

CreativEU

Workbook



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CreativEU





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Introduction

This training program provides employees and employers with a deeper knowledge of cultural inclusion together with a set of tools and skills needed to promote cultural diversity in the workplace. The course is divided into five different modules where the emphasis is on five cultural traits; cultural empathy, open-mindedness, flexibility, social initiative, and emotional stability. Deeper knowledge will be fulfilled through digital storytelling as the main tool with a focus on the aforementioned traits. The goal is that the gap between the native residents and the migrants will be smaller or more accepting toward another. The pilot implementation is created to be a teaching process that will help partners modify and develop a more efficient training program. Main topics covered in the seminars and exercises:

- Cultural empathy
- Open-mindedness
- Flexibility
- Social initiative
- Emotional stability



Module 1

Cultural empathy



Module 1- Cultural empathy

Introduction/background

Culture is the body of lifestyles and customs, knowledge and degree of artistic, scientific, industrial development, at a given time, for a social group.

Cultural empathy is the ability to put yourself into the situation of your foreign employee so as to understand his/her perspective, even if you don't share his/her viewpoints.

Cultural empathy makes workplace interactions and relationships easier and more effective.

Our society and companies are characterized by multiculturalism, which means that several cultures coexist in the same place, but do not relate or communicate with each other. In this sense, such coexistence of different cultures is often a cause of conflict and can lead to one culture to be more recognised than the others, which are categorised as minorities. Interculturality, on the other hand, refers to the coexistence of two or more cultures within the same space, but includes the interaction and communication between them to enrich each other and live together.

This interaction involves a process of adaptation and cultural change called the process of acculturation which Berry (1990, p.460) defines as «the process by which people change, being influenced by contact with another culture, and participating in the general changes of their own culture». (Berry, J. W. (1990). Psychology of acculturation. In J. J. Berman Ed.)

Intended Learning Outcome(s)

Knowledge and understanding

Demonstrate a cultural understanding regarding norms and tools for preventing cognitive distortions

Skills and abilities

How to create inclusive cultural empathy in the organizations at all levels

Judgment and approach

Analyze theoretical case conflicts and make a judgment on the choice for different techniques for workplace inclusion



Module 1- Cultural Empathy

Purpose

The aim of this module is to stimulate the transition from a multicultural vision (coexistence of different cultures without interaction) to an intercultural vision of the company. Being intercultural implies not only the coexistence of cultures but the interaction and communication among them in order that all the individuals may enrich each other and work together for the best of the company. Through this module, we want to give you the tools to acknowledge diversity in your company with respect, without prejudice, and learn to make the best of it. You will also learn to react positively to difference, with the purpose of experiencing it not as a threat but as a source of interest. In order to work with immigrant people, one must know them, respect them and welcome them in their diversity, and ensure that the workplace might be a positive element in the integration of immigrants and minorities.

Why is cultural empathy important

There are many positive aspects of promoting cultural empathy in your company:

- will increase your employees' involvement
- may prevent the following imbalance: if one culture is more recognised than the other, then that group may tend to think that theirs is the best, the normal, and the important.
- will avoid confusion: working with people from other cultures breaks patterns assumed to be general because it introduces ideas, values, positions and even beliefs that were not present before.
- will encourage suggestions and contributions from immigrants: many times they can be considered useless, absurd, illogical, etc.,
- will avoid communication problems: the more cultures there are in a workplace, the greater the risk of misunderstandings and lost time (and productivity) to solve problems and repair relationships.
- will avoid difficulty in understanding rules, strategies and procedures and in agreeing and making decisions.

The Secretary General of the OECD, Ángel Gurría, said in 2007 that Spain was "one of the best examples of immigrant integration".



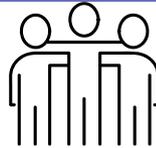
Module 1 - Cultural empathy

online exercise



Prep. time: *30 min*

Duration: *1 hour*



Nr. of participants



Setting: a place where participants may sit in a circle, so as to see and hear each other
Material needed: paper and pen



Adjustments

If there are no employees with different cultures/backgrounds, then they could choose from people they know, or imagine an intercultural workplace.

How to do it

1. Please answer the following question: Are you curious/ attentive to your employees' different cultures/backgrounds? Or those of people around you? Culture means "the beliefs, customs, arts, etc., of a particular society, group" (Merriam-Webster dictionary)
2. Please list some of the cultural backgrounds of your employees: how many are from your own culture and how many are from other cultures and which. If all employees are from the same cultural backgrounds, then you could choose people around you, or try to imagine an intercultural workplace.
3. To each different culture/employee you wrote on the list, please mention something that is important to him/her, related to his culture, to his country of origin, to his national specific dishes, etc, or about an encounter where you acknowledged something different between your cultures.
4. Think about an encounter you had with a foreign person (employee or not) and write a short story on how you acknowledged his /her diversity and how did you deal with it.

Being able to list some traits of your employees' different cultures shows your interest in him/her and your desire for inclusion.

If you answered yes to the first question on being curious about their culture, but couldn't list so many traits of their different cultures it might mean that you really have the desire but there is still some practical progress to make.



Module 1 - Cultural empathy

online exercise



Please take a paper and pen
and answer the following
question



**Are you curious/ attentive
to your employees'
different cultures/
backgrounds?**



Please list all the different
cultural backgrounds of
your employees and add
something specific
about each

Think about an encounter you
had with a foreign employee and
write a short story on how you
acknowledged and dealt with his
/her diversity.

Module 1 - Cultural empathy

Face-to-face



Prep. time: *30 min*
Duration: *1 hour*



Min number: 6 people



Setting: a place where participants may sit in a circle, so as to see and hear each other while they tell their stories

Material: paper & pen



Adjustments: can be done online if you can share the experiences/stories of all. If done online, make sure to write down your story and send to the trainer

How to do it

The purpose of this exercise: to tell about real situations related to good and also bad management of cultural diversity. Good diversity management means making your company more open and welcoming to all: staff and customers.

An example: an employer may count a story about a foreign employee's first day at work, when all the natives tried to welcome him the best they could, but he withdrew from them, since in his culture showing affection to unknown people is negatively perceived. As a consequence, the native employees were just as embarrassed as him.

Maybe this situation might have been avoided, or maybe there is still a solution, try to think of both possibilities.

Step 1: Please tell the story of a good diversity management in your company and list the conditions for the positive development of the story. Some examples of good diversity management:

- widening the applicant search (during the selection process) to include diverse groups
- improving communication by enabling an open dialogue
- training the staff to welcome diversity (by sensitivity training programs on diversity and inclusion)
- encourage diverse teams

Step 2: Please give an example of bad diversity management, as well as the negative effects and how they could have been avoided. Some examples to be avoided:

- overlooking employees ideas because they are foreigners
- evaluation and promotion' discrimination towards the foreigners
- overlooking foreigners' culture, religious holidays

Step 3: Group discussion on the following topic: Having cultural empathy could have avoided those negative diversity management situations? Please share some ideas



Module 1 - Cultural Empathy

Face-to-face



Each shares 2 stories: one positive and one about negative diversity management



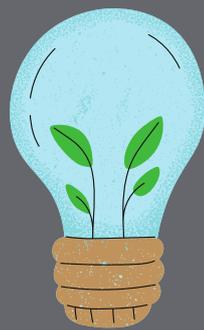
Together make a list of all the causes and effects of both positive and negative situations



Having cultural empathy could have avoided those negative diversity management situations?

Module 2

Open Mindedness



Module 2 - Open Mindedness

Introduction/background

Open-mindedness trait can be defined as the willingness of individuals to openly and appropriately explain themselves and accept other's explanations. Ingrained in open-mindedness is the willingness to recognize, accept, and appreciate different views and ideas. The concept of open-mindedness consists of the interrelated and jointly acting elements of diversity, open-mindedness and inclusion (Stuber, 2009). Properly combined, open-mindedness and inclusion, lead to the desired benefits, such as powerful teamwork.

In this module you will gain knowledge and understanding of importance and benefits of accepting different opinions and diversity in your workplace. Then you will be able to identify barriers related to open-mindedness in your organisation and learn how to use different techniques for workplace inclusion.

Intended Learning Outcome(s)

Knowledge and understanding

Demonstrate an understanding of the possibilities of accomplishment by working strategically with diversity and inclusion.

Skills and abilities

Identify barriers in your company and how to overcome them.

Judgment and approach

Analyse theoretical case conflicts and make a judgment on the choice for different techniques for workplace inclusion.



Module 2 - Open Mindedness

Purpose

Communication can be difficult due to cultural differences, particularly in the workplace, where a misunderstanding can result in costly problems. When people from different cultures interact, many challenges may appear. For example:

- **Language** - Not knowing the one language in which all employees speaking could get lost in translation. It could be misunderstanding or misinterpreted by the other person and lead to a conflict of ideas.
- **Stereotypes and prejudices** - Stereotypes is images or preconceived notions about a specific community, group or culture. Stereotyping based on a variety of factors, the most common of which are nationality, gender, ethnicity, religion, or age. When, however, we use this information to make negative judgements about other people, without knowing them and their history, we are no longer talking about stereotypes but about prejudice. People look at other cultures with prejudice as “bad” or “difficult to work with”, or “incomprehensible” and treat them with contempt and disrespect. If things get this far on a team or in a company, working together effectively can become extremely difficult between people who resent and disrespect each other.
- **Behaviors and belief** - Body language, movements, mindsets, communication, manners, and norms are all examples of behavioral and personality differences that may contribute to miscommunication. People’s varied religious or spiritual beliefs can also lead to conflict and cross-cultural barriers.
- **“Us” versus “them” (ethnocentrism)** - From an evolutionary standpoint, belonging to a group made you stronger and more likely to survive in a hostile world. Strangers or other groups were “the enemy”, competing for food, safety and territory. This us- versus them-thinking is ingrained in our subconscious and can lead to a sense of alienation if someone behaves in a way we don’t understand or aren’t expecting — if they don’t fit in. A person’s standard is his or her own culture; the more another person’s culture, behavior, language, and beliefs deviate from it, the more “other” they are labeled. This affects the understanding of message and creates hostility.

In order to overcome arising challenges, there is the need for understanding the importance of open-mindedness in workplace.



Module 2 - Open Mindedness

Why is *open-mindedness* important

In the context of multicultural teams, open-mindedness is argued to enhance team performance in terms of quality. Quality reflects the extent to which the team is able to complete its tasks and exceed task-related expectations. Open-mindedness enhances the quality of the team's work by motivating the members to share and attend to different perspectives.

More creative or open-minded individuals are likely to be more receptive to organisational change. They may be better able to recognise the potential value of change and more willing to try out new policies. Culture mixing has a powerful effect beyond prompting receptiveness. It can spread to more affective reactions toward the team (Fu, Zhang, Li, Leung, 2016).

There could be listed most common benefits of open-mindedness in the workplace:

- Open-mindedness trait motivates team members to look for the new solutions when the current processes don't work. Willingness to change opinion means actively seeking for new information and learning new techniques for solving old problems.
- Open-mindedness trait makes team members more adaptable to unique work environment.
- Open-mindedness further facilitates team efforts towards effective performance by lessening the destructive influence of affective conflict.
- Open-mindedness increases team member motivation to share knowledge more effectively.



Module 2 - Open-Mindedness

Exercise 1



Prep. time: 10 *min*

Duration: 50 *min*



Max number: 20 people



Material: handouts with situations



Adjustments: This exercise can be carried out through Zoom, participants can be divided into breakout rooms.

How to do it

Aim of the exercise: to express open-mindedness towards others and to develop ability to analyse theoretical case conflicts and make a judgment on the choice for different techniques for workplace inclusion.

Steps to perform the exercise:

1. Pair up with one of the participants.
2. Choose one of the provided situations related to cultural differences at workplace. You can also use situations from your work experience (without singling out any particular person).
3. One person from the pair will play colleague who is dissatisfied with the situation. The other participant will be colleague who caused dissatisfaction.
4. Play your assigned role according to the situation for 5 -7 min. Use open-mindedness to solve the argument.
5. Reflect on this task. What were the challenges, was it easy to come up with the solution? Which techniques of workplace inclusion would you use in order to solve these conflicts?



Module 2 - Open-mindedness

Exercise 1



Situation 1

Your employer organised a company dinner to say goodbye before the holiday period, in view of the Christmas holiday. One of the employees is a young woman who practises another religion. She says that she cannot attend because of the holiday. What do you think can be organised? (Turchi, G.P., Palermo, A., 2019).

Situation 2

In the organisation where you work, there is a company canteen to which workers go collectively during their lunch break. Because the meal is traditionally offered, some workers complain that there is no menu that considers foods that are forbidden to them (for religious or ideological reasons). What can the management do about this request? (Turchi, G.P., Palermo, A., 2019)



Situation 3

Your employee often misses work without informing about sick leave due to cultural reasons he is not used to doing so. How would you solve this situation?

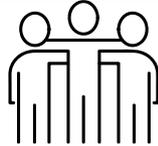
Module 2 - Open-mindedness

Exercise 2

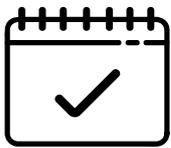


Prep. time: *20min*

Duration: *40 min*



Max number: 20 people



Setting: a place where the participants can be divided into pairs.

Material: handouts with the questions



Adjustments: This exercise can be carried out through Zoom, participants can be divided into breakout rooms.

How to do it

Aim of the exercise: to identify and reflect on barriers in workplace related to open-mindedness.

Steps to perform the exercise:

1. In a small group of 4-5 persons reflect on the given questions:

- What kind of corporate culture do you live in your workplace?
- What behaviours can lead to misunderstandings because they are perceived differently?
- Have you become more open to improvements about something you have a strong feeling about?

Illustrate it with the story from your experience.

2. Summarize your group answers and present them to all participants.



Module 2 - Open-mindedness

Exercise 2



What kind of corporate culture do you live in?



What behaviours can lead to misunderstandings because they are perceived differently?

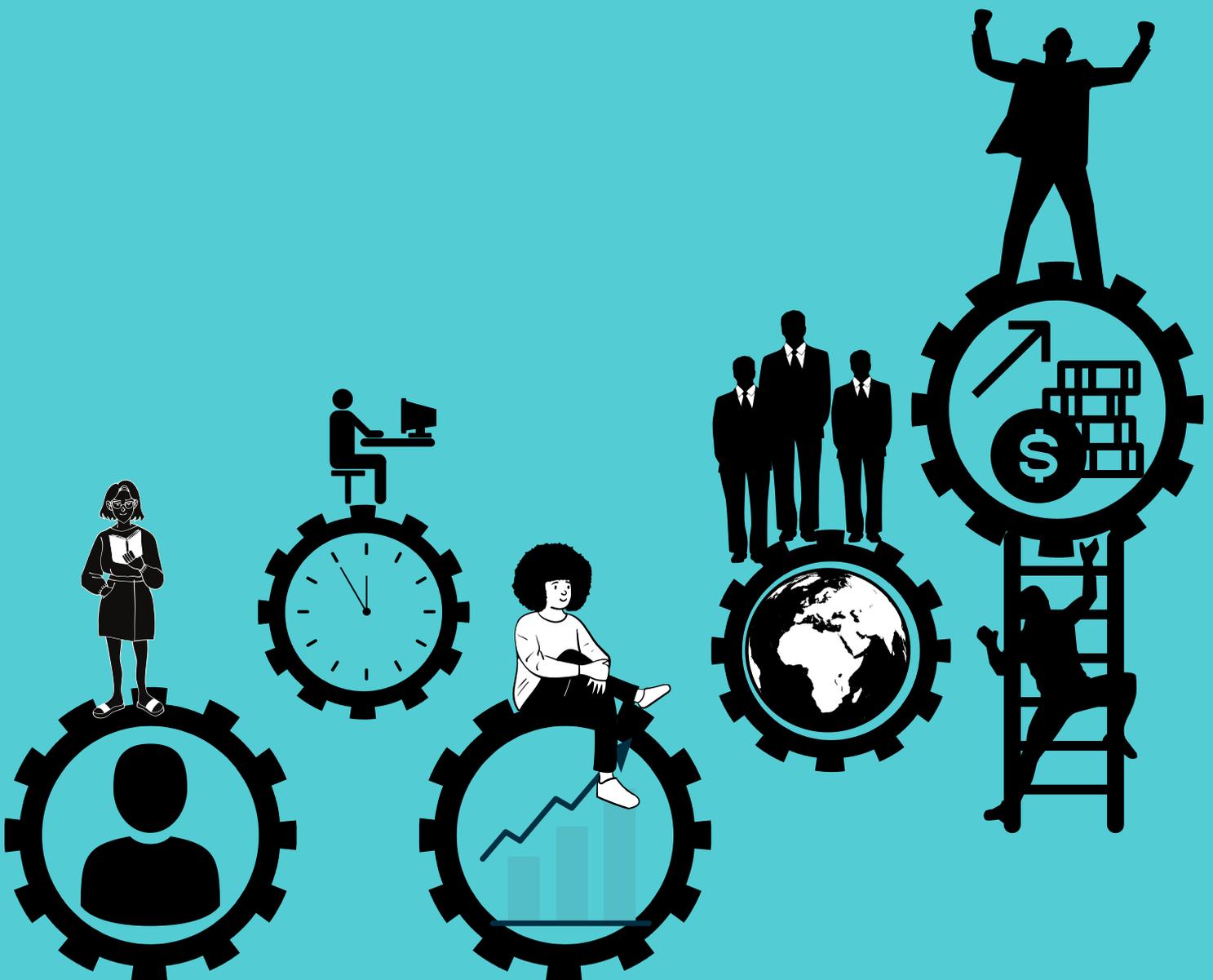


Have you become more open to improvements about something you have a strong feeling about? Illustrate it with the story from your experience.



Module 3

Flexibility



Module 3 - Flexibility

Introduction/background

Flexibility is a trait that allows you to be agile, meaning to adapt to changes sometimes referred to as bending without breaking, this can be in your everyday life, in a negotiation, or with employees. In this module, we want to give you the tools to understand what flexibility means, what your habitual behavior is, and how flexibility can help you in the workplace when leading a group of people.

The trait flexibility is beneficial to have when you are an employer since this allows the workers to feel heard and understood. This in turn can lead to an increase in productivity, engagement, innovation, and many other positive effects. To be able to be flexible the individual first has to understand what perceptions are preexisting, then the work towards a more flexible behavior can start. In this module you will examine yourself, how people interpret you and how traits can be overdone to the negative, this is all a part of the self-assessment. Then you will be able to create stories with others in the same position as you and work on your own flexibility and discover other perceptions since we believe that understanding is a stepping stone for a more flexible approach.

Intended Learning Outcome(s)

Knowledge and understanding

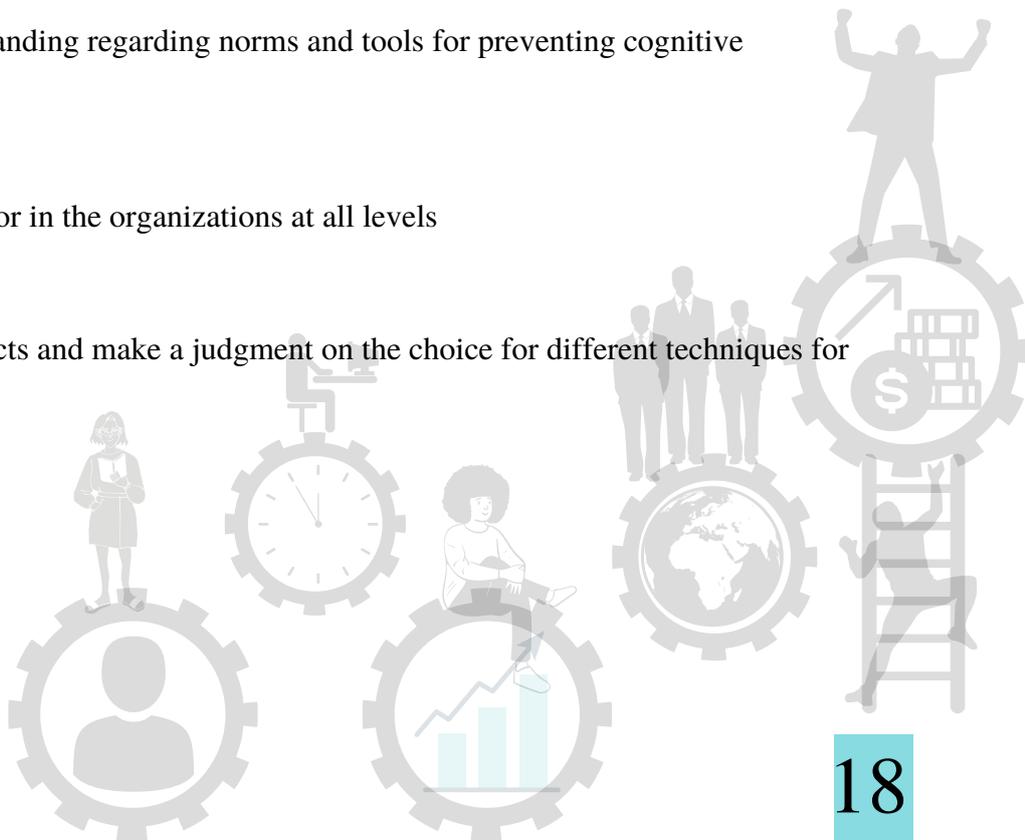
Demonstrate a cultural understanding regarding norms and tools for preventing cognitive distortions

Skills and abilities

How to create inclusive behavior in the organizations at all levels

Judgment and approach

Analyze theoretical case conflicts and make a judgment on the choice for different techniques for workplace inclusion



Module 3 - Flexibility

Purpose

The word “flexibility” technically means the ability to bend without breaking. However, people often use it to describe the ability to adjust to life changes insofar that one can change one’s plans and adapt to new situations easily. People often want flexibility in their careers as well, which often do not follow such predictable paths. The ability to be more flexible in a career means that you can learn new skills and assume responsibilities outside of your original position (4).

The purpose of flexibility in the workplace is to function as a strategy of responding to changing circumstances and expectations. Employees who approach their job with a flexible mindset are typically more highly valued by employers. Similarly, employers who cultivate a flexible work environment are attractive to employees. Workplace flexibility emphasizes the willingness and ability to adapt to change, particularly regarding how and when work gets done. In a flexible workplace, the needs of both employee and employer are met. Workplace flexibility is often used as a tool for retaining and engaging employees. It can also help an organization reach its goals due to increased productivity (5).

Why is *flexibility* important

When people are allowed to control some parts of their working conditions to suit them, they are more likely to maintain work/life balance. This helps the employees to be more productive and efficient in the working hours they are conducting. There are two formal ways of conducting this, either by general agreements that can be requested or by individual negotiation so that the individual feels heard (1). Flexibility in the workplace is also shown to lower stress levels, increase employee morale, build trust and commitment to the company. This in return will lead to reduced staff turnover and higher attractiveness to new employees. As a company, you are not hiring robots, you are managing humans, this is important to remember since the ordinary 9-5 workplace without any flexibility can be unmotivating and cause health issues (2).

If the time can’t be changed maybe there can be other adjustments, such as choosing from a time slot when to have your break or being able to control shifts or working week. Flexibility is not only letting you employees choose when to come to work but also having the ability to offer smaller breaks during the day for religious practice or physical activity. A rigid workplace can also inhibit innovation processes which can be harmful for the company and the individual's development (3).

Storytelling example

Vi var en grupp arbetskompisar som satt och fikade och pratade om jobbet. Sedan reste de sig upp och sade "nu kör vi" och jag förstod ingenting. Vi hade ju ingen bil

Namn, yrke, vart

Module 3 - Flexibility

Online exercise



Prep. time: 10 min

Duration: 30 min



Nr. of participants min 4



Setting: a place where you have tables and chairs

Material needed: White/black board and pen



This exercise can be made over zoom for adjustments if there is a need for a more interactive exercise.

How to do it

1. Look at the role cards you received
2. Answer the questions below. If you do not agree, vote for an answer.
3. Write down all the answers on a piece of paper

- Who has expectations from the family to make a career?
- Who is called for a job interview?
- Who has the most contacts/networks?
- Who gets the job?
- Who has been to an interview before?
- Who gets the best-paid job?
- Who will be the boss?
- Who gets help from the union?
- Who is the easiest to get help from the family?
- Who gets a raise?
- Who gets a secure job?
- Who are the LEAST prejudices against?
- Who gets a job without being qualified?
- Who takes the least parental leave?
- Who has the easiest time being open about their sexual orientation?
- Who is at least at home with sick children?



Module 3 - Flexibility

Online exercise



Background

Migrant

Education

University degree



Circular Centre staff during the pilot-implementation....

Module 3 - Flexibility

Face-to-face



Prep. time: *30 min*

Duration: *1 hour*



Min number: 6 people



Setting: a place where the participants can be divided into different rooms or in different parts of the room so that they are separated

Material: paper & pen



Adjustments: can be done online if you create "breakout-rooms" so every group can do the exercise without disturbance. If done online, make sure to write down your story and send to the trainer

How to do it

1. Tell your story about your chosen traits to the others
2. While someone is telling their stories - don't give feedback or comment. Just listen
3. Take turns so everyone gets to share their story

Look at the value tree

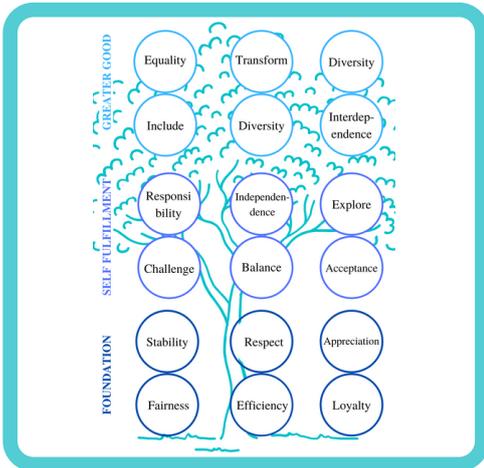
1. Choose three strengths you see in your group members
2. Share the strengths and tell each person why you believe those strengths are suitable for that person
3. Look and see what it can mean when your strengths are overdone
4. Create in writing a story together when a trait or strength has been perceived in the wrong way

Look at the strength list

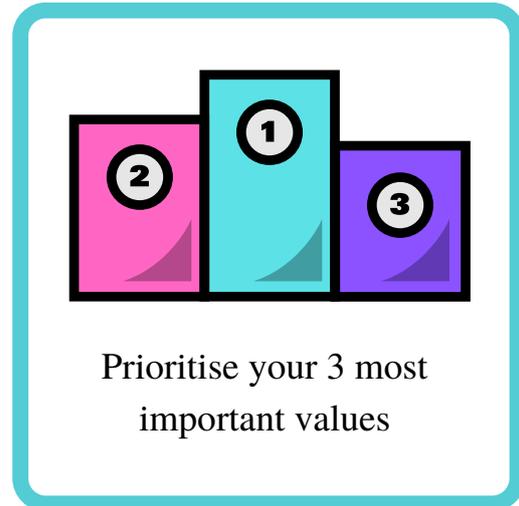


Module 3 - Flexibility

Face-to-face



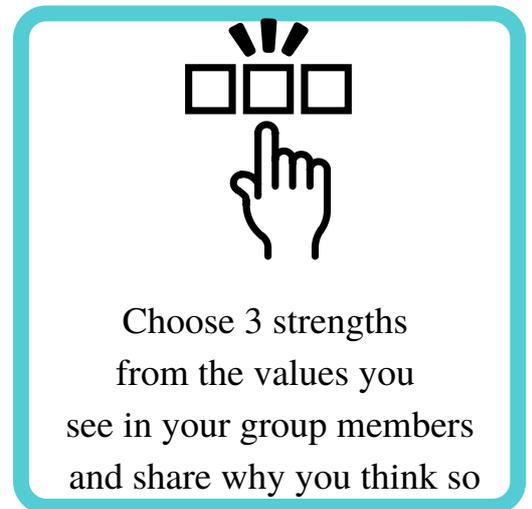
Choose at least
3 values



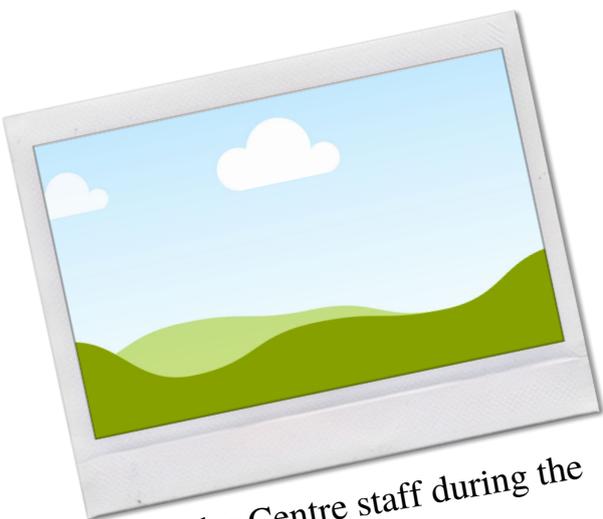
Prioritise your 3 most
important values



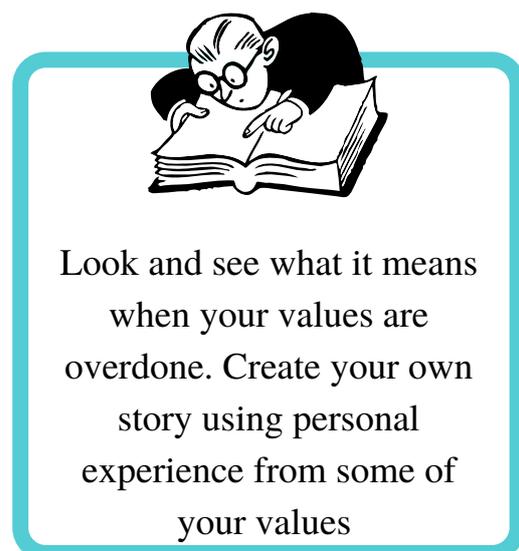
Create a story and share with
your group about your
chosen values. Take turns
sharing your stories



Choose 3 strengths
from the values you
see in your group members
and share why you think so



Circular Centre staff during the
pilot-implementation....

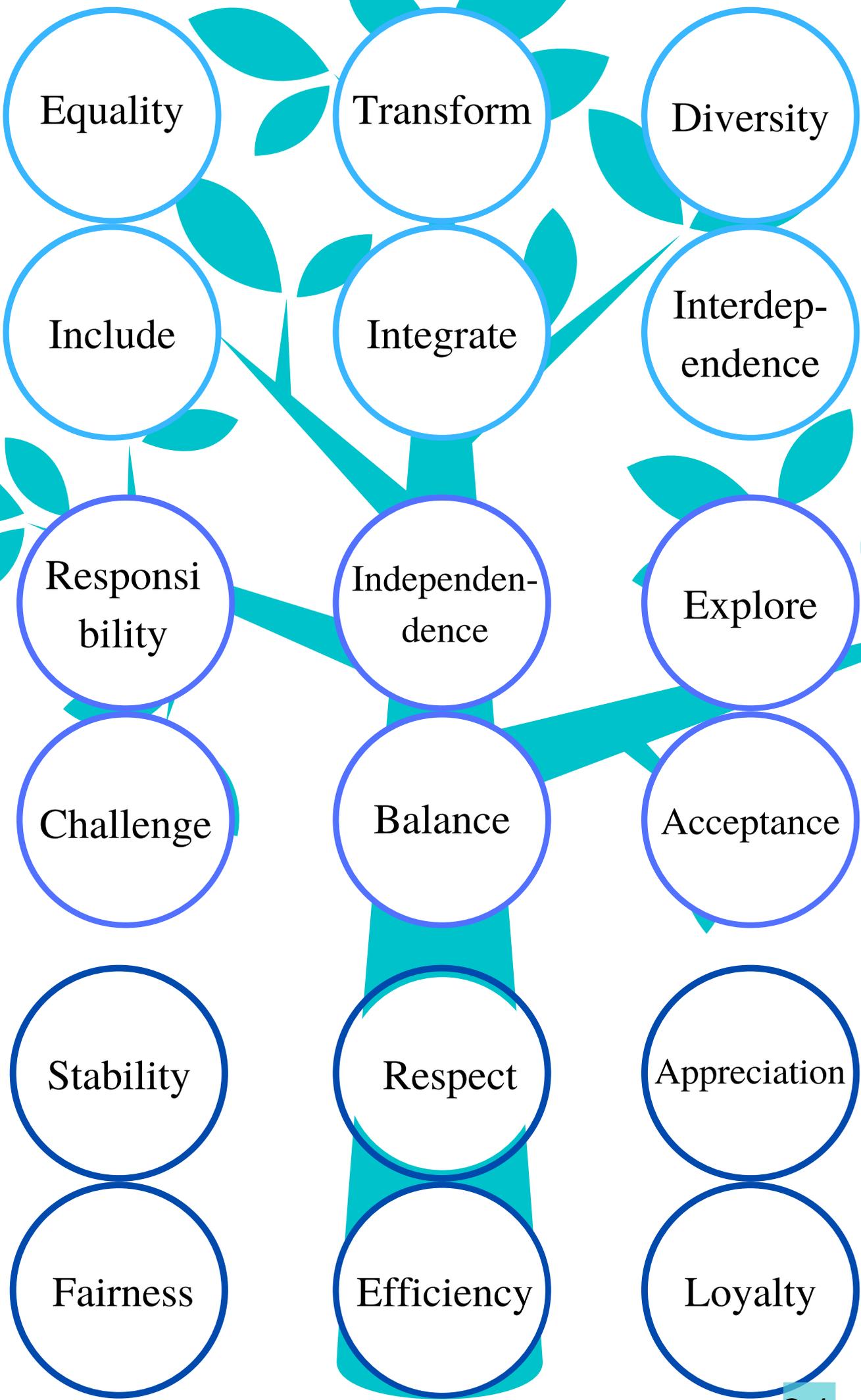


Look and see what it means
when your values are
overdone. Create your own
story using personal
experience from some of
your values

GREATTER GOOD

SELF FULFILLMENT

FOUNDATION



Strengths

Curious

Grit

Knowledgeable

Disciplined

Honest

Leading

Energetic

Hopeful

Sociable

Fair

Humble

Team-oriented

Forgiving

Humoristic

Wise

Grateful

Kind

Analytical

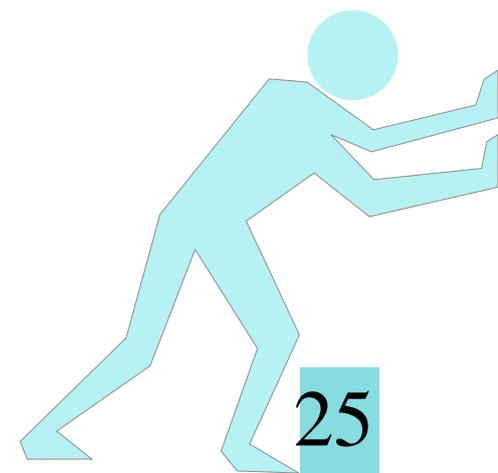
Caring

Brave

Appreciative

Creative

Careful



Module 4

Social Initiative



Module 4 - Social Initiative

Introduction/background

Social initiative can be defined as the action consciously aimed at addressing social difficulties. It could involve social and environmental aspects, improving access and opportunities for marginalized people, groups, or communities. Some researchers define it as the ability to enhance social welfare and help with sustainable development overall (Ankuram, 2018) or as the act beyond money contributions and philanthropy, involving real interaction with the person, society, or company in need (Hess, Warren, 2008). Regardless of the different nuances of these definitions, social initiatives are the foundation of a cohesive and inclusive community, as they aim to generate a common ground in which to welcome all possible diversities. By increasing their capacity to implement social initiatives, companies will benefit from the power that different individuals will bring to them and from the growing connection and acceptance of the territory, while giving back to the community initiatives of ethical value.

Intended Learning Outcome(s)

Knowledge and understanding

Demonstrate an understanding of the possibilities of accomplishment by working strategically with diversity and inclusion

Skills and abilities

Develop new skills in the organization through inclusion activities
Reflect on your own and your team's learning strategies

Judgment and approach

Develop an including leadership approach



Module 4 - Social Initiative

Purpose

As outlined in the introduction, there are many definitions of social initiative and they often relate to the world of business. Thus, while social initiatives can generally be defined as any action aimed at eliminating or mitigating social barriers that generate disadvantage to specific groups, in the world of work they fit into the broader concept of Corporate Social Responsibility (CSR). The European Commission comprehensively describes CSR as "*the responsibility of enterprises for their impact on society*" (1), which is shaped by *the voluntary integration of social and ecological concerns* (2). Managing possible diversity within the workforce and generating equal opportunities and treatment, regardless of the ethnic and cultural background or personal characteristics of each employee is a key element in Corporate Social Responsibility (3). The social initiative is therefore one of the ways in which a socially responsible company expresses itself, for example by adopting inclusion policies within its organisation, creating services that can facilitate employees from ethnic minorities, investing in community projects. Its ultimate aim is therefore to create an inclusive and cohesive enterprise and community.

Why is *social initiative* important

Social initiatives, specifically in the context of diversity management, can bring numerous benefits to organisations. Some studies have been carried out to explore the relationship between cultural diversity and added value for the organisation. In a study of 12 companies in the small and medium-sized sector, from a commercial perspective, the participating companies point mainly to growth in staff and therefore growth in profit and a larger market (4). As intrinsic benefits, making diversity and inclusion possible within the company, throughout also social initiatives, provides a form of fulfilment and a better company image. The companies also report savings, such as lower recruitment costs, less sickness absence, and greater returns in terms of training because people remain for longer periods of time. Social initiatives therefore benefit *individual* employees, who are more satisfied with their working life, the *organisation*, which benefits financially and in terms of image, and the *community*, which grows in a healthier and more inclusive way.

A story to be repeated

The Sesto Fiorentino (FI) branch of IKEA has developed an original way to integrate new foreign workers into the organisation and the community. In fact, it organises several evenings aimed at intercultural inspiration, giving locals the opportunity to participate in film screenings based on the theme of migration, and to get to know foreign cultures by sharing typical ethnic dishes.

Module 4 - Social Initiative

Exercise 1



Prep. time: *30 min*
Duration: *1 hour*



Nr. of participants



Setting: open area
Material needed: old clothes; clothes
factory tools or recordings; boxes;
panels; maps



Adjustments

How to do it

The trainers will set up a route in several stages that will represent the social and environmental impact of the clothing supply chain. Every stage will take the shape of a small exhibition, in which the participants will find representative materials and facts&figure panels about that stage. The trainer will accompany the participants during the "trip" through the stages, presenting the contents of each one. It will take the form of an actual walk through the stages.

- Stages: raw materials, pollution and health; situation of the factories in terms of labor condition; transparency

The trainers will then ask the employers to reflect about their supply chains and the impact they might have. They will be provided with maps: during the route, each employer will try to geographically track his supply chain, and to add considerations about the specific social and environmental issues.

Finally, a volunteer will shortly present their supply chains, and the related problems they found . They will discuss with the others about the actual influence of our choices and the potential improvements to consider

The trainers will guide the reflections also by adding considerations related to the unethical and unsustainable supply chains as a potential push factor for migration.



Module 4 - Social Initiative

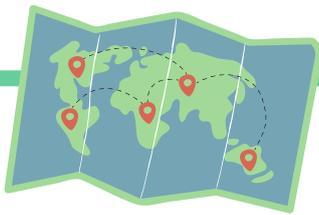
Exercise 1



The trainer present the clothing supply chain covering the story behind each stage of production.



Employers are asked to describe their supply chain, stimulating reasoning around their awareness of it.



Each entrepreneur traces the route of their supply chain on the maps, indicating for each place what is produced/what stage is represented.



3 volunteers illustrate their supply chain using the maps and the other participants give them suggestions on how to improve it to make the supply chain more ethical and inclusive.

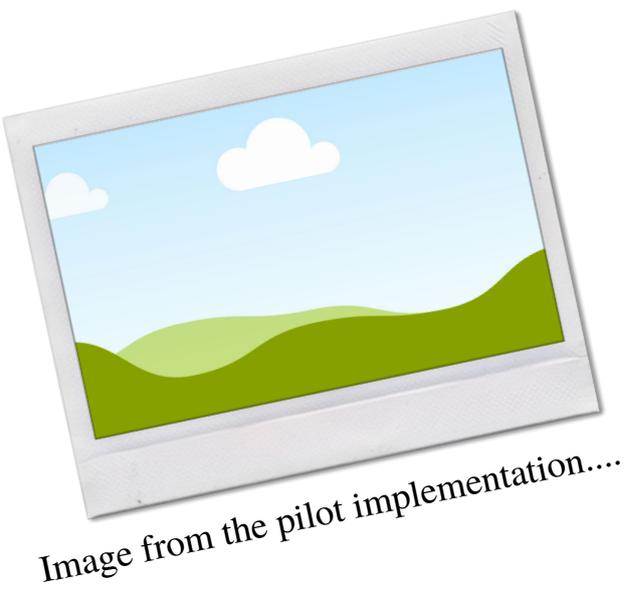


Image from the pilot implementation....

Module 4 - Social Initiative

Exercise 2



Prep. time: 5 min
Duration: 30 min



Objective: Offer concrete examples of social initiatives that can be implemented in the participants' organisation



Setting: open area
Material needed: flipchart, marker, paper and pen for participants



Adjustments for online delivery

How to do it

As initial stimulus, the group of participants is presented with a story of a virtuous local enterprise, implementing social initiatives that benefit the community (e.g. The LEGO group - https://www.youtube.com/watch?v=QkH13mO0uog&ab_channel=TheLEGOGroup)

The trainers then divided the participants into two groups:

- The group of *sceptics* is given the task to point out all possible obstacles that prevent them from replicating or implementing similar social initiatives in their activities (also referring to cultural inclusion activities).
- The *visionary* group has the task of indicating all possible opportunities to replicate or implement social initiatives in their organisation.

*A debate starts and each side has to convince the other about its points. The trainers mark on a flipchart the "pros" and "cons" to these activities. **In the debate the central focus has to be on the practicality of applying the initiatives in their organizations.** The trainers conclude the session by summarising their findings and emphasising how taking responsibility together with social initiative gestures lead to numerous benefits for both companies and the community as a whole. The trainers will also present specific examples regarding of companies' social initiatives undertaken towards migrants.*

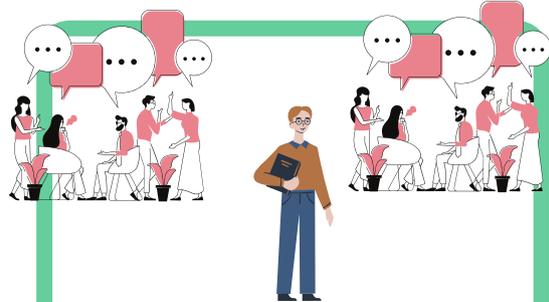


Module 4 - Social Initiative

Exercise 2



Participants watch a video on an inspiring enterprise which implement social initiatives



The trainer divides the participants into 2 groups: the *sceptics* and the *visionary*



Each group discuss on and list *pros* or *cons* of implementing social initiatives in the business word



Then, a debate starts and each team has to convince the other about its points.



Image from the pilot-implementation



Finally, the trainer concludes emphasising how implementing social initiative lead to benefits for both companies and the community.

Module 5

Emotional Stability



Module 5 -Emotional Stability

Introduction/background

Emotional stability is a trait that is hard to define since it is subjective to the individual. Emotional stability can however be described as the property to label to which extent and with which efficiency the emotional system automatically returns to its starting point, or equilibrium (Li, Ahlstrom, 2016). The higher the emotional stability the harder it is for surrounding to affect the emotional system, it can return in a more efficient way to equilibrium. This will make it easier for individuals to adapt to different situations and events.

In other words, emotional stability is the ability to maintain your focus no matter how difficult or challenging things may become. You prevent your emotions from controlling you therefore you stay in control.

Intended Learning Outcome(s)

Skills and abilities

How to create inclusive behaviour in the organizations at all levels

Judgment and approach

Including leadership: what leaders have to think about and how they have to be an inclusive team



Module 4 - Emotional Stability

Purpose

Emotional stability refers to a person's ability to remain stable and balanced. Having emotional stability means that a person can withstand the whirlwind that life throws in the way, and still be productive and capable through it. Therefore, emotional stability is really important in the workplace where the situations are changing and emergencies may occur anytime. Businesses and organizations need to look for emotionally stable employees to ensure business continuity working under pressure and in culturally diverse environments. Employees who can manage their emotions and stay calm in every situation, are the ones that can cooperate with anyone regardless the differences they may have. Not losing your temper during a crisis or a disagreement with colleagues is a trait that promotes good cooperation in the workplace.

Why is *emotional stability* important

In culturally diverse workplaces, it is really important for employees to have cultivated their emotional intelligence and to remain calm in times of crisis. Emotional intelligence is defined as the ability to understand and manage your own emotions, as well as recognize and influence the emotions of those around you. Emotional intelligence is typically broken down into four core competencies: self-awareness, self management, social awareness, relationship management. Working with people from different cultures may be challenging as this cultural diversity may create difficulties in the cooperation. However, people with emotional stability can recognize these differences and act towards finding a way to understand and to cooperate peacefully. Respecting and recognising the difference is the best way to overcome it.

Needless to say, this makes emotional stability a critical trait for leaders, especially in a culturally diverse work team. When people with different cultural background have to cooperate is possible that disagreements or difficulties may occur and then the manager is the person who is required to find a solution in order to identify the obstacles to be overcome and the good ambience in the team to be restored. Therefore, the trait of emotional stability is crucial for a stable and productive work team.

Module 5 - Emotional Stability

Exercise 1



Prep. time: 15 *min*

Duration: 1 *hour*



Material needed: whiteboard
and marker



Minimum nr of people: 4



Adjustments: can be done
online if you can
share the experiences/stories of
all. If done online, make sure to
write down your story and send to
the trainer:

How to do it

1. Each participant narrates a story from their work life that it was hard for them to be emotional stable". (“Who was involved?”, “What happened?”, “How you reacted?”)
2. After each narration, the participants say the emotions they recognized in the story and they write them on the whiteboard.
3. When all emotions have been written on the board, the participants discuss, in small groups, the emotions caused and how they affected the teamwork.
4. Finally, the participants choose one of the narrated stories and they “recreate” it differently so as the hero act more emotionally stable.



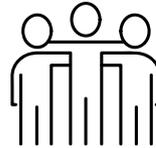
Module 5 - Emotional Stability

Exercise 2



Prep. time: 15 min

Duration: 1 hour



Minimum nr of people: 4



Material needed: paper and pen



Adjustments: can be done online if you can

How to do it

1. Write 5 good and 5 bad traits of yourself.
2. Now circle the ones with whom your colleagues would describe you. *If you circled at least 5 means that your colleagues know you well.*
3. Answer to the following statements with yes or no.

- I express my good traits to my work team.
- The cooperation among my team work is smooth.
- I am supportive to my team work.
- There are no tension during the work with my team.
- My team work can find solutions during a crisis.
- I rarely lose my temper in work.
- I can cope with anybody without problems.
- My colleagues know that they can count on me.

If you answered "yes" in more than 5 statements, then you seem to be an emotionally stable manager.



References

A decorative graphic consisting of five thick, curved lines of different colors: purple, yellow, green, blue, and grey. The lines are arranged in a fan-like pattern, starting from the top left and curving downwards and to the right.



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