.com/watch?v=8cCiqbSJ9fg">https://www.youtube.com/watch?v=8cCiqbSJ9fg</a>		
How To Set Goals: The Master Skill For Success	A video showing you how to how to set goals.	EN
<a href="https://www.youtube.com/watch?v=_AaTvX5iWCo">https://www.youtube.com/watch?v=_AaTvX5iWCo</a>		

# GOAL SETTING

Online Reading Resources:

Resource Name	Description	Languages
Goal Setting for Success	An informative website with lots of articles, games and exercise on improving Goal Setting skills	EN
<a href="http://www.goal-setting-for-success.com/">http://www.goal-setting-for-success.com/</a>		
Goal Setting Exercises	An interesting Article on Learning and using goal setting exercises that are effective for helping you identify and accomplish what's most important to you.	EN
<a href="http://www.goalsettingsavvy.com/goal-setting-exercises.html">http://www.goalsettingsavvy.com/goal-setting-exercises.html</a>		
Setting Goals	An article focusing on team building and skill setting, good for group learning rather than just Individual goal setting.	EN
<a href="http://www.workshopexercises.com/Goal_setting.htm">http://www.workshopexercises.com/Goal_setting.htm</a>		
THE BEGINNER'S GUIDE TO GOAL SETTING	An in-depth article on goal setting techniques	EN
<a href="https://michaelhyatt.com/goal-setting.html">https://michaelhyatt.com/goal-setting.html</a>		
Simple Goal-Setting Exercise	Here is a simple exercise that has transformed the lives of hundreds of thousands of people around the world. It is so effective because it is so simple.	EN
<a href="http://mariashriver.com/blog/2016/03/goal-setting-exercise-transform-your-life-brian-tracy/">http://mariashriver.com/blog/2016/03/goal-setting-exercise-transform-your-life-brian-tracy/</a>		
Setting business goals	A Goal setting exercise focusing on growth in business but also a great resource on how to improve your own personal goal setting skills.	EN
<a href="http://www.willitmaketheboatgofaster.com/setting-business-goals-try-our-goal-setting-exercise/">http://www.willitmaketheboatgofaster.com/setting-business-goals-try-our-goal-setting-exercise/</a>		

# GOAL SETTING

Further Reading:

Resource Name	Description	Languages
GoalPro - Software	GoalPro is the finest goal setting software program on the market, launching your goals towards the fast-track to achievement. Success Studios Corp. has been developing software-based goal-setting systems for the individual since early 1990, and GoalPro is the result of this extensive experience and close relationship with the customer.	EN
<a href="http://download.cnet.com/GoalPro/3000-2076_4-10907146.html">http://download.cnet.com/GoalPro/3000-2076_4-10907146.html</a>		
Checkmark Goals - App	Checkmark Goals is a very simple app that helps you achieve your dreams. The aesthetics' of this app are actually quite elegant and there are no annoying ads to be found. Just jot down your goals, check them off, and keep track of your goals.	EN
Google and Apple App Stores		
Habit Factor – App	You can track goals as well as habits, you can analyse your results. There are also inspirational quotes included in this app.	EN
Google and Apple App Stores		
Streaks - App	Streaks is the app for someone that wants a simple user interface with all of the features. You can add as many goals as you'd like and see them in a list-like view or a full calendar screen. You can even add notes and reminders to your goal calendar in this app.	EN
Google and Apple App Stores		

# TRAINING RESOURCES

Online / Offline Training Resources:

Resource Name	Description	Languages
One of the Best Goal Setting Exercises	There is one very simple, yet powerful goal setting exercise that helps us to shift focus from short term-gain to smooth and steady long-term results. This article explores the subject in more detail.	EN
<a href="http://www.lifehack.org/articles/productivity/one-the-best-goal-setting-exercises.html">http://www.lifehack.org/articles/productivity/one-the-best-goal-setting-exercises.html</a>		
How Good Is Your Goal Setting?	An interactive test/exercise to help you diagnose your goal setting skills in details with a scoring system and a suggestions section to help you improve your goal setting skills.	EN
<a href="https://www.mindtools.com/pages/article/goal-setting-quiz.htm">https://www.mindtools.com/pages/article/goal-setting-quiz.htm</a>		
Job Assist – Goal Setting Exercise	An interactive exercise with scenarios that can help you with your goal settings skills	EN / BG / ES / IT / PL
<a href="http://www.jobassist.eu/index.php?t=69">http://www.jobassist.eu/index.php?t=69</a>		
Goal-Setting Skills Test	Take this test to find out whether your goal-setting attitude and behavior are conducive to success	EN
<a href="http://psychologytoday.tests.psychtests.com/take_test.php?idRegTest=1601">http://psychologytoday.tests.psychtests.com/take_test.php?idRegTest=1601</a>		
The Life Goals Test	This life goals test will assess what it is that matters most to you and help determine where your goals lie. The test is scientifically validated and was developed to weight the importance of various life goals and to see how realistic or unrealistic your goals may be.	EN
<a href="http://www.seemypersonality.com/personality.asp?p=Success-Test#q1">http://www.seemypersonality.com/personality.asp?p=Success-Test#q1</a>		
Goal Setting Quiz	In this quiz you will discover your goal personality.	EN
<a href="http://www.proprofs.com/quiz-school/personality/quizshow.php?title=goal-setting_1&amp;q=1">http://www.proprofs.com/quiz-school/personality/quizshow.php?title=goal-setting_1&amp;q=1</a>		

# COORDINATION

## PROBLEM SOLVING SKILL IN CREATIVITY

### SKILL DESCRIPTION

Skills of coordinating include the capacity to organise one's own work and to link it with the overall workflow. Coordinating includes attending to several activities simultaneously, prioritising and switching priorities as necessary. It includes interweaving your work programme with the work streams of others. And it includes dealing with unexpected crises, obstacles or interruptions, then efficiently getting the work back on track, preventing further crises. There are different forms of coordination:

- Sequencing and combining your own activities – capacity to organise your work by prioritising, switching and refocusing attention, and combining and linking activities
- Interweaving activities collectively – capacity to follow up tasks, follow through on undertakings and interlink activities with those of colleagues
- Maintaining and/or restoring workflow – capacity to maintain, balance or restore workflow, deal with emergencies, overcome obstacles, or help put things back on track.

### HINTS/TIPS

- Coordinating skills involve managing work flows and longer-term time lines and deadlines.
- Whilst coordinating their own work, job-holders also need to mesh their activities with those of colleagues and also people such as contractors and suppliers.
- Particular skill is required when working with people who have a different approach to time.
- Finally, there are preventative skills used in foreseeing potential obstacles and averting potential crises

# COORDINATION

*“No one can whistle a symphony alone; it takes a whole orchestra to play it”*

*—H. E Luccock*

Video Resources:

Resource Name	Description	Languages
How To Prioritize: One Tip That Does It All	Feel so overwhelmed with your to-dos that you never seem to get to what you really want to do? This one tip ensures you get it all done.	EN
<a href="https://www.youtube.com/watch?v=y4jr52uaUPw">https://www.youtube.com/watch?v=y4jr52uaUPw</a>		
How to Prioritise Effectively	A short video on how to help your organization and prioritizing skills	EN
<a href="https://www.youtube.com/watch?v=a-3KCCMmCxY">https://www.youtube.com/watch?v=a-3KCCMmCxY</a>		
Working Well Together: How coordination happens	Do you ever wonder what factors contribute to teams coordinating well? This short animation gives an overview of the theoretical model of Coordination from authors Okhuysen and Bechky.	EN
<a href="https://www.youtube.com/watch?v=B85K_uklrTo">https://www.youtube.com/watch?v=B85K_uklrTo</a>		
Your multitasking brain: 3 tips & 3 insights in 3 minutes	three tips that might help you be more effective at multitasking, so you succeed at work	EN
<a href="https://www.youtube.com/watch?v=nq4G2Yz4hpg">https://www.youtube.com/watch?v=nq4G2Yz4hpg</a>		
6 Time Management Tips to Increase Productivity	Here are 6 time management tips that you can use to improve your organizational skills and increase productivity.	EN
<a href="https://www.youtube.com/watch?v=3KafgR2WEgY">https://www.youtube.com/watch?v=3KafgR2WEgY</a>		
Smart Work & Time Management	We should understand the value of time to succeed in all aspects of life. Poor time management can be related to procrastination, as well as problems with self-control. In fact, time management is nothing but 'self-management'. This video guides you through time management techniques.	EN
<a href="https://www.youtube.com/watch?v=HeAcRFirKFY">https://www.youtube.com/watch?v=HeAcRFirKFY</a>		

# COORDINATION

Online Reading Resources:

Resource Name	Description	Languages
The Open University - Prioritising effectively	Everybody puts things off sometimes, but keep putting things off and the work or study will pile up and begin to seem an insurmountable task. Delaying things to the last minute is also a cause of stress and stress can interfere with your ability to learn and to remember things. This article provides an insight into how to prioritize effectively	EN
<a href="http://www.open.ac.uk/choose/unison/develop/my-skills/prioritising-effectively">http://www.open.ac.uk/choose/unison/develop/my-skills/prioritising-effectively</a>		
10 ways to... Prioritise your workload	Working efficiently is important for any business but getting snowed under is a too-familiar situation. A well-structured workload is key to good time management and will increase your productivity. This article provides an insight into how to prioritize effectively	EN
<a href="http://www.icaew.com/en/archive/library/subject-gateways/business-management/strategy-and-planning/small-business-update/10-ways-to-prioritise-your-workload">http://www.icaew.com/en/archive/library/subject-gateways/business-management/strategy-and-planning/small-business-update/10-ways-to-prioritise-your-workload</a>		
How to Multitask	Does it seem like doing only one thing at a time isn't enough anymore? Multitasking isn't appropriate for every situation. To save time, multitasking has to be done with care and attention. A good article with pictures.	EN
<a href="http://www.wikihow.com/Multitask">http://www.wikihow.com/Multitask</a>		
How to Train Your Brain to Multitask Effectively	By learning how to multitask effectively amid all those distractions, you can stay on top of your work and increase your productivity. A good article with three simple tips.	EN
<a href="https://www.entrepreneur.com/article/225865">https://www.entrepreneur.com/article/225865</a>		

Further Reading:

Resource Name	Description	Languages
Dapulse - Software	A tool that works for you, not the other way around. A project management and planning software application	EN

# TRAINING RESOURCES

Online / Offline Training Resources:

Resource Name	Description	Languages
I-Create	coordination exercise on throwing balls	EN / D / BG / ES / SL
<a href="http://icreate-project.eu/index.php?t=240">http://icreate-project.eu/index.php?t=240</a>		
How Productive Are You?	This quiz will help you to understand how productive you are. Then, the discussion and resources that follow will help you identify strategies that you can use to increase your productivity, so that you can do more, with less stress.	EN
<a href="https://www.mindtools.com/pages/article/productivity-quiz.htm">https://www.mindtools.com/pages/article/productivity-quiz.htm</a>		
Multitasking Test	An interactive question and answer quiz testing Multitasking skills.	EN
<a href="http://www.bbc.co.uk/bitesize/quiz/q41199719">http://www.bbc.co.uk/bitesize/quiz/q41199719</a>		
How Good Is Your Time Management?	When you know how to manage your time you gain control of what you achieve. Take this self-test quiz to identify the aspects of time management that you need most help with. The results will point you to the specific tools that will help you to work more efficiently.	EN
<a href="https://www.mindtools.com/pages/article/newHTE_88.htm">https://www.mindtools.com/pages/article/newHTE_88.htm</a>		

# PRAGMATIC APPROACH

## PROBLEM SOLVING SKILL IN CREATIVITY

### SKILL DESCRIPTION

Pragmatic approach means dealing with the problems that exist in a specific situation in a reasonable and logical way instead of depending on ideas and theories. A practical approach to problems and affairs tried to strike a balance between principles and pragmatism.

The pragmatic approach in creativity it is mainly concerned with developing creativity. Pragmatic approaches are ways to increase and use it. Some famous approaches are the ones created by authors like e.g. Edward de Bono, who concern on the practice, not the theory, Osborn (brainstorming), von Oech (role adopting) etc.

Pragmatic Problem-Solving is the mental process of searching for a new and novel creative solution to a problem:

- Problem – a state of desire for reaching a definite goal from a present condition
- Solution – the management of a problem in a way that successfully meets the goals set for treating it

### HINTS/TIPS

Effective problem solving usually involves working through a number of steps or stages,

- Problem identification: detecting and recognising that there is a problem; identifying the nature of the problem; defining the problem.
- Structuring the problem: This stage involves: a period of observation, careful inspection, fact-finding and developing a clear picture of the problem.
- Looking for possible solutions: During this stage you will generate a range of possible courses of action, but with little attempt to evaluate them at this stage.
- Making a decision: This stage involves careful analysis of the different possible courses of action and then selecting the best solution for implementation.
- Implementation: This stage involves accepting and carrying out the chosen course of action.
- Monitoring/Seeking Feedback: The last stage is about reviewing the outcomes of problem solving over a period of time, including seeking feedback as to the success of the outcomes of the chosen solution.

# PRAGMATIC APPROACH

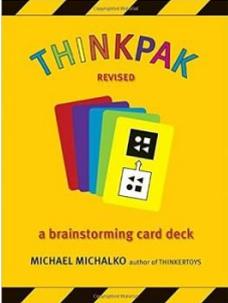
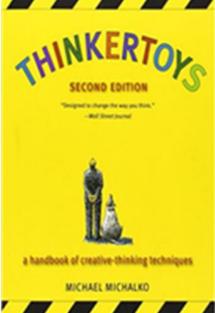
*“In meetings philosophy might work, on the field practicality works.” — Amit Kalantri*

Video Resources:

Resource Name	Description	Languages
Problem Solving - Thinking Outside of the Box! Dennis Gilbert	Examines a basic problem solving concept. Great intellectual exercise to warm up participants to critical thinking and problem solving.	EN
<a href="https://www.youtube.com/watch?v=rRtwh2HvmXQ">https://www.youtube.com/watch?v=rRtwh2HvmXQ</a>		
The Monty Hall Problem	The Monty Hall Problem is a famous (or rather infamous) probability puzzle.	EN
<a href="https://www.youtube.com/watch?v=mhlc7peGIgG">https://www.youtube.com/watch?v=mhlc7peGIgG</a>		
Problem Solving Skills	John Paul Lobo explains how to think creatively during situations and tackle problems effectively by setting yourself apart from everyone else.	EN
<a href="https://www.youtube.com/watch?v=wHbLhZ5OoJc">https://www.youtube.com/watch?v=wHbLhZ5OoJc</a>		
Problem Solving Techniques - how to solve problems in the workplace in 6 easy steps	Video 6 easy steps you can solve any problem at work. Enhance your skills by watching this simple guide to solving problems.	EN
<a href="https://www.youtube.com/watch?v=cQPNVFZld68">https://www.youtube.com/watch?v=cQPNVFZld68</a>		

# PRAGMATIC APPROACH

## Further Reading:

	<p>Thinkpak, a creative-thinking tool designed by Michael Michalko. This deck of illustrated idea-stimulating cards distills Michalko's proven methods, allowing you to view challenges in a new light. Shuffle, mix, and match the cards to spark fresh insights, then use the critical evaluation techniques to test, shape, and refine your original ideas into realistic creations. Filled with thought-provoking questions and examples of the techniques put to use, Thinkpak provides endless creative fuel to fire up the imagination.</p>
	<p>Thinkertoys, creativity expert Michael Michalko reveals life-changing tools that will help you think like a genius. From the linear to the intuitive, this comprehensive handbook details ingenious creative-thinking techniques for approaching problems in unconventional ways. Through fun and thought-provoking exercises, you'll learn how to create original ideas that will improve your personal life and your business life. Michalko's techniques show you how to look at the same information as everyone else and see something different. With hundreds of hints, tricks, tips, tales, and puzzles, Thinkertoys will open your mind to a world of innovative solutions to everyday and not-so-everyday problems."</p>

# TRAINING RESOURCES

Online / Offline Training Resources:

Resource Name	Link	Languages
Lateral Thinking Puzzles/Exercises	<a href="http://www.folj.com/lateral/">http://www.folj.com/lateral/</a> <a href="http://www.jamesabela.co.uk/intermediate/lateralthinking.pdf">http://www.jamesabela.co.uk/intermediate/lateralthinking.pdf</a> <a href="http://www.puzzles9.com/18-challenging-lateral-thinking-questions-and-answers/">http://www.puzzles9.com/18-challenging-lateral-thinking-questions-and-answers/</a>	EN
The Futures Wheel Identifying Future Consequences of a Change:	<a href="https://www.mindtools.com/pages/article/futures-wheel.htm">https://www.mindtools.com/pages/article/futures-wheel.htm</a>	EN
Brainstorming:	<a href="https://www.mindtools.com/pages/main/newMN_CT.htm">https://www.mindtools.com/pages/main/newMN_CT.htm</a> <a href="http://www.icreate-project.eu/index.php?t=105">http://www.icreate-project.eu/index.php?t=105</a> <a href="http://www.humorthatworks.com/how-to/20-problem-solving-activities-to-improve-creativity/">http://www.humorthatworks.com/how-to/20-problem-solving-activities-to-improve-creativity/</a>	EN
Idea Generation Tools:	<a href="http://www.icreate-project.eu/index.php?t=99">http://www.icreate-project.eu/index.php?t=99</a> <a href="https://www.mindtools.com/pages/main/newMN_CT.htm">https://www.mindtools.com/pages/main/newMN_CT.htm</a>	EN
Creative problem-solving "tools"	<a href="http://www.problemistics.org/courseware/front.page.html">http://www.problemistics.org/courseware/front.page.html</a> <a href="http://www.creativelearning.com/">http://www.creativelearning.com/</a>	EN

# PROACTIVITY

## PROBLEM SOLVING SKILL IN CREATIVITY

### SKILL DESCRIPTION

Proactivity or proactive behaviour by individuals refers to anticipatory, change-oriented and self-initiated behaviour in situations. This definition is consistent with dictionary definitions of proactive behaviour, such as the definition from the Oxford English Dictionary as that which “creates or controls a situation by taking the initiative or by anticipating events”.

Proactive behaviour involves acting in advance of a future situation, rather than just reacting. It means taking control and making things happen rather than just adjusting to a situation or waiting for something to happen. Proactive employees generally do not need to be asked to act, nor do they require detailed instructions.

Proactive personality is positively associated with employee creativity. In addition, job creativity requirement and supervisor support for creativity jointly influences the relationship between proactive personality and employee creativity. Being proactive at work not only boosts your self-esteem, but also your career. When you are a proactive employee, you seek to resolve problems before they even arise or become a problem. Being proactive is not limited to helping yourself, but others around you as well. It also means having to step out of your comfort zone at times to get involved.

### HINTS/TIPS

The Five key behaviours (The 5 P’s) involved in being proactive are:

- Predict: In order to be proactive, you must first develop foresight.
- Prevent: Proactive people foresee potential obstacles and exert their power to find ways to overcome them before those obstacles.
- Plan: Proactive people plan for the future.
- Participate: Proactive people are not idle observers, they are active participants.
- Perform: Being proactive means taking timely, effective action.

# PROACTIVITY

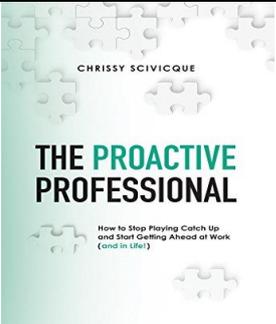
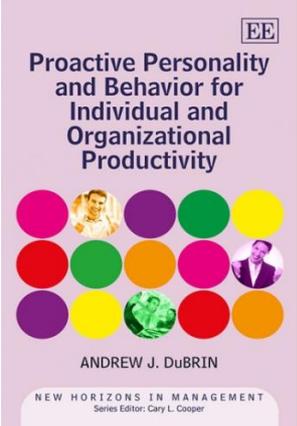
*“Proactive people can carry their own weather with them. Whether it rains or shines makes no difference to them.”*

*Stephen R. Covey*

Resource Name	Description	Languages
The 7 Habits Of Highly Effective People	The 7 Habits Of Highly Effective People ANIMATED BOOK REVIEW	EN
<a href="https://www.youtube.com/watch?v=ktITxC4QG8g">https://www.youtube.com/watch?v=ktITxC4QG8g</a> <a href="https://www.youtube.com/watch?v=7ipUUxlgIHI">https://www.youtube.com/watch?v=7ipUUxlgIHI</a> <a href="https://www.youtube.com/watch?v=8-slG_vgDo0">https://www.youtube.com/watch?v=8-slG_vgDo0</a>		
The Difference Between Being Proactive and Innovative	This video explains the difference between being proactive and innovative	EN
<a href="https://www.youtube.com/watch?v=vUldInjMWak">https://www.youtube.com/watch?v=vUldInjMWak</a>		
Proactivity Channel	Tutorials Exercises and training about proactivity	EN
<a href="https://www.youtube.com/channel/UCYAus90dcUZQw4VeaM8L3Uw">https://www.youtube.com/channel/UCYAus90dcUZQw4VeaM8L3Uw</a>		

# TRAINING RESOURCES

Further Reading:

	<p>The Proactive Professional: How to Stop Playing Catch Up and Start Getting Ahead at Work (and in Life!)</p> <p>Chrissy Scivicque, September 2016</p> <p>In business, the advice to “be proactive” is repeated like a sacred mantra. And yet, no one ever bothers to explain exactly what that means or how to do it...until now.</p> <p>The Proactive Professional reveals all the missing pieces of the proactivity puzzle and offers a step-by-step actionable framework for becoming proactive at work and in life.</p>
	<p>Proactive Personality and Behavior for Individual and Organizational Productivity (New Horizons in Management Series). 2013. Andrew J. DuBrin (Autor)</p> <p>This comprehensive book describes how proactive behavior, driven by a proactive personality, contributes to individual and organizational productivity. A consolidation of available research on the nature of proactivity in the workplace, this book explores methods of helping workers themselves become more effective, and managers understand effective ways of fostering this kind of thinking and behavior.</p>

# PLANNING

## PROBLEM SOLVING SKILL IN CREATIVITY

### SKILL DESCRIPTION

Definitions of a Plan:

- It is a set of actions that have been thought of as a way to do or achieve something (<http://www.merriam-webster.com/dictionary/plan>).
- A plan is typically any diagram or list of steps with timing and resources, used to achieve an objective.
- It is commonly understood as a temporal set of intended actions through which one expects to achieve a goal (<https://en.wikipedia.org/wiki/Plan>)

To plan: is to formulate a scheme or program for the accomplishment or attainment of a goal

Planning literally just means the creation of a plan; it can be as simple as making an action plan or a Project plan for complex projects. Action Plans are simple lists of all of the tasks that you need to finish to meet an objective or goal.

The PRINCE2 (Projects In Controlled Environments, version 2) definition states: 'The Project plan is a statement of how and when a project's objectives are to be achieved, by showing the major products, milestones, activities and resources required on the project.'

### HINTS/TIPS

There are five key processes to developing a project schedule:

- Define Activities: identifying all the work products and deliverables that comprise the project. These deliverables are found as the components of a Work Breakdown Structure (WBS)
- Sequence Activities Determine which tasks are dependent on other tasks, and develop critical path.
- Estimate Activity Resources Identify resources needed for each task (cost, effort, skills...)
- Estimate Activity Durations Estimate how long it will take to complete each task
- Develop Schedule which is a calendarization of all the tasks. It shows by chosen time period (week, month, quarter, or year) which resource is doing which tasks, how much time they are expected to spend on each task, and when each task is scheduled to begin and end.

# PLANNING

*“A goal without a plan is just a wish.”  
 — Antoine de Saint-Exupéry*

Video Resources:

Resource Name	Description	Link	Languages
Smart goals	4min. video with examples	<a href="https://www.youtube.com/watch?v=1-SvuFIQjK8">https://www.youtube.com/watch?v=1-SvuFIQjK8</a>	EN
Project Planning	7 questions to think about your project	<a href="https://www.youtube.com/watch?v=UFeMVz6dam8">https://www.youtube.com/watch?v=UFeMVz6dam8</a>	EN
Project Planning Process: 5 Steps To Project Management Planning	5 steps of the project planning process. (5')	<a href="https://www.youtube.com/watch?v=Do8iykQKMfU">https://www.youtube.com/watch?v=Do8iykQKMfU</a>	EN
Project planning	Definition	<a href="https://en.wikipedia.org/wiki/Project_planning">https://en.wikipedia.org/wiki/Project_planning</a>	EN
What is project management	General view of PM and planning 2,41 min.	<a href="https://www.youtube.com/watch?v=9LSnINglkQA">https://www.youtube.com/watch?v=9LSnINglkQA</a>	EN
Project charter	How to Write a Project Management Charter	<a href="https://youtu.be/43dZqT5H3BM">https://youtu.be/43dZqT5H3BM</a> <a href="https://www.youtube.com/watch?v=I4JsU42IO6g">https://www.youtube.com/watch?v=I4JsU42IO6g</a>	EN
Work Breakdown Structure	3' video: products/ deliverable and tasks, budget, schedule..	<a href="https://www.youtube.com/watch?v=jZoHMi-RuUE">https://www.youtube.com/watch?v=jZoHMi-RuUE</a>	EN
"To Do" list instead of a Project Plan	List of actions vs the complexity of a project plan 3'	<a href="https://youtu.be/qihyqLTedSA">https://youtu.be/qihyqLTedSA</a>	EN

# PLANNING

Online Reading Resources:

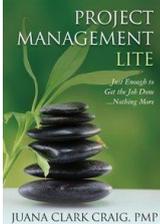
Resource Name	Description	Link	Languages
What Is Problem Solving?	Tasks within in PS	<a href="https://www.mindtools.com/pages/article/newTMC_00.htm">https://www.mindtools.com/pages/article/newTMC_00.htm</a>	EN
Agile planning	Overview of Agile method	<a href="https://www.mindtools.com/pages/article/agile-project-management.htm">https://www.mindtools.com/pages/article/agile-project-management.htm</a>	EN
Agile manifesto	Twelve Principles of Agile Software Declaration of o the need for an alternative to documentation driven, heavyweight software development processes convened.	<a href="http://agilemanifesto.org/">http://agilemanifesto.org/</a>	EN
Project Schedule Development	Planning the Timing and Sequence of Project Activities. Recommendations and tools	<a href="https://www.mindtools.com/pages/article/newPPM_71.htm">https://www.mindtools.com/pages/article/newPPM_71.htm</a>	EN
Project Scheduling	Definition of project schedule and tools	<a href="http://www.projectinsight.net/project-management-basics/project-management-schedule">http://www.projectinsight.net/project-management-basics/project-management-schedule</a>	EN
Actions plans	What and how to do it	<a href="https://www.mindtools.com/pages/article/newHTE_04.htm">https://www.mindtools.com/pages/article/newHTE_04.htm</a>	EN
Kanban boards	Visual organization of the PM	<a href="https://en.wikipedia.org/wiki/Kanban_board">https://en.wikipedia.org/wiki/Kanban_board</a> <a href="https://en.wikipedia.org/wiki/Kanban_(development)">https://en.wikipedia.org/wiki/Kanban_(development)</a>	EN
Gantt chart	Definition	<a href="https://www.mindtools.com/pages/article/newPPM_03.htm">https://www.mindtools.com/pages/article/newPPM_03.htm</a> <a href="https://es.wikipedia.org/wiki/Diagrama_de_Gantt">https://es.wikipedia.org/wiki/Diagrama_de_Gantt</a> <a href="http://www.gantt.com/">http://www.gantt.com/</a>	EN

# TRAINING RESOURCES

Online / Offline Training Resources:

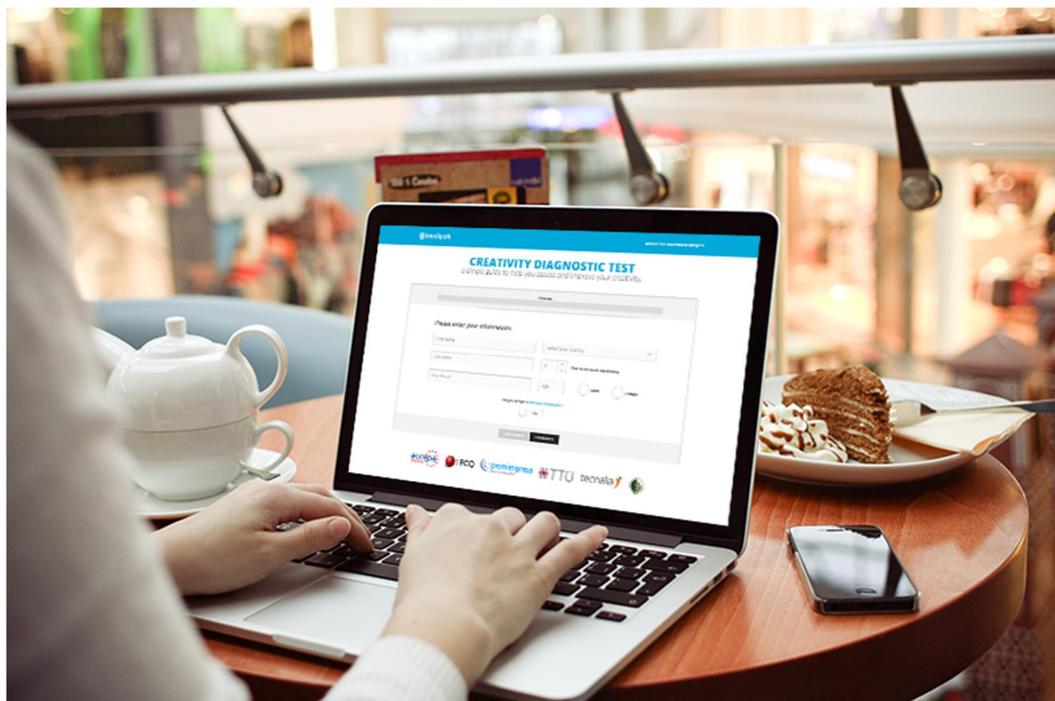
Resource Name	Description	Link	Languages
PMBOK Concepts Explorer	Flashcards quiz you on all the knowledge areas, processes, tools and techniques, and documents in the PMBOK.	<a href="http://standardmethod.net/flash.html#/flash">http://standardmethod.net/flash.html#/flash</a>	EN
Project management and planning fundamentals	Darden School of Business 4 weeks of study, 1-2 hours/week Videos and readings	<a href="https://www.coursera.org/learn/project-management">https://www.coursera.org/learn/project-management</a> Darden School of Business	EN
Planning a project		<a href="http://www.open.edu/openlearn/money-management/management/business-studies/planning-project/content-section-0">http://www.open.edu/openlearn/money-management/management/business-studies/planning-project/content-section-0</a>	EN

Further Reading:

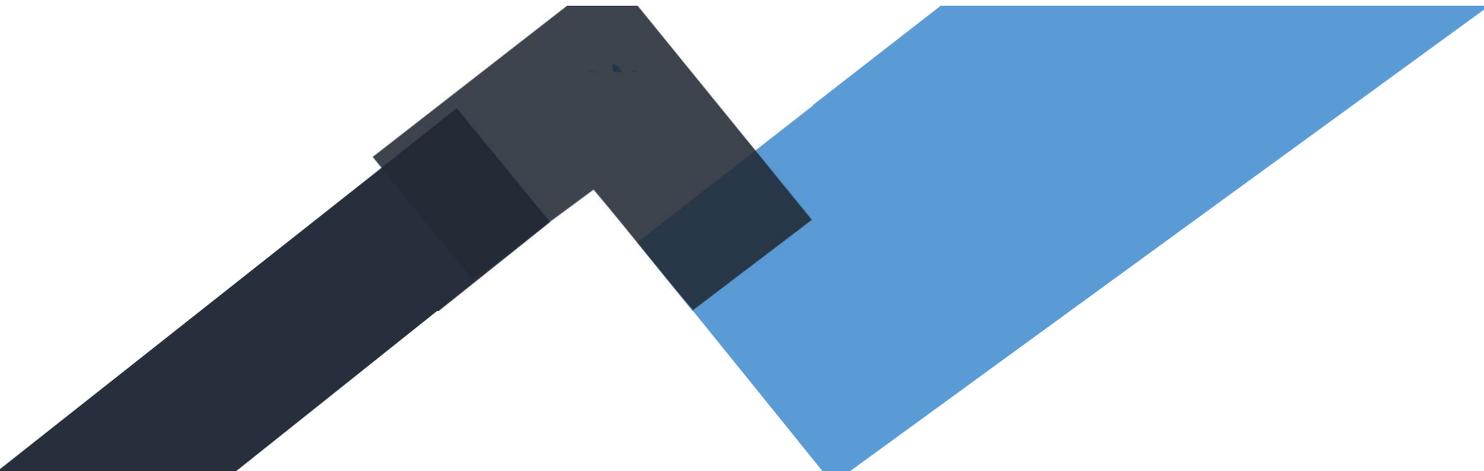
	<p>A Guide to the Project Management Body of Knowledge: PMBOK® Guide (Fifth Edition)</p> <p>This is the latest PMBOK Guide Fifth Edition. It is a very comprehensive reference book and explains the standard for Project Management and how to certificate yourself as PM by Project Management Institute</p>
	<p><i>Project Management Lite</i> focuses less on the theory and more on the action with simple worksheets and</p> <p>For beginners who find themselves in charge of a project but have no clue where to start or those who are struggling or feel overwhelmed, <i>Project Management Lite</i> focuses less on the theory and more on the action with simple worksheets and checklists.</p>
	<p>Making Things Happen: Mastering Project Management</p> <p>Based on his nine years of experience as a program manager for Internet Explorer and lead program manager for Windows and MSN, Berkun explains to technical and non-technical readers alike what it takes to get through a large software or web development project.</p>

# SELF DIAGNOSTIC TEST

Test your creativity and find where your skills are good and how you can improve your creativity



[www.innospark-ict.eu](http://www.innospark-ict.eu)



# InnoSpark

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