

**TOWARDS A HOLISTIC TRANSFORMATION OF  
ORGANISATIONS INTO LEARNING WORKPLACES**

# LEARNING WORKPLACES

## **Workshop:** *Six Top Transversal Skills for Employees* *Module 5: Self-Leadership and Entrepreneurial Mindset*

[Date of Workshop]



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Learn continually -  
there's always "one  
more thing" to learn!

*Steve Jobs*



Welcome to the  
LEARN project's  
workshop for  
Employees!

*Let's break the ice!*



# Introductions



## Introduction

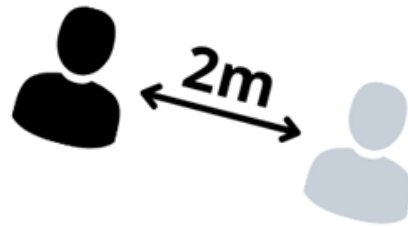
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# Aim

The development of key transversal skills of employees that are most often requested by employers today, so that they become more effective at their job and in their life in general, and contribute to the establishment of a learning culture within the organisations for which they work.



**To create relationships based on effective communication, respect,  
good manners, and empathy.**  
*[Communication]*

**To show team spirit for achieving common goals.**  
*[Team Building]*

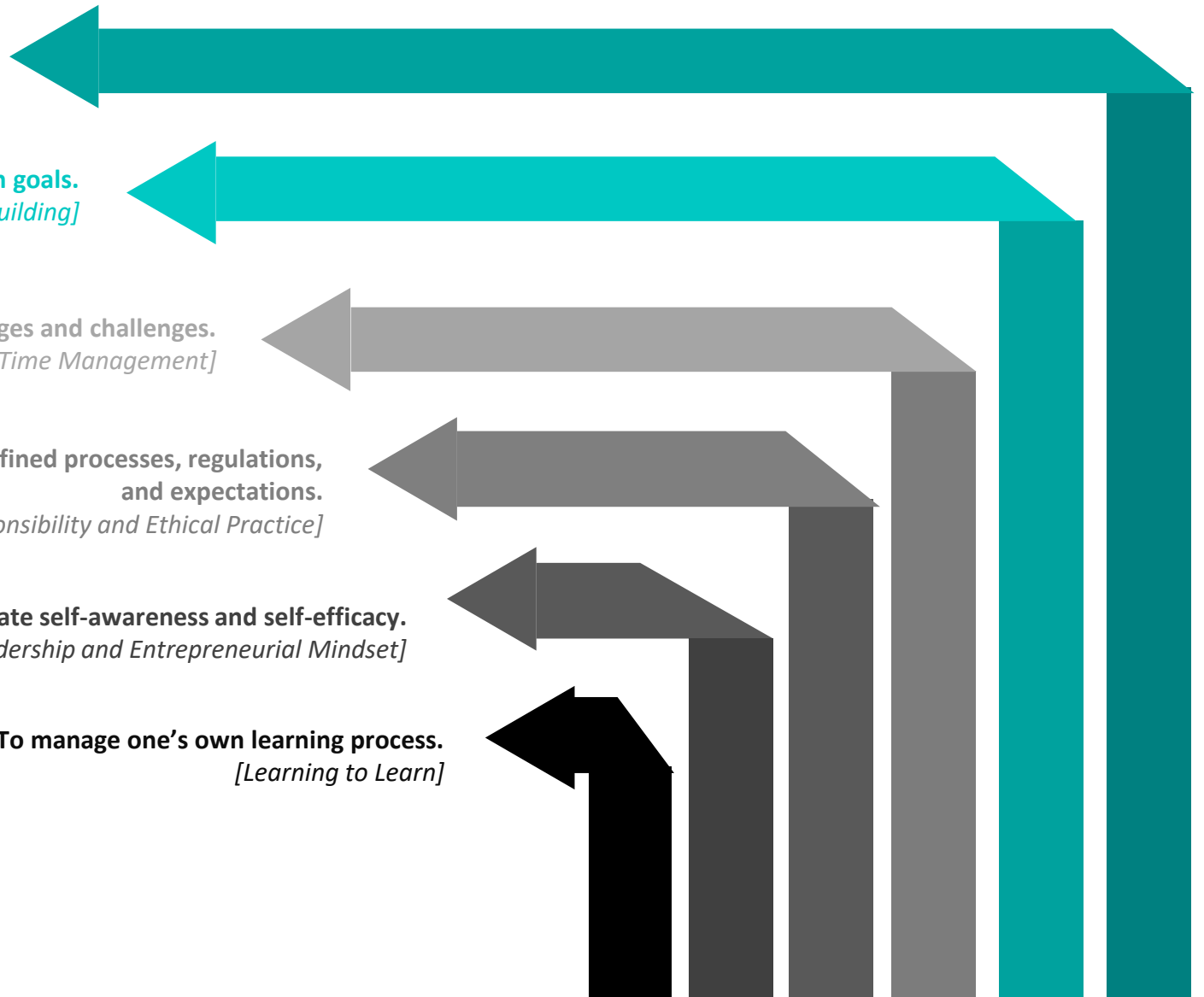
**To effectively face changes and challenges.**  
*[Resilience and Time Management]*

**To implement tasks based on predefined processes, regulations,  
and expectations.**  
*[Responsibility and Ethical Practice]*

**To demonstrate self-awareness and self-efficacy.**  
*[Self-Leadership and Entrepreneurial Mindset]*

**To manage one's own learning process.**  
*[Learning to Learn]*

# Objectives





# Route Map



1. Communication



2. Team Building



3. Resilience and Time Management



4. Responsibility and Ethical Practice



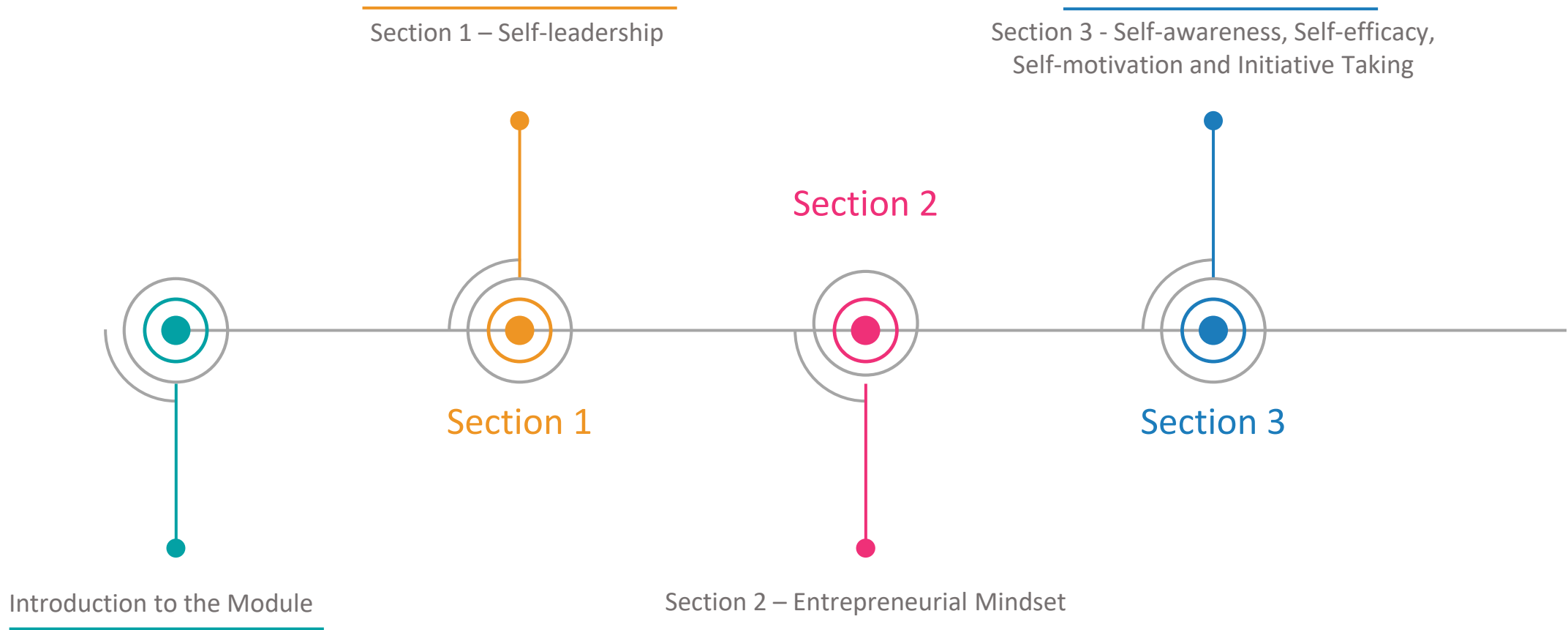
5. Self-leadership and Entrepreneurial Mindset



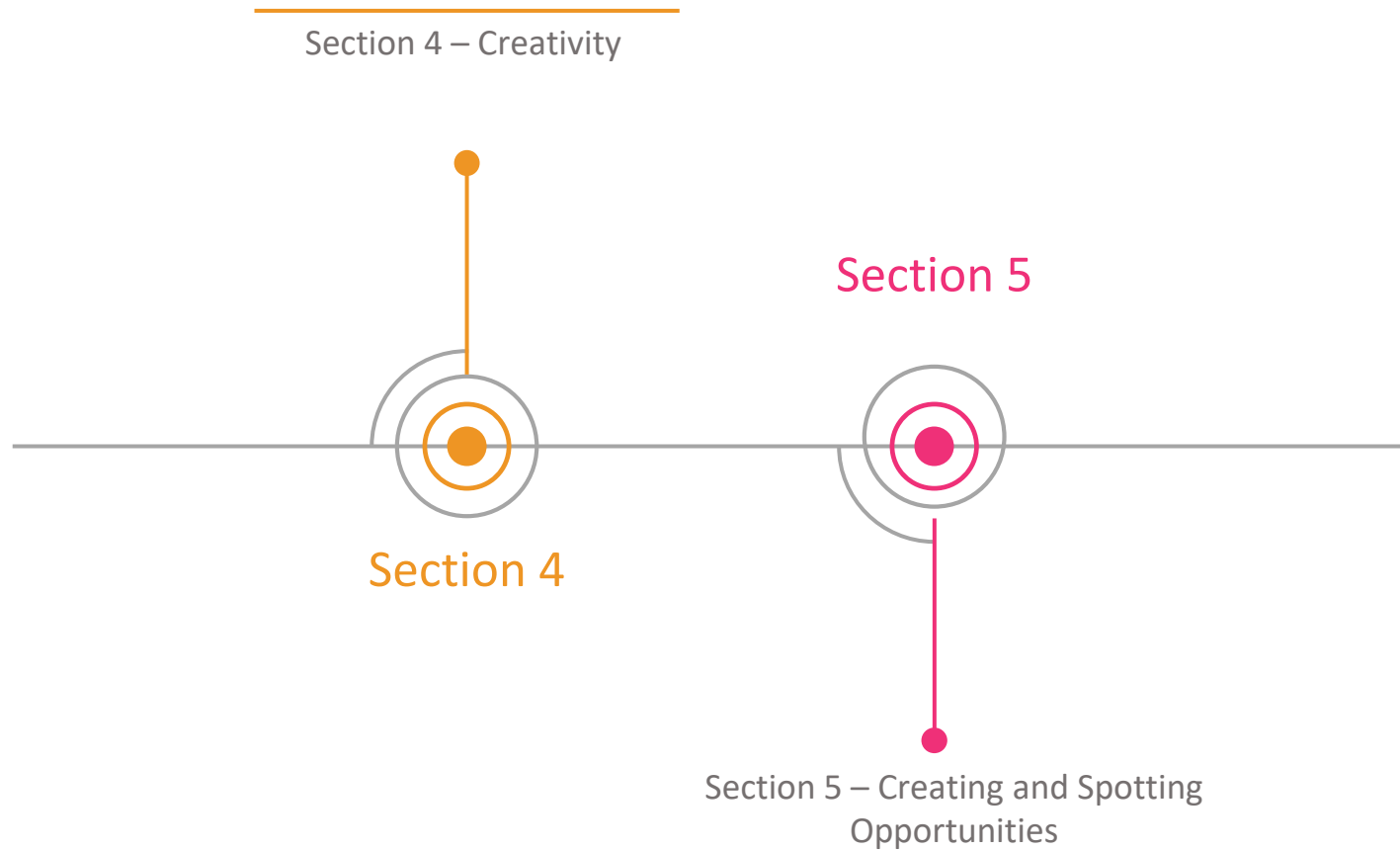
6. Learning to Learn

# Self-leadership and Entrepreneurial Mindset

# Module Structure



# Module Structure



# Learning Outcomes

**01**

To explain how to develop the habit of self-leadership and apply strategies for self-leadership.

**02**

To define “entrepreneurial mindset” and adopt it in the workplace.

**03**

To define self-awareness, self-efficacy, self-motivation, and initiative taking.

**04**

To explain how to develop creativity skills and implement creativity techniques.

**05**

To explain how entrepreneurial mindset relates to opportunity recognition and identify opportunities for the organisation or company.

*“If you want something you have never had,  
you must be willing to do something  
you have never done”*

*Thomas Jefferson*

# Self-leadership

Self-leadership  
Strategies for Self-leadership  
Adopting Self-leadership in the Workplace

# SELF-LEADERSHIP

## “The Leadership of Self”



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Neck & Houghton (2006) Journal of Managerial Psychology

“A process through which individuals control their own behavior, influencing and leading themselves through the use of behavioral and cognitive strategies.”

“Self-leadership is the practice of intentionally influencing your thinking, feeling and actions towards your objective/s”.

([Bryant and Kazan 2012](#), Self Leadership - How to Become a More Effective, and Efficient Leader from the Inside Out).



# SELF-LEADERSHIP requires PROACTIVITY



“Proactive People develop the ability to choose their responses, making them more products of their value and decision, than their moods and conditions.”

Stephen R. Covey, The 7 Habits of Highly Effective People

# DESIGNING YOUR OWN WORLD



“We are responsible for our own effectiveness, for our own happiness, and ultimately. I would say, for **most** of our circumstances.”

Stephen R. Covey, *The 7 Habits of Highly Effective People*

# Why is self-leadership important?

What does self-leadership have to do with leadership?

**If we ever hope to be effective leaders of others, we need first to be able to lead ourselves effectively.**

## **The five “Traids off Effective Modern Leaders”**

- Decision Making
- Resilience
- Communication
- Collaboration
- Vulnerability

# Strategies for self-leadership



## **The three main strategies are**

- Behavior focused strategies
- Natural reward strategies
- Constructive thought pattern strategies

# Behavior-focused strategies

## Elements of self-leadership



### The Five Elements are

- Self-observation
- Self-goal-setting
- Self-reward-ways
- Self-punishment
- Self-cueing

# Behavior-focused strategies



**Self observation** raises our awareness of how, when, and why we behave the way we do by asking ourselves regularly these questions. This is the first step towards addressing unhelpful or unproductive behavior.

**Self goal setting** is the process of setting individual goals for ourselves.

# Behavior-focused strategies



**Self-reward-ways** in which we compensate ourselves when we achieve our goals. These rewards can be tangible or intangible.

**Self-punishment** or self-correcting feedback is a process that allows us to examine our mistakes before making a conscious effort not to repeat them.

**Self-cueing** is a process of prompting that acts as a reminder of desired goals and keeps your attention on what you are trying to.

# Natural reward strategies



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These strategies are intended to create situations in which a person is motivated or rewarded by inherently enjoyable aspects of the task or activity.

1. It involves building more pleasant and enjoyable features into a given activity so that the task itself becomes naturally rewarding.
2. This strategy consists of shaping perceptions by focusing attention away from the unpleasant aspects of a task and refocusing it on the task's inherently rewarding aspects.

[Self-Leadership: Behave Like a Leader Until You Become One - Heruka \(herukahealthinnovations.com\)](https://www.herukahealthinnovations.com/)



# Constructive thought pattern strategies

- **Visualizing successful performance**
- **Self-talk**
- **Evaluating beliefs and assumptions**

These strategies are designed to facilitate the formation of constructive thought patterns and habitual ways of thinking that can positively impact performance.

Constructive thought pattern strategies include identifying and replacing dysfunctional beliefs and assumptions, mental imagery and positive.

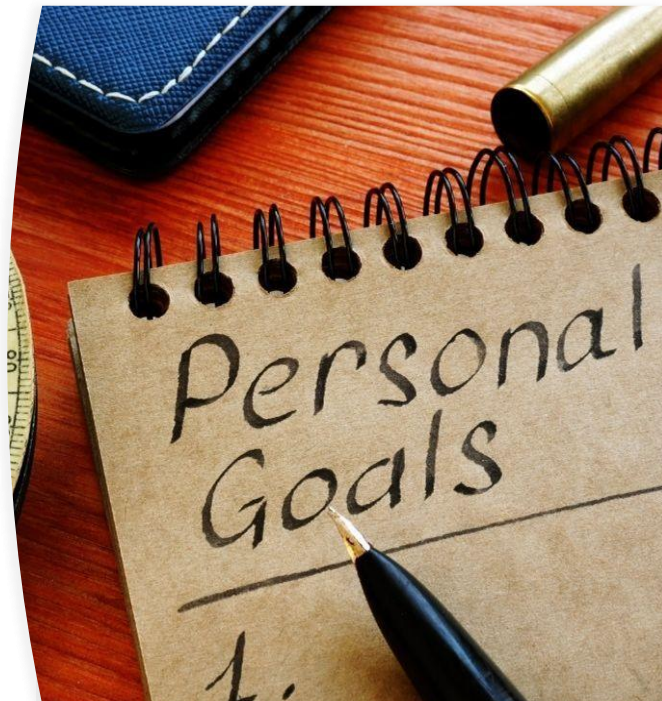
[Self-Leadership: Behave Like a Leader Until You Become One - Heruka](http://herukahealthinnovations.com)  
[herukahealthinnovations.com](http://herukahealthinnovations.com)

# [Self-leadership – TED Talk]

Derek Sivers: How to start a  
movement | TED Talk

# Adopt self-leadership in the workplace

## Think about the best leader you ever worked with



These skills are focused exclusively on leading yourself to bigger and better things: self-reflection

- Motivation
- Management
- Emotional intelligence
- Decision-making
- A vision for the future
- A growth mindset

# Entrepreneurial Mindset

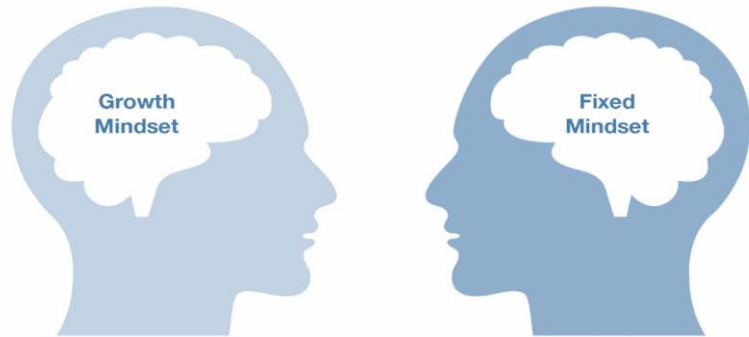
Fixed Mindset and Growth Mindset

Comfort Zone and Growth Zone

Entrepreneurial Mindset

The Entrepreneurship Competence Framework (EntreComp)

# Mindset



**Growth Mindset:**

I can learn anything I want to.

I want to challenge myself.

**Fixed Mindset:**

I do not like to be challenged.

When I fail, I am no good.

A mindset is a set of beliefs that shape how you make sense of the world and yourself.

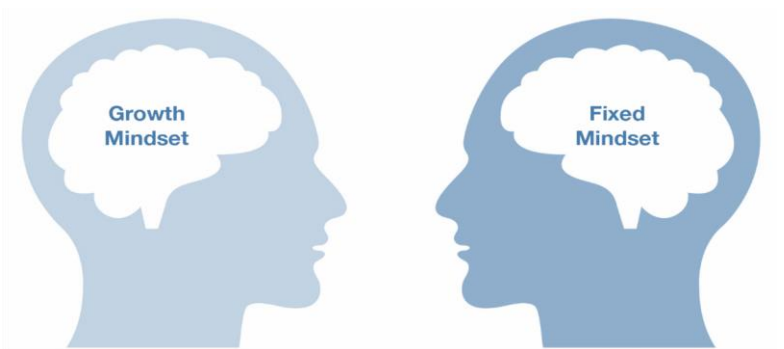
It influences how a person thinks, feels, and behaves in any given situation.

It is possible to learn and develop a growth mindset.

One needs to become aware of the “voice” in one’s head and take action.

Adjust our mindset and take action even in uncertain circumstances.

# Mindset



**Growth Mindset:**

My effort and attitude determine everything.

Tell me I try hard.

**Fixed Mindset:**

My abilities determine everything.

Tell me I am smart

Fixed mindset describes a self-assessment according to which people believe that their skills and talents are innate and do not change.

The fixed mindset is contrasted with the growth mindset - the belief that one can develop oneself further and acquire skills and talents.

The concept of Fixed Mindset and Growth Mindset goes back to Stanford professor Carol Dweck.

In studies with her students, she recognized a connection between a person's self-image and performance or success factors.

Persons with Growth Mindset are significantly more successful than those with Fixed Mindset.

# [Mindset – TED Talk]

The Mindset of a Champion | Carson Byblow |  
TEDxYouth@AASSofia - YouTube

# From Comfort Zone to Growth Zone? The Power of a Growth Mindset



Comfort Zone

Fear Zone

Learning Zone

**Growth Zone**

- Find purpose
- Live Dreams
- Set new goals
- Conquer objectives



# [Growth Mindset – TED Talk]

Surbhi Sachdev: The Power of a Growth  
Mindset | TED Talk

## Mindset - Creative Writing



It is about developing a way of thinking that supports creativity, productivity and persistence within our written work.

It's about reframing our thinking and challenging negative patterns of behaviour and automatic thinking.

- Remember Module Communication:  
*CHANGE YOUR WORDS, CHANGE YOUR WORLD*

**“What we think creates the life we live.”**

# Activity:

## Mindset - Creative Writing (1/2)



1. Bring a paper notepad and a pen.
2. Visit a place or go for a walk for some minutes.
3. For 10 minutes, just look around and write down a description of what you observe.
4. Use adjectives to describe what you see.

For example, you may see:

A dog you see may be big, cute, dirty, ugly, friendly or hostile

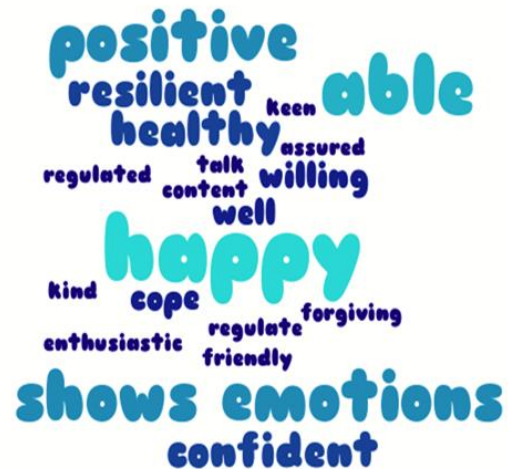
# Activity:

## Mindset - Creative Writing (2/2)



1. After you've finished, sit down and look at the list of words you've written.
2. Circle all words with a positive connotation.
3. Place a square around all words with a negative connotation.

# Entrepreneurial Mindset



A word cloud of positive traits and emotions. The most prominent words are 'positive', 'resilient', 'able', 'healthy', 'happy', and 'shows emotions'. Other words include 'keen', 'assured', 'willing', 'regulated', 'content', 'well', 'kind', 'cope', 'friendly', 'enthusiastic', 'regulate', 'forgiving', and 'confident'.

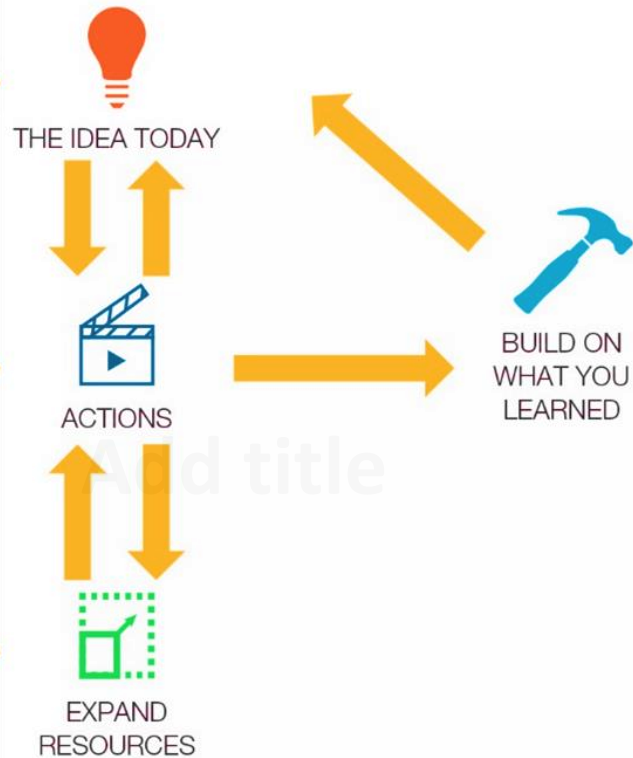
An Entrepreneurial Mindset has the ability to alter one's way of thinking to see the endless possibilities

Passion is an intense positive emotion..

Entrepreneurship has the element of passion.

Entrepreneurship requires deliberate practice.

# Entrepreneurial Mindset



## Your Impact Statement

What brings you joy and energy? What is your vision?

What would you like to invent?

## Means at hand:

What do you know? Whom do you know? ...

## Affordable Loss:

What types of loss can you accept (financial, time, emotional)

## Network and whom can you enroll:

discuss your ideas – search for all types of resources (friends, family, working place, government, grants, ....)

# Brain-driven entrepreneurship research

Left-Brain-Thinking	Right-Brain-Thinking
logic, rational, analytical, objective, linear	emotional, creative experimental, intuition
verbal, talking, writing, words, language	symbols, images, drawing, dreaming,
detail oriented, quantitative processing	big-picture oriented, nonverbal processing

The entrepreneurial mindset pairs non-cognitive skills like critical thinking and problem solving with the quintessentially entrepreneurial skills demanded by today's innovation economy. An entrepreneurial mindset is a set of skills that enable people to identify and make the most of opportunities, overcome and learn from setbacks, and succeed in a variety of settings.

# European Entrepreneurship Competence Framework (EntreComp)



## Personal Resources

Self-awareness and self-efficacy

Motivation, perseverance

Leadership skills

Communication skills

Multidisciplinary skills....

EntreComp framework can be seen as a practical and flexible tool, as it has been designed to be adapted and applied for promoting and enabling individuals and organizations to be entrepreneurial.



# Self-awareness, Self-efficacy, Self-motivation, and Initiative Taking

Self-awareness, Self-efficacy, Self-motivation, and Initiative Taking  
Demonstrating Self-awareness and Self-efficacy  
Self-motivation Skills  
Adopting Self-motivation in the Workplace

# Self-awareness and Self-efficacy



We develop our **self-awareness** most fully by exploring what we think about ourselves and by considering what we believe others think about us.

**Self-efficacy** refers to an individual's belief in his or her capacity to execute behaviors necessary to produce specific performance attainments (Bandura, 1977, 1986, 1997)

# Self-motivation and Initiative Taking



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**Self-motivation** is the ability to motivate oneself, to find a reason and the essential strength to do something, without the need of being influenced to do so by another person.

**Taking initiative** is to undertake something boldly on your responsibility without waiting to be told. It is the desire to do things no matter what obstacles are in your path, being motivated by your determination.

# Self-awareness

**“When I discover  
who I am,  
I’ll be free.”**

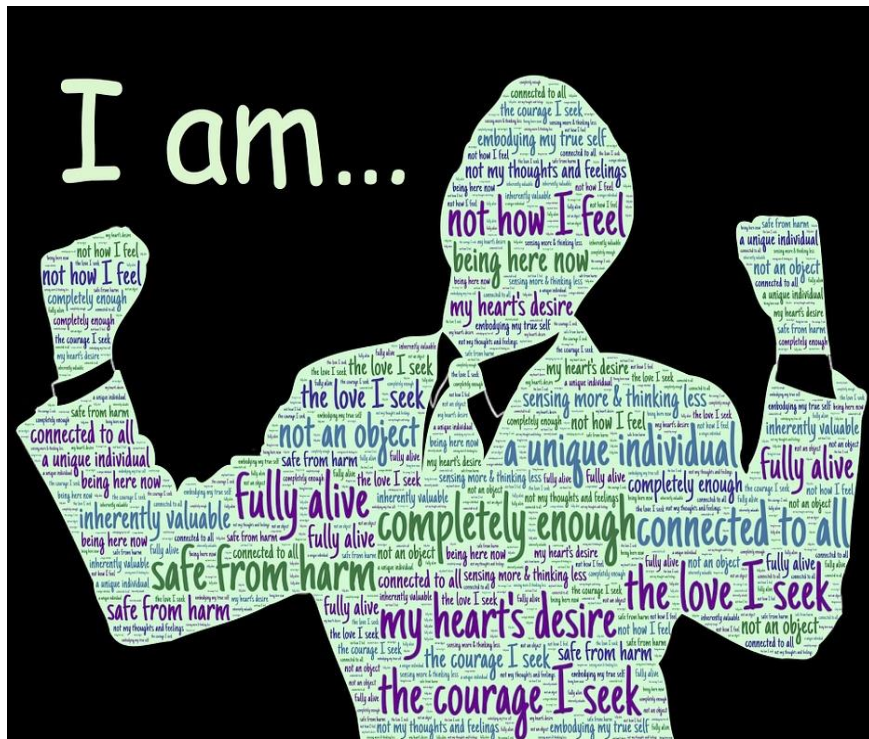


Because self-awareness is based on an awareness of the “self”, it is necessary for one’s perception of self to match reality.

In order to have accurate self-awareness, it is important for employees to be reflective and open to feedback in order to develop a true sense of self.

A realistic understanding of themselves will allow them to better manage their behavior.

# Self-awareness



Recognize strengths

We each have unique strengths, and it is vital that we each recognize and build on them.

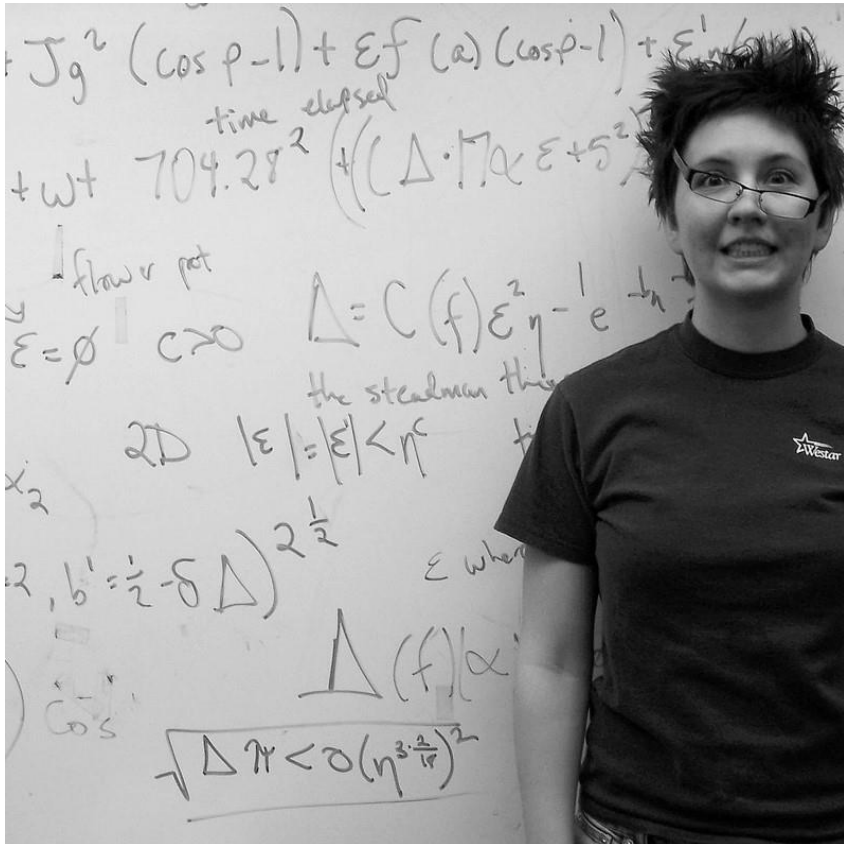
An important piece of social emotional health is a focus on positive attributes.

Possess self-confidence

When employees are able to recognize their strengths, their self-confidence grows.

Self-confidence is an integral piece of a healthy social emotional state.

# Self-efficacy



Self-efficacy is the belief that one has the capacity or power to learn.

It is predicated on having a positive view both, of the subject itself and of one's own ability to master it.

## Activity: SWOT-Analyse

### **SWOT** is an acronym for

- **Strengths,**
- **Weaknesses,**
- **Opportunities and**
- **Threats.**

It is not an easy exercise.

It takes a lot of reflection and honesty about who you are and what you're capable of doing.

SWOT can help you increase your self-awareness so long as you are asking yourself the right questions and seeking critical feedback from peers, mentors and coaches.

## Activity: SWOT-Analyse

**Being able to accept your weaknesses while focusing your attention on your strengths.**

**Try to answer these questions by yourself.**

The 'S' in SWOT stands for Strengths  
**“What are my strengths?”**

Where do I truly see excellence in my work and life?

Where are my superpowers?

In marketing or operations?

Human resources?

Is it my organizational skills or my coaching and people skills?

Would my organization be able to function without me at the helm?

If not, why not?



# Self-motivation



Four factors are necessary to build the strongest levels of self-motivation:

1. Self-confidence and self-efficacy.
2. Positive thinking, and positive thinking about the future.
3. Focus and strong goals.
4. A motivating environment.

## SELF – motivation Skills

Initiative

- The tendency to act, take charge, or move forward before others do.

Drive to achieve.

- The desire to accomplish something versus working for external rewards like money or prestige.

Commitment to goals

- The persistence to reach goals.

Self-efficacy

- The belief that your actions will lead to desired results.

## SELF – motivation Skills

Resilience

- Resilience

Passion for work.

- The enjoyment of the work itself.

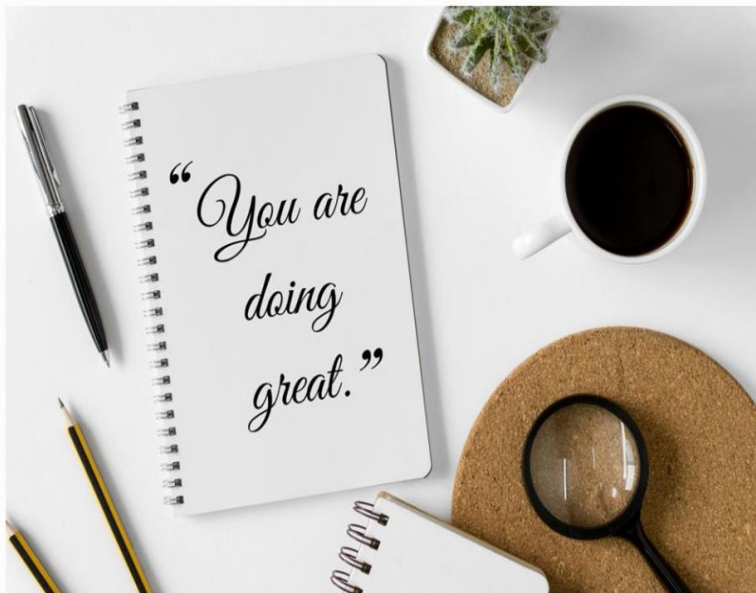
Eagerness

- The desire to try new things and take on new challenges.

Desire to improve

- The need to keep getting better.

# Self-motivation at work



- Starting tasks promptly and getting them done on time
- Initiating new projects that can benefit the business
- Staying focused on work without getting distracted

# Activity:

## Create motivational posters



1. Start with inspirations. Do not start from a blank canvas.
2. Remix it to make it for your own. ...
  1. Amp up the flair. ...
  1. Resize to make the content go further. ...
  1. Print or share it.

# How to write phrases?

*All our*  
**DREAMS**  
*can come true*  
**IF WE HAVE THE**  
**COURAGE**  
*to* **PURSUE THEM**  
—  
*- WALT DISNEY*

1. Write like real people talk.
2. Be conversational, yet avoid trite, filler language.
3. Use phrasing that is memorable and helps create a picture in the reader's mind.
4. Provide meaningful insights and perspectives in a quote that increase the value of the quote ..

[100 Positive Quotes, Thoughts & Messages \(parade.com\)](http://parade.com)



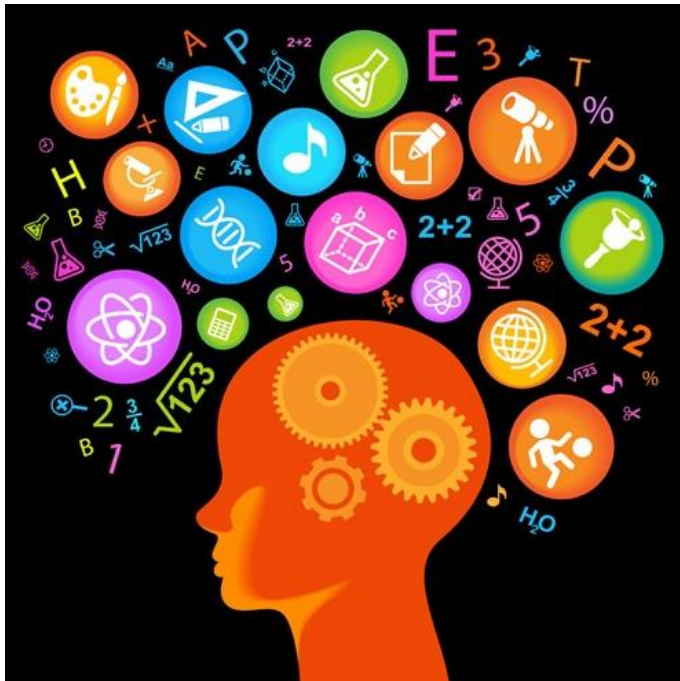
Present your motivational posters

# Creativity

Creativity  
Creativity Skills  
Creativity Techniques



# Creativity



Creativity is the ability of a person to create, perform, or think of something in a way that has not been done before.

Creativity is something within that involves thinking in depth with different and analytical ideas.

# Creativity Skills



Practice to become more creative in the workplace.

Making connections

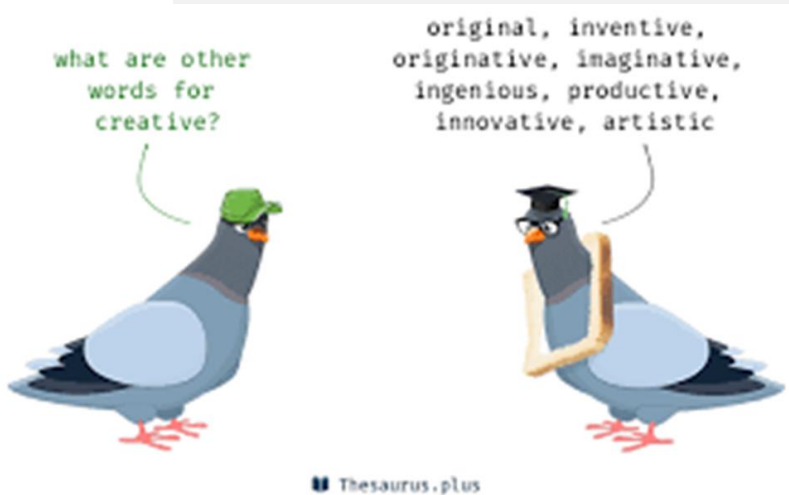
Asking questions

Making observations

Networking

Experimenting

# Creativity Techniques



Brainstorming

Negative brainstorming

Brainwriting

Random words

Gallery method

Storyboarding

# Brainstorming & Negative Brainstorming

- **Brainstorming:**  
the goal is to produce as many ideas as possible within a particular timeframe.
- **Negative Brainstorming:**  
the goal is to explore new solutions through negative thinking. This gives you new angles on plausible solutions, from using the things you thought, which are not useful.

# Brainwriting

- Brainwriting:  
is a creativity technique for finding ideas or solving problems.  
Brainwriting is completely silent.  
Each participant writes his or her ideas on a defined topic  
on a sheet of paper and makes this paper available to another  
participant in a subsequent round.

# Random Words

- Random word brainstorming

Using random words to generate new ideas and creative solutions to your problems. Using random word prompts allows you to step beyond traditional boundaries and address challenges from a different direction.

# Gallery Method

It combines individual and group work. It fosters creativity and mutual stimulation especially with open, graphic representations or discussions about possible solutions.

Every participant will produce 2 to 3 solution sketches to a given problem and then present them like a gallery.

The group then views each sketch while the creator explains his idea; further suggestions and ideas are exchanged.

Following that, each participant continues to individually work on their idea for the second round.

# Storyboarding

- Storyboarding is a creativity technique that often uses stick diagrams to explain a scenario, so that the planning for that scenario can be done. Just like brainstorming, this is also mainly employed by groups. It requires a moderator and takes place in a group of 8-12 people. The moderator will first arrange the ideas obtained from the brainstorming session in a logical order on a white board.



# Creating and Spotting Opportunities

Identifying and Creating Opportunities  
Strategies for Generating New Ideas  
Pathways to Opportunity Identification

# [The art of innovation – TED Talk]

[The art of innovation | Guy Kawasaki | TEDxBerkeley - YouTube](#)

# Creating and recognizing new opportunities

Baking With Buffy: Sarah Michelle Gellar's Food Startup

[Baking With Buffy: Sarah Michelle Gellar's Food Startup](#)  
[\(forbes.com\)](#)



Foodstirs, a baking-kit subscription company by Sarah Michelle Gellar, capitalizes on a gap in the market.

# Creating and recognizing new opportunities

**“Every day is a challenge, so it’s important to be resourceful,” says Laibow.**

It’s always scary when you step out of your comfort zone, but as the saying goes, great risk brings great rewards,” says Gellar. “I have always liked to challenge myself, and this seemed like the logical next step to tackle. I am not a spokesperson for the company. I have the same accountability and responsibilities as any other co-founder.”

There are going to be challenges and you need people to help you. It’s when people don’t reach out that they get into trouble.”

# Strategies



**Analytical Strategies**

**Development Strategies**

**Imagination-Based Strategies**

**Interpersonal Strategies**

**Habit-Based Strategies**

**Relationship-Seeking Strategies**

<b>Analytical Strategies</b>	Actions that involve taking time to think carefully about a problem by breaking it up into parts, or looking at it in a more general way, in order to generate ideas about how certain products or services can be improved or made more innovative.
<b>Development Strategies</b>	Actions that involve enhancing and modifying existing ideas in order to create better alternatives and new possibilities.
<b>Imagination-Based Strategies</b>	Actions that involve suspending disbelief and dropping constraints in order to create unrealistic states or fantasies.

<b>Interpersonal Strategies</b>	Actions that involve group members generating ideas and building on each other's ideas.
<b>Habit-Based Strategies</b>	Actions that involve techniques that help to break our minds.
<b>Relationship-Seeking Strategies</b>	Plans of action that involve consciously making links between concepts or ideas that are not normally associated with each other.



# Pathways-Discovery



A pathway that assumes that opportunities exist independent of entrepreneurs and are waiting to be found.

**Find Pathway**

**Search Pathway**



# Pathways - Discovery

<b>Find Pathway</b>	A pathway that assumes that opportunities exist independent of entrepreneurs and are waiting to be found.
<b>Search Pathway</b>	A pathway used when entrepreneurs are not quite sure what type of venture they want to start, so they engage in an active search to discover new opportunities.

# Pathways - Creation



## Design Pathway

A pathway that can uncover high-value opportunities because the entrepreneur is focusing on unmet needs of customers, specifically latent needs.

## Effectuate Pathway

A pathway that involves using what you have (skills, knowledge, abilities) to uncover an opportunity that uniquely fits you.

# Activity: Mind Dumping for Ideation

The Mind Dumping exercises the creative aspect of the entrepreneurial method—specifically ideation as a nonjudgmental exercise designed to generate numerous ideas, from which to build and branch out to more useful potential opportunities that create considerable value.

## **Learning Objectives**

Practice procedures for creating and designing new ideas.

Get comfortable with beginning with “raw” or “seed” ideas rather than feeling the pressure to produce effective options.

[Präsentation\WP6 6.6 Mind Dumping for Ideation FHJ 3.docx](#)

*What did I learn today?*

# Revision Questions



Describe the different strategies for self-leadership.



Describe the difference between the fixed and the growth mindset.



Mention some self-motivation skills.





Explain which creativity techniques can help to become more creative in the workplace.



Mention strategies for creating and recognising new opportunities.



# Evaluation

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# Thank you!



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