



ERASMUS + KA201 PROJECT

YOUNG

ETHICAL

LEADERS

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PRACTICAL GUIDE



YOUNG ETHICAL LEADERS

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CHAPTER 1 - ETHICAL LEADERSHIP

1. BUSINESS PLAN

1) BEING AN ENTREPRENEUR

One of the most frequently asked question is: "Which properties do you need to run a successful business or to be a successful entrepreneur?"

Obviously, the opinions differ from each other, but the basic or most common principles are the same. You need:

- Eagerness for independence
- Innovative spirit
- Healthy risk appetite
- One's own initiative
- Impulsiveness
- Achievement- orientation
- Social authority
- Emotional stability

Some of the clearly stated Pros and Cons of being an entrepreneur are named exemplary in the following chart:

Pro +	Cons -
To be a free agent	Often a lot of work
You meet new people	You have to be confident also in hard times
To socialize	Sometimes it's hard to calm down or keep calm
	It's diversified

2) BUSINESS PLAN

2.1 INTRODUCTION

Every business starts with an idea. But when you have this idea you must structure and organize it to improve your chances of success. You have to think about its advantages and problems, about your finances, about your customers and much more. Because of that you should write a business plan which explains everybody your future company. This work will maybe also show you the dangers and difficulties in your idea and help to eliminate them.

2.2 CHIEF CONTENTS

PART 1 - BUSINESS IDEA

- (1) Describe your business idea.
- (2) Describe the different types of product/ service you are going to be selling (e.g. colour, sizes).
- (3) Find a business name and explain your decision.

PART 2 – CUSTOMER GROUP/ TARGET MARKET

- (4) Describe your typical customer (how old, how much they earn, where is he living...).
- (5) How many customers are you waiting to buy from you?

PART 3 – CUSTOMER RELATIONS

- (6) Explain your communication policy (How do you want to present your product to the customers – newspaper, internet...).
- (7) Find a strap-line, a catchy phrase that goes with your business name (e.g. “Cadbury’s Crème Egg – how do you eat yours?”).
- (8) How will your product be delivered to your customer?

PART 4 - COMPETITOR ANALYSIS

(9) Describe your competitors.

(10) SWOT analysis

Strengths (positive things about your business) Weaknesses (things that could mean you struggle to make your business work)

Opportunities (external factors you can take advantage of – e.g. changes in law or market trends) Threats (external factors that could affect how well your business do)

(11) Describe your unique selling point (What makes your product different from others? How will you show your customer that your product is the best?)

PART 5 – KEY ACTIVITIES

(12) Activities: Describe your first steps to realise your innovative idea.

(13) Resources: What do you need to realise your idea?

(14) Human Resources: Who do you need to realise your idea (employee)?

(15) Suppliers: Explain who you have chosen and what they will supply.

PART 6 – BACK-UP PLAN

(16) Think about changes that might be necessary in light of the SWOT analysis.

2.3 EXPLANATION

PART 1 - BUSINESS IDEA

In Part 1- Business Idea – it's important to give an overlook of your product for your customers. In a short form they have to get all the important information about the product. For an entrepreneur it's necessary to know all the information by heart for always being ready to present your product/ idea in a short and easy understandable way. It's needful to know why the customer should have your product and what is the difference between your product and the product of the competitors.

PART 2 – CUSTOMER GROUP/ TARGET MARKET

Your product has to be customized to your customer so you need to have a very detailed description of your typical customer. You can have different selling strategies: either you want to get a very big number of person, because it's a thing everyone needs / uses (e.g. bed, phone, ...) or your product is intended only for a certain group of people (e.g. smartphone user, bus driving people,...). The fact that the sales figures sway with this decision is logical.

PART 3 – CUSTOMER RELATIONS

The last chapter was for knowing your customer and his preferences. This chapter is about how to deliver your product to the customers, how you to draw attention to your idea. A funny and interesting slogan is always a very good opportunity to keep the product in mind for the customers.

PART 4 - COMPETITOR ANALYSIS

A competitor analysis is an assessment off the struggle and weaknesses of current and potential competitors. This analysis is an essential component of corporate strategy. Contingent on markets and industrial sectors such an analysis has a big influence of internal and external decisions. The aim of the competitor analysis is the prediction of the behaviour of those competitors with which you could have an intense competition.

A famous method to create a competitor analysis is the so called “SWOT- Analysis”. Here you focus on the strengths, weaknesses, opportunities and threats from your rivals:

- Strengths: Positive things about your business.
- Weaknesses: Things that could mean you struggle to make your business work.
- Opportunities: External factors you can take advantage of – e.g. changes in law or market trends.
- Threats: External factors that could affect how well your business does.

PART 5 – KEY ACTIVITIES

The Key- activities are those important functions a company has to operate, to stay successful on the market. Contingent on the industry or market the Key- activities are different. With these activities’ customers can be achieved, you maintain the relationship to customers and you are generating income.

Besides the Key- activities you also have Key- resources. Every business concept needs Key- re- sources, which are the reason why entrepreneurs can offer their products and services.

Key- activities and Key- resources are directly linked to each other, because these activities are made possible by the resources only.

PART 6 – BACK-UP PLAN

The Back- up plan is another essential part of a business plan. It is always necessary to anticipate with the worst and this is the reason why such a Plan B is so important. With a Back- up plan you can provide your business idea and often yourself in the worst case.

When you are writing such a Back- up plan it’s recommended to incorporate every single topic from your business plan.

2. 4 EXAMPLE (STUDENTS WORK)

PART 1 - BUSINESS IDEA

(1) DESCRIBE YOUR BUSINESS IDEA

A device that is installed in the walls and on the floor that blows out air on one side and sucks it in on the other. With the air all the dirt gets sucked in. When the device is installed on the ceiling, spider webs can be prevented. The device can be controlled with a free app and is connected with the ventilation system. The device will make cleaning easier and faster than before.

(2) DIFFERENT TYPES OF PRODUCT

1. THE BASIC SYSTEM

The BASIC system adopts to every kind of home and is controllable by an app that comes with the device. The customer gets an account and a password for the app so that only he can control his system. The BASIC system can be installed in new houses, with the system integrated into the wall and the structure of the building, just as well as in older houses, where the device is located outside of the wall. A grating can be installed as a protection for pets.

2. THE SPIDER SYSTEM

The SPIDER system is installed on the ceiling where it can suck in spider webs. It can also be controlled by app and only sucks in air and does not blow it out. The SPIDER system can be combined with the BASIC system. The SPIDER system is connected with the ventilation system which blows the spiders out of the house without harming them. The system can only be installed in new build houses unless there is already a ventilation system installed.

3. THE PRO SYSTEM

The PRO system is used in factories, big rooms and schools. A grating is installed in the middle of the room that sucks in the air and the dirt. The second part of the system is installed in the walls where air gets blown out towards the grating in the middle of the room. The grating is protecting loose equipment from getting sucked in. A grating to protect animals is optional.

(3) BUSINESS NAME

Click Click Clean

1. Click to open the app
2. Click to press the button 'Clean'
3. The room is Clean

This is not just the business name but also the name of the product

PART 2 – CUSTOMER GROUP/ TARGET MARKET

(4) TYPICAL CUSTOMER

Our typical customers will most likely be around the age of 18+. Gender won't matter. Our customers will be a part of the upper middle class and live in a house or apartment. Especially pet owners who's pets loose hair will be interested in product. Also people with allergies, such as a dust or pet hair allergies, will be part of our typical clientele.

(5) HOW MANY CUSTOMERS WILL WE HAVE

Especially factories, pet owners and families with many kids are just waiting for us to design this system. The number of our customers will increase year by year.

PART 3 – CUSTOMER RELATIONS

(6) COMMUNICATION POLICY

Advertisements will be launched in TV commercials, newspapers and flyers will be print- ed. YouTube videos will demonstrated what the device is able to do and pop up adds on social media will make even the young generation interested in the system. Billboards and free consultation will inform people who want to build a new house about the device and personal advisers will consult with customers who already own a house or apartment. Experts will be sent to factories to inform them about the new system and cold calls will make sure that

everyone knows about the new device. We would also like to cooperate with architects who can consult with new customers and help with the planning of the installation in new houses.

(7) STRAP LINE

'Click Click Clean'

- And the dirt is gone!

(8) DELIVERY

The device will be delivered by our company to the home of the customer where it will be installed by experts. Later on we will expand and let our own employees install the device.

PART 4 - COMPETITOR ANALYSIS

(9) COMPETITORS

Our device is completely new on the market. The competitors that we have are the providers of cleaning robots and drivable cleaning machines

(10) SWOT ANALYSIS

- Strengths:

Our product does not just save time, but it is also very cost effective considering that you save the costs on cleaning products. The only costs coming up in the future are filters for the dirt, which are easy to change and to replace. Our product is easy to use because of its automatic function that can be controlled by app from anywhere. It is safe for pets and children and is ordable online.

- Weakness:

The product uses a lot of electricity and is expensive to install. You can't be in the room when the device is working.

- Opportunities:

We could expand our products so bigger factories and schools could use it. We could also cooperate with companies who work on 'smart houses'.

- Threats:

Some people might like the old traditional cleaning. It would also cost some jobs because it takes away the cleaning, especially at schools and companies.

(11) UNIQUE

We are unique because the installation and the app comes for free. The app is available for for Apple, Android and Windows Phone. Because of the app the system can be controlled from anywhere at any time. Because of a device outside of the wall, people who have an old house without a ventilation system can use the product as well. Our idea is unique because it makes cleaning so much easier and is save for pets and children

PART 5 – KEY ACTIVITIES

(12) ACTIVITIES

Consult with experts who we need to help us build the device and figure out technical details. Also, we need to talk to sponsors and architects.

(13) RESOURCES

We would need customers who are willing to try something new. We need the technique and the experts to build and to install it. We also need some money to launch our project. We need suppliers to build the device.

PART 6 – BACK-UP PLAN

(14) CHANGES

Maybe we have to install a grating in houses and smaller rooms as well if the power of the duster is not strong enough. (This is why we need technical experts to figure out details about the system)

(15) SAVING MONEY

We could offer updates that the customers have to pay for. Such as a faster installation or the newest technology update.

(16) CHANGES IN THE FUTURE

We could expand world wide and cooperate with companies who work on smart houses.

SUMMARY: WHAT DID WE LEARN?

We learned that it is important to always be focused on your plan and that there are many things that you have to consider. An idea is not just an idea. There are many factors that you have to keep in mind, such as, is the technology to make your idea come true available or would you have to invent a completely new system.

We learned that you have to take a closer look at the market more than anything else and that the best idea is useless if the market isn't asking for a product like it. Money is always an issue and if sponsor do not like your idea you have almost no chance to start a successful business. Furthermore, we found out that there are many things to consider that we didn't even think about in the beginning. When you have a great idea, you don't think of all the problems that might be in your way.

There is a long way with many obstacles between having the idea and actually producing the product.

TEAM BUILDING AND TEAM DYNAMICS INTRODUCTION

A great deal of research has been published on team building and team dynamics. This research has been exceptionally useful for the nowadays workplace and its value has been widely accepted and recognized, as successfully built teams bring about positive outcomes.

Team building consists of particular stages each of which is equally important when it comes to achieving a specific aim in an enterprise. The description of these stages can be of help with practical day to day team building.

How one defines a team varies according to the context they are referring to, but it is useful to look at three widely accepted definitions:

[A team is a] group in which members work together intensively to achieve a common goal.'
(Lewis-McClearn & Taylor, 1998)

'A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable.'
(Katzenbach & Smith, 1993)

'[A team is made up of people] working together in a committed way to achieve a common goal or mission. The work is interdependent and team members share responsibility and hold themselves accountable for attaining the results.' (MIT Information Services and Technology, 2007)

The common idea which lies behind those three definitions is that consist of a group of people who share a common rationale of their goal and work together to achieve it.

However, at this point we should differentiate between what a temporary and what a permanent team is, as in the world of work one can come across either one.

Therefore

- A temporary team is assembled to:
 - investigate or solve a specific issue
 - design a new product or service
 - act as a committee to resolve an issue
- A permanent team could be brought together
 - to act as a steering committee
 - to take up responsibility to perform a specific action
 - from the same business department to meet regularly so as to find work improvement opportunities.

FIGURE 01



Although the initial purpose is to have permanent teams, this might be prone to change, for a number of reasons: For example, as far as individual members are concerned -the leader included- may leave or be replaced. Also, those with a particular skill may be assigned to another team, where their particular skills serve the other team's goals better. Or a team's composition may change, even if the common goal remains the same, in the case of a business being taken over or merged with another.

A team's success is greatly affected by the structure of support that a leader has at his/her disposal, so as to have the ability to reward, develop and resolve conflict among the members of the team. Whether they are permanent or temporary, successful teams bring considerable benefits to businesses:

FIGURE 02



Many projects in the workplace have too many requirements or pose extra difficulty on one individual to complete and the teams ensure the project's prompt success. This is especially true when it comes to large scale projects or projects which involve extensive use of IT technologies.

One of the most important advantages of the existence of teams is that a team can bring better and largely based expertise in the business field, when compared to that of a single individual. One person alone, no matter how qualified or skilled, cannot meet the requirements, or lacks the whole range of skills demanded for an outcome to be delivered.

What teams can do better is that they compose of individuals, whose knowledge and skills are complementary and contributing to the final outcome, thus far exceeding the knowledge and skills of a single individual. Team members are also able to coordinate their efforts to produce the desired outcome right on time and within a prearranged budget.

Moreover, teams cooperate by combining knowledge on an inter department level, in an enterprise. This helps members of different teams within an enterprise, to share the common vision they serve, and makes them feel they have really played an active role in shaping the final outcome. In this way, a feeling of “community” is created among team members. The members feel they are the “owners” of the decisions they have made when they had been asked to perform a task, and this is a feeling which highly motivates team members. An example of this is a Customer Support Team, where individuals share the same set of skills and all do exactly the same job, thus having a collective expertise within the team.

This environment in teams increases morale both among individuals and within the organization as a whole. The amount of their contribution to the organization may increase or decrease the common bond among members.

SUMMARY

- A team is a group of people who share a common rationale of their mission and work together to accomplish it.
- Teams can be temporary or permanent.
- Teams will have a significant advantage in accomplishing their goal when they are managed correctly and when they are remarkably motivated.
- Teams bring several benefits to organisations, such as:
 - Greater levels and depth of expertise
 - They are more efficient than individuals

- Teams carry through large scale projects more successfully.
- They form a community, playing a major role in the production of the final outcome, thus enhancing morale and confidence.

STAGES OF BUILDING A TEAM

“Much of the theory of team building is based on academic research and has its roots both in psychology and sociology. It began with the work of Wilhelm Wundt (1832-1920), who is credited as the founder of experimental psychology. It was Kurt Lewin (1890-1947), a social psychologist, who coined the term “group dynamics” to describe the positive and negative forces between groups of people.

In 1945, Lewin established the Group Dynamics Research Centre at the Massachusetts Institute of Technology, the first institute devoted explicitly to the study of group dynamics and how it could be applied to real world social issues.

As research continued in this area throughout the second half of the twentieth century its focus moved more into studying how group performance could be improved in the workplace.

One of the most influential models in this area is Bruce Tuckman’s (1965). He proposed a four- staged model called: “Tuckman’s Stages for a Group”, which states that the ideal group decision making process should occur in four stages: Forming, Storming, Norming and Performing.

Tuckman stated that these phases are a prerequisite for the team to grow, to face up to challenges, to handle problems, to find solutions, to plan work and to deliver results.

It is very important to understand these stages and how each of these stages assists in building a successful team. The way each stage is experienced within the team members affects the quality of the anticipated result.

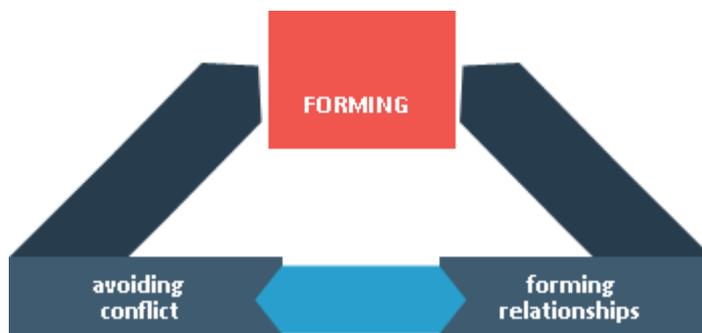
FORMING

At this level the members assemble for the first time to form a team. At this point, members usually have positive expectations about the task, although they may feel some anxiety about other members, such as who they are and what they are like.

At this point it is about building relationships within the group and making the team's mission clear. At first, individuals behave independently of each other, but as they collect information and opinions about:

- each member of their team
- the nature of the undertaken project
- its difficulties and opportunities involved
- the best way to deal with the project
- the team members begin to agree on goals and try to find effective ways to cope with the demands of the project.

FIGURE 04



The top priorities now are to be accepted by the other members and to avoid conflict. This results in serious issues being skipped or put off, as the team members concentrate on routine issues.

At this stage the members are unwilling to engage actively and they do not show any signs of contradiction. Consequently, very little is to be expected in terms of achievement, at this

point. However, differences and contradiction are still there, only they have not become evident yet.

The length of this first stage will depend on the clarity of the task's requirements, and the members' experience on working as a team. The simpler the task, the less time will be spent at this stage. Members who are used to being autonomous will need more time to adjust and create the relationships needed, whereas experienced members will adapt to the new situation faster. The

leader does not give a lot of support at this level, either.

The leader's participation is important because it depends on him/her whether the instructions are clear or not. Clear directions mean building of strong relationships. Also, the leader must be careful in assigning roles and responsibilities in such a way, so as to avoid any misunderstandings about who must do what, and who is responsible for what. In this way, duties will not overlap, causing delay and confusion.

FIGURE 05



With decisions being made in the majority of cases by the nominated leader, one issue which needs to be ensured is that there is a fair distribution of duties and responsibilities, thus ensuring that each member has been assigned an equal part of the task to be achieved.

By paying attention from the beginning to building good relationships, as well as focusing on a clearly determined task, the team will perform better than teams whose leaders leave out or neglect the relationship-building stage.

STORMING

During this second stage, where team members feel more able to express and question opinions, more evidence of internal conflict comes to surface. The leader's role is to maintain and direct this energy into a productive channel. The leader needs to be aware that some level of internal conflict will cause a simultaneous decrease in the team's confidence. The leader's role will have to become more active, offering support and guidance to the team, so as for them to make the right decisions. Also, the leader offers explanations to the members as to how these decisions were reached.

The leader needs to determine what he/she and the organization expect of the team as far as professional behaviour is concerned.

By instructing the team at this point, the leader ensures that conflict does not get out of control, resulting in damaging severely the relationships among the members of the team

It is easy to recognize when a team moves from the "forming" to the "storming" level, because the members begin to identify the differences between their initial concepts and the reality of the situation that they have come together to deal with. These differences may be what problems they are really supposed to solve, how they will function independently and together and what model of leadership they will accept.

As team members begin to tackle work assignments and express their opinions on the best way to reach the task outcome, disagreements will arise. Through active listening skills the leader will intervene and help team members come to a unanimous decision through compromise as the most efficient way to obtain the necessary outcomes.

While team members confront each other's ideas, put their different attitudes to the test, discuss what the team have to do, and how it is best to achieve it, the leader's role becomes one of a facilitators building trust within members of the team.

Team storming, whilst it may be stressful and disappointing in the first place, will be overcome relatively quickly, with a leader's appropriate instruction and back up. It is a necessary step for a team to become a cohesive whole and not as an enormous nuisance to be dismissed.

At this stage members may:

- Find it painful because they are averse to conflict
- Feel anger or frustration with the task or with other members.
- Resent the presence of formal leadership.
- Focus on minutiae to avoid the real issues confronting the team.

The amount of maturity when it comes to attitude and approach to problem solving of some team members is significant in determining whether the team will be able to overcome the obstacles and move forward to the next stage.

If there are attempts to sweep through this stage in a team's development (by the leader, for instance), this stage may become a permanent state, resulting in low levels of confidence and a decrease in productivity. If there are suspicions that the team is falling at this state, it is advisable to consider the range of flexibility offered by the organisation, so as to change the composition of the team, making it more suitable to the task's demands.

Another option would be to break the team into smaller groups of matching individuals within the team so that confidence and productivity are raised

NORMING

Once the team has come to the third stage of its development the members concentrate on solving differences so that the aims and the mission can be clearly determined. The role of the leader now changes to that of a team member. Team members get to know each other better now and make decisions on how they will work together and they develop ways so as

how to solve problems, they set rules of appropriate behaviour among them, set the team values and performance indicators. The team has now established fundamental processes and the leader has to make sure the team avoids spending unnecessary time on issues of minor importance. During this period of negotiation and discussion, the leader is the one who observes and facilitates in order to help the team set up the accepted rules of behaviour as they learn to work together. The general attitude is characterized by decreasing animosities between the members. So, feelings of cohesion, mutual respect, harmony and trust start to emerge. Furthermore, a feeling of satisfaction in accomplishing tasks is becoming apparent.

FIGURE 06



The team is truly evolving in aspects of team pride and there is proof of increased productivity as skills develop. The team make decisions that are more related to their purpose rather than compromise.

The leader becomes a delegator rather than a coach giving the team greater opportunities to increase their levels of expertise.

PERFORMING

Now the team has come to the final stage of its development and can now yield real benefits to the enterprise. The team members are now competent, self-determined and able to deal with the decision-making process without any need of supervision.

The team have been carrying out tasks during all the stages, but it is now in the “performing” stage, that work is achieved more fruitfully. The confidence index is high and the general atmosphere is positive. Team members’ attitudes are featuring positive feelings and willingness to be a part of the team.

Members are self-assured about the result, enjoy open communication, show high energy and dissent is expected and allowed as long as it is exhibited in an acceptable way agreed by the team. Leadership in the team can be shared and tasks are appointed to the team members, which makes the decision-making process easier within the team.

Once the team is operating at this level then the leader’s role becomes one of a supervisor and appointer. The leader is no longer involved in day-to-day activities and the team’s relationships with each other mirror the high degree of trust and loyalty the leader shows in his/her relationship with the team.

Another key task a leader should perform at this stage is to monitor the relationships between team members, together with their performance, to make sure that the team remains productive and dynamic. This is because changes in the dynamics of the group can cause high-performing teams to fall back to earlier team-building stages.

For example, a change in leadership may cause the team to fall back to “storming” as the new people may doubt the existing norms and dynamics of the team.

C) WHAT MAKES A SUCCESSFUL TEAM?

Designing, monitoring and managing teams is not an easy task. It is only natural that sometimes teams succeed in fulfilling a project but there are certain times when a team fail to produce a designated outcome. Since being successful is what is sought after in this guidebook, our focus will remain on which factors make a team successful.

So, let’s take a closer look at why some groups are successful and what it is that makes them so.

Here we can identify three attributes that such groups possess:

- They satisfy internal and external clients.
- They develop capabilities to perform in the future.
- The members find meaning and satisfaction within the group. (Richard Hackman's "Five Factor model", 2002).

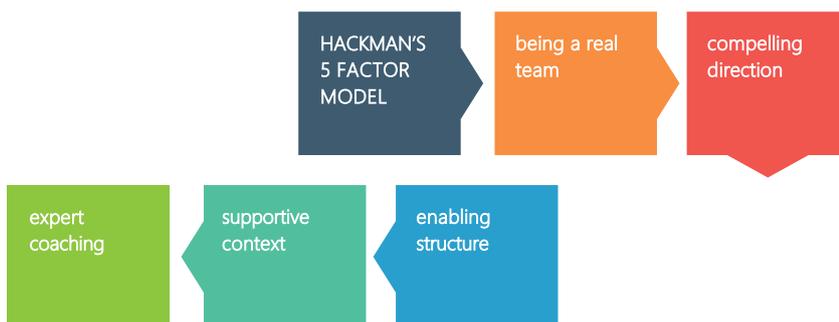
Hackman went further by determining the conditions that can increase the chances of success for teams.

Those five factors are:

1. Being a Real Team,
2. Compelling Direction,
3. Enabling Structure,
4. Supportive Context 5. Expert Coaching (Richard Hackman, "Five Factor Model", 2002).

These phrases need to be defined so that one can see how they can influence the success of a team. What is needed therefore, is to ensure these elements exist within the environment of an organization's department.

FIGURE 9



BEING A REAL TEAM

Being a real team means that all members have the project responsibilities under question equally delegated, the team is clearly defined so that everyone knows they are a part of the team, and that the number of members remains stable.

A leader will have direct control over the first two elements of what constitutes 'a real team', but it is the stability of the group members that is often the hardest characteristic to control. This is because sometimes, the team's stability lasts only as long as the project lasts, or if one member possesses a rare skill the team's stability might be at risk, as other project teams can compete for this unusual resource. Instability within the team composition can also arise from the nature of the work. For example, leading within a call Center environment is often overwhelmed by a high rate of staff revenue due to

the nature of the job and the fact that it often attracts temporary individuals.

A leader in this type of environment will have to be able to minimize this danger by developing a training program that quickly integrates new employees into the team.

COMPELLING DIRECTION

The second factor which makes a successful team is that of providing the team with convincing direction. This means that a team should have clear goals, which are both challenging and far-reaching.

FIGURE 10



For a team to be successful, there must be straight control over the goals set to the team. It should be guaranteed that those goals need to be motivating and rewarding for the team members. These goals need to clearly state how the team contributes to the organization so that the team is aware of their own share to the general mission.

ENABLING STRUCTURE

The structure that a team exists in is the third factor that is considered as significant in making a team a success. Some of the structure's features can be controlled by the leader, while others are going to be determined by the type of organization the team are in, as well as the team's role in it.

FIGURE 11



Where possible, it is advisable to offer a team variety in the tasks they must complete. This improves the team's chances of success. Examples might include small changes in task assignment, or keeping the size of the team at a manageable level so that they are not too large and become too bulky. Sometimes making small groups within a large team is useful.

Within a team's structure it is mandatory to ensure that some of the key members have good social skills. This makes certain that persuasion and well-presented arguments rather than conflict forms the basis for decision making in the team. These social skills will also make sure that behaviour is steered by strong rules.

SUPPORTIVE CONTEXT

Enterprises of all types comprise of teams of people. As those teams combine forces they make the workforce of the enterprise. These teams, in order to perform successfully, are in need of support by their organization.

This support framework has three major aspects: reward, development, and information. The members of the team feel supported by their organization when they are rewarded according to the level of their performance. When teams reach their goal it is only natural for them to expect their implementation efforts and cooperation to be rewarded. Rewards

can act as a means to assess members' level of contribution to the achievement of the preset goals. Also, rewards help teams improve their performance to meet the expectations needed from them.

FIGURE 12



The second aspect of the support must be the development of individual members' skills through an evaluation system. For many organizations this evaluation system forms the basis on which leaders and organisations more broadly, understand the abilities of a person for further growth and development. Also, it gives relative feedback on who needs expert coaching in areas that need improvement. In this way, leaders and organisations evaluate development and working performance. This enables them to create a fair system of pay rises and promotions.

The third supportive aspect is related to the provision of information and permission of easy access to information data and materials. A team ought to have access to the information and materials they need to develop their own skills. Team members must be able to make use of the advances in communications technology (computers, notebooks, eBook readers, smartphones, etc.) and the Internet.

EXPERT COACHING

The final aspect which should be looked upon is that of expert coaching and mentoring. Through the evaluation system and daily work of the team it can be identified which members of the team require additional help with a task, or how an individual can be coached to develop his/her interpersonal skills. Once this need has been identified the

person is coached on how they can best overcome the deficits they may have and develop the skills they lack. The manner should not be too overpowering, as this can seriously put the effectiveness of the team in jeopardy. If this happens it will significantly reduce the success of any team. That is why it should be done in a manner that will be accepted by the members of the team and in a manner that will ensure their willing participation.

In day to day operations of the working world, when we have an understanding of the dynamics of a team, we are better able to adjust leadership styles and behaviours to fit any current team. We will encounter teams that are almost permanent, but in which individual members may come and go. Any new members are integrated into the existing team as quickly as possible. This enables the team to continue to operate effectively.

Other teams are more temporary, often set up for accomplishing a specific project. Frequently this type of team will be made up of members who are familiar with and have a lot of experience of working in teams. This type of team acts as a cohesive unit as the members are likely to be very clear about each other's responsibilities. This means that these teams will go through the forming and storming stages faster, as the whole team is focused on its objective.

It is inevitable that there might occur a dysfunctional team that is stuck into the storming stage and is unwilling to progress no matter what. In those instances, one way to handle such a team is to create smaller groups within this team so that the work can break into smaller pieces. In this way it can be handled effectively and productively. The team environment should be useful for the achievement of goals. Adequate support should be available to individuals, with the addition of coaching as and when such thing is needed.

KEY POINTS

The ideal team is built when it has gone through the following four stages which clearly identify the dynamics of a team successfully:

- forming,
- storming,
- forming, and

- performing.

These stages provide a framework for how a team can best interact.

- Teams are successful when they:
- Satisfy internal and external clients,
- Develop capabilities to perform in the future, and
- provide meaning and satisfaction in the group.
- Setting to a team and its members specific, computable, reachable, relevant and within a time limit goals, will ensure that they have a clear focus for their activities.
- Developing an evaluation system will ensure an appropriate team structure and provide a supportive environment in which a team can develop their own skills.

D) SUMMARY

Team working provides abundant benefits to organizations ranging from bringing together different kinds of expertise to building a workplace community. This does not mean we should generalize about teams because even within the same organization there will be teams that are very diverse. The best leadership style for any particular team will be influenced by its purpose and composition. This means that each piece of team building advice should be thought about very carefully.

What should be beared in mind is that, well managed, well- coordinated and motivated teams will have a notable association with the success of the outcomes of any project. Cooperation, respect, trust, accountability and a mutual understanding of the common goal all members of the team serve, will contribute remarkably to fulfilling the final outcome which initially began as mere ambition. Successful teams bring about excellent results in any workplace.

WEB BIBLIOGRAPHY

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3. JOB INTERVIEW

INTRODUCTION

“We learn more from our mistakes than from our success.”

(Henry Ford)

Only a few of us manage to find a dream job at the first attempt. Have you managed to write accompanying documents in a suitable style or pass entrance exams and job interview successfully? Did you get the job position you had dreamt of? If so, you are fine-tuning the details of your employment contract, leading a discussion about your salary or looking forward to your beginnings in a new job.

But what to do if you receive a negative response?

If you want to answer this question you must realise these two points:

- You will know the results of your performance and employees' selection after your job interview. Even though your results are not positive take the opportunity to find out your weaknesses and strengths in the eyes of interviewer.
- If you want to learn lesson from your mistakes you must have courage to go through the evaluation in open and critical way together with your good friends.

In accordance with this quote, it is important not to give up after the very first failure. You must answer the question: Why wasn't I successful? You will find the answer when you think about the factors which precede getting a successful job position.

You can achieve success at the job interview only when you successfully manage to pass the following activities:

1. to correctly complete Europass (Annex 1: Europass – sample),
2. to write letter of application (Annex 2: Letter of application – sample),
3. to prepare cover letter which will attract the employer (Annex 3: Cover letter – sample),

4. to show knowledge and skills in writing tests (Annex 4: Tests of logical thinking – samples),
5. to impress at the job interview (Chapter 1.5; Annex 5: Are you ready for a job interview? Annex 6: Body language at the job interview).

3.1 EUROPASS

Have you read a lot of advice and tips how to write the best CV and you still do not know how to do it? Employers dedicate only a few minutes to study CV of each job applicant. If you don't manage to succeed at first sight, you can spoil the chance. Therefore, it's suitable to follow these rules:

- **Content** – concentrate on the things which are the most important. CV should be short, clear and tailor-made to the required job position. It should emphasize experience and skills crucial for the given job position.
- **Form** – be careful about the form and clear presentation of your skills so that you can hide your weaknesses and emphasize your strengths. State your education and work experience in a chronological order.
- **Design** – systematic and simple graphical design helps the employer to understand CV more easily and quickly. Keep standard type of writing, layout, pay attention to orthography and punctuation. Always check completed CV and delete all the mistakes.

The aim of this part is to explain the procedure of writing CV simply and easily. The procedure:

- write down the list of your strengths,
- choose suitable workplace,
- find out about given company and job position as much as possible,
- realise which specific knowledge, experience and skills are relevant for the job position,
- create CV in which you emphasize your key skills for the given job.

If you follow this procedure, you will make the first step towards your future success.

3.2 A LETTER OF APPLICATION, COVER LETTER

A letter of application is a formal document in which the applicant applies clearly, simply and politely to work in a chosen company. Its annexes are often cover letter, CV, documents about education, work references and approval of processing the personal details (See Appendix 2: A letter of application).

Cover letter serves as a fast applicant's introduction. It should raise reader's interest in getting to know more about you. Its content is wider than the content of application letter. Its function is to indicate the job position you are interested in, to highlight the knowledge, skills and experience which correspond to the employer's needs (See Appendix 3: Cover letter – sample).

Design of the application letter:

Head

We state the applicant's address in the head of document

CONTACT DETAILS OF JOB APPLICANT ARE FRAMED TO THE CENTRE OF THE LINE

Usually underlined in the form: title, name and surname, address (street, street number, post code, town, code of delivery post), phone number, mail address:

COMPANY ADDRESS.

The address of company which the application letter is addressed to is written on the left side, framed to the left, under the applicant's address after leaving 4 empty lines (the third empty line should contain the phrase: "Registered letter") in the form: Business name of the company, Legal form of organisation, Title, name and surname of the person responsible

for applicants' selection, Job position of this person, Street and street number, Post code and town, code of delivery post

For example:

Ing. Matej Jastraban, Kukučínova 25, 010 01 Žilina 1

Registered letter IT Com

Public Limited Company Mgr. Peter Krátky

head of human resources Slnecná 14

971 01 Prievidza 1

PLACE AND DATE OF COMPLETING THE APPLICATION LETTER

written after three empty lines, without commas, framed to the right: Žilina 11th November 2016

Name of the document written in bold, framed from the left side

APPLICATION LETTER

Text. Application letter should contain basic information in which you clearly and politely explain what are you applying for. It is common to start with the initial salutation.

1st paragraph:

Answer the question: Where did you find the job offer? Why are you reacting to this job offer? "It is appropriate to state the name of the job position you are applying for in this part.

2nd paragraph:

- highlight your present-day work experience with the description of duties you carried out and the success you achieved,
- highlight your education and skills related to offered job position.
- 3rd paragraph:

- highlight your personal qualities which differ you from the other job applicants.
- 4th paragraph:
- formal final salutation at the end of the letter and willingness to meet personally at the job interview

YOUR OWN SIGNATURE

APPENDICES (HIGHLIGHTED)

- Appendices
- Name of appendix

3.3 SELECTIVE TESTS

Tests are often an important part of selection procedure, mainly in the case of fresh graduates, self-motivated employees or employees transferred from another companies. Its role is to verify applicant's information, discover his potential, skills, character features and personal profile. Obtained data provide the image of the job position which suits applicant the best. The most often used tests are the tests of logical thinking which evaluate abstract, verbal and numerical skills of job applicant (see Appendix 4: Tests of logical thinking – samples).

3.4 PHONE INTERVIEW

Before you are invited to a job interview, an HR manager can call you. It can be a phone inter- view for preliminary selection in which he finds out if you really meet the requirements. He verifies your information or your interest in applying for this job position. Its aim is also to examine how you react and process unexpected situations. Therefore, try to answer the questions clearly and promptly. Be friendly and helpful because your way of reacting is also one of the factors in the selection procedure.

3.5 JOB INTERVIEW

Have you reacted to a job offer? Have you ever been invited to a job interview? It means that your CV and cover letter were impressive. Now, it is important to prepare for the job interview, make an impression and increase your chance of getting the job. Most people find the job interview stressful no matter if it is their first job interview or they have participated in several previous ones. There is a wide range of strategies which can help you feel more relaxed. The most effective way how to cope with stress is to be ready.

3.5.1 PREPARATION FOR THE JOB INTERVIEW

Prepare for the job interview at home and pay attention to these areas:

- Personal data – you should remember what you wrote in your CV. A human resource manager usually verifies this information. It's a chance for you to tell more about yourself.
- Information about the company – you should know the company's name as well as the information about its activities; history and representatives, sometimes even about competitors. The best source of information is company's web page or the articles in media. You can get a different view of the company if you imagine how your skills could possibly meet company's needs, aims and so contribute to its future development.
- Information about the offered job position – think about content of the offered job position, study the requirements carefully, prepare questions for the job interview in order to highlight your interest.
- Psychic comfort – regard job interview as a meeting where you want to show the best of you. Don't get angry, be honest and truthful, the company will verify the information you gave them.
- Frequently asked questions – questions are usually repetitive at every job interview. Therefore, it is appropriate to prepare answers in advance (See Table 1: How to answer, or not to answer the most frequent questions).

THE MOST COMMON JOB INTERVIEW QUESTIONS:

- Can you tell me something about yourself?
- Why do you want to work for our company?
- What do you know about our company?
- Why are you interested in this position?
- Why are you leaving your current job?
- What were the last projects that you worked on?
- Where do you see yourself in few years?
- In what way do you differ from others?
- What are your greatest accomplishments and setbacks?
- Tell us your strengths and weaknesses
- Do you prefer working in a group or on your own? Explain why.
- How do you handle stress?
- How do you solve conflicts? Describe a concrete situation and how you managed it.
- What are your interests?
- What are your salary requirements?
- How would you react if you were asked to take a course needed for your job?

Looking for the most suitable answer for the most frequently used questions, you can find useful Chart 1, which shows the most frequent mistakes when answering.

CHART 1: HOW TO ANSWER AND NOT TO ANSWER THE MOST FREQUENTLY ASKED QUESTIONS

Question. Why do you want to work for our company?

Wrong. I was contacted by personal agency that is why I am here. You are an international company. You have high salaries. A friend of mine told me to try it.

Right. I have been watching your company, it is stable perspective and offers an opportunity of career growth. When I found out about your offer I immediately knew it is the best choice

Question. Why should we choose you in the first place?

Wrong. I perfectly fit for this job (the answer seems to be arrogant and conceited)

Right. While reading your advertisement. I had a feeling that I fit the description of a man you are looking for.

Question. What do you consider to be your biggest strength?

Wrong. I am a born leader

Right. Describe situations where you have proven as a leader, e.g., you managed to organize a charity evening, my project got award...

Wrong. I am team player

Right. Describe situations where you showed that you are a team player, e.g. while working on a project “XY” I was in charge... I helped my colleague to solve a problem, he could not cope with it on his own

Wrong. I am a workaholic. (You not always score with this statement.)

Right. Most employers are looking for stable employees, workaholics do not last at their jobs

Question. What is your weakness?

Wrong. I do not have have any weaknesses

Right. Focus on what you need to improve and highlight where you see the opportunity to improve e.g. I am not very skilled but I want to gain the experience and your company is the right place for it. In the case of strengths, always think of an example where you can prove your strength appeared.

Question. Do you prefer working in a group or on your own? Explain why.

Wrong. I am a team player

Right. Good interpersonal relationships and a pleasant atmosphere are very important to me. I like to communicate and solve problems in a team. It's a chance for me to learn from others and gain their experience.

Question. Why did you leave your previous job?

Wrong. I had a terrible boss and stupid colleagues (your prospective employers might suppose you will one day tell this about them and spoil their good name.)

Right. I have been watching your company for some time and I always wanted to work in a large, stable company, with a good name, so when I found your advertisement I did not hesitate for a moment

Question concerning privacy, religion, family state or sexual orientation

HR should not ask questions like these. But if he does, it is appropriate to answer like: if possible, I would like to omit this question. Can my answer influence the result of the interview?

3.5.2 DAY OF THE INTERVIEW

COME IN TIME!

In order not to spoil the first impression, come with spare time. Employers like employees who are on time, therefore it is appropriate to come at least 15 minutes earlier. If you are not familiar with the location, look it up on the map in advance, or go and see the place beforehand. Always have some spare time included in case of unexpected situations, such as traffic jam or late bus. Have a phone number of contact person with you, so you can announce him or her that you cannot come or that you will be late.

WHAT TO WEAR?

The day of the interview is the first time you meet with potential employers in person. You must, therefore, have a good visual impression, consisting of clothes and manners. Research of the organization that you have done beforehand can provide information about how the company employees dress. It's good to know that you should not choose a heavy

perfume or too showy jewellery. Although the appropriateness of clothing depends on the job, it never hurts for ladies to wear suits, elegant dresses or pants with blouses. And for men elegant trousers combined with shirts, ties, possibly a suit.

Do not smoke before the interview, cigarette smoke will be smelt even a few minutes after. Do not chew a gum. Turn off your cell phone.

WHAT TO TAKE WITH YOU?

Do not forget to take your ID card, CV, verified photocopies of diplomas, and all the certificates, possibly the job offer and notebook with the pen to write down notes on the day of the interview.

3.5.3 DURING THE INTERVIEW

The interview starts with greeting, at handshake gently press hand and look into the face of greeting person. Keep an eye contact during the interview. Relax, cooperate, try to develop the dialogue, and try to set comfortable mood. Do not interrupt the other speaker when speaking, take your time when answering the questions. Respond to every question, even if you had the answer in your resume. Refer to the concrete experience and situations. Job interview is a place where you have a space to talk about your abilities and characteristics, so feel free to use it fully. There is usually time for your questions at the end of the interview.

Do not stay quiet, prepare your questions beforehand. HR usually keep track of their number and quality. The questions are indicators of your motivation, as well as your preparation for the interview. If the interview is covered by agency, ask for specific working time, rewards, benefits, work environment, organizational structure, team, superiors, company culture and opportunities of growth and development.

If the interview takes place at the company with HR department or with the manager, ask for a closer description of a working day, which shall serve you as filling the picture of work position and job requirements, company culture, team, relationships, competence or

responsibilities. In this case, it is more appropriate to ask about rewards, salary, benefits and working time in the next round.

You should be able to answer the following questions at the end of the interview:

- What is the job description of mentioned job position?
- How does the company treat people?
- When is the commencement of work planned?
- How long will the selection process last? How many rounds?
- When can you expect notification?
- What is the next step?
- Is it necessary to deliver additional materials?
- Is it necessary to take some tests? (professional, linguistic, psychological?)

Do not forget about **feedback** at the end of the interview. You will show that you are willing to reveal your weak spots, you can be self-critical and you know how to accept feedback and you are interested in removing your weaknesses.

3.5.4 MEANING OF NON-VERBAL COMMUNICATION WHEN FILLING A JOB POSITION

Keep in mind that your attitude can be as important as the things you say about yourself – body language is very important. Good HR can tell when the applicant is telling the truth or not only with the help of the right signals. Take a deep breath and greet interviewer with a firm handshake. Wait until you are asked to sit down, sit straight, keep an eye contact – believe in yourself. (appendix 6 – Body language at job interview, series of pictures with explanations.)

Not suggested	Suggested
<ul style="list-style-type: none"> • Forehead shrinkage – outrage • Lifting eyebrows – distrust, arrogance • Not keeping an eye contact – submissiveness, dishonesty • Significant departure from partner – disinterest • Significant departure from partner – disinterest, disapproval • Handling of objects, playing with hair, repeatedly checking a watch – nervousness, impatience, fear • Clenched fists – aggression • Building a roof out of fingers together with chi-up objections, arrogance • Lifting the index finger - aggression 	<ul style="list-style-type: none"> • Relaxed, friendly position • Hearty handshake, palms open • Adequate strength of voice, switching slower and faster pace of speech • Keeping an eye contact • Appropriate usage of smile • Sitting straight, legs slightly bent under the chair • Approachable gestures

PRACTICE PLAN

EXERCISE 1: EUROPASS

Time	What will we do?	What do we need?
15 min	Students is given instruction on how to fill in Europass	Appendix 1: Europass – instruction manual
60 min	Students fills Europass online: https://europass.cedefop.europa.eu/editors/en/cv/compose	Europass – blank form
10 min	Students clicks on preview and checks grammar mistakes and the form itself	
10 min	Students exchange and check each other's CVs	

EXERCISE 2: JOB APPLICATION FORM AND COVER LETTER

Time	What will we do?	What do we need?
15 min	Students is given instruction on how to write formal documents like job application and cover letter	Document scheme, samples
60 min	Student writes the job application letter and the cover letter	Appendix 2: Job application – sample
10 min	Printing and signing the job application and cover letter, completing documents (qualifications, certificates, etc.)	Appendix 3: Cover letter - sample

EXERCISE 3: JOB INTERVIEW

Time	What will we do?	What do we need?
20 min	An expert gives a lecture on how to prepare for a job interview, how to answer the frequently asked questions correctly	Experienced human resources expert Appendix: tests of logical thinking
20 min	Student writes the job application letter and the cover letter	Video
40 min	Printing and signing the job application and cover letter, completing documents (qualifications, certificates, etc.)	Appendix 5: Are you ready for the job interview? (answer sheet)
60 min	Students are divided into groups and discuss the situations displayed on the pictures. Students try to reveal what can body language indicate about an applicant	Appendix 6: Body language at a job interview (pictures with description).

CONCLUSION

Applicant, who wants to be successful on the recent European labour market, must be prepared for all the stages of job interview – from correspondence between the job applicant and potential employer, to verification of realized circumstances by tests and job interview. This publication shall help us to create own CV, job application and cover letter. It shall point out the mistakes which are better to be left out at the job interview and emphasize the need of a thorough preparation.

APPENDIX 1: EUROPASS

PERSONAL DATA	<p>Give your name and surname</p> <p> Give street name, number, code, city, country.</p> <p> Give your phone number.  Give your mobile phone number.  Give your e-mail address.</p> <p>Sex: Give your sex. Birth date: dd/mm/yyyy Nationality: Give your nationality..</p>
NAME OF JOB YOU are APPLYING FOR: WORK POSITION: PREFERRED JOB: NAME OF THE STUDY PROGRAMME:	<p>Give the name of your potential employer / work position / preferred job / study programme.</p>
WORK EXPERIENCES	<p>Give date (from – to):</p> <p>Give a kind of job or work position.</p> <p>Give name and address of the employer (or full address and webpage).</p>
EDUCATION and PREPARATION	<p>Give main activities and responsibility.</p> <p>Give an economic sector.</p>
Give date (from – to):	
PERSONAL SKILLS	<p>Give name of acquired qualification.</p> <p>Give name, address and country of the organization providing the education and preparation. Give a list of main subjects/Professional skills.</p>

Native language	Give your native language(s).				
Other languages	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Oral interaction	Individual oral performance	
	Levels: A1/2 – Language basics B1/2 – Individual user C1/2 – Experienced user				
Organizational and managing skills	Replace this text with a description of your organizational and managing skills. Indicate where you acquired these skills. <i>Example: management position (responsible for 10-member team).</i>				
Communication skills	Replace this text with a description of your communication skills. Indicate where you acquired these skills. <i>Example: good communication skills acquired at the position of export as sales manager.</i>				
Working skills	Give your other work skills which are not given in the previous parts. Indicate where you acquired these skills. <i>Example: capability of quality control on excellent level (responsibility for quality auditory).</i>				
Computer skills	Replace this text with a description of your communication skills. Indicate where you acquired these skills. <i>Example: good knowledge of Microsoft Office™.</i>				
Other skills	Give your other skills and competences which are not given in the previous parts. Indicate where you acquired these skills. <i>Example: Carpentry.</i>				
Driver's Licence	Give a vehicle group. <i>Example: Eligibility to drive B-class vehicles.</i>				
ADDITIONAL INFORMATION					
Publications Presentations Projects Conferences Seminars Prizes and Awards Memberships References	Give publications, presentations, projects, conferences, seminars, prizes and awards, memberships and references which you consider relevant.				
APPENDICES	Give a list of attached documents. <i>Examples: certificates' and qualifications' copies, job/work confirmation, job position, publications, research and development</i>				

APPENDIX 2: APPLICATION LETTER

Address and name of the person

Request for a job – job application

Dear Sirs,

Based on your advert published on the website: www.profesia.sk on November 11, 2016 I am applying for the work position of export sales referee. Your job offer is very interesting for me. I am experienced in working with people from my previous job. I speak English fluently. I am an expert in typewriting as well as working with PC – on the user level of MS Office and Internet.

My advantages include reliability, flexibility and communicativeness. Thank you for reviewing my request in advance.

Yours faithfully

Ing. Matej Jastraban

Appendices

CV (Europass)

Cover letter

Qualifications

References

Cover letter

Dear Mr. Krátky,

Based on your advert published on the website: www.profesia.sk on November 11, 2016, I am applying for the work position of export sales referee.

The vacancy in your company addressed me a lot thanks to advertising campaign to your latest software. I perceive IT Comp, a.s. as a modern company with original and innovative approach to new technologies. As a customer, I know high quality of your products therefore I consider the opportunity to work in your company as exceptionally attractive. I assume that company with such a focus has a long-term perspective and it will enable me to improve and develop my business and communication skills.

I have a 3-year experience on a position of export and sales manager in TeleCom, a.s. where I worked as a first-contact person. The former employer apprized my ability to see an opportunity where others don't. To make a dialogue with a client is not any problem for me thanks to excellent communication skills, use of English language and flexibility when finding an optimal solution.

I like challenges and cope with stress well. I consider myself as an empathic, dynamic and reliable person with a positive work approach. I get along with other people perfectly, that is why they approach me quite repeatedly. In spite of being an independent person, team work is not a problem for me.

I believe that my experiences make me a good candidate for the offered

work position. If my cover letter impressed you, further detailed information about me can be found in the attachments (CV) or I can add it personally at the interview.

I am looking forward to
your reply. Yours sincerely

Ing. Matej Jastraban

APPENDIX 4: TESTS OF LOGICAL THINKING

Samples of the test to find out verbal capabilities of a job applicant

Right answer is marked in bold.

1. There is a word missing in the sentence and your task is to select a term to finish it:
An opposite of despair is

- a) joy **b) hope** c) welfare d) hatred e) love

An opposite of desire for power is

- a) humiliation b) non-resistance **c) modesty** d) obedience

2. Choose a word which is not suitable to the other terms logically:

- a) smart b) fast c) abrupt **d) to run**

Answer: The word to run does not belong to the others logically – just because of being a verb.

3. Impulsive means:

- a) furious b) aggressive c) angry **d) quarrelsome**

Answer: The right answer is the word quarrelsome, all the 4 words are connected by bad mood but quarrelsome means to be prone to disagreement and opposite point of view.

4. Which of the following cities is not located in Europe?

- a) ADRIMD b) OSWCOM c) LIBNER **d) GNEBIJI**

Answer: d) BEIJING, other cities are: Madrid, Moscow, Berlin

5. Which word does not refer to a car brand?

a) ELPO b) ROFD c) **LIEME** d) TRICONE e) DONHA Answer: c) MIELE, other car brands are: Opel, Ford, Citroen, Honda

SAMPLES OF THE TEST TO FIND OUT MATHEMATICAL SKILLS OF A JOB APPLICANT

The tasks testing mathematical thinking of a job applicant can be very diverse – from multiplying tasks of different levels to problem tasks.

Example:

1. Estimate the probable right solution. $40784 \times 73278 = ?$

a) 7 754 224 872 b) 4 343 762 762 c) **2 988 569 952** d) 1 238 475 432

If $3x + 3 = 15$, how many is “x”? Answer: 4

If $59 = 25\%$, how much is 100%?

Answer: 236

2. PROBLEM TASKS

19 members of a staff team want to contribute to a gift for their colleague who becomes retired. They decided that everyone pays the same contribution but this will be derived from their working time. 10 of them work full-time, 4 work 3 days per week, 5 work 2,5 day during week. They collected 149 euros. What was the sum the member of a staff team paid individually?

Answer: 6 €

SAMPLES OF THE TEST TO FIND OUT ABSTRACT CAPABILITIES OF A JOB APPLICANT

Example: Look at these diagrams and decide what the continuation of sequences is.



Answer: The right answer is (b) because the 2 triangles located diagonally-opposite always follow after the first triangle.

APPENDIX 5: ARE YOU READY FOR A JOB INTERVIEW?

Question	Answer	Example
Tell me something about you		
What do you know about our company? What do you expect from the offered job?		
Why do you think you are the proper candidate for the work position?		
What are your major successes and fails? Where do you expect yourself in 5 years?		
What are your strengths?		
What are your weaknesses?		
How do you cope with stress? How do you solve conflicts?		
How your friends would describe you?		
What are your hobbies?		

APPENDIX 6: BODY LANGUAGE AT AN INTERVIEW



Fig. 1



Fig. 2



Fig. 3



Fig. 4



Fig. 5

Fig. 1: Strained body-control gives negative impression; it can discourage a customer and invokes overburdening. Fig. 2: Opened and relaxed body-control, accompanied by direct sight, reveals sovereign and communicative personality standing by her opinions and listens gladly to other people's opinions and accepts them as well.

Fig. 3: Shuffling refers to restlessness, uncertainty or indifference.

Fig. 4: Subordinate attitude – you don't believe in yourself, you look like you need a protection.

Fig. 5: Superior attitude – you perform arrogantly, looking dominantly, you are not opened to the others' opinions.



Fig. 6



Fig. 7

Fig. 6: No interest, no self-confidence.

Fig. 7: Open, communicative and relaxed attitude, job applicant listens and talks actively.



Fig. 8



Fig. 9



Fig. 10



Fig. 11



Fig. 12



Fig. 13

Fig. 8: Critical attitude, no will to talk, incommunicativeness, waiting game. Fig. 9: Manifestation of negligence and dominance.

Fig. 10: Crossed legs reflect protective, critical attitude, upper part of the body looks relaxed but crossed legs might invoke distrust or scepticism.

Fig. 11: Performs openly, relaxed and concentrated, ready to listen and talk actively. Fig. 12: From dominant to arrogant attitude, looking too relaxed.

Fig. 13: Hesitating and subordinate pose indicating that you don't have the courage to take-over the offered job position



Fig. 14



Fig. 15



Fig. 16



Fig. 17



Fig. 18



Fig. 19

Fig. 14: The job applicant doubts about what he hears, he lies. His gesture expresses uncertainty and embarrassment.

Fig. 15: Applicant is nervous having a feeling that he is going to be cheated.

Fig. 16: Applicant thinks, tries to find proper solution, he needs a bit more time for thinking.

Fig. 17: The job applicant expresses no interest.

Fig. 18 and 19: In general, crossed arms are interpreted negatively and always perform in connection with body-control and mimicry. The applicant on the left performs in a refusing and unsympathetic way. Crossed arms accompanied by a furtive smile, like in the Figure 19., create an impression of having sympathetic and cheerful man in front of us.

4. PRODUCT MARKETING

Digital marketing has nowadays become a fundamental tool for any company to sell a product. Actually, a marketing campaign today cannot be conceived outside the digital environment. Therefore, the entrepreneur should have the necessary tools and strategies to reach the potential customer in the most effective way, which is precisely the aim of this chapter.

To begin with, any good marketing strategy must inevitably start by a concise market research dealing with the macro and micro environments which determine the conditions of the operation. It goes without saying that rivalry between competitors or the threat of substitute products can affect the strategy as much as the situation according to country, region, climatic zone, political, legal and economic system.

Then a SWOT analysis must be performed to determine the strengths, weaknesses, opportunities and threats of the product. It seems obvious that knowing the advantages of your organization, the aspects of the product that could be improved, what chances can be spot or obstacles are faced is essential to run an effective marketing campaign. Eventually, this will help to clearly define the target and, ultimately, foster the decision-making process.

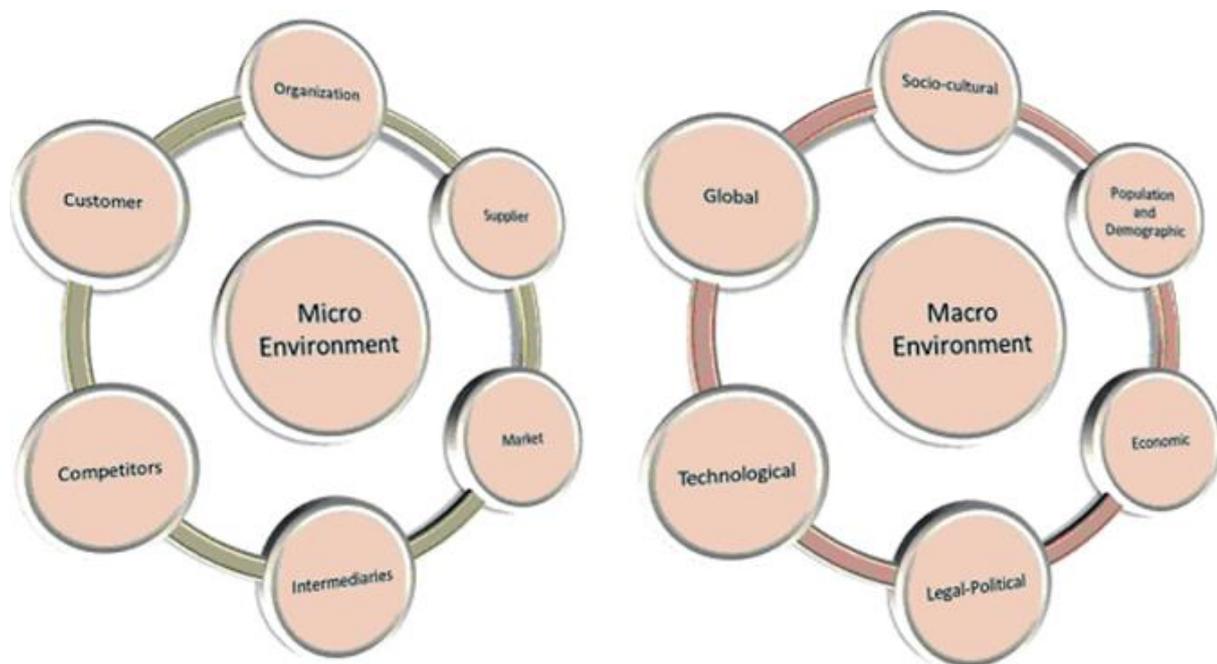
Next, the infamous 4 Ps of marketing must be considered. Any concerned entrepreneur today must be aware of the necessity to put the right product in the right place, at the right price, at the right time. The great value of Kotler's theory is to obtain an initial scheme, which refers to the basic and traditional marketing tools that are intended to establish the four basic pillars to be able to carry out the marketing plan.

Finally, the emergence of channels such as social networks opens the possibility of reaching a large number of people with an initial investment lower than in other media. This type of marketing is very important to reach young consumers and eliminates any type of spatial limitation when it comes to promoting the product, which explains why promoting in the social media has become essential in today's marketing campaign.

Now let's see all these aspects in detail.

4.1 MARKET RESEARCH

The market can be defined as a physical or ideal place in which an exchange ratio occurs. Yet, from the marketing perspective, the concept of market could be defined as: a set of people, individual or organized, who need a particular product or service, who wish or may wish to buy and who have the economic and legal ability to buy (Buying capacity = Rent + Savings + Borrowing capacity).



Source: <http://keydifferences.com/difference-between-micro-internal-and-macro-external-environment.html>

MARKET LEVELS:

When analysing a market, we must distinguish between:

- Current market: buyers to whom the company sells.
- Target market: buyers to whom the company wants to sell, which includes the current market and the non-consumer market.
- Potential market: current plus relative non-consumers.

MACRO RESEARCH

The MACRO research is the part of environment beyond the company, which cannot be changed. Analysing the macroenvironment is useful to find opportunities and threats that surround the company.

The elements that should be analysed are:

- **Demographic environment:** the birth rate in the western countries is very low and this will lead to a progressive decrease in population, unless it is compensated by an immigration of young people from other geographical areas. The geographic elements and changes that should be taken into account are: population size, number of marriages, population pyramid, birth and death rates, migratory movements, age of emancipation of the parents and number of family members.
- **Economic environment:** here is where one should study the evolution of national income, interest rate, inflation, unemployment, the exchange rate and the tax burden. These variables determine purchasing power and influence consumption.
- **Cultural and social environment:** the social and cultural changes that most affect consumption usually occurs within the family, like the greater incorporation of women and of young people in the world of work. There are also other factors, such as tattoos, light products, ecological products, rhythm of life, payment methods, home size, shopping as leisure, body worship, increased free time or families without grandparents.
- **Legal and political environment:** at present, the activity of many companies is influenced by legislation in the field of environment, toxic products, safety and occupational hazards and the policy in matters of regulation of commercial practices. All these rules can generate business opportunities or threats for the company.
- **Technology environment:** Advances and innovations in the fields of electronics and computers have revolutionized the production processes, communications and the transmission and processing of information.

Changes in technology have led to an expansion and renovation of offered products and marketing systems. These include eCommerce, TV, catalog, application of barcode or radio frequency to purchase, application of ICT in the management and promotion of business.

- **Environment:** The environment has gained importance in recent years, as consumers are more aware of the harm of some products because of industrial processing. Comments and articles on the exhaustion of natural resources, pollution of rivers and seas, toxic waste and climate change are increasingly appearing in the news media. In reaction to social pressure, the authorities are regulating the use of natural products as well as the development of industrial processes and polluting products to a greater extent. As a company must comply with environmental legislation, these changes of the environment translate into a better perception of organic products, which becomes an opportunity of growth.

MICRO RESEARCH

The micro research is the part of the environment closest to the company that can change or influence it. When we analyse it, we can find opportunities and threats that the environment poses to the company.

The elements that should be analysed are:

- **Suppliers:** these are all the companies that supply the market. Few companies or organizations are fully self-sufficient and can have all the resources and services (transportation, storage, insurance, legal and economic advice) that are part of the products they produce. Therefore, it is necessary to carry out a good management of purchases that guarantees the supply of the necessary materials in the required quality and quantity. There is also a need for a personnel policy that ensures its training and permanent updating and a pleasant working environment. In addition, the company must have good legal, financial and fiscal services that allow the proper development of its management.
- **Intermediaries:** these are all the mediators between the company and the customer. The direct distribution between the producer and the consumer is not possible in many products, especially when the number of potential buyers is very high and they are dispersed in different geographical areas. In these cases, we must obligatorily turn to intermediaries.

- **Customers or consumers:** these are all current and potential clients in the market. As for customers, it is necessary to analyse the evolution of their business activities and their bargaining power, conditioned by the structure of the market. If customers were few, their bargaining power could affect the desired profitability objectives, the sales conditions or the quality of the company's offer.
- **Competitors:** they are all the competition companies.

Any competitor that survives is because it has a competitive advantage over the others. Therefore, it is necessary to study them as well as their products in detail, taking into account that the more similar competitors are, the stronger the competition will be. To analyse the competition, the company should ask the following questions:

- What are the competitors of the company / brand?
- How intense is competition in the market?
- How does competition affect the evolution and structure of the market?
- How do competitive actions affect business decisions?

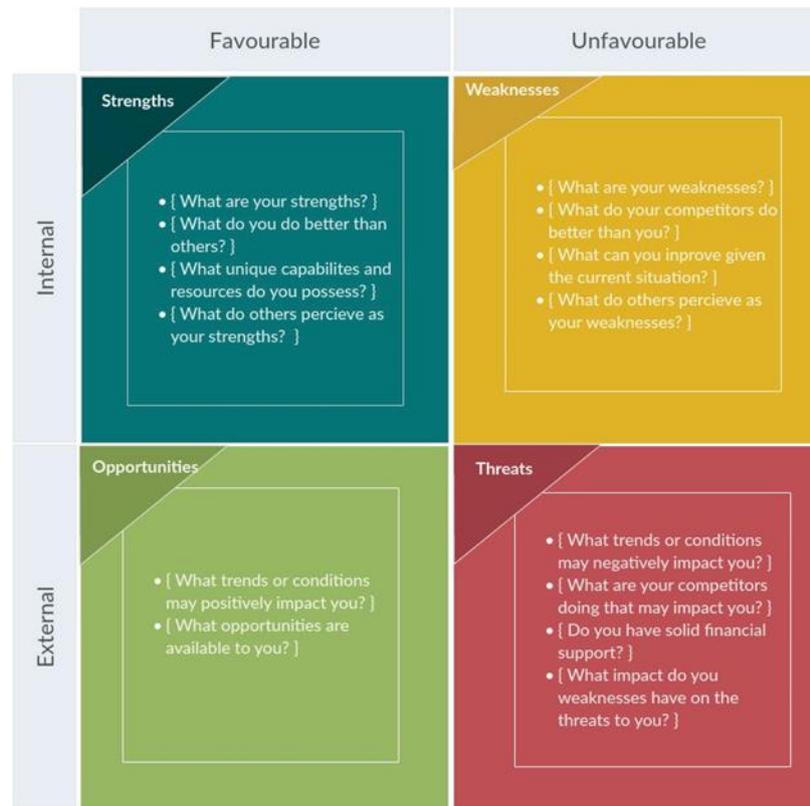
How do companies achieve and maintain competitive advantages? Identifying the competitors is not as simple as it seems, since one should also take into account the potential competitors, which can originate for different reasons, such as the expansion of the market or product, integration and/or association.

The analysis of the competition, both actual and potential, requires constant and permanent information from it, to evaluate its strengths and weaknesses that can in turn create opportunities or threats for the company.

- **Interest groups:** they are the groups, media for instance, that influence our exchange

relationship. To take advantage of them (opportunity), one has to strengthen the Public Relations department.

4.2 SWOT ANALYSIS



<http://creately.com/blog/examples/swot-analysis-templates-creately/>

Today's organizations find themselves operating in an environment that is changing faster than ever before. The process of analysing the implications of these changes and modifying the way that the organization reacts to them is known as business strategy. The SWOT analysis is a business analysis technique that any organization can perform for each of its products, services, and markets when deciding on the best way to achieve future growth. The process involves identifying the strengths and weaknesses of the organization, and opportunities and threats present in the market that it operates in.

The first letter of each of these four factors creates the acronym SWOT and its analysis examines these factors for any given business, project, or personal objective. The idea is to define an objective and then use the analysis to determine what internal and external factors may support or hinder that objective. Strengths and weaknesses represent the internal factors affecting an individual or organization, while opportunities and threats constitute external, environmental factors. A SWOT analysis helps to measure risks and rewards while

also identifying the key factors related to accomplishing the stated objective. If done effectively, a SWOT analysis should lead to a strategy for dealing with negative factors while maximizing strengths and opportunities. The more precise your SWOT analysis, the easier it will be to create an action plan for accomplishing your objective

A SWOT analysis can be used as part of business planning, market analysis, project management, organizational change, individual development (such as a career change or evaluation), or any situation requiring strategic planning to reach an objective.

STRENGTHS AND WEAKNESSES

These are internal factors, which may include financial and human resources, facilities, equipment, processes and systems in a business context. They may include elements such as business culture, certifications, reputation, and leadership. It is important to remember that what constitutes a strength or weakness will depend on the assessed objective. In general, one is looking for what characteristics give your business an advantage or disadvantage over others in achieving the objective.

STRENGTHS

A 'strength' is something that has a positive implication. It adds value, or offers your organization a competitive advantage. Strengths include tangible assets such as available capital, equipment, credit, established and loyal customers, existing channels of distribution, copyrighted materials, patents, information and processing systems, and other valuable resources. They are within your control.

The type of questions one should be asking and discussing to identify strengths are:

- What do you do well?
- What internal resources do you have? Think about the following:

- Positive attributes of people, such as knowledge, background, education, credentials, network, reputation, or skills.
- Tangible assets of the company, such as capital, credit, existing customers or distribution channels, patents, or technology.
- What advantages do you have over your competition?
- Do you have strong research and development capabilities? Manufacturing facilities?
- What other positive aspects, internal to your business, add value or offer you a competitive advantage?

WEAKNESSES

These are the characteristics of your product or service that are detrimental to growth. Weaknesses are those things that detract from the value of your offering or place you at a disadvantage when compared with your competitors. Factors that are identified as weaknesses can often be remedied with suitable investment or restructuring.

The type of questions one should be asking and discussing to identify weaknesses are:

- What factors that are within your control detract from your ability to obtain or maintain a competitive edge?
- What areas need improvement to accomplish your objectives or compete with your strongest competitor?
- What does your business lack (for example, expertise or access to skills or technology)?
- Does your business have limited resources?
- Is your business in a poor location?
- What can be improved or altered?
- What do we do badly?
- How do we compare with others?
- How does our performance compare with our competitors?
- What have our customers told us?
- How did we respond to this feedback?

- What should we avoid?
- How do third parties judge our performance or service?
- Do we have we self-imposed any constraints?

OPPORTUNITIES AND THREATS

The external elements influencing one's business may include market trends, outside funding, customer demographics, suppliers, the economic climate, political and environmental issues, among other factors. The analysis can help identify new business opportunities and areas for growth as well as issues that could hinder a project or business endeavour. External factors are typically outside of your control - even weather and seasonal changes can influence business goals. Anticipating these factors early can help your team plan ahead and stay flexible when they occur. Part of the analysis is to examine how external opportunities and threats relate to internal strengths and weaknesses in order to determine whether an objective is even attainable and create a strategy for moving forward.

OPPORTUNITIES

Opportunities can occur for a variety of reasons and may result from changes within the market, customer lifestyle changes, advances in technology, or new production methods, for instance. These opportunities for growth can also occur from a resolution of a problem associated with your current product.

The type of questions one should be asking and discussing to identify opportunities are:

- What good opportunities can you spot?
- What interesting trends are you aware of?
- Useful opportunities can come from such things as:
 - Changes in technology and markets on both a broad and narrow scale.
 - Changes in government policy related to your field.
 - Changes in social patterns, population profiles, lifestyle changes, and so on.
 - Local events.

A useful approach when looking at opportunities is to look at your strengths and ask yourself whether these open up any opportunities. Alternatively, look at your weaknesses and ask yourself whether you could open up opportunities by eliminating them.

THREATS

The final part of the SWOT process is to assess the external risks your organization faces. These are referred to as threats and are composed of external factors that are beyond your control. This means there is little or no control over them and the organization should consider making contingency plans, no matter how incomplete.

The type of questions one should be asking and discussing to identify threats are:

- What obstacles do you face?
- What are your competitors doing?
- Are quality standards or specifications for your job, products or services changing?
- Is changing technology threatening your position?
- Do you have bad debt or cash-flow problems?
- Could any of your weaknesses seriously threaten your business?

4.3 MARKETING MIX: THE 4 PS

The marketing world has changed drastically in recent years, mostly due to the advent of the Internet. This has allowed people new ways to buy, search, collect and learn. The world of marketing has changed drastically and companies have had to readapt to it.

Prior to the irruption of the internet, companies used to create products, test a pricing model, distribute them, and promote them without any solid theory but simple trial and test. Even though this theory, raised by Phillip Kotler in 1967, may seem incomplete by nowadays'

standards, it is still the basis of modern marketing. So, what are the 4 Ps and in what way are they still valid?



Source: <http://www.mbaskool.com/business-concepts/marketing-and-strategy-terms/6778-4-ps-of-marketing.html>

The great value of Kotler's theory was to obtain an initial scheme, from which it has been possible to develop a whole modern science, known today as marketing. This model answers four key questions: what product? at what price? where will it be placed? and what promotion will I use?

PRODUCT

The product is anything that you can offer to the market for acquisition use or consumption and that can satisfy a need or desire. A product is a sum of characteristics or physical attributes. It is defined based on market knowledge and the behavioural characteristics of potential customers. It is key to highlight the characteristics, attributes and / or benefits in order to allow identification in the market, differentiate it from the competition and achieve a

brand positioning. Thus, it is important to define our product to study four key elements: product portfolio, product differentiation, brand and presentation.

The different levels of products can be determined as:

- Essential product: the sum of benefits for the user.
- Tangible product: the sum of formal aspects such as characteristics, brand, packaging, style, quality or design.
- Increased product: the sum of added aspects such as credit, delivery terms, warranty, after-sales service, financing, maintenance or installation.

Consequently, when considering the product, any good entrepreneur should ask him/herself the following questions:

- What does the customer want from the product?
- What needs does it satisfy?
- What features does it have to meet these needs?
- Are there any features that you've missed out?
- Are you including costly features that the customer won't actually use?
- How and where will the customer use it?
- What does it look like? How will customers experience it?
- What size, colour, ... should it be?
- What is it to be called?
- How is it differentiated versus your competitors?

PRICE

This is the amount of money that you pay to buy a product or service. It is a key factor as of demand and therefore essential in the company's marketing. It is one of the basic elements that allow to obtain benefits or determine the eventual failure the company.

The price is established from a series of different calculations and economic studies, where we will identify the demand for our product, competitive prices, consumer purchasing power, current trends and the likes of the aforementioned consumers. By joining all these factors,

we will fix the price of our product. It is also essential that companies take into account different forms of payments or discounts that may be susceptible of future application to your product. The price is an element that is fixed in the short term and the only one of the four from which we will generate income. When defining the price, it is necessary to take into account: costs (fixed and variable), profit margin, internal and external environment elements, marketing strategies and strategic and tactical objectives.

For the person in charge of marketing in the company, price is a powerful competitive tool since offering low prices can revolutionize the market. Since marketing is the only tool that provides income as it is an instrument that causes significant psychological reactions on the consumer, price must be adaptable to the customer depending on how he/she values the product.

Consequently, when considering the price, any good entrepreneur should ask him/herself the following questions:

- What is the value of the product or service to the buyer?
- Are there established price points Add to My Personal Learning Plan for products or services in this area?
- Is the customer price sensitive? Will a small decrease in price gain you extra market share?

Or will a small increase be indiscernible, and so gain you extra profit margin?

What discounts should be offered to trade customers, or to other specific segments Add to My Personal Learning Plan of your market?

How will your price compare with your competitors?

PLACEMENT

The placement is the instrument of marketing that matches the production with the consumption. The objective is to put the product at the disposal of the customer. It includes distribution, information, promotion, and/or product presentation at the point of sale. The user must be able to access the product at any time so it is important to establish the

strategic points where the product will be marketed beforehand. Therefore, it is indispensable to make up a solid distribution strategy, where certain aspects have to be considered:

- Distribution channel: This is the medium that allows the product to get the producer to the consumer, directly or through an intermediary.
- Types of channel:
- Direct channel: The manufacturer offers the product or service directly to consumers.

It has the advantage that the producer has direct contact with the leading end of the purchase. You can vary the price, gather first-hand information, find the taste of the consumer, and thus can make a most appropriate argument. As a drawback, it has a higher cost, since potential buyers are dispersed.

- Indirect channel: The manufacturer uses intermediaries to bring products to the final customer. It has the advantage of a wider and extended distribution and there is no need to know the local market. However, there is the disadvantage of a loss of control in the distribution process.

Consequently, when considering the placement, any good entrepreneur should ask him/herself the following questions:

- Where do buyers look for your product or service.
- If they look in a store, what kind? A specialist boutique or in a supermarket, or both? Or online? Or direct, via a catalogue?
- How can you Access the right distribution channels?
- Do you need to use a sales force? Or attend trade fairs? Or make online submissions? Or send samples to catalogue companies?
- What do your competitors Add to My Personal Learning Plan do, and how can you learn from that and/or differentiate?

PROMOTION

Promotion refers to raising customer awareness of a product or brand, generating sales, and creating brand loyalty. It covers the methods of communication that a marketer uses to provide information, both verbal and visual, about his or her product or service. In order for it to be successful, it has to be communicated clearly to the target market. There are several methods to achieve such purpose. Some of the most popular ones are stated below.

- Advertising: Communication through mass media, the firm will usually pay for this type of communication.
- Public Relations: Developing a positive relationship between the organization and the media and the public. Good public relationships involve not only creating favourable publicity through the media but also involves minimizing the impact of negative situations.
- Sales Promotion: Promotions designed to create a short-term increase in sales.

Examples of sales promotion include money off coupons, discount codes and “flash sales”.

- Personal Selling: Sales interaction between the firm’s representative and a consumer on a one to one basis.
- Direct Mail (post and e-mail): This involves sending marketing to a named individual or organization. Firms often buy lists of names, e-mails and postal addresses for this purpose. This can be highly effective when the direct mail recipients are within the firm’s target market.
- Internet Marketing: Placing adverts on Internet pages through programs such as Google’s AdWords.
- Social Media: Firms place daily messages on social media such as Facebook and Twitter to keep customers interested in their organization. They may even run promotions, flash sales and discounts just for their social media readers.
- Sponsorship: An organization or event is paid to use your branding and logos.

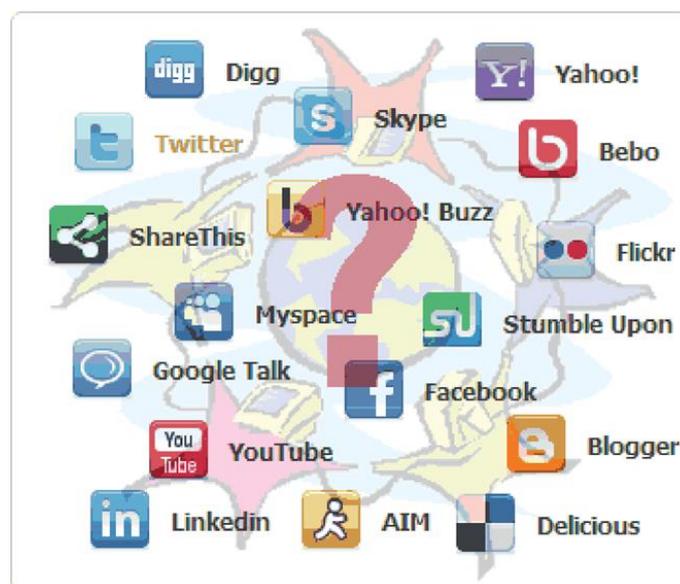
Sponsorship is commonly used in sporting events; player’s clothing and stadiums will be covered in the firm’s branding and even the tournament may be named after the firm. Although effective sponsorship requires a large audience you may get smaller firms interested in local business sponsoring small events in their area e.g. school fairs.

Firms need to carefully consider the message that their promotion strategy will be conveying to their target audience. What message will promotion activity send to the target audience and how will it impact on the firm's reputation? The promotion's message should reinforce product benefits and help the firm to develop a positioning strategy for their products. Thus, the company must take into account the readership and general behaviour of their target audience as targeting through effective media campaigns could save the company valuable financial resources.

Consequently, when considering promotion, any good entrepreneur should ask him/herself the following questions:

- Where and when can you get across your marketing messages to your target market?
- Will you reach your audience by advertising online, in the press, or on TV, or radio, or on billboards? By using direct marketing mailshot? Through PR? On the Internet?
- When is the best time to promote? Is there seasonality in the market? Are there any wider environmental issues that suggest or dictate the timing of your market launch, or the timing of subsequent promotions?
- How do your competitors do their promotions? And how does that influence your choice of promotional activity?
-

4.4 ICT AND E-COMMERCE



To sell a product or service, this should be offered through a well-organized distribution channel. Marketing uses the media as a way to contact consumers and producers through distribution channels. Any good external communication campaign should deal with a clear definition of the target to be achieved, selection of the media, campaign tracking and comprehensive monitoring the effectiveness of the campaign.

Out of the different methods to achieve substantial promotion, the most popular and probably the most effective nowadays is **Social Media Marketing (SMM)**. This happens to be so because social networks help us to interact with the customer either directly, with a specific profile or a particular user, or indirectly, through mass advertising and search engines. SMM combines Internet marketing objectives with social media such as blogs, content aggregators, content sharing sites, social networks and microblogging sites, among others, to increase visibility, promote sales or transmit new ideas and concepts to the market. This eventually leads to finally achieving a desirable increase in sales.

One aspect to keep in mind in this way of doing marketing is that the results are not immediate. It takes time to prepare the entire Social Media plan, which requires a communication plan and a digital marketing strategy focused on social media. Moreover, an important concept within Social Media Marketing is online reputation, in which the actions of the consumer play a fundamental role. In this sense, companies should try to be active and proactive in communicating with users in order to keep their products and services in the minds of consumers in a positive way. In short, users should speak well of our products. For this reason, the Social Media plan can also include a plan to follow in case of crisis of reputation online.

A great asset of Social Media Marketing is the possibility to get feedback from users, who should be able to interact with products and services. In essence, the social media gives us the opportunity to interact with potential clients directly and quickly. Every year, the percentage of social network users who go to them to buy or inquire about certain products and brands through a computer or any mobile device increases. Therefore, it is necessary to create a Social Media Marketing plan, to reach those millions of Internet users.

Social networks are an opportunity to build a network of contacts and communicate with your customers and followers. It is possible to reach many people with low investment,

positioning a brand or product through traditional word of mouth. At the same time the proper management of these networks is used to prevent crises brand due to negative comments or erroneous information circulating on the Internet.

Just like traditional marketing, digital marketing has hundreds of tools, channels and formats that can be used to achieve the desired results. Some strategies and tools that every professional should know to enter this market are:

- **SEM (Search Engine Marketing):** Search Engine Marketing involves every digital marketing action. It focuses on plotting results through search sites like Google. SEM are of extreme importance, because today, search sites are the channel of entry for almost everyone on the internet and trace an extremely qualified traffic. Every time a page is found on a search site, there was already an interest on the part of the user, which greatly increases the possibility of quality traffic. Within SEM we have two main ways of working: SEO and PPC.
- **SEO (Search Engine Optimization):** SEO is one of the main internet marketing practices. They aim to improve your position in the organic search of Google and other search sites. A good SEO job involves dozens of different actions, ranging from optimizing your site for it to work on mobile phones to creating content with quality. Appearing in the first place of a Google search is a great way to make qualified and free visits. After all, you're not paying to appear on this one. Although it is not possible to buy your positioning in Google, it is still necessary to make other investments on your own site. The basis of any well-done SEO is to have quality content, without this, it is useless to optimize your site to perfection, as the main mission of Google is to deliver the best content for your audience. Having content as a basis for various actions can help you to rank, such as keyword search, site HTML optimization, etc.
- **PPC (Pay per Click):** Not only are organic results found on search sites, after all, these need to produce money in some way. The main source of income for these sites are the sponsored ads or PPC in which the advertiser pays to appear in the top search results. It is clear that sites always warn that these results are sponsored, which makes them less efficient than organic results. In the case of Google, they have a network called AdWords in which they enter your ads that will be shown according to the keywords that interest you and that draw the best traffic. Although

AdWords is paid, it's also interesting that the ads are relevant, so it's not enough to pay. Your ad must be well done and lead to a quality page (a metric called Quality Score is used to define this). Even though Google is the most popular pay per click ad network, many other companies also offer PPC products. The most popular ones are Facebook Ads, Twitter Ads, and LinkedIn Ads.

- **Media Display / Ad Networks:** Media Display is a more traditional format for doing digital marketing. Basically, they are the famous banners and other graphic ads that we see in several sites, mainly portals. When digital marketing began to apply this, advertisers converted them into display format, as it was similar to buying advertising space in print media. Little by little the means of visualization evolved and the Ad Networks emerged, which are centralized networks that distribute the ads in different places, without the need of the advertiser to negotiate with several publishers. Today there are several types of Ad Networks, some more corporate, some more specific and clear, AdSense, probably the largest in the world, fully self-service.
- **Email:** E-mail marketing continues strong and is one of the favourite channels. It is a direct contact medium in which the subscriber gives you the authorization to send content to your inbox.
- **Native Advertising:** Native advertising is relatively recent on the Internet and has gained a lot of strength after the display media began to lose efficiency and content marketing growth. Native advertising is a "native" format advertising of the site in which it is located. It is common to create tags, for example, your own reports or lists on sites like BuzzFeed. The growth of native advertising is associated with the fact that the public no longer has the patience to be interrupted while online, reducing the efficiency of traditional formats. Because of this, the brands began to create the content themselves and to insert in other sites, mixing their contents with the experience of their "native" use. Few people know, but, another traditional format of native advertising, are the AdWords ads themselves, which although ads are, follow the format (search result) and the dynamics of Google.

The tools and practices quoted in this list are far from being exhaustive, as new formats and ideas come up all the time on the internet. Marketing focused on social networks, video,

interactivity, virtual reality, among many others, are just one example of what can be done in digital marketing.

E-COMMERCE

The e-commerce consists in the distribution, sale, purchase, marketing and supply of information of products or services through Internet. Originally the term was applied to the conduct of transactions by electronic means, such as electronic data interchange. However, with the advent of Internet in the mid-1990s, the concept of selling services through the network began, using electronic payment methods such as credit cards. Since then, companies have been worried about staying ahead and being able to offer what their customers are demanding today.

On the other hand, people have seen in this new way of doing business a great opportunity to undertake and have a commercial activity of their own. There are no barriers or borders in ecommerce plus geographical space is not what determines the target. Yet, without creativity and without offering a truly differentiating proposal it is certainly complicated to stand in this brave new world.

Most companies already have a presence on the Internet, so they have been concerned about developing institutional sites. In these cases, what is intended is to complement some traditional marketing activities, such as providing additional information and promoting the company. Even today some companies have not entered the world of digital marketing yet and have not understood the great tools that can be counted on the Internet and the world of people that can be reached through the network. In some cases, companies are reluctant to provide detailed information about products, since the objective is to induce visitors to communicate with the company through the traditional routes, such as the on-site visit or the telephone call, and thus get in touch with potential customers. They forget or maybe they do not know the innumerable tools of capture that exist through the digital marketing, but that subject we will leave for later since it would give to me to write at least two other post.

On the other side of the balance e-commerce sites appear to be quite different. In these sites, the final objective is to close the transaction electronically with the payment (and in

some cases with the delivery), being these processes carried out by Internet. Without this transaction we could not talk about e-commerce. This transaction affects the profit and loss account of any business, becoming a great generator of profits. Typically, this type of site includes detailed product information, mainly because visitors will support their purchase decision based on the information obtained and the perception of confidence and solvency generated by the website in relation to the company.

This type of website generally has four sections:

1. **INSTITUTIONAL INFORMATION:** This section tries to attract customers and generate an environment of trust in the company.
2. **CATALOG:** It is a fundamental requirement of E-commerce and contains detailed information about the products, their benefits and prices. This section depends to a large extent on the success of the business.
3. **ORDER PROCESSING:** This section includes a method for specifying and configuring the order. More advanced systems may include order tracking systems.
4. **PAYROLL:** this is the method used to make the transaction economical. There are several methods. In this section it is very important to give security to the customer and some support in case of fraud.

Lately, more sections have been included. An excellent return policy and user support are as important as all of the above. Feel that although the entire operation is done through the Internet, there are people you can talk to if you need it. E-commerce sites can be found alone or form part of a larger retail site, commonly called "shopping mall", which present a standardized appearance, in which many companies have a presence within a single website and in which Visitors can access information from different companies.

The models or types of e-commerce business that exist are:

- **B2B (Business-to-Business):** Companies that do business between them. Business-to-business applies to the relationship between a manufacturer and a distributor of a product and also to the relationship between the distributor and the retailer, but not to the relationship between the merchant and his/her final customer (consumer).

- B2C (Business-to-Consumer): Companies that sell to the general public, consumers as natural persons.
- C2C (Consumer-to-Consumer): Platform from which consumers buy and sell between them. It is the oldest form of electronic commerce that we know. These platforms emerge as a way to help people negotiate directly with other people or be able to buy from companies in a more beneficial way for them. An example is E bay.
- B2G (Business-to-Government): Companies that sell or offer their services to government institutions. Town halls, councils and other official institutions can contact their suppliers, comparing products and placing orders through a simple and standardized process.
- C2B (Consumer-to-Business): It is the e-business business model in which consumers can offer products and services to businesses, and businesses pay consumers. This business model is a complete investment of the traditional business model (business to consumer = B2C).

We can see the C2B model on blogs or internet forums where the author offers a link to an online business that facilitates the purchase of a product (such as a book on Amazon.com), for which the author could Receive affiliate income from a successful sale. People now have access to technologies that were previously only available to large companies (printing and acquiring digital technology, high-performance computers, and powerful software). Yet, this is not the only reason why ecommerce has become so popular. Its advantages can be summarized in:

- An expansion of the customer base when entering a broader market.
- An extension of the sales schedule 24 hours a day, seven days a week, 365 days a year. Greater comfort for buyer and seller. From traditional outlets it takes traffic to web walk- ways, a phenomenon known as showrooming.
- A creation of a competitive advantage.
- A reduction of costs of production, capital, administration, among others.
- An improvement of communication with customers and effectiveness of advertising campaigns.
- A flexibility in means of payment. Internet allows to combine all means of payment available, facilitating both electronic and traditional. Payment can be made in cash -

as is the payment on reimbursement - but above all with banking means - credit card or debit or transfer - or through new Internet-born intermediaries such as Paypal or even bitcoin.

SUMMARY

In sum, the product marketing campaign must be well planned and take into account several aspects to be effective. A proper research of the macro and micro environments must be performed so as to identify the elements that may affect either positively or negatively the selling of our product or service. In turn, these must be outlined in a SWOT chart in order to focus on the strengths and opportunities while minimizing threats and weaknesses. Once this is established, we can move on to define the right concept of product, what proper price should be given, where it is going to be sold and what promotional tools we are going to use to sell it more effectively. Finally, as today's online world seems to be ubiquitous, it seems reasonable to concentrate our efforts on ICT and ecommerce options since digital marketing offers a series of advantages over traditional one. Only when taking all these aspects into consideration can we say that a good product marketing campaign has been carried out.

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CHAPTER 2 - SOCIAL RESPONSIBILITY

ABSTRACT

This part of the Guide deals with one of the most important dimensions of ethical leadership – social responsibility. Various aspects of current events in the EU have triggered our interest in both research and practices of socially responsible leadership. We will try to outline the main features of the relevant research, specify a definition of the concept, and compare this emergent understanding of socially responsible leadership with real practice. Finally, a set of recommendations and suggested further reading will sketch some pathways for young ethical leaders.

INSTEAD OF INTRODUCTION

To warm up we want our readers to start from solving an ethical task encompassing issues of leadership, business and social responsibility. Here we go!



After an armed attack in San Bernardino (December 2015), the FBI tried to unlock the suspect's iPhone. They had failed to do it. In February 2016, FBI was able to obtain a court order¹ requiring Apple to modify the security features of an iPhone to enable their access to the contents of the device. Apple provided the FBI with some data and even sent their technicians to help the Bureau, but rejected to comply with the court order to bypass the phone's security measures: particularly the four-digit login code and a feature that deletes all data after ten incorrect attempts. The FBI promised that the bypass could only be used for this very iPhone and only once. The Bureau also related heavily to national security concerns, given the iPhone may lead to better understanding the attack and preventing further crimes.

A few hours after the order was issued, Apple CEO Timothy Cook released an online statement to Apple customers, explaining the company's motives for opposing the court order. He underlined that while they (Apple Inc.) respect the FBI, the request the Bureau made threatens data security by establishing a negative precedent that the U.S. administration could use to coerce any tech company to produce software that could undermine the security of its products².

Opinions of tech giants and public opinion polls on the issue split dramatically. By March 3, the deadline, a large number of *amicus curiae*³ briefs were filed with the court, with

¹ <https://assets.documentcloud.org/documents/2714005/SB-Shooter-Order-Compelling-Apple-Asst-iPhone.pdf>

² <https://www.apple.com/customer-letter/>

³ An *amicus curiae* (literally, "friend of the court"; plural, *amici curiae*) is someone who is not a party to a case and may or may not have been solicited by a party and who assists a court by offering information, expertise, or insight that has a bearing on the issues in the case; and is typically presented in the form of

numerous technology firms supporting Apple's position, including a joint brief from Amazon.com, Facebook, Google, Microsoft, Mozilla and WhatsApp. Obama's administration and, surprisingly, Bill Gates supported the FBI.

This not the end of the story but the beginning of our questions:

- What kind of ethical and leadership issues are involved in this problem?
- Was Apple Inc. right for not fulfilling the court's order? Do you consider it as a socially responsible decision?
- If it was a different type of crime, e.g. robbery, would you change your opinion about Tim Cook's refusal?
- Apple's values are "Accessibility, Education, Environment, Inclusion and Diversity, Privacy, Supplier Responsibility". Do you think the company's decision was ethically consistent with their values?
- What would you do if you were Tim Cook?
- Was there an opportunity for win-win option in that case? If yes, which one?

Introduction

"What lies behind us and what lies before us are tiny
matters compared to what lies within us."

—Ralph Waldo Emerson

Our part of the Guide is about leading socially responsibly, and for that, we, our project Partners and our target group will need to consider how we do experience leadership, how

a brief. The decision on whether to consider an amicus brief lies within the discretion of the court. The phrase *amicus curiae* is legal Latin.

we would want to experience leadership, and what Europe today needs in the form of leadership.

Responsible leadership is uncommon, whether we analyse big business or NGOs. It isn't that most leaders are untrustworthy, but responsibility in leadership is frequently defined so that a vital essence of responsible leadership is disregarded. On the other side, the thought that organizations require responsible leaders is quite usual. In political decisions, voters attempt to determine which candidate will really follow-through on campaign guarantees, and in trade organizations, boards of chiefs look for to choose CEOs whom they appraise to be most capable for the organization's execution and capital.

According to the relevant studies roles associated with responsible leadership include "architect, change agent, citizen, coach, networker, servant, storyteller, steward, and visionary", and the characteristics of responsible leaders are quite extensive⁴.

⁴ Responsible leadership characteristics are reported to include "building public trust," "sustaining an impeccable reputation," "walking the talk," "managing with integrity," "making profits with principles," "delivering on the triple bottom line," "creating value for stakeholders," "mobilizing people and teams," "coaching and reinforcing employees," "creating incentives to encourage respectful collaboration," "safeguarding freedom of speech," "ensuring adherence to employment standards," "proving fair and equal employment opportunities," "making sure that products and services meet customer needs," "ensuring that ethical standards are respected," "driven by a values-based vision of the future," "having a fundamental values base," "maintaining personal and professional integrity," "making principled decisions," "using values as a moral compass," "promoting active citizenship inside and outside the organization," "being rooted in an ethics of care," "being driven by a desire to serve others," "humility and modesty," "an inclination to support others and to care for their interests and needs," "being connected and close to stakeholders," "growing and sustaining a web of stakeholder connections," "having a drive to realize the vision in and through stakeholder engagement," "being cooperative," "being inclusive," "being empathetic," "creating a values-based sense of identify among stakeholders," "a combination of cognitive, emotional, relational, and moral qualities," and other characteristics (See: Maak, T., Pless, N. M. (2006). Responsible leadership. London: Routledge; Maak, T., Pless, N. M. (2006). 'Responsible leadership in a stakeholder society—a relational perspective'. Journal of Business Ethics, 66,

The last point is crucial. Our world is fast changing – in Europe (especially 2015 refugees' crisis, Brexit and the rise of radical parties) and elsewhere, much more interconnected than ever before, dramatically diverse and packed with serious dilemmas and dangerous tensions. Pressures such as how to grasp both short-term and longer-term points of view; how to utilize assets admirably whereas giving for prompt fundamental needs; how to energize utilize of ability and fulfilling careers whereas protecting family ties; how to remunerate speculators whereas fulfilling all stake-holders; how to reply with deftness and carry on morally; how to be careful of wants of rising and well-established economies. Hence, those who select or are chosen to lead have this as their scenery.

Besides, we witness a developing talk almost the fittingness of current leadership to question pertinent leadership challenges. This dialog frequently cites the part and duties of business leaders in society, habitually in light of social and environmental crises such as the British Petroleum oil spill in Mexican Gulf, the Bhopal disaster for Union Carbide, Shell's dirty business in Nigeria and Nike's sweatshops in Asia, to name just a few.

This guide is about leading while being socially responsible, which is an orientation, an attitude, a way of being. It embraces:

- (a) seeing the greater picture and being intentioned careful of the results of choices in that more extensive system;
- (b) choosing to be ethically responsible and to act for the more prominent great within the brief and long term;
- (c) truly caring approximately others and empowering them to create;
- (d) as a pioneer and as an organization, cultivating the proper environment to create this possible.

pp. 99–115; Pless, N. M. (2007). Understanding responsible leadership: Role identity and motivational drivers. *Journal of Business Ethics*, 74, pp. 437–456.)

Our statement is that this requires a new expression of administration that's really attractive to numerous which benefits the numerous. One that's both straightforward and complicated. The question, at that point, is what might this see like for youthful individuals in ordinary reality and how can it be created? Furthermore, who among us is prepared to demonstrate it? We are going address these questions all through this portion of the Guide, but previously, it is supportive to contextualize our current circumstance within the year 2020 by investigating the travel of revelation we have been on to understand leadership.

Certain ideas for deeper analysis will be summarized in the seven

Questions and reflection boxes



CURRENT MODELS OF LEADERSHIP

To begin, we recognize that we have all developed our mental models almost administration based on those individuals we have experienced in our lives – both online and offline who demonstrated leader for us. Ordinarily, this happens to begin with in those educate we are portion of early in our lives, such as schools, communities, social and fellowship groups, families and indeed Erasmus+ circles. Uplifting illustrations and youth pioneers can live with us for the rest of our lives. Similarly so, the unsavory involvement of bullies or prevailing figures.

From the starting, as we all have, particularly being youthful, a solid drive to have a place, to fit in, and as we learn by mirroring, it is no shock that we attempt to imitate those practices and designs that we see in individuals whom we respect as being compelling or amazing. Hence, our individual points of view on driving and being driven are formed.

To begin with, we need to empower the perusers of our Guide to embrace a keen

and intelligent approach, and by outlining leader from an encounter that ready to all relate to, we start to bring our claim viewpoint front of intellect.

We all have been in a school and indeed this is not just an instructive office. It may be a special put, where a incredible combination of leader appearances is show – both from instructors and understudies, and much of it is to do with human nature and our characteristic reactions and responses. This will show through our common intuitive to take after and conform in arrange to have a place, or our characteristic intuitive to impact and control. It'll include our unavoidable encourage to be with individuals who are like us. Through these responses and reactions, we create designs of considering that shape how we lead and take after. These designs are tried, confirmed, challenged and reshaped along life's travel.

All of us can keep in mind that inside the diverse levels within the school or lyceum

framework, of open or private shape, administration was showed in numerous diverse ways and not continuously formally. School 'clowns' driven through amusement. Talented sports individuals driven through their capacity to prepare and accomplish. Subject-matter

specialists driven through their information and, on the off chance that they were gifted sufficient, their capacity to share that with others. School bullies attempted to lead by brute drive and fear. This was the primary put where we seem learn what socially capable leader is.

Questions and reflection box #1



- (a) Who or what has shaped your mental models of socially responsible leadership and in which way?
- (b) Does it still have meaning for you?
- (c) Have you ever challenged these personal mental models, if at all? If yes, why?
- (d) Have you tried to be an example of socially responsible leadership?

EVOLUTION OF LEADERSHIP

Going more profoundly into what we think is socially responsible leadership and the role of the responsible young leader particularly, it is supportive to put this into the setting of a timeline of leadership considering and understanding.

Leadership has been around since the unfolding of time and is displayed in each shape of human community, society or gathering. Early civilizations over the globe, scriptural accounts, verifiable records and commentators all distinguish rulers, military champions and commanders, ministers, spiritualists, seniors and the like who have worked out control over others. Be that as it may, it was the starvation for development, advancement and advantage (frequently financial or majestic) within the 19th and 20th centuries that drove researchers to think about leaders and leadership in earnest in an effort to seek for strings and designs.

From that point, incalculable definitions of leadership developed, hypotheses

created, thousands upon thousands of books were composed, all with the purposeful, apparently, of attempting to unpick one of humankind's essential conduct characteristics, to be specific that we have a slant to need to be driven by others and to take after, choosing to do so by and large as an act of our will.

We appreciate completely that humankind's history is perplexed with accounts of impelling and control of the foremost appalling kind by leaders. The brain research of followership and choice could be an entirety to think about in itself and one that we might not dig into as well profoundly here. We'll reference supporters and followership as this direct creates, to a great extent from the point of view of individuals taking individual obligation for their choices both as leaders and followers. As researchers have dismembered leaders and leadership, we have experienced, maybe found, a number of unmistakable hypothetical models. The military show was likely the primary to be identified and is maybe the most straightforward to appreciate, in spite

of the reality that numerous of us have no encounter of being within the military.

Ordinarily alluded to as command and control, this show portrays a formal progression based on status and position in which senior individuals make choices and pass down informational to subordinates, depending on officer structures to execute orders and a framework of rules (and con groupings) to implement compliance. On the off chance that this sounds out of date to you, we energize you to think once more, as we are going see without further ado as we reflect on later occurrences of incredible and disillusioning leadership. As scholars investigated leaders and leadership, it

became clear that there may well be justify in distinguishing characteristics and characteristics that (probably) successful leaders.

Clearly, in case it were conceivable to distinguish these, society might distinguish individuals who had them and utilized them, subsequently quickening leaders into vital positions. This cleared the way for tremendous numbers of speculations, devices, procedures and educate devoted to creating and educating leadership.

May leadership be instructed or was it hereditary? After all, a few individuals are characteristic born leaders, yes?

SITUATIONAL LEADERSHIP

It was Paul Hersey and Ken Blanchard (1969) who popularized 'situational leadership' as a particular hypothesis in which the correct approach to and fashion of leadership is subordinate on the errand at hand and the development of the individuals to lead. Clearly, 'situations' have been around since time started, so the identifying and naming of what Hersey and Blanchard watched to be viable was fair that, a discovery of something that works. Within the journey for demonstrating whether leadership may be instructed they uncovered one key truth, to be specific that leaders who appeared to studied the circumstance and the individuals might adapt their fashion fittingly or discover somebody

who was way better prepared for that particular event. Additionally, this might be instructed and direction given to hopeful and existing leaders.

FURTHER INTERPRETATIONS

Over the decades, as researchers have considered people and organizations (overwhelmingly effective ones, it ought to be said) for designs and privileged insights, we have started to take note approaches that it is conceivable to examine and imitate. We have taken note that a few leaders appear more able to associate profoundly and reverberate with the bunches and individuals they lead. We have seen that individuals tend to take after and react to people who show up bona fide and actually at ease inside themselves and with their part. For a few, the reality that a leader leads from standards or with extreme adore is alluring. For others, it is the nearness of presence of tough humility that works best. Servant leadership has been seen to be both viable and alluring, but so as well has been the strength and charisma of leaders who lead within the donning field and regularly lead from the front or by illustration.

Given this horde of hypotheses, what are we to accept? How ought to we react? Is there a right way or best way? It was clear that in our language structure school numerous distinctive shapes of leadership were working at the same time which the organization itself both permitted it and worked viably. Indeed nowadays, four decades afterward, schools will function successfully when a few degree of command and control is worked out along-side instructors who can interface and lock in inspirationally with their pupils. In the industrial revolution of the 18th century, numerous organizations and businesses formed around the have to be create things reliably, consistently and in large quantities. People were not utilized to working this way (as agriculture may be a very distinctive structure) and plant supervisors overseen and driven probably within the as it were ways they knew how, drawn from the military and religion – command and control. Organized instruction risen along the same lines.

CHANGES IN MEANS OF CONTROL

Simply put, we are within the middle of another transformation, and it is having a significant affect on our understanding of leadership, and what we are trying to find in those who select to lead us. This transformation is influencing everybody on the planet and in numerous ways at the same time. Think about that for a minute. It has likely never happened some time recently within the history of mankind. Let's attempt and unpick this wonder by looking at a few topics that we take note when we delay and think almost it.

DATA OVERLOAD

First, it's almost innovative headways that are making already un-thinkable levels of get to data. The web has empowered dealers in Rome, Berlin, Moscow, Paris, Bucharest and Athens to bargain within the flicker of an eye. There may not be plumbed-in running water, but through remote communication, a tribesman or a businesswoman has get to the web and all the wealth and potential of boundless data. Within the created world we presently have so much data accessible to us that numerous are finding it troublesome to manage. Stretch levels at work are expanding in numerous western nations and, distant from the unused recreation age bringing us happiness, numerous nations presently report expanding levels of discouragement and despondency within the journey to secure information, ace it and perform at incomprehensibly tall levels all the time.

Up until the late 20th century, information and data were controllable. Scholarly teach by and huge held information and passed it on. Data was held by state teach or the media. More vitally, the choice of what data was accessible was down to 'them'. Abruptly, usually not the case. Person individuals can presently post and transfer information, news, comments and inquire about, all with negligible controls. Wikipedia is one illustration of the age of mass interest in sharing data and knowledge and we suspect that not a single school instructor within the western world exists who has not had to check a chunk of homework cut and glued specifically from Wikipedia.

Wikileaks⁵ is presently the flay of lawmakers, security foundations and individuals within the open eye. YouTube and LiveLeak have opened up a veritable Pandora's box of opportunity for sharing the great, the terrible and, sadly, the revolting. You could be inquiring what this has have to be do with leadership and the transformation we mentioned earlier. At the time of composing, the UN is hooking with what to do almost the unfurling catastrophe in Syria and ongoing crisis in Libya in specific a reaction to an charged assault by the administering powers on its possess individuals, utilizing chemical weapons. Much of the assumed prove is within the shape of novice video film posted on YouTube and the web by individuals encountering the occasions to begin with hand.

World leaders must presently ponder as to what data is trust-worthy and what isn't . And trouble betide anybody who delays, since this insurgency clearing the world is quick. Our desire levels have changed to the degree that we presently request news and information right away and, with that, the comparing choices. The proverb that 'a week in politics may be a long time' has never been more genuine. Even one hour maybe would be more exact.

So able to see that innovation concocted 'for everyone' truly is affecting everybody (Sir Tim Berners-Lee, one of the founders of the WWW, broadly said that 'this is for everyone'). News happening anyplace around the world is immediately accessible all over. Envision, hence, as a leader of a worldwide trade, for case, the weight that this might apply on you to be completely up to speed all the time. Your company choices depend on this. If you think that this marvel is as it were significant for expansive organizations or political leaders, think once more. Somebody running a little charity that gives learning activities for youthful individuals utilizing the outside presently has got to screen whether people are taking recordings without consent and posting them who knows where.

⁵ <https://wikileaks.org/>

QUICK, ETHICAL AND SOCIALLY RESPONSIBLE REACTION

Many of us, or probably all of us have been in Starbucks. Starbucks is known for many great things: it's the largest coffee chain in the entire world. It's regularly named to 'best' lists by both Fortune and Forbes, thanks to the way they treat their employees, the benefits they offer, and the way they run their business.



Nevertheless, no big companies exist without all sorts of controversies. Probably the biggest Starbucks scandal ever happened in April 2018: Two black men were sitting in a Philadelphia Starbucks when they were arrested for not making a purchase. The manager, who is no longer with the company, called police within two minutes of the pair's arrival. After a few moments, the white man who was supposed to meet them arrived, argued with the officers and said they were acting discriminatory, and then the officers arrested the two black men on suspicion of trespassing.

Another customer at Starbucks recorded the arrest on her cell phone, and it quickly went viral⁶. In an interview after the arrest, the lady who took the video mentions that she had been sitting there for a while, and she wasn't asked to leave even though she didn't order anything.



The arrests caused immediate backlash and cries of racism, along with boycotts and protests against the coffee chain. It prompted a public apology from Starbucks CEO Howard

⁶ <https://www.youtube.com/watch?v=gegA9GsJ26A>

Schultz⁷, who said later in an interview⁸ on CBS News, “I am embarrassed, ashamed. I think what occurred was reprehensible at every single level.”

It is important to note, that before the incident, Starbucks had no clear policy about asking customers to leave, and the decision was left to each coffee shop manager. Since of this adaptable approach, Starbucks had ended up as a community hub – a put where anybody might sit without being required to spend cash.

Also in his apology, Johnson outlined the investigation he and the company would undertake. The apology detailed actionable steps Starbucks leadership would follow to learn from the situation, including meeting with community stakeholders to learn what they could have done better. Johnson took full responsibility for the actions of his employees, and he acknowledged that Starbucks customers were hurt by the arrests. Johnson acknowledged that employees needed more training, including about when to call authorities, and that the company needed to conduct a thorough analysis of the practices that lead to this incident.

After issuing his expression of remorse, Starbucks CEO visited Philadelphia and met with the two men face to face to involve them in dialogue on what Starbucks required to do differently.

The week following the arrests, Starbucks announced it would temporarily close 8,000 stores to conduct unconscious bias training, which they did on May 29, 2018. A month after the arrests, Starbucks released a new “Use of Third Place Policy,” which states that anyone can use Starbucks and its facilities without making a purchase; it also explains what managers should do if a customer becomes disruptive.

⁷ https://news.starbucks.com/views/starbucks-ceo-reprehensible-outcome-in-philadelphia-incident?utm_source=twitter&utm_medium=social&utm_campaign=springfy18

⁸ <https://www.cbsnews.com/news/starbucks-executive-chairman-howard-schultz-racial-bias/?linkId=50629685>

Additionally, the policy says that Starbucks seeks to create “a culture of warmth and belonging where everyone is welcome. This policy is intended to help maintain the third place environment in alignment with our mission ‘to inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.’”⁹

EMPLOYEES’ VOICE AND THE ALTER WITHIN THE WORK CONTRACT

Since the turn of the century, bigger organizations particularly have come beneath weight from another source, this time inside. But it didn’t begin there. The Industrial Revolution brought with it shocking working conditions and exploitation of laborers within the quest for generation. For the foremost portion, this can be not debated. It was too the seedbed for the rise of maybe the most punctual illustrations of mindful leaders, numerous of whom were industrialists and business people who saw the advantage and shrewdness in treating their employees decently, compassionately and reasonably. A great number of these were persuaded by a sense of individual esteem and the next calling, and without a doubt numerous were Quakers¹⁰.

In her fabulous direct *Chocolate Wars* Deborah Cadbury charts the history of chocolate, which was moreover the story of Quaker trade families who demonstrated worker engagement well some time recently it got to be a buzzword of the 21st century (2010).

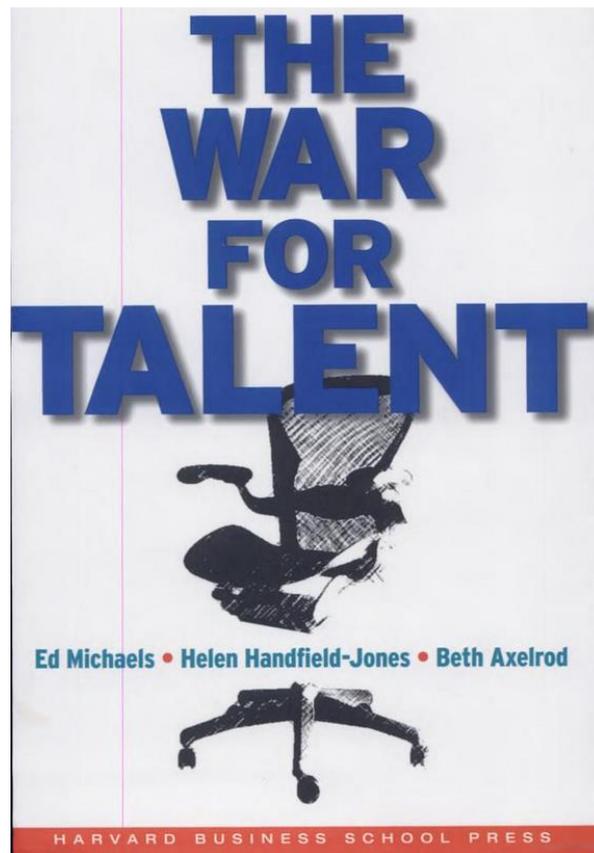
⁹ <https://news.starbucks.com/views/use-of-the-third-place-policy>

¹⁰ <https://en.wikipedia.org/wiki/Quakers>



Deborah Cadbury is herself slipped from the Cadbury family and composes with honest to goodness understanding blended with a clear sense of duty and passionate association almost the rise of the Cadbury brand, what it stands for and what it has presently ended up. Her book is both an authentic content and a brilliant story of interest, inventiveness, advancement, adore and warmth.

It might be contended that what has happened as of late has been the combination of a number of powers. To begin with, mechanical progresses empower sees to be shared immediately and broadly. More seasoned eras and more youthful ones alike are presently requesting that the employer–employee contract is changed. The idea of managers having to think imaginatively approximately their worker esteem pro position is exceptionally show. When in 1997 McKinsey coined its presently popular state ‘the war for talent’, it was the primary that numerous corporate leaders had listened around how they ought to think more deliberately around what they do to pull in and keep the individuals who will convey genuine esteem and vital advantage.



They recognized that development would be subordinate on a business's capacity to draw in individuals within the middle of an over-demand for restricted ability, to a great extent, it should be said, within the dotcom period. Numerous commentators presently accept that a new war for ability is upon us, one that's driven by the have to be attract the correct ability to meet known and obscure needs. It isn't abnormal presently for large businesses to have to be grasp human assets hones such as career breaks, maternity and paternity take off, part-time working and domestic working/virtual working. Besides, it is not satisfactory for a boss to disregard requests for a fulfilling career and satisfying work–life adjusted with a life exterior work.

Quite when the term globalization risen is hazy. Mankind has exchanged over borders for hundreds of a long time on foot, on horseback and by means of the seas. So it can barely be a modern wonder. Work has moved around the globe over the centuries, both intentionally and persuasively. Capital movement and availability may be a more later improvement and however we are still talking approximately globalization as a major drive both for alter and for vulnerability. It takes after that there must be a few other perspectives at work. We can certainly affirm that numerous more businesses are presently claimed exterior their unique national boundaries, from banks to utility companies, from car fabricating to clothing. Actually, this brings with it issues of culture and trade hones.

Can they or ought to they be uniform? Is driving a commerce within the EU the same as driving a commerce in Ukraine? What on the off chance that it is the same commerce? Are stakeholders' desires the same around the globe? Banking is one segment hooking with this exceptionally issue. Consider for case how HSBC, one of the largest managing an account bunches within the world, has been endeavouring to form what it has branded "The World's Local Bank" (this has been its strapline for numerous a long time), with operations in each landmass. Having attentively analysed this organization, we will testify to the complexity of this assignment which socially and operationally, managing an account over the globe is both the same and distinctive. We'll return to this subject afterwards as well.

Globalization has changed the conditions for business organizations and authority. The liberalization of markets coinciding with modern mechanical improvements, a culturally heterogeneous and versatile workforce, and a developing critical (world) society organized within the shape of global NGOs, are fair a number of illustrations of the challenges of globalization. These challenges have been went with by a decay of the administrative control of the nation-state. Advancing holes in administration on the global level due to the liberalization of markets have restricted nation-states' control to control those markets and to ensure steady conditions for financial actors.

These improvements have incited theorizing about the expansion of corporate responsibility. Political theorists call for a part of firms as corporate citizens or as political actors that lock in in a proactive partner administration to secure both their authenticity and their permit to function in a global society.

Maybe, in spite of the fact that, a key angle of modern-day globalization is that, returning to our prior subject of partners, citizens around the world are presently so much more mindful of everything that's happening around the world and with that comes desires of reasonableness, translations of equity and believe, item compatibility, estimating and tax collection approaches; the list goes on. Once we include to that the strengths of worldwide environmentalism and developments such as those shaped to eradicate global destitution, ready to start to see that it is more than just an issue of exchange nowadays. By way of a last point within the globalization dialog, it is worth a word or two approximately assets and asset allotment. Fundamental financial hypothesis instructs us that shortage is the foe of request and the companion of the profiteer.

Given a worldwide populace set to extend by 40% over the next four decades a long time, for the most part within the Global South, it does not take a virtuoso to work out that assets fundamental to our human presence and well-being, such as energy, water, nourishment and minerals for development, are reaching to be the center of consideration. Such consideration either will be negative and show as debate, sharp exchange hones, unjustifiable dissemination and maybe indeed wars, or there's the potential for positive ways forward as mankind's inventiveness and collaboration look for to discover imaginative arrangements to problems. Either way, long run isn't progressing to be simple to predict.

CONNECTIONS AND STRUCTURES: WHEN PECKING ORDER ANTICIPATES ACTION

As we saw, a school contains a clearly defined structure and pecking order that gener-ally works. Within the same way, a Naval force dispatch or submarine capacities viably when

each team member knows his or her part and can execute enlightening knowing that there's responsibility all through the vessel.

The point is that, in this case, we will see that there was (and proceeds to be) a have to be balance differing models and varying weights inside one framework. Decision-making in this environment is firmly controlled – and should be. Regularly it is vested at the beat level in one individual (or an awfully little gather) who ordinarily cascades informational through the chain of command. People advance down the pecking order know and completely get it that their obligation is to act upon these informational unquestionably.

Within the same way, modern organizations are developing that are challenging organizational structures. When Google started in 1998, Larry Page and Sergy Brin started it from Stanford College and a friend's carport.



Having reframed web looking through their exceptional calculation, the trade essentially re-evaluated the role of data within the world. The development of Google Maps, Google Earth and Android, to title but some improvements, has changed the way we live. (By the way, we

have written our part of the Guide in a shared Google doc, operating from different countries).

Besides, it has changed the way we assemble data and make choices. As we type in this direct, we discover ourselves 'googling' things (the verb to google has as of late been included to our word references¹¹) since we accept we are able believe the source. Google is presently an awfully huge player on the worldwide arrange.

In 2013, its vital statistics have been (according to *Bloomberg BusinessWeek*):

- (a) \$290 billion in market cap;
- (b) \$56.6 billion in revenue reported in the last four quarters;
- (c) 44,777 employees.

In February 2020 (after reorganizing its various interests as a conglomerate called Alphabet Inc.¹²) its vital statistics have raised dramatically and the company's rapid growth since incorporation has triggered a chain of products, acquisitions, and partnerships far beyond Google's first modest business plan, initialised in 1998.

¹¹ See e.g. <https://www.merriam-webster.com/dictionary/google>

¹² https://en.wikipedia.org/wiki/Alphabet_Inc.



This can be a trade that has risen from no place, giving a stage for mass communication. As examiners battle with how to value a commerce like this, what is obvious is that ancient models including incomes and benefits from making or offering something of determined value are being challenged by the sheer force created by the swarm that's marking up in their millions. Get to millions of partners has presently ended up the esteem of a commerce.

Tesco, the mammoth UK-based retailer, realized this when it propelled the presently omnipresent 'store loyalty card' in February 1995¹³.

¹³ <https://www.marketingweek.com/tesco-clubcard-loyalty/>



In looking for to supply extraordinary client benefit, it lurched over the value of holding information approximately its millions of clients down to the things they purchase each week and how this will educate the store almost the real and potential buying designs of you and us. So profitable is this kind of information that companies will pay tremendous wholes for get to it. The showcase portion of 'one' has arrived.

So at the same time as a tremendous database has esteem, we presently see the marvel of a deals exertion or advancement focused on specifically to an person customer. Such businesses as Google and Twitter are illustrations of quick development into modern-day monsters that are themselves challenging the built up mammoths. For case, BT – the UK's lead telecoms trade – has found itself having to move into the pay-to-view sports scope advertise bundled on the back of its broadband arrangement in arrange to ensure incomes and keep up its client base. Whether this gutsy choice on the portion of the modern CEO Gavin Patterson to handle the obsequious broadcasters head-on pays off remains to be seen, but it speaks to one case of a senior leader willing to grasp alter rapidly and incite a commerce that numerous thought drowsy and set in its ways to astonish clients and stakeholders.

Be that as it may, this mechanical transformation proceeds to supply openings for start-ups and little businesses to play with the enormous boys. Now not do organizations require settled office bases. In nearly each huge commercial city, over the past ten years, center points have multiplied. Basically a 'hub' is like a huge common room or collection of common rooms in which little businesses assemble to do their work and develop their businesses. Leasing an office is regularly seen as either out of reach for these businesses on a fetched premise or basically pointless. After all, with a mixed technology stage and some savvy thoughts we are able reach the full world presently. Distant way better to contract little spaces, a work area or workstation, share other offices and encompass myself with like-minded, lively business people. Numerous such people affirm to the sheer power of such centers and how it has made a difference them brood thoughts and pick up get to assets and indeed capital investments.

Whether this spells the conclusion for the huge enterprise is likely untimely, but it does mean that the kind of rules that worked for as long as anybody can keep in mind will likely not apply. For illustration, participants to markets can come from anyplace presently, and though the fetched of section might have been restrictive within the past, it is presently completely conceivable for one man or lady and a 3D printer to compete with bigger fabricating operations. More imperative is the truth that conventional structures chance demonstrating a hindrance to speed of reaction. Progressive decision-making forms that shielded businesses presently hold them back from competing and uncover them to assaults from endeavors that can illustrate portfolio dexterity and quick advancement, frequently through collaboration and short-term tie-ups.

A last point around structure moreover makes a difference advise our considering around mindful leadership. In the event that command and control structures and forms have constrained utilize in numerous of today's more dynamic and rising organizations, at that point how is leadership illustrated? As we are going see, edified leaders at the beat of an organization are quick waking up to the truth that leadership is worked out at all levels within the framework and regularly by individuals without formal leadership positions or leadership.

Recognizing this, permitting it, empowering it and rewarding it'll ended up more basic for the socially responsible leader instead of ordering, coordinating and controlling through obsolete structures.

SUFFOCATING BENEATH REGULATION

The strengths affecting leaders in commerce and other organizations are unyielding and quick changing. No more so than within the world of control. We don't expect to go into this zone in detail given that there are thousands of rules and directions in place to administer the way commerce is done and organizations are run, and we for one am certainly not motivated to explore these. No, our point on this is often diverse. Regulation has expanded both since of centralization (as within the European Union) to guarantee a level playing field and keep up quality, and since governments and society at large have felt that businesses cannot be trusted to act, as within the world of budgetary leaderships where control has been vital to ensure clients and drive moral measures of conduct. Whether either objective has been accomplished is far from being obviously true.

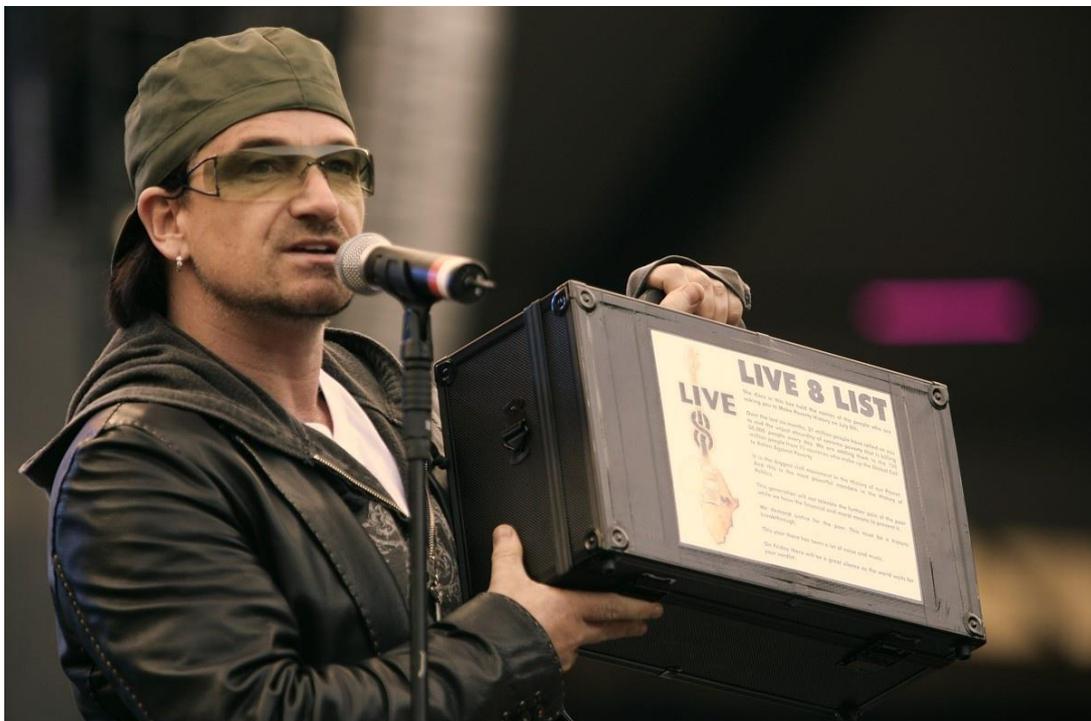
What is obvious, in spite of the fact that, is that for leaders of organizations, there's a consistent examination which itself applies weight, which a few might savor but which is regularly gotten unhelpfully. As the pace of alter quickens, it is difficult to suppose governments relenting on regulation, and as businesses are progressively globalizing their reach they will have to be gotten to be proficient at exploring directions totally different regions, maybe indeed clashing ones.

A LAST POINT: TO EXPEND OR STEWARD?

We say this last point since the revolution that's sweeping the globe is additionally starting to be a transformation of inner voice and, to a degree, philosophical. As the 20th century closed and the 21st century opened, the driving constrain behind the worldwide economy

was consumerism. The West was as of now dependent to consumerism, racking up tremendous obligations – governmentally and personally – to fuel a clearly unquenchable craving for products and way of life. The East was (and is) creating the propensity. China, once a transcendently agrarian economy, has been on a 50-year charge towards consumerism and industrialization. Colossal cities have developed from apparently no place and the development boom appears to know no bounds. Ways of life and values have changed, taking off the nation separated between traditionalists and progressive (frequently more youthful) eras.

And however all this unwavering consumerism is starting to be challenged by more youthful eras, a few driving masterminds and, interests, a few celebrity figures. Bono, the lead artist of U2, has for numerous a long time been driving a campaign to annihilate destitution and disperse riches more even-handedly.



Peter Block, the well-known commerce master, has through his Abundant Communities Initiative¹⁴ been challenging the status quo around American consumerist culture by empowering more communities to see internal to their claim assets to meet needs – a return to bargaining in numerous ways. Sir Tim Smit, through his surprising Eden Project in Cornwall¹⁵, has given thousands of individuals a vision of more maintainable arrive utilize and how to teach future eras approximately stewardship.



These few cases are fair the tip of the ice sheet as the transformation starts to challenge our considering designs. The financial emergency that come to its nadir in 2008 may well be said to have been something of a clarion call. Global capitals have seen their Occupy demonstrations, maybe another point of globalization that the financial specialists and lawmakers had not foreseen. Such addressing has not found conclusive answers as however, but what is certainly clear is that it isn't getting to moderate down or go away. Very the inverse is more likely. And how this will affect on leaders of businesses, governments

¹⁴ <https://www.abundantcommunity.com/home/home.html>

¹⁵ <https://www.edenproject.com/>

and charities isn't certain, spare for the reality that it'll certainly affect decision-making and responses.

INTERMEDIATE SUMMARY

Forces driving a revolution in socially responsible leadership:

- (a) information overload;
- (b) multiple partners all needing to be heard;
- (c) distinct eras lively at once;
- (d) relationships and structures: when chain of command anticipates action;
- (e) employees' voice and the alter within the business contract;
- (f) the globalization revolution;
- (g) drowning beneath regulation;
- (h) consumerism or stewardship.

We have overflowed the scene at a helicopter level, to utilize the leadership language. What we have started to see is that our understanding of leadership is advancing which it is changing, given a few of the strengths working in our world nowadays. The focuses we have secured about this insurgency don't speak to an comprehensive list. We have not tended to political powers, for case – who would set out to guess there! What they outline is what a few advanced commentators have called the VUCA world – volatile, uncertain, complex, ambiguous (the concept of a VUCA world was presented by the US military as the Cold War finished and as the US looked out over the rise of a multilateral, instead of a two-sided, worldwide scene) – and one in which leaders will be required to lead us. And this will require a new investigation of, and expression of, leadership – in our see, a more capable paradigm.

Questions and reflection box #2



- (a) As you perused approximately powers influencing alter in our world, which ones resounded most for you/your team/your commerce? Why? What others particular to you might you wish to acknowledge?
- (b) What is the nature of the leadership challenges merely confront presently and as you see into the future?
- (c) To what degree are these ancient challenges that have resurfaced or repeated themselves, or are they modern and not previously encountered?
- (d) How do you are feeling around leadership as you see into the long, run and vitally, how do you're feeling around your individual leadership?

SKETCHING OUT THE CASE FOR SOCIALLY RESPONSIBLE LEADERSHIP

WHAT DISTINGUISHES RESPONSIBLE LEADERS?

Within the VUCA world where uncertainty wins, we have a problem. How can we lead individuals within the conventional and anticipated ways when we don't know clearly what is going on? Will this work? How, in the event that at all, do the ways we think almost leaders and leadership ought to advance? This portion of the guide sets out to construct a more nitty gritty picture of that new expression. Initially, by way of a update, leadership hypothesis over time distinguishes that successful leaders ordinarily do the taking after (among other activities).

They:

- (a) have a clear vision for the future;
- (b) set direction;
- (c) inspire others to take after them;
- (d) enable enormity in others;
- (e) are able to mobilize groups and assets to provide against that vision;
- (f) create followership through believe, regard and devotion, among other things.

The over are a few of the answers that we frequently listen when we inquire the address: 'What do awesome leaders do?' When we inquire the supplementary address around what qualities compelling leaders have, charisma plays a portion, as we have seen, and is regularly prove by a kind of air and nearness. Conversation to anybody who met them and they will all concur that when these people came in to the room, the air changed, as on the off chance that filled by their claim attraction. Individuals were drawn to them. After you meet

Richard Branson¹⁶, author and driving force behind the Virgin brand, you're struck to begin with by the truth that he isn't a large man but that he features a momentous capacity to create you're feeling extraordinary when he is talking to you, as he appears to center only on you.



He is eminent for not being a normal businessman concentrating on numbers and execution but a leader who is an thoughts generator and more of a individuals individual, exceptionally much at domestic in a celebration and spotlight launch.

These qualities are distant from repetitive within the advanced world. All through time, when confronted with ventures of fear and vulnerability, followers have tended to hunt for

¹⁶ https://en.wikipedia.org/wiki/Richard_Branson

consolation and certainty, somebody in whom they can accept and somebody in whom they can believe. As devotees, we deliver our optional devotion and commitment based on a wide run of components, counting the degree to which a leader commands our regard, gains our believe, wins our fondness, motivates our reaction and activity, and accepts in us such that we accept in ourselves. In the 21st century, when numerous leaders over all angles of our lives – trade, religion, legislative issues, communities – have been found out for deceiving believe and decreasing esteem, there's a call for leaders who display quality of character that equalizations ability and capability.

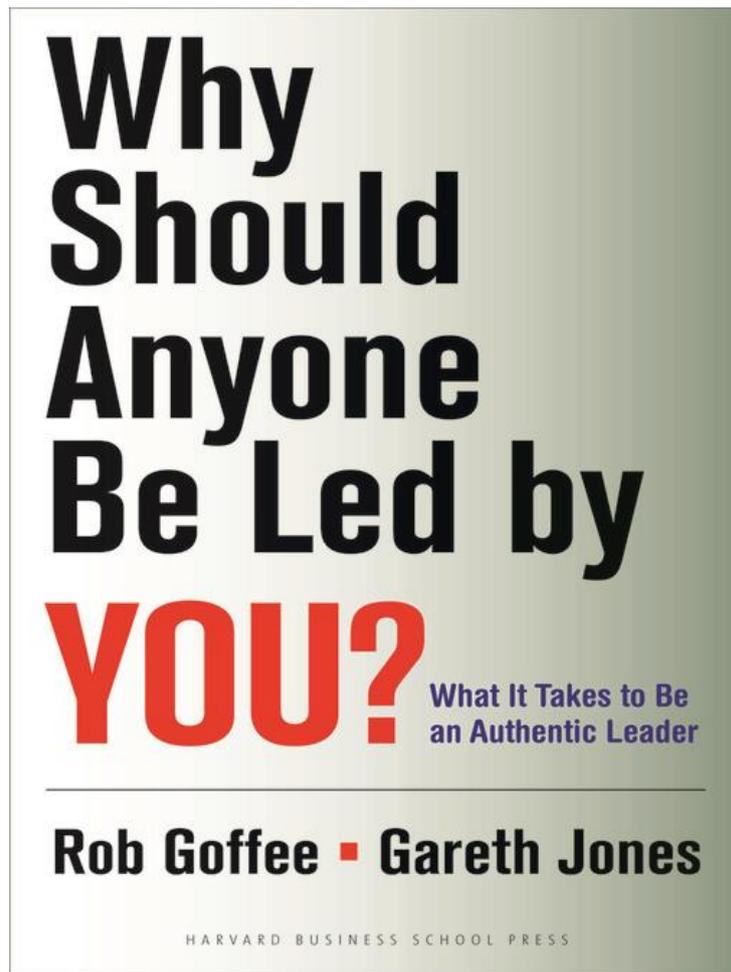
We welcome our readers to connect us in building a more total picture of socially responsible leadership. Within the past pages we distinguished that to lead mindfully is to have a more extensive systemic point of view and to be careful of how choices affect that framework emphatically and for the more prominent great. Presently we propose that we begin by highlighting a few foundational ideal models – designs of considering – that we ought to be searching for in our leaders of nowadays and tomorrow. Simply and to begin with, in the event that our leadership is almost how we console and motivate others to act, perform or accomplish, we ought to consider what it is that will draw individuals to our leadership and what it is that energizes individuals to believe and regard us. Based on what we know about people who lead well presently and most likely within the future, we will distinguish four vital focuses at the center of being a socially responsible leader:

- (a) the degree to which leaders have and radiate inside assuredness and attractiveness;
- (b) the degree to which they are versatile and situated to learn;
- (c) the degree to which they think and work relationally;
- (d) the degree to which they motivate others with their reason and focus.

The beginning point in this highminded cycle is the truth that socially responsible leaders know who they are, are certain however humble, and their realness is appealing. The guideline of allure is an imperative one for capable leaders, as this draws individuals to need to work with and be driven by such leaders. By allure, we are not alluding to any physical appearance, but or maybe the common nearness that locks in with others and requests to others at a more profound enthusiastic level. In much of our work with leaders over all segments we tend to inquire the taking after questions, regularly early on in our intelligent with them:

- (a) Who are you? Apart from your basic social role, who are you *existentially*?
- (b) What do you stand for? What are your *ideals*? What are your *values*?
- (c) Why ought to individuals take after you and believe you? Especially if you are a young leader?
- (d) How can you lead from your natural strengths and build up capabilities?

And however, unless we are ready to reply these crucial questions, as Ransack Goffee and Gareth Jones say in their extraordinary guide *Why Should Anyone Be Led by You?* (2006), we display individuals with an unauthentic part demonstrate that's possibly befuddling and not reassuring.



What does this mean and see like in practice?

BEING CLEAR ABOUT LEADER'S IDENTITY

At the center of the capable leader could be a calm assuredness based on a clear sense of 'who we am'. A strong individual character, in case you'll . Typically built on a real understanding and acceptance of one's uniqueness – identity, inspirations, qualities and shortcomings – and a certainty which means 'we don't got to imagine to be somebody we am not'. For illustration, Richard Branson isn't a talented open speaker. we have seen and listened him and it is very excruciating to observe. But he knows this and does not let this

shortcoming prevent his individual viability, which is based on his capacity to see an opportunity, his drive to demonstrate others off-base, his sense of experience, his solid sense of equity and opportunity, and his cherish of individuals and conviction in their potential. These are what make him one of a kind and alluring to millions of individuals, clients and staff alike.

we work with numerous people, making a difference them investigate their individual story as they reflect back through their lives to find the designs they instinctively take after that uncover what drives them and what gives them genuine and profound satisfaction. To be 'in the flow', within the words of Mihály Csíkszentmihályi, is to be so retained and centered as to feel that one is operating almost easily. And typically exceptionally effective, both for the person and for those watching. This January we observed a professor from a Tech college in Novgorod. His conversation was approximately how building and science were getting to be interlinked, coming about within the advancement of modern innovations that were fair surprising. In any case, what was indeed more amazing to us was his energy and characteristic capacity to communicate his subject with mind and in a way that was essentially compelling.

He was 'in his element' as Ken Robinson would say. Robinson (himself a genuinely talented communicator) extends on the significant truth that when as people we are working in our component – doing what we apparently were made to do – it is superb to view. As such, the professor was motivating both to us as an grown-up and in addition to the amassed 16- and 18-year-olds. Being clear almost these viewpoints of one's personality permits a leader to unwind and get on with driving – making choices, motivating others, mobilizing resources.

INDIVIDUAL IDEALS

Another step towards inside assuredness is being clear approximately individual values and convictions and living by these. In spite of the fact that there's nothing unused in this, we am flabbergasted at the number of individuals in senior leadership positions who have never taken the time to delay, reflect, and burrow profound to discover out what they stand for. we am talking around much more here than the corporate flatness encompassing values explanations such as 'honesty, keenness and teamwork' (statements of regret in the event that these are your company's values – they happen to be the three most prevalent values words utilized by enterprises). we am talking approximately convictions, ethics and morals. For it is these that really administer practices and the choices we make. We will get very particular here, as well.

In addition, with the unending pace of alter and the requests on us to think right away, generally as a result of innovation, as leaders we have to be able to reply reliably. Usually a key to being a capable leader for long-term. For case, Twitter, which we referenced prior, permits moment communication to thousands, maybe millions. This will be a capable drive for great and, as has been all as well regularly the case, the source of embarrassment and indeed slander. At Nelson Mandela's burial service (5th of December 2013), world leaders assembled to pay their regards to a surprising man who encapsulated socially responsible leadership as completely as anybody has done. The blissful event got the way better of the US president, the UK prime serve and the Danish prime serve, who when situated together chosen to require a selfie – Mr. Cameron recklessly if not symbolically holding the photo of Mandela upside down.



This harmless selfie would have gone unnoticed but for Twitter and the present day social media. The photo was posted online, apparently by an eyewitness, and got to be a moment worldwide marvel. Sadly, individuals examined into the scene thought processes that were likely not there, but it was clearly a to some degree heartless thing to be doing at such an occasion – indeed on the off chance that it was a celebration of a life well lived. Whether the US, UK and Danish leaders had considered the setting and how it would be gotten, we don't know. Nonetheless, had they thought of who may be seeing the photo or scene, and how it might impact their notoriety, they might have thought in an unexpected way. Advanced leaders ought to be more astute than essentially being caught up within the moment.

Individual values do shape the choices we make. Take, for illustration, the CEO of a little charity that we know of. He was displayed with a situation. One of his little staff group had let herself down with a few destitute conduct that was seen by others, yet at a social occasion instead of within the ordinary course of work. Tragically, the occasion took put on the location

of the charity. When inquired what he needed to do around the conduct and eventually what he needed the action to be, he considered for a whereas and after that expressed a profound explanation. 'If we are almost giving youthful individuals a moment chance, or a third chance in their regularly mixed-up lives, at that point we ought to do the same for one of our staff group as well.'

He restrained the person but at that point energized her to require on more duty, to permit her to see herself in a diverse light – a striking and values-driven choice that driven to a upbeat result and talked volumes to colleagues and clients alike. Throughout this guide we will meet other women and men who epitomize mindful leadership. In our discussions with them and through our investigate, we have come to realize that they ordinarily hold a few clear convictions that act as a source of vitality for them. Values and convictions are interlaced in their lives and discover their way into, and are worked out through, their careers and how they lead. Be it a devout or spiritual faith, a conviction within the inborn goodness of individuals or the integrity of nature, such convictions implant themselves profoundly within the soul of such individuals and educate their decisions.

A clear and built up values and conviction framework too makes a difference to smooth out unreasonable swings of conduct (not continuously, of course) and leads to consistency. When individuals say of leaders 'you know where you stand with him or her', this can be usually built on consistency of conduct. As we'll find afterward, responsible leaders see the advantage in stopping to reflect and to energize their vitality. In these times they can draw on their conviction frameworks as a source of knowledge to illuminate their day-to-day lives.

Thus, the criteria relevant for judging ethical behaviour of a leader include individual values, conscious intentions, freedom of choice, stage of moral development, types of influence used, and use of ethical as well as unethical behaviour. Some of the characteristic behaviours of ethical and unethical leaders are shown in the table below.

ETHICAL AND UNETHICAL LEADERSHIP

The Ethical Leader	The Unethical Leader
Is humble	Is arrogant and self-serving
Is concerned for the greater good	Excessively promotes self-interest
Is honest and straightforward	Practices deception
Fulfils commitments	Breaches agreements
Strives for fairness	Deals unfairly
Takes responsibility	Shifts blame to others
Shows respect for each individual	Diminishes others' dignity
Encourages and develops others	Neglects follower development
Serves others	Withholds help and support
Shows courage to stand up for what is right	Lacks courage to confront unjust acts

ETHICAL COMPASS

A third step to creating inside assuredness and engaging quality includes rediscovering morals and an ethical compass. The CEO within the past illustration hooked with the morals of care for his staff part but too care for the others in his group and his reputation. Morals could be a extreme concept and however something that most individuals would be all as well fast to say that they completely grasp. Few leaders will transparently concede to being deceptive – very the invert. Buyers tend to be drawn to businesses that not only say that

¹⁷ Zanderer, D. G. (1992). 'Integrity: An essential Executive quality'. *Business Forum*, Fall, 12-16.

they 'do the proper thing' but really do the proper thing. This point is exceptionally imperative, as nearly each business we work with and numerous more other than effectively state that one of their values or center purposes is 'to do the proper thing', frequently for their partners and communities and the more extensive world. Typically excellent. Moreover, it has presently gotten to be the cost of section to the competition.

The suspicion presently is that all organizations need to do the proper thing. This implies that the weight is presently on people and organizations to actually illustrate this. And typically tough. Earlier, we talked around Starbucks and the challenges it experienced when it got to be clear that it was not paying what the press (and so open supposition) thought was a reasonable sum of corporation tax on its trade. In spite of working inside the parameters of the law, the company chosen to form an instalment by way of a signal of goodwill in an endeavour to change the adjust of supposition. For a few this was seen as 'right', but for numerous others it was seen as 'too small as well late, and derisory'. Why?

In 2013, the Rana Plaza clothing manufacturing plant building in Bangladesh collapsed, with the misfortune of over 1,300 lives and thousands more harmed. Employments were crushed right away. As the world observed the consequence of the calamity, worldwide retail brands dashed to discover out on the off chance that they were affected. For those of us within the West, numerous of our pieces of clothing are made in Bangladesh where work costs are moderately cheap. The Clean Clothes Campaign has been set up to make strides the conditions of specialists within the clothing industry and is empowering customers to boycott expansive worldwide retailers that have not contributed to a emolument finance for the casualties. One European retailer, Primark, which sourced numerous pieces of clothing from the production line, did concur to pay the compensation of all those individuals whose employments were influenced and this was commended, but at the time of composing in 2014, nearly one year on from the catastrophe, the more extensive support has pulled in bolster from as it were a modest bunch of retailers.

Why? Would it not be the correct thing to do, perhaps? What is evident is that typically a minefield where suppositions vary and other powers start to play on the minds of leaders of

such organizations. These two illustrations are after-the-event minutes. Maybe what is more important as we see to mindful leaders is how to maintain a strategic distance from such events by proactive moral hones. We'll investigate this viewpoint in more detail in consequent chapters, but it is beneficial highlighting one senior leader in a global commerce who has nailed his individual colours to the pole of moral and ethical benchmarks. Paul Polman, CEO of Unilever¹⁸, could be a vocal advocate of doing things differently and championing moral practices and hones. He has gone on record as supporting (and paying) higher compensation in creating nations for specialists making Unilever brands locally, to construct genuine believe and engagement.

He has too transparently conceded that he does not set much store by the short-term center on share cost and extraordinary to hold firm to the long-term vision and viewpoint for Unilever around making maintainable esteem and progressing the quality of life for millions of individuals, regularly in creating nations, through the arrangement of fundamental, however reasonable, products.

¹⁸ <https://en.wikipedia.org/wiki/Unilever>

Questions and reflection box #3



There are numerous exhaustive and accommodating books and devices to assist within the prepare of clarifying individual personality and inside assuredness. The taking after few prompts may act as a catalyst or a update for you:

- (a) What are the critical fixings for you to be working in your 'flow'?
- (b) How seem you describe you at your most successful and after you feel most fulfilled?
- (c) What are the (few) key values that shape your practices and choices – e.g. what do you stand for – in your claim words?
- (d) Do you have an establishment of convictions that you simply can draw on in your life interior and exterior your work? If so, what are they and how do they show in your part? On the off chance that not, how might you find or reconnect with these?
- (e) What does doing the correct thing mean to you?
- (f) When have you found or do you discover it intense to 'do the correct thing'? Begin to create your claim explanation of personality utilizing these components. Test it with others who know you well. Be open to refining it over time as you gotten to be clearer and consider working with a coach to assist this process.

VERSATILITY AND LEARNING ORIENTATION

Once we have a solid middle that shapes our possess one of a kind inside assuredness and engaging quality, to be a socially responsible leader requires an introduction to memorize, adjust and flex inside this vague world.

COMFORTABLE WITH EQUIVOCALNESS AND NOT KNOWING

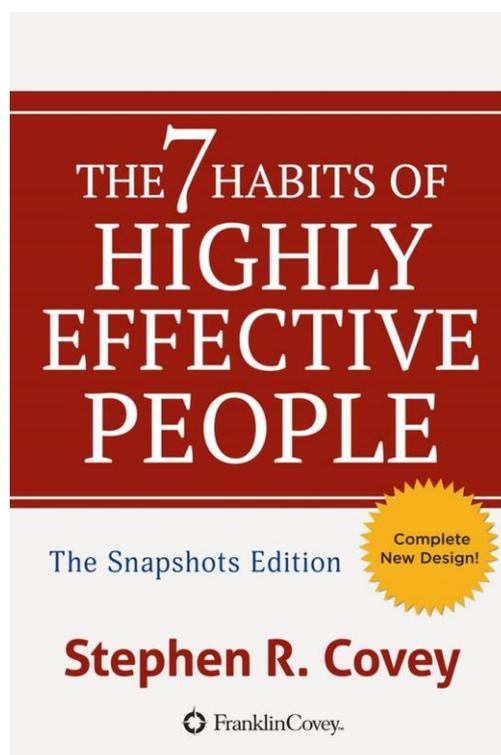
With the quick pace of the revolution that we talked about within the to begin with chapter, it could be a courageous individual who states for certain what will happen within the another two a long time, let alone the following ten a long time. Instability and instability are winning powers working apparently unchecked. And paradoxically, businesses and markets pine for soundness to bolster venture choices. What this recommends is that leaders of tomorrow will ought to be comfortable with 'not knowing', be able to demonstrate this unquestionably to their partner bunches and be at ease with fast-changing scenarios.

What do we mean by 'not knowing'? It is around nimbleness in decision-making and working with less than culminate or total data. Ordinarily the design might go something like this: various levelled structures require directors to deliver nitty gritty papers to show to committees higher up the organization for sign-off. Endorsement depends on the sound contention upheld by information, prove and contemplated contention. There's nothing off-base with that approach, of course, because it has worked for decades. In any case, given the modern arrange, what in case suspicions are made based on ancient considering? Not knowing completely how things will play out but acting on instinct and 'entrepreneurial instinct' isn't modern in commerce, and numerous fruitful commerce leaders have illustrated critical dexterity over the later past. Start-ups and technology-based businesses, regularly exceptionally little, multiply presently, to a great extent since the transformation has empowered a climate in which being spry is remunerated.

TUNING IN AND LEARNING

This leads us to a moment viewpoint of versatility – interest and the willingness to memorize and tune in. This may sound commonplace, but capable leaders stand out from others through their starvation for criticism and learning. They are inquisitive approximately their world and open to learning from many different sources. Once more, typically not a modern wonder, but in numerous regards it has gotten to be progressively critical both as the pace of alter through modern developments request it and as the strengths of changing societal stories posture extreme questions for leaders. Numerous trade leaders are presently waking up to the fact that they ought to lock in proactively with Generation Y and Millennials instead of depending on ‘how we did things in our day’. In addition, it isn't close to engagement for engagement's purpose. Individuals see through ‘tokenism’. No, what is presently required is genuine exchange and tuning in to get it some time recently bouncing to conclusions.

Stephen R Covey stirred us all, to some degree prophetically it appears, to the concept of ‘seek to begin with to get it some time recently being understood’ in his seminal work *The Seven Habits of Highly Effective Peoples*, to begin with distributed within the late 1980s.



Simple sufficient to say, but not to do. In our work with people and bunches, we experience circumstances where genuine tuning in and learning are required for advance to be made. Covey's book is still an vital reference work for socially responsible leaders. In it, the creator handles a few straightforward truths and effective practices that support individual viability. In numerous ways, the work that we do with the *Young Ethical Leaders* project, helping our target group to develop their personal and responsible leadership for the future, builds on the foundations that he proposed, builds on the establishments that he proposed. We are going touch on a few of these standards as we progress.

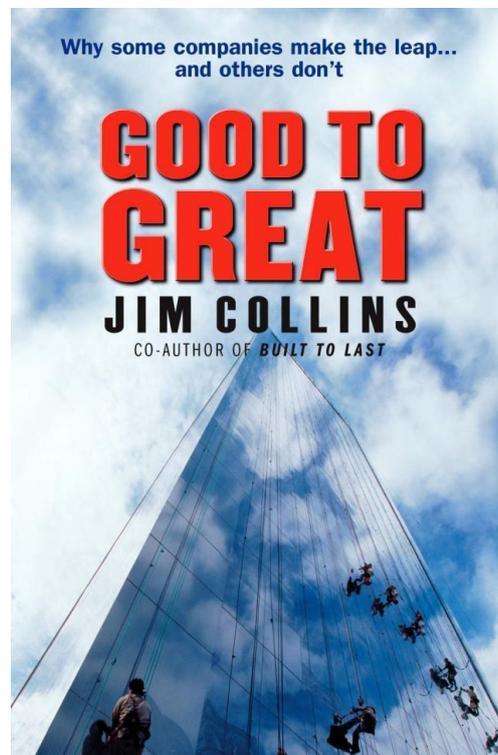
As of late, working in an expansive law firm to assist create superior leadership, one of the essential perceptions was very essentially that master clinicians and specialists were candidly (and physically in a few cases) detached from the leadership groups whose part it was to oversee assets and budgets viably. This driven to a climate of doubt, 'silo thinking' and working that not shockingly showed itself in disconnected hones by and large. Imperatively, in nearby groups and offices there was genuine fabulousness prove; it was fair that it was not being shared or built upon. The plaguing mentality was one of survival and assurance instead of desire and learning. Unfortunately, it may be a characteristic of human nature that when we gotten to be specialists and collect information we have an inclination to assess what we listen against our outlines of reference and information, in this manner constraining our open-ness to listen in an unexpected way or from shocking sources.

We moreover accept that able to as it were learn from other specialists or individuals who can talk in a language acceptable to us. We ended up judgemental and evaluative instead of inquisitive. It is difficult to depend on master information as an bookkeeper when one is talking with a individual who is driving medicate restoration work, for case. What gets to be apparent exceptionally early is that receiving a soul of interest, enquiry and tuning in permits for understanding to create.

OPEN AND SURE HOWEVER HUMBLE

By way of a common expansion to the past point, mindful leaders are open, sure however humble. Besides, they have individual flexibility that comes from this. we don't propose to look at versatility in awesome detail in this direct. There's much inquire about going on at display around this, but what we do know is that people who illustrate inward quality and individual resilience (necessary to bargain with complexity within the cutting edge VUCA world) are able to draw on their individual assuredness from a clear sense of their identity. This leads to an inward certainty. Be that as it may, when typically not adjusted with calm self-assessment or develop passionate insights, it gets to be skewed and self-centered. It moreover closes individuals to other viewpoints as these sorts of leader start to accept their possess publicity and account and avoid others' points of view.

No, what shows up to be a solid differentiator of companies that are able to support execution over time is what Jim Collins (in his seminal work Good to Great, 2001) alluded to as 'tough humility' and a 'compelling modesty' in leaders.



This work is an inspirational think about of how a few companies are able to move on from basically great execution and how leadership plays a key portion in this handle. This considering has impressively educated our work on capable leadership. Of the companies Collins investigated, he found that the leaders were frequently alluded to by their individuals as humble, calm, humble, downplayed and self-effacing. They were too furiously decided and not anxious to require intense choices for the purpose of the objectives and the company. As we might see afterward, mindful leaders make a climate and culture in which others exceed expectations and are motivated to perform. They are speedy to grant the glory to others instead of take it for themselves.

Being really open may be a mindset and orientation. It says to others that you simply are congenial and responsive – responsive to the plausibility of unused thoughts, of new considering, of feedback or coaching. As we might proceed to find, the capacity to work collaboratively with others sets separated capable leaders and to do so successfully requires this open introduction; for example, knowing that we'll get an grateful reception when we bring a better approach of working to the boss permits us to feel certain to require it within the to begin with place.

Questions and reflection box #4



- (a) What would being comfortable not knowing mean in your part and your organization?
- (b) How can you energize more spry responsiveness in your groups and all through your organization?
- (c) How are tuning in and a eagerness to memorize cultivated in your organization?
- (d) How much time and vitality do you spend tuning in and learning?
- (e) What pictures come to your intellect after you think of openness and humility?
- (f) What avoids openness and lowliness in your organization?

CONSIDERING AND WORKING RELATIONALLY

The third component of our highminded cycle includes a noteworthy move for numerous leaders. Brought up on completing the assignment and an accomplishment culture over the decades since the 1960s, numerous have overlooked, or maybe disregarded, the forbid nature of our world. This requires re-engagement with the social nature of our humanity.

MOVING FROM VALUE-BASED TO RELATIONAL

If ancient pecking orders now not empower the nimbleness or reaction required from leaders, and present day shapes for organizations ended up more adaptable, leaders' points of view of their leader fashion ought to adjust, and in one range particularly. Command and control, self-centered or absolutist approaches are being uncovered as being short-termist, coercive and demotivating. Businesses' notorieties have been harmed and in a few cases crushed by such approaches. Take for illustration The Royal Bank of Scotland (RBS), which at one point within the past ten a long time was within the best five banks within the world.



It had developed quickly from a basically territorial bank within the UK through forceful acquisitions and a striking banc affirmation structure (mixing conventional managing an account, protections and venture keeping money). In 2007 it put together a consortium of banks and won a dog-eat-dog battle for control of ABN AMRO against another interested bank, in this case Barclays, paying a stunning £49 billion for the bargain. Numerous investigators considered this an unreasonably tall cost to pay. The securing reverse discharges and fizzled to convey any esteem included. The ensuing a long time have seen the total collapse of the RBS share cost, the virtual bankrupting of the organization and the resulting bailout by the British citizen. The driving drive behind the development and the ABN AMRO takeover was the at that point CEO, Sir Fred Goodwin, a man broadly respected as a savage, oppressive character who took no detainees and bullied his subordinates.

Fred the Shred (as he got to be known) delighted in his individual notoriety and unassailable position as a virtual ruler of Scotland, where he built the bank's prestigious unused head office within the edges of Edinburgh. Shockingly for Fred and RBS, he basically made a culture in which no one challenged talk out of turn or recommend choices for fear of being straightforwardly yelled down (very actually, it happened) and mortified. The result was that a culture of fear won in which group think took over and senior leaders began to believe their infallibility.

Numerous trade schools will compose case ponders around the collapse of RBS. Agreeing to Jim Collins in his direct *How the Mighty Fall* (2009), all the signs might have been spotted early. Collins distinguishes that the primary three stages of decay are: *Hubris Born of Success; Undisciplined Pursuit of More; Denial of Risk and Peril*. All through his consider, Collins draws out a few key bits of knowledge that advise this new worldview of socially responsible administration. For case, he pinpoints a 'success privilege and arrogance' as one of the early signs of hubris (arrange one of decay) and in organize two he appears how the 'unsustainable journey for development, confounding huge with great' and 'personal interface put over organizational interests' contribute to a dissent of reality that starts to require root. The decay can happen quickly – inside one or two years or indeed speedier – as was seen within the the financial services industry ndustry in 2008 and, of course, within the presently scandalous case of Enron¹⁹.

What is this telling us around mindful leader? Frequently the ponder of the disappointments can advise us as viably as considers of the fruitful, and this is often starting to assist us characterize victory in an unexpected way – maybe fundamentally. As we are starting to see, to be truly responsible as a leader and organization, and to be compelling within the another decades, is to respect oneself as portion of something greater and subsequently forbid with other partners. Tragically, Goodwin and other financiers (Dick Fuld of Lehmans, for case) respected themselves and their organizations autonomously and as portion of a zero-sum amusement in which competition and winning at all costs was the objective. Development and estimate, benefit (in a few cases deceptive) and individual status got to be the as it were measures of success.

¹⁹ https://en.wikipedia.org/wiki/Enron_scandal

MOVING FROM COMPETITION TO CO-CREATION

The future worldview proposes that victory will be more social than value-based. S. G. Warburg, one of the originators of modern-day venture managing an account, was celebrated for his standards and how he put individuals and relationships at the middle of his work. 'For us the most prominent intrigued and satisfaction were human relations,' he said almost what got him into managing an account. 'Human matters,' he composed in 1957, 'are much more imperative than trade affairs.' This was a rule to which he remained genuine all his life. Tragically, modern-day investors have misplaced locate of clients as individuals, driven as they are to convey short-term comes about and sanction the transaction.

Competition isn't awful. It cultivates commitment and can give honest to goodness center for vitality. we for one accept that competition can offer assistance a few individuals (not all, we must stretch) tap into their intrinsic drives, which in turn permits them to be at their best and most imaginative. Be that as it may, the world is moving and desires of society and clients are presently centering on longer-term components, counting commitments to communities, natural supportability and learning. Stakeholders are seeking out for prove of keenness, reliability, liberal signals – values-based conduct. And as we have seen, in times when substitution of merchandise and administrations is simple, trade leaders will do well to remind themselves of this.

Moreover, future openings are more likely to be gotten by businesses and people who demonstrate collaboration.

Co-creation may be a attitude that requires a principal introduction of liberality within the trust of common development, not the desire of such. Making anything – craftsmanship, writing, innovations, unused businesses – includes individual hazard and engaging the prospect of dissatisfaction. With it, in spite of the fact that, comes the prospect of something exceptional and synergistic.

And however, probably, their conviction in attempting to make a future that was more economical for their partners was a more effective drive than division based on history. Moreover, their individual crave to take off a diverse bequest, coupled with progressing age and maybe obtained shrewdness, driven them to work together and, so it would appear, ended up extraordinary companions who snickered together in open – co-creators of a future that grasps pressures however finds a way through. Whether it holds and how long it endures is dubious, but as an act of responsible leadership it may be a compelling story.

MOVING FROM SELF TO OTHER

These illustrations highlight a viewpoint of the unused worldview that's starting to set mindful leaders separated, to be specific their see of themselves in connection to others. As human beings we are going continuously have a self-protection drive, and however, progressively maybe, those whose viewpoint of victory depends on others' victory are getting to be a more grounded constrain than maybe numerous realize. Throughout history, astute leaders have realized that it could be a use show that's the genuine degree of success for a leader – to be specific the degree to which more can be accomplished through empowering and enabling others instead of through one's claim efforts.

In these progressive times, numerous of the world's otherworldly leaders, such as the Dalai Lama and Pope of Rome, are being tuned in to with more noteworthy consideration as they not as it were talk almost, but show, sacrificial practices. More youthful eras are inquiring questions of themselves and society that are calling for meaning. More seasoned eras are inquiring extreme questions almost bequest. Scholastics are challenging their claim presumptions and hypotheses. The French financial analyst Thomas Piketty in his *Capital in the Twenty-first Century* (2014) raises a few awkward questions almost the degree to which markets can control dissemination of wealth and asks in the event that we are able

ever control the attractive drag of riches to an progressively little number of individuals around the globe.

A positive voice and developing development is that of 'Otherish' as championed by Professor Adam Grant in his *Give and Take* (2013). Allow highlights how fruitful providers adjust a tall concern for self-interest with a tall concern for others' interface by recognizing that being liberal in sharing data, control and riches through connections and systems procures reputational and substantial rewards. He cites Bill Gates at the World Economic Forum,, who contended that 'there are two incredible powers of human nature: self-interest and caring for others' and went on to propose a half breed of motivational drives that are not commonly select, to be specific to be really fascinated by care and advantage of others whereas being centered on accomplishing what each of us needs as an person. Allow calls this 'Otherish', which may be a significant rule of capable leader.

In trade and organizations this could manifest in numerous ways, but one that's common in our encounter is the degree to which leaders hold on to or discharge gifted people. In our work around ability administration we come over numerous rousing leaders who have worked out that by picking up a notoriety for creating individuals through giving over control and responsibility, they pick up a notoriety for being incredible to work with and incredible leaders. In so doing, they at that point pull in superior ability who need to work for such a leader. And what takes after is ordinarily expanded execution from the total group or commerce. The imperative point to note here is that there's an forthright fetched and venture of time and vitality that's basically 'Otherish' on the portion of the socially responsible leader, not to say a impressive degree of individual hazard.

One model of typically Paul Polman, Global CEO of Unilever, the monster buyer merchandise multinational. Unilever is doing a few things that are setting it separated from other multinationals within the zone of socially responsible leader transport and much of it is driven by Polman, the visionary Dutchman at the rudder. In a later meet with the Guardian within the UK, he was cited as saying: 'Often people ask me what my job is and I say honestly

it is make others successful, and the more you do that the more you will see that you create prosperity.'

Deplorably, we too come over leaders whose fear of misfortune of control or control shows itself in harming protectionist practices, frequently to preserve current levels of execution instead of try to step alter. Unreasonably, this is often most apparent in organizations that compete for ability through offering progressively excessive compensation bundles, pulling in as they do self-focused people (a few would say hired fighters) to protect revenue streams, for illustration, as it were to discover that such individuals are effectively enticed by a much better offer in due course, and who don't pass on their skill or experiences. It isn't a shock that the ability pool within the world of monetary administrations is one that basically moves from one organization to another in a winding of expanding compensation, which in turn drives up costs and rewards that in turn draw in louder complaint and nauseate from society at expansive. S G Warburg would be turning in his grave at the disgrace.

Questions and reflection box #5



- (a) Whom do you respect as a part show in this area?
- (b) How is co-creation illustrated in and through your organization?

(c) How do you by and by show a adjusted social and assignment approach to leading?

(d)Whom can you work with in your organization to make a more social culture?

(e)What prevents you and your organization from being more 'otherish'?

REASON AND FOCUS

Our last point in this chapter may be a significantly basic one: mindful leaders have a directing reason that empowers them to center their vitality and action. This sense of reason is more than making cash and conveying esteem basically to shareholders. As a driving drive, this has been found to be blinkered. Paul Polman of Unilever is committed to a long-term approach to his trade and has been outspoken about the short-termism he sees within the got to deliver quarterly articulations to the budgetary markets. For him, his trade is almost something more profound and more enduring, giving because it does crucial items that move forward life for millions around the world and progressively in developing markets and creating nations where get to to cleanliness items has been truly poor.

In the face of the storm of revolution, as we have seen, it is simple to be receptive and hop on the most recent temporary fad or prevailing fashion. No place is this more genuine than within the C-suites of the corporate world, particularly when it comes to ticking the corporate social responsibility (CSR) boxes to say that 'our commerce is here for the great of the community and environment'. And this may in fact be the case, but it'll as it were be genuine when leaders make striking and gallant choices to halt certain practices and hones and empower more radical choices. For case, choosing to pay above-average compensation in

creating domains or to halt doing commerce with divisions such as gambling or short-term credit companies that look for to require advantage of the impeded of society.

In any case, one way of dodging the consistent kneejerk is to have a superseding reason that rises above these weights. The late Anita Roddick – the founder of The Body Shop – was one such individual.



Bursting on the scene in 1976 with a radical approach to retailing makeup (asking individuals to require back purge plastic bottles to be refilled), she and her spouse Gordon built The Body Shop into a worldwide marvel such that the monster commerce that's L'Oréal chose to bring it beneath its umbrella for what it stood for and what it might instruct the greater trade. And however Roddick herself was not propelled at all by cash or development of the trade. Her drive was to alter the world and in specific the way built up economies exchanged with creating economies. She was in numerous ways the mother of reasonable exchange. Her reason was so much greater for her than a retail commerce.

That was the component for her to outwork her vision and calling. In her book *Body and Soul* (1992) she concludes with her long-term visionary considering: 'we accept that youthful individuals of our daughter's age, the children of the flower children, are attending to come forward with a ethical code, with a enthusiasm, a pizzazz for the minute, and demonstrate to be the genuine planetary citizens, the ones who will keep this planet lively. Our era has certainly not done much to keep it going. The degree to which she saw the vision realized by the time she passed on in 2007 we accept is typified in much of the transformation that we talked almost prior in this direct. Rising eras and society at expansive are presently inquiring significantly awkward questions almost sustain-ability and stewardship, particularly of trade leaders and lawmakers. we am beyond any doubt she would be substance with this and however still driving us on as we look for to create more socially responsible leader practices.

For Roddick, this reason expended her vitality and energy. She visited the world creating feasible self-financing exchanging businesses and was single-minded in her assurance. It was compelling and motivating, driving us to advance investigate socially responsible leadership. Clearly, not everybody can have such a huge vision.

Leaders with a solid driving reason – that answers the 'why am we doing this?' address – require commensurate levels of center to guarantee that their dreams and dreams don't stay out of reach. In our work we experience this in numerous shapes. It can be a single-minded willfulness or immovable per-severance. It can be courageous decision-making that's arranged to cut misfortunes or step out into the obscure. Continuously it is where the leader centers his or her consideration. The question being answered is 'What do we got to do and what is imperative for me/us?' If you will, 'Where do I need to focus my attention and my energy and therefore what are distractions to be avoided?'

In the table below, the criteria for evaluation of ethical and unethical leadership are presented.

CRITERIA FOR EVALUATION OF ETHICAL LEADERSHIP

Criterion	Ethical Leadership	Unethical Leadership
<i>Use of leader power and influence</i>	Serves followers and the organization	Satisfies personal needs and career objectives
<i>Handling diverse interests of multiple stakeholders</i>	Attempts to balance and integrate them	Favours coalition partners who offer the benefits
<i>Development of a vision for the organization</i>	Develops a vision based on follower input about their needs, values and ideas	Attempts to sell a personal vision as the only way to the organization to succeed
<i>Integrity of leader behaviour</i>	Acts consistent with espoused values	Does what is expedient to attain personal objectives
<i>Risk taking in leader decisions and actions</i>	Is willing to take personal risks and make necessary decisions	Avoids necessary decisions or actions that involve personal risk to the leader
<i>Communication of relevant information operations</i>	Makes a complete and timely disclosure of information about events problems and actions	Uses deception and distortion to bias follower perceptions about problems and progress
<i>Response to criticism and dissent by followers</i>	Encourages critical evaluation to find better solutions	Discourages and suppresses criticism or dissent

²⁰ Yukl, G. A., & Yukl, G. (2002). Leadership in organizations: Prentice Hall Upper Saddle River, NJ., p. 422.

<i>Development of follower skills and self-confidence</i>	Uses coaching, mentoring and training to develop followers	Deemphasizes development to keep followers weak and dependent on the leader
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Questions and reflection box #6



- Can you express your driving reason and reply the 'why am we doing this' address clearly?
- How do you communicate this to those you work with?
- To what degree are you taught in adjusting your exercises and needs with this purpose?
- What prevents you doing this?

What can we learn from socially responsible leadership?

- The socially responsible leader sees things as interconnected and interdependent.
- The capable leader is both future centered and grounded solidly within the show, the here and presently, and the viable on-the-ground affect of actions.

- Responsible leader is around interfacing at a more profound level with partners – at the soul, story and legacy level that gives meaning for staff groups, communities and customers.
- The story is adjusted with the vision over the more extensive organizational framework through a culture that the leader part models wholeheartedly and truly, regularly at impressive individual risk.
- Responsible leaders know who they are, what they stand for, and are not anxious to step forward, indeed at individual hazard. They are enthusiastic and can motivate others through their individual vitality, commitment and sense of reason.

SUMMARY

In our part of the Guide, we have looked for to highlight a few vital paradigms that we see apparent and working in socially responsible leaders. Typically:

They have inner assuredness and attractiveness:

- They lead from a bona fide center that reverberates with others.
- They stand for something and are ideals/values led.
- They work from a solid ethical compass.

They are versatile and arranged to learn:

- They are comfortable not knowing and are at ease with fast-changing scenarios.
- They tune in and learn well.
- They are open, certain, however humble.

They think and work relationally:

- They move from value-based to relational.
- They move from competition to co-creation.
- They move from self to other.

They motivate others with their reason and focus:

- They have a clear reply to the address “why am I doing this?”
- They think through carefully the answers to the questions ‘where do we got to center our energy?’ and ‘what is imperative to us?’

Questions and reflection box #7



- As you perused through these focuses, which resound uproariously for you and why? Do you concur with them?
- As you think approximately your claim circumstance and connections, who comes to intellect for you as encapsulating these well and why? Maybe individuals come to intellect who are in administration positions in your ‘world’ but who don't encapsulate these at all well.
- To what degree are these focuses genuine of you and your organization?
- What would individuals be saying around you and how you exemplify these paradigms?

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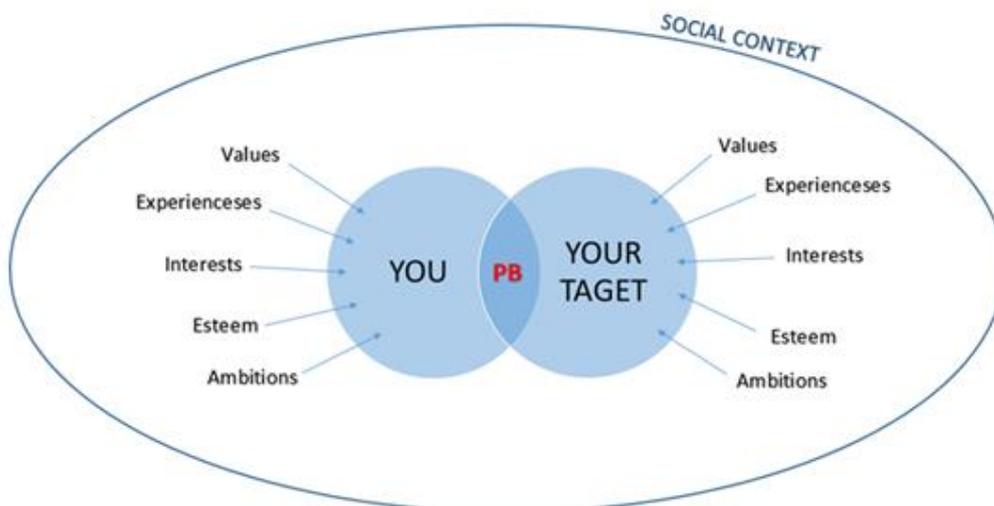
CHAPTER 3 - APPLIED PERSONAL BRANDING

Applied Personal Branding is the tool that will help you in:

- building a new professional life
- promoting your ideas in the marketplace
- facilitating success in your projects

In this chapter you will learn the psychological basis of applied personal branding and technicalities related to its application. Most successful professionals apply consciously or unconsciously these methods.

Personal Branding is a set of strategies that we use to promote ourselves, our competences and life experiences that led us to be what we are and what others think about us, about our values and the estimation that they have about us. The sum of these two images is our small presentation, or personal branding.



Jeff Bezos, founder of the well known company Amazon, defined it as “what people think about you when you leave the room”.

A well done personal brand can unlock for you a lot of opportunities.

- If it's not shaped by you, it will be formed and told by others.
- Voice and tone = many of us have an authentic and unique voice and people that knows us can recognize, however we also have many tones that we use to interact with many people in different context and occasions. When I speak to my best friend and when I speak with my teacher, I have different purpose so I will use different tones.

Personal branding is the intersection of perception and reality. You are the epicentre of your personal branding, you lead you brand.

HOW TO DESIGN A BETTER BRAND

- Embrace who you are (vulnerability brings opportunities)
- Be self aware: it is not just who you know you to be in your head, because that is your personal identity and you are the only one who knows it exactly. It is more about your reputation, who others know you to be. Ask your friends something like “how is experiencing me as a friend or as a colleague”
- Create a reason to speak, to inspire.
- Grow, never stop achieving goals and show others how you actually are growing, even your failures because they are able to show people your purity and that you are a normal human being.

- Connect with people
- Take advantage of opportunities

We are full of stuff inside us that define us what we are when we show them to the world. Nobody knows what is inside us except us so, it's important to take out in the best of ways.

HOW DO YOU EARN YOUR PLACE HERE?

Personal branding is not just self promotion, it is not just about you, it's about other people know you to be.

The 3 important benefits of a strong personal brand:

- you lead more: people think they know who you are authentically so they follow you more enthusiastically and they get more people to follow you
- you win more: is important because you know what others value about you when you go through negotiation,
- you earn more: statistics prove that you earn 10/20% more a year.

You are selling, selling yourself and you will be selling ideas, views, opinions, reasons, and explanations.

If I do not buy you, I will not buy what stands behind you. We are selling ourselves every time we want to be chosen. What makes some people stand out and other no: there are many people trying to sell themselves, a lot of beautiful cv, so how do we make impact and try to look different from everybody else?

The answer is in reputation: what people see, feel, think, do and say when they are exposed to your good name. "Your reputation is your share price on the stock market of life," Rob Brown would say.

People will pay for our good name and good reputation. Your reputation is your representation and is what people will pay for.

And we want people to pay 3 things:

- Pay attention: to be noticed and say: I'm a little bit different from all the others and I am what you need and what you are looking for.
- Pay respect: when you have a good name and a good reputation, you will get respect that you deserve.
- Pay money: the bigger your reputation, the more you will get paid.

If we get people thinking and talking about us we got a chance to stand out. Warren Buffet, considered to be one of the most successful investors in the world said: it takes a lifetime to build a good reputation and a second to destroy it. We plant the seeds of it when we are younger.

4 things:

- Work on your personal box. Take a white box and put inside every people like you, with the same thing you are trying to sell. If you look and sound like everyone else, people will go to the cheapest one, or closer one or more convenient. Your personal box, choose the colour you want, it's what about you that is unique, what competitors cannot reach, what is difficult to replicate, to copy. Your character, your values and your principles is the first thing that you have in your box. Your competences: is what you build in life, it's what you have learnt, is the result of your experiences in life that you had and maybe others didn't. Skills and talents are your weapons and they are unique, other people around you have other weapons of course, but not yours. You are different from others so underlining these differences makes you unique. After everything of this, you get your personal branding, the evident manifestation of all the things you've got, it's like your business card. Your uniqueness, what it's in your box, is your chance to stand out. Every time you are interacting with people, you are building and sharing your brand.

- Build your network and share your brand with people. Your network is who you know and your reputation is who knows you; the bigger your network is, the bigger will be your reputation.
- Be authentic, if you try to be somebody else, you are going to build a hybrid. Melville said “it’s better to fail in originality than succeed in imitation”, you might be good at being someone else but you are great at being you. Be yourself, everyone else is already taken.

“The surplus society has a surplus of similar companies, employing similar people, with similar educational backgrounds, working in similar jobs, coming up with similar ideas, producing similar things, with similar prices and similar quality” – K. Nordstrom and J. Ridderstrale, *Funky Business*, so you should be the differentiator.

Who we are? It is not related to just our name or our academic status or our geographic status, it’s what we are going to be remembered after we are gone. You will mostly be remembered for the impact you have in people’s life and how you’ve touched them. Believing in yourself is what allows you to establish your identity. Believe in yourself and discover yourself. Then reinvent yourself to progress you and improve you by working out from your comfort zone. Research works say that the 60% of what you do, should be in your comfort zone and 40% out, in the courage zone, doing things that you have never done before is what reinvents you.

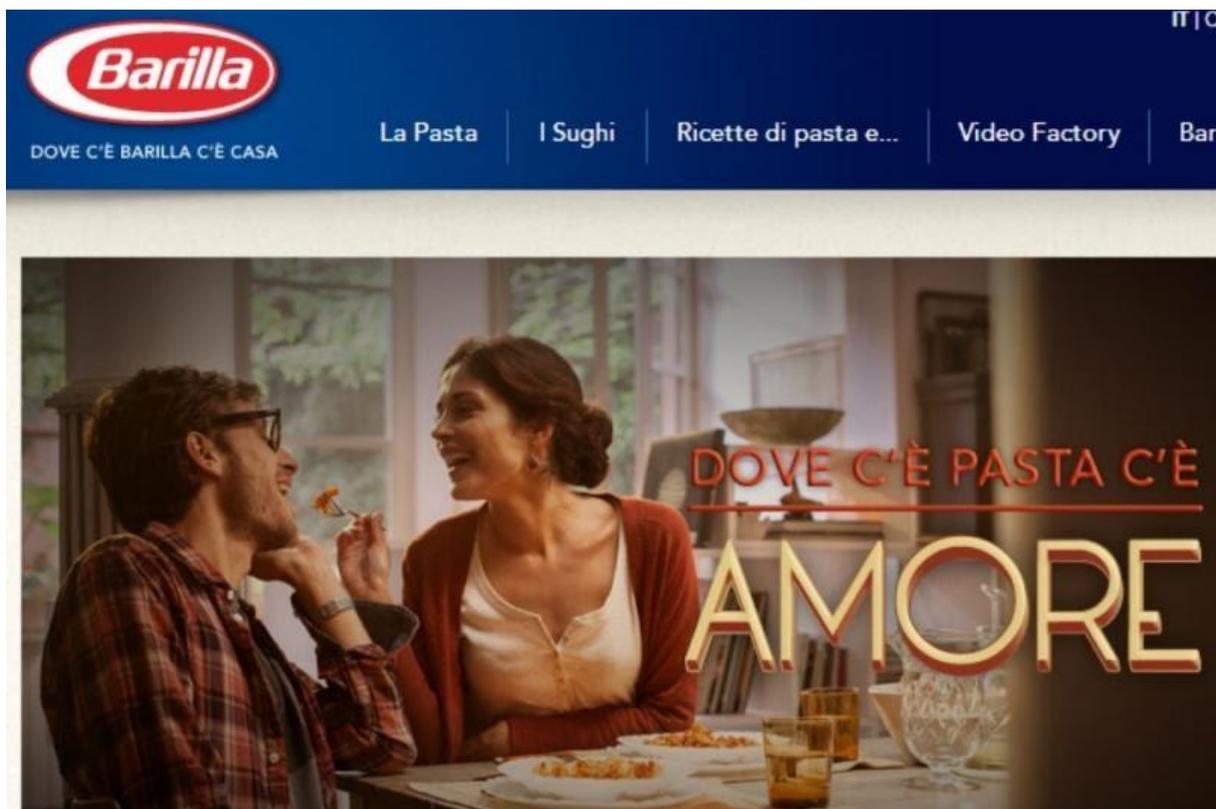
The identity that a company decides to have begins from the vision that they have. The vision is determined by what market needs. All the strategies will be done for a mission. The mission is your main goal, since it depends from the market needs, you have to select your target and understand what your target wants and what you can give them.

How do commercial work? There are some things that hit the unconscious of the client, what you would like to be and not what you are. When you see the logo, you remind about what it made you feel and what elicited you when you saw the commercial in tv, for example or when you used that product.

Ex.

Where there is “barilla” there is love.

Barilla is a very popular italian pasta brand, the most popular one. One of the reasons of it success it is due to what the company and their logo want to transmit: in our unconscious we like the idea of love, this idea hits our mind. It has to have a pleasant effect on us, it has to be like the projection of what you desire, of what you would like to identify yourself.



Branding is a pervasive concept today, if you look at the room in which you are reading this book now, probably everything you see is marked with a brand. Almost everything has a brand today. Brand are mostly used for making recognizable and categorizable something,

basing on the company that produced an object. The intended goal is to make a promise of quality. A recognizable promise. You see a specific brand and you expect something about the quality of that product. This aspect simplify the psychological process of economic decision.

In this manual you will learn how to create your personal brand in order to make your product or service easy to recognize and to sell.

HISTORY OF BRANDING

In the last century, the economic market increased significantly. Of course, if we talk about branding, our mind is immediately focused on modern time. But we shouldn't think that branding is a new concept. Branding is a concept we can find in early societies. And this is not surprising. Our brain works for the understanding of symbolic meaning, and this is written in our developmental plan. Babies from the age of 18 months start immediately to understand symbolic language. And as you can imagine, nonverbal and symbolic communication comes earlier in history comparing to verbal and written language.

In the Ancient Egypt we have the first papyrus realized for advertising purposes, found in Thebes.

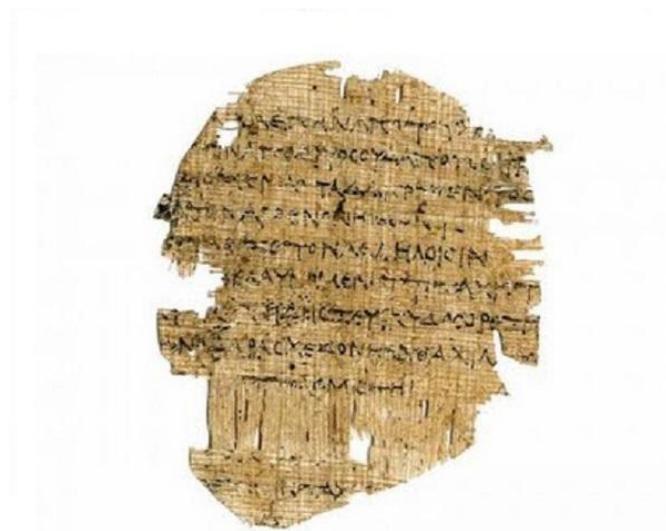


Image 1. The first advertising has been found in Thebes in a papyrus dated 3000 b.C.

And after this first papyrus we find also visual representation of advertising in the Ancient Egypt.

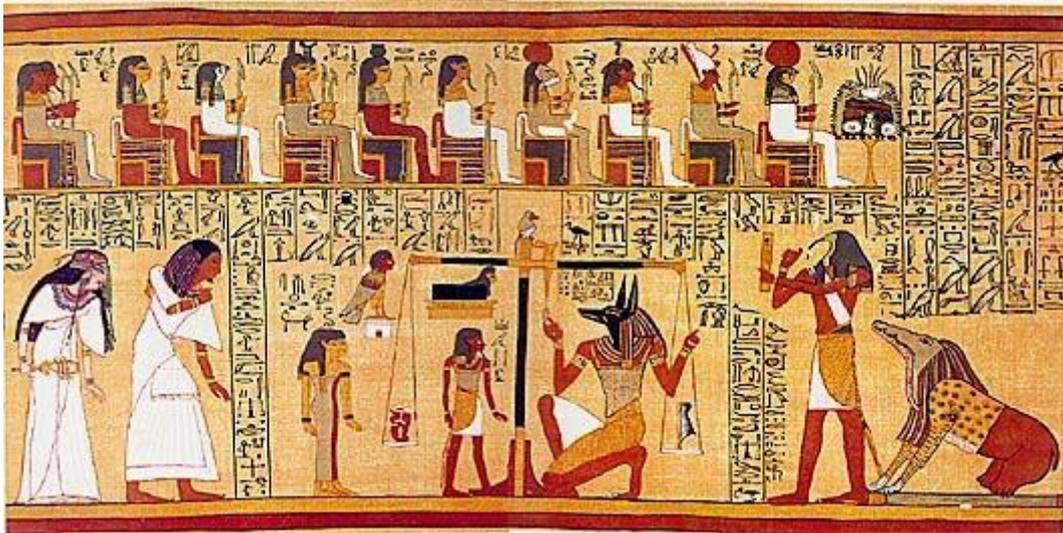


Image 2. A visive representation of advertising in the Ancient Egypt

Writing in the Ancient Egypt was considered to be something sacred, a skill learned directly from the god Dyehuty, and for this reason considered to be always truthful. As you can imagine, there was no discussions on brand reputation at that time. Then in Pompei, we have the first advertising for commercial or even political purposes. As you can see, in this examples brand are not directly linked to specific products, but products are described through word and images. It is a process of advertising.

But first branded product are not so distant in time. In Cyprus we find one of the oldest brand active even today, is the case of Commandaria Wine, the first branded wine in the world, still produced today with the same recipes. The brand Commandaria is dated back to 800 b.C. and it is still used today to sell the product in the modern version, with the same recipes.

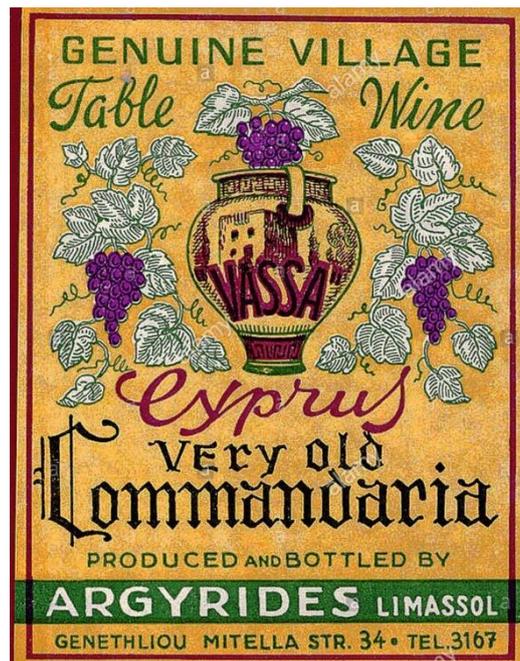


Image 3. A representation of the oldest branded wine in the world the cypriot “Commandaria”.

Then, the history of brands and images has been linked also to families, again we have the use of images in order to represent a quality. To belong to an important family, in the past was clearly associated to indiscussed qualities.

In the following image we can see a picture from the oldest University in Europe, Bologna - Italy (1088). In all the building we can find today more than 6000 *stemmi nobiliari*, the symbols used for representing a family.

To put all these image in the University had a strong symbolic value, stemmas had the role to communicate that that specific family contributed to the University development or studied there. In the past was not so easy to access University and only rich and eminent family could access.

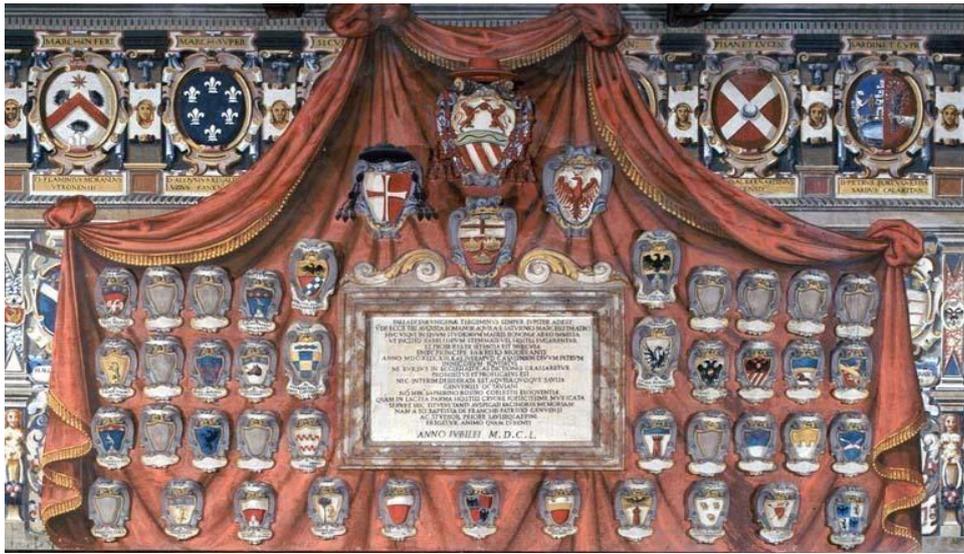


Image 4. The italian *stemmi nobiliari* exposed in the Archiginnasio, the venue of the oldest University in Europe (Bologna)

Then with the modernization and the industrial development this process increased, and we reach the today situation, in which almost everything is branded. And maybe the best representation of the ubiquity of logos is Times Square, NY, the iconic square entirely covered by logos and advertising.



Image 5. An iconic representation of Times Square NY

SUMMARY

- the oldest advertising can be found in the Ancient Egypt (3000 b.C.)
- our brain is projected for understanding symbols starting from the age of 18 months
- brands has the role to categorize reality
- in the history, symbols has been used also for representing qualities of eminent families

WHAT IS BRAND AT THE END, AND HOW YOU CAN USE IT IN THE PROFESSIONAL LIFE

Brand is the sum of perceptions, personality and emotions connected to a service or a product. It is a promise of these qualities. The standardization of the image used for the promotion of a service product has strictly the role to make recognizable and clearly identifiable what you expect from that service.

If you enter in a classic fast food, you already know that the lunch will be brief. The logo is maybe not the best promise for the quality of the food, but of course will be fast. And if you have few time for your lunch, that promise will help you in the decision making process to select that place and not another one. When you know a logo, you know what to expect. If you have 20 minutes and you have to choose between a recognizable place that satisfy your criteria and an unknown place, the simplified decision making process lead people to go to the recognizable place. Maybe also other option could satisfy your criteria - even with better food - but on big numbers our mind reject the unknown.

The logo set the standards for your expectation in the economic decision making process. And expectation is also the basis for increasing customer satisfaction.

Customer satisfaction is not only about quality, but is simply a comparison between expectation and reality.

This is the reason why, sometimes the 5 stars hotels or the most important restaurant in the world has lower evaluation on customer satisfaction comparing to average places. The expectation was too high and this lead people to not give the best evaluation of that place.

I make you the example of Osteria Francescana, considered by many expert to be the best restaurant in the world, having won for two times the most important competition “The World’s 50 Best Restaurant” in 2017 and 2018, and now out of the competition for having won the competition too often.

According to TripAdvisor, only in Modena, 8 restaurants are better than Osteria Francescana

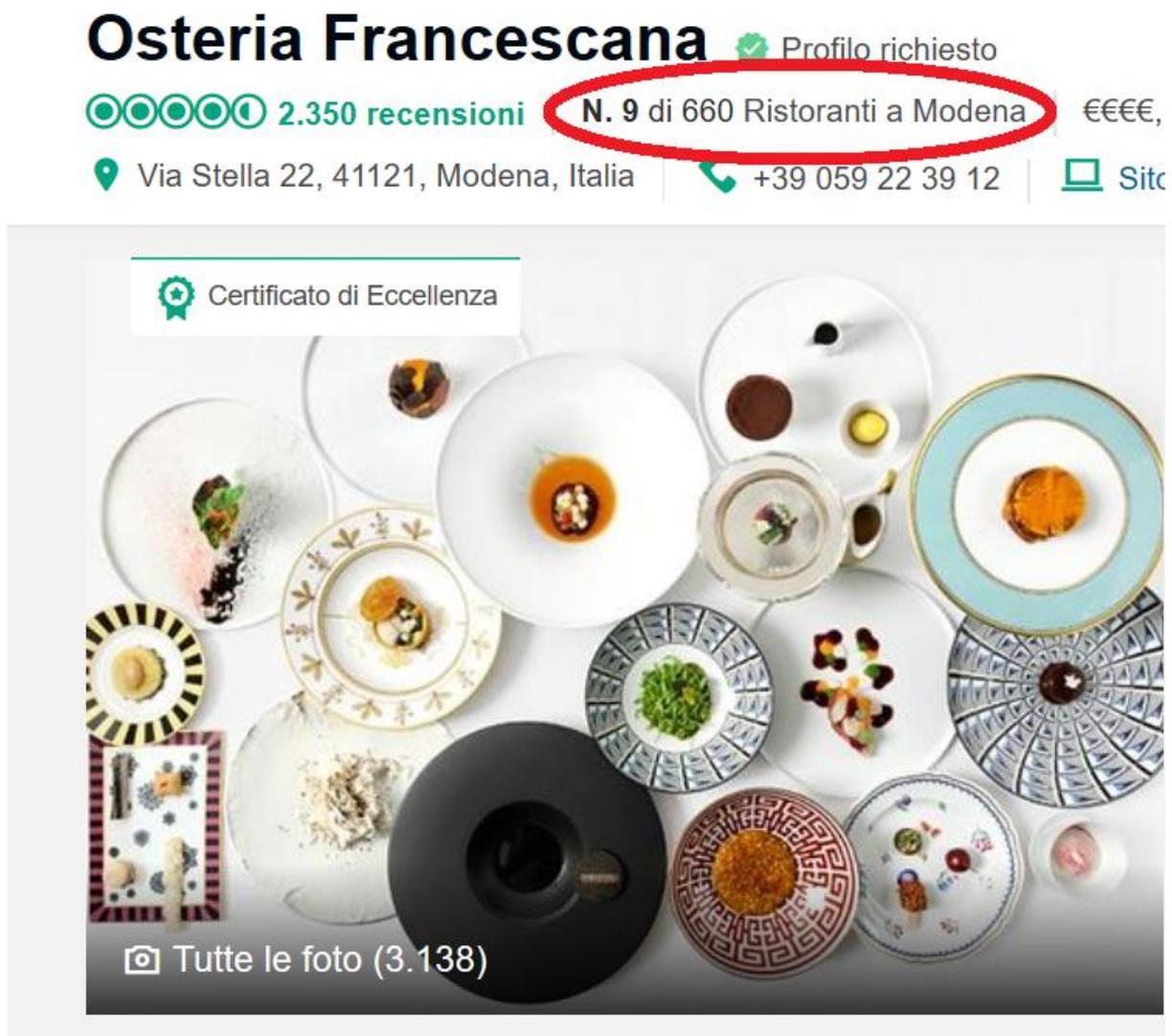


Image 6. An image of the users evaluation of Osteria Francescana on Tripadvisor (retrieved 20 December 2019)

According to TripAdvisor evaluations, many bars offering panini has a better evaluation than Osteria Francescana. And the hypothesis that these places are actually better than one the most important restaurant in the world is challenging. But this data explain very well a concept. A brand is a promise of quality. And people do comparison between that idea, that promise and reality. On that comparison the formulate judgement on the quality.

Osteria Francescana is considered to be one of the best restaurant in the world, and of course, people will have enormous expectations about the quality. Higher prices than average and enormous expectation is the continuous challenge that the high quality services has to face everyday, because their brand is a big promise in quality services. Panini bar has not this problem, will be easier to surprise people if the expectations are average or even scarce.

BRANDING IS PERVASIVE

Branding is a pervasive concept. We have already seen that almost everything can be branded. And the brand is a promise of a quality. A brand can tell story. For example, when I heard the first time about the “Commandaria”, the oldest wine in the world, even produced today with the same recipes, my mind was immediately caught by this concept. I started to reason about how that wine was produced, which techniques has been used in the past and especially - how good would be a wine that resisted so many marketing eras. At the end when I ordered I discovered it is a dessert wine, and maybe the pairing with salty food was not so the best choice.

But of course, a brand can tell a story, elicit emotions, and summarize expectations.

Almost everything can be branded.

Imagine for example the Route 66, the adventurous road that cross the US. According to many traveller even not the best route for crossing the US, but the most known and branded. If you are not an expert traveller of the US probably is the only road you know. When person think to Route 66, is not just the number of a road (like can be for the italian adriatic A14), but it is already a film.

It gives already emotions, when we talk about Route 66 we are talking about the adventure. It is not important if most of the travel will be in the desert going straight (and this is the reason why many travellers after doing this road will not satisfy their expectation), but our imagination is guided immediately through the sense of adventure.



Image 7. Route 66. By [Mario Schmidt](#) from [Pixabay](#).

But the real question is that branding is a pervasive concept, if you do not take care about your branding procedures, somebody will do it for you.

I often take the example of Salerno Reggio Calabria, a very discussed road in Italy for the very long period of “work in process”, is one of the infrastructures that took more time to be finished. It was considered to be a highway, but the sense of adventure for a long time was to avoid the myriad of “work in process” signs.

Salerno Reggio Calabria is immediately associated with emotions. Negative ones, mostly disappointment, since its name is related to the fact that we took so much time and money to finish, that people paid tickets for highway but for a long time it was simply inaccessible or a very slow road in many parts.

Many people even do not know that today Salerno Reggio Calabria is an excellent road, it works, and it has been completed in 2016. And when I say this, people do not believe me.



Image 8. Work in progress at Salerno Reggio Calabria road

This example explain very well that branding is ubiquitous. People categorize reality through emotions. And if you have not in mind a strategy for doing branding something will happen. Negative emotions associated to Salerno Reggio Calabria was so strong that even today, when the road is working very well, nobody believe it is a good road.

If you do not take care of branding, somebody will do it for you.

People understand reality through categorization processes. And even if you do not do apply branding strategy, people will do mostly through *stereotypes*.

Even the most plain and standard communication include branding.

When I introduce myself as a psychologist, even if the person met me for the first time, the first think he/she will do is to recall to memory

- his/her stereotype of psychologist
- his/her possible past experience with psychologists
- his/her psychology-related knowledge

This is the first thing will happen. When you name a category is the recall of characteristics related to that category: the good and negative ones. Is what we call “collective imagination”.

Collective imagination is something that may be also very distant from reality.

The role of ethical leaders is to promote in a realistic way personal brands and connect them to ethical values.

Summary

- Everything can be branded
- Branding is the collection of emotions, thoughts, personality associated to a service product

- Branding is an automatic process, it can be based on stereotypes in plain and simple communication

PERSONAL BRANDING

Personal Branding is the application of branding to freelance activity. As we studied in the previous paragraph, just saying your name and the name of your profession tends to activate a set of perception, emotions, thoughts in the person in front of you. It is an automatic process.

What we will do in this manual is to promote personal branding for ethical purposes. Self-employed professionals has a logo that cannot change or remove, it is our face, since the product service is associated to our personality and identity. Even large-scale industries sometimes associates products with faces.

Giovanni Rana is one of the most famous brands of stuffed pasta in Italy. Its logo has been gradually substituted by the image of the founder, an old and wise man representing with his appearance the tradition (and in the mind of the consumer, the quality).

The Group CEPU, a group that in Italy was specialized in assistance of students for recovering lost years in high schools and university used football players as testimonial. The advertising was so strong and pervasive that even today people associate the brand with the testimonial. The message was clear, to study with us is so easy that even athletes that dedicate their life in physical activity (and in the stereotype, in the collective imagination not to study) can recover years lost.

The use of faces in branding strategy has a neurophysiological reason. Faces are easy to memorize and to recover in memory. There are parts in our brain entirely dedicated to this

Testimonials are widely used by large scale product to convey personality and psychological traits to product or services (the Stanford professor Nass called this process *ethopoeia*). In the case of self-employed professionals your the testimonial of yourself.



Image 9. The advertising “Pc vs Mac” is maybe one of the clearest example of personification of a product. This advertising used humor to represent products as person, with stereotypical information. The history behind each version of this advertising is that Mac is “smarter”, “younger” and more “attractive”.

LOGOS VS PHOTOS IN APPLIED PERSONAL BRANDING

Before our logo, before our formal presentation, before any marketing strategy there is something you cannot change and it is way in which you present your face through a photo profile. I suggest you to determine your photo profile before the logo and there are thousand variables you should consider in the use of photos in professional advertising. Then you can

apply logos to services, to products. But since faces are more easy to recognize, this should be the first step.

Faces are easier to recognize comparing to logos. We all remember faces of the most important politicians, will be much more difficult for us to remember all logos used for promoting ideas. We remember very well the personality or attributed personality of famous politician, we remember much less their exact political programmes.

It is a so important to recognize faces, that our brain has a specific area called face fusiform area

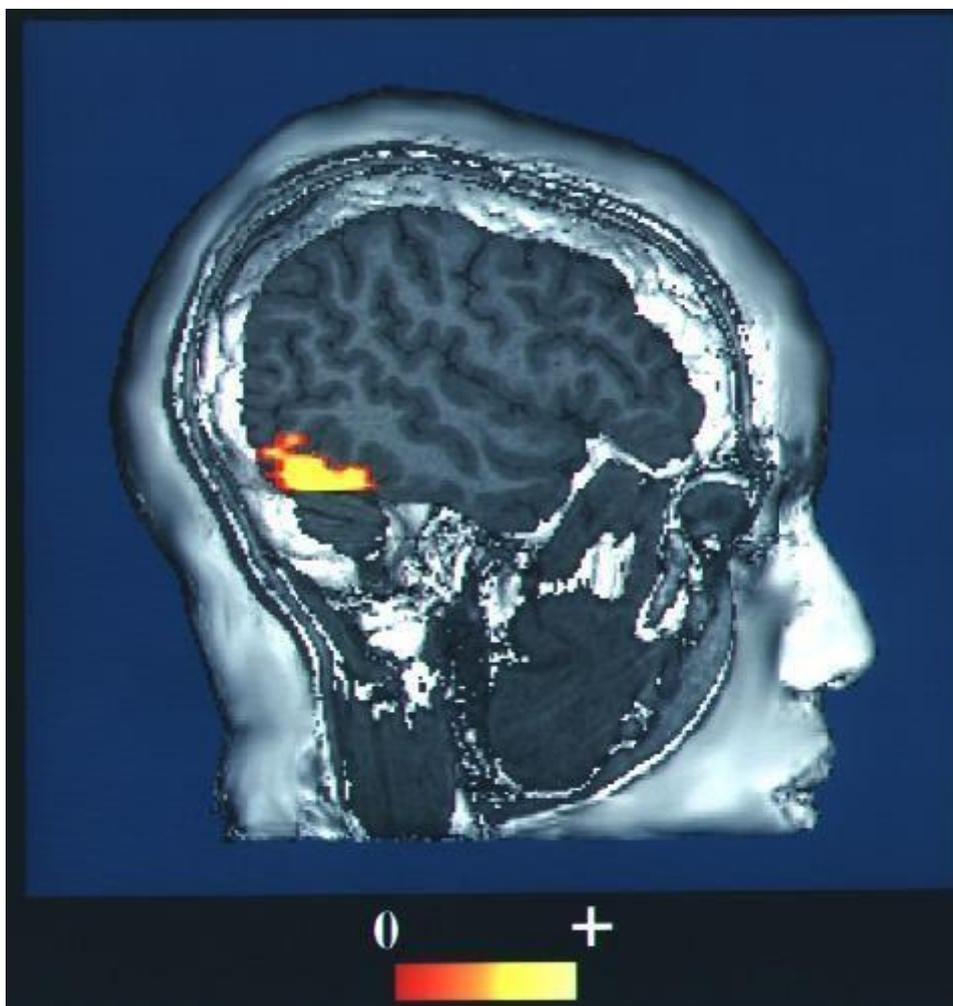


Image 10. The localization of face fusiform area in an fMRI

Retrieved 27 December 2019 on <https://www.nlm.nih.gov/hmd/emotions/frontiers.html> (archive.org)

But also brands shouldn't be underestimated. Power of brands is demonstrated by several neuromarketing studies. One of the most famous is the one which compared Coca Cola and Pepsi brands. The two beverages has been administered by different samples. It was asked to determine the goodness of the beverage after having tried. This evaluation was performed under specific conditions. In the first case, brand wasn't exposed. Participants were unaware of trying Coca Cola and Pepsi. In the second case, people actually viewed the two brands knowing exactly which one was Coca Cola and which one was Pepsi. Rationally we should expect to have similar evaluations in the two experimental conditions, since was asked to participants to evaluate the exact same products. But something unexpected happened. People preferred Pepsi in the no-logo experimental condition and Coca-Cola in the condition with visual exposition to logo. This factor has been explained considering that a more famous logo, which is often related to the concept of happiness and has a stronger association in general population, activated brain responses associated to the anticipation of pleasure. And this actually changed things.

Many studies of neuromarketing investigated how our brain reacts to familiar brands. One of this study has been performed by Christine Born a Medical Doctor and radiologist from the University Hospital of Munich. She has performed a study examining the brain reaction to brands. 20 subjects undergo to fMRI while simply observing some brands. The evidences was extraordinary: there is a similar brain response to brands.

The important brands (the most familiar ones) activated areas related to positive emotions, rewards and even self-identification. This data confirm us that there is an overlap between our identity and the brand we love.

It is important to notice that this activation is similar and independent on type of service or product offered. On the contrary, the unfamiliar brands activated consistently negative emotional response and working memory.

In other words, if you want to create an unfamiliar logo, maybe is better to use only the professional photo as visual element. However, in this section of the manual you can compare differences in using professional photos versus logo.

Let's start with the use of professional photo.

This concept is scientifically studied in psychological research under the concept of first facial impression (Sutherland, 2015)

Sutherland has summarized in 2015 this field of study, outlining that people often makes strong judgement on people basing on their first facial impression. People do easily evaluation on perceived competency, intelligence, personality of the professionals basing on this first impression and this will affect of course their decision making process.

If you are planning to set up the photo profile I suggest you a scientific way to do this through the free software Photofeeler (www.photofeeler.com).

APPLY PHOTOFEELEER FOR YOUR PROFESSIONAL PHOTO

Photofeeler is a free software that enables you to check the effectiveness of your photo. I suggest you to do apply this method because - especially for self-employment - it is important to have a direct communication with your audience and to present you directly.

Of course you can also use logos, especially for your products. But consider that logo depersonalize and dehumanize your brand identity.

We have seen also that people create a first impression basing on your physical appearance. For this reason, the way in which you present yourself is much more than determinant. Because people will do evaluation on

- perceived competence

- perceived influence
- perceived likeability

Three perception that will influence their economic behavior and also the possibility to choose you. This is the reason why you should optimize your photo.

The first step is to access www.photofeeler.com

The screenshot shows the Photofeeler website interface. At the top, there is a navigation bar with the brand name 'photofeeler' on the left, and links for 'FAQ', 'Blog', 'Login', and a red 'Get Started' button on the right. The main content area features a professional headshot of a man in a dark suit and light shirt. Below the photo is a survey results table for the 'BUSINESS' category, which has received '20 VOTES'. The table lists four attributes with their respective scores: 'COMPETENT' (5.7), 'LIKABLE' (4.6), and 'INFLUENTIAL' (5.7). To the right of the photo, there is a heading 'What are your photos saying about you?' followed by a sub-headline: 'Stop guessing, start testing. Choose your business, social, and dating photos using the world's #1 photo testing tool.' Below this text is a large red 'GET STARTED' button and a smaller link that says 'Already using Photofeeler? Login'.

Attribute	Score
COMPETENT	5.7
LIKABLE	4.6
INFLUENTIAL	5.7

Image 11. Photofeeler, a free tool for the evaluation of your professional photo

Once you're in, go to Get Started and start the procedure. This software simply put your photo in survey under a general population that will make evaluation about your first impression. In order to have statistical validity I suggest to follow this procedures

- read the suggestions about how to do a professional photo
- take 4-5 shots - preferentially with a professional photographer

- upload all this photos into the system
- make evaluation other users' photos, this will increase for free your credits and will obtain back evaluation from other users
- test your photo under the section "Business" and describing your business
- check which one obtained best results
- collect at least 80 evaluations per photo in order to be sure to have statistical validity

Sometimes we believe that our personal preferences on photos are generalizable to population, while is not correct to say this, mostly in every marketing choice. I also thought this, but results from statistical analysis contradicted me.

I had this very important photo from 2014 at the presentation of my first book. It was in a foreign country in a very important place, the Military Circle in Romania. I expected good results but...

photofeeler

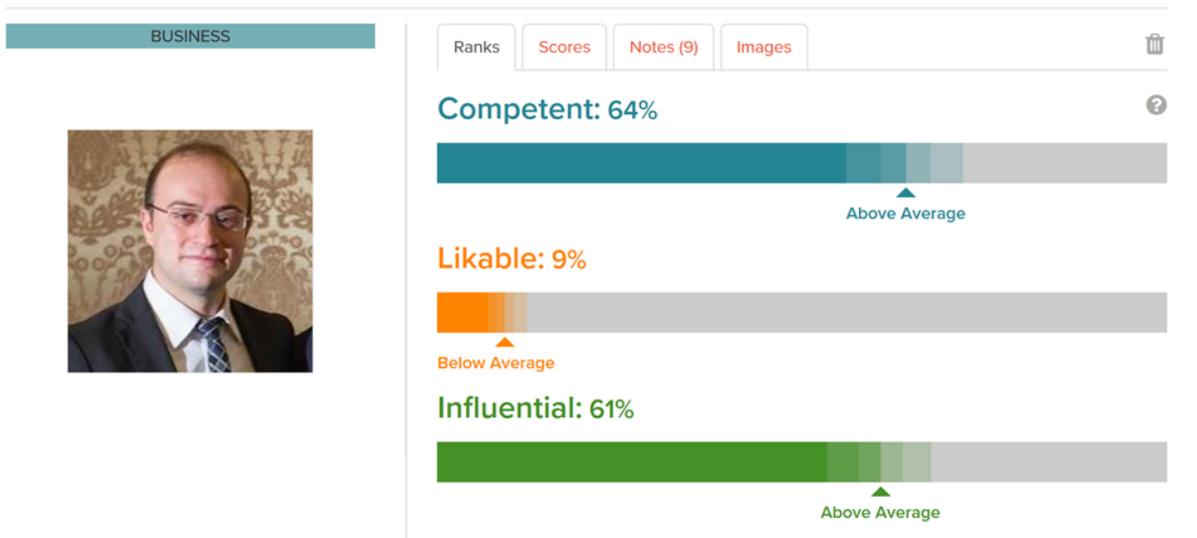


Image 12. An example of report from photofeeler.com

As you can clearly see, the results was not good enough. Likeability is only 9%, so this photo is not acceptable even if you thought it was good. This is very interesting because people that actually is evaluating me without knowing me personally given feedbacks that goes in the same direction of people who met me at courses. When I do training course I always give feedback questionnaires that requests to participant to make an evaluation basing on psychological traits like competence, charisma (that is the equivalent of “influential”) and likeability labels. Luckily I get better results after 16 hours course, but it interesting to notice that “competence” and “charisma” evaluation get in my case consistently higher results comparing to likeability scale. That’s very important. See how first impression has a statistical correlation also on more structured evaluation that a person can do after 2 full days of training. And if correlation exist even in structured conversation (to hear a training talking for 2 days in a row), imagine how this can affect briefer interactions.

This software also enable users to give written feedback, in order to understand how to do better the next time. See the feedback I received.

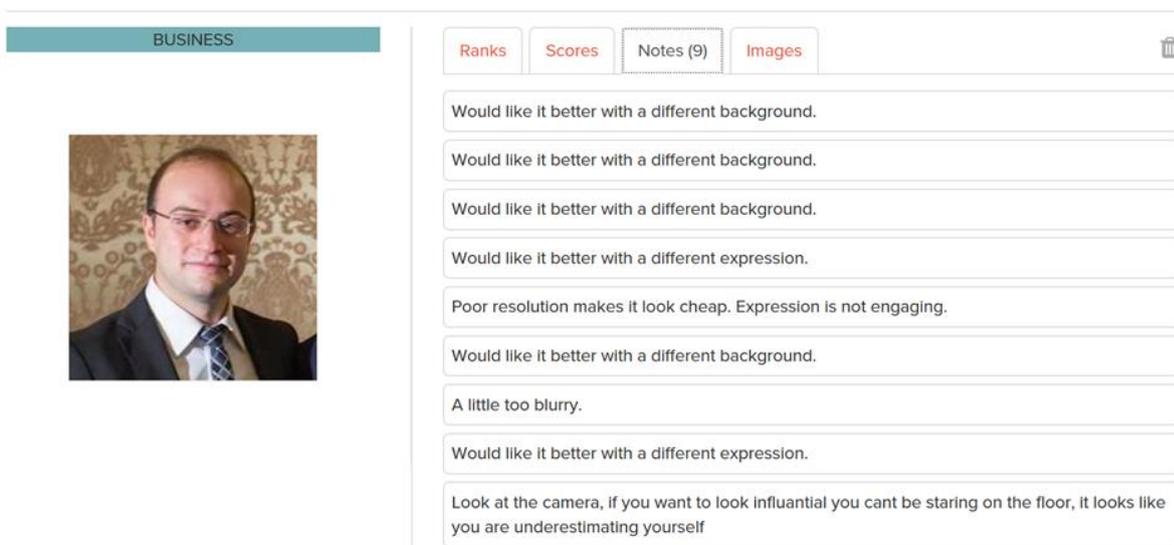


Image 13. An example of written reports with suggestions from photofeeler

On a sample of 80 people, 9 people given me a written text, they had something to suggest me. The main suggestions I received are:

- to change the background
- the make a photo with higher resolution
- to change the facial expression

I tested again the photo, applying the suggestions and I obtained this.

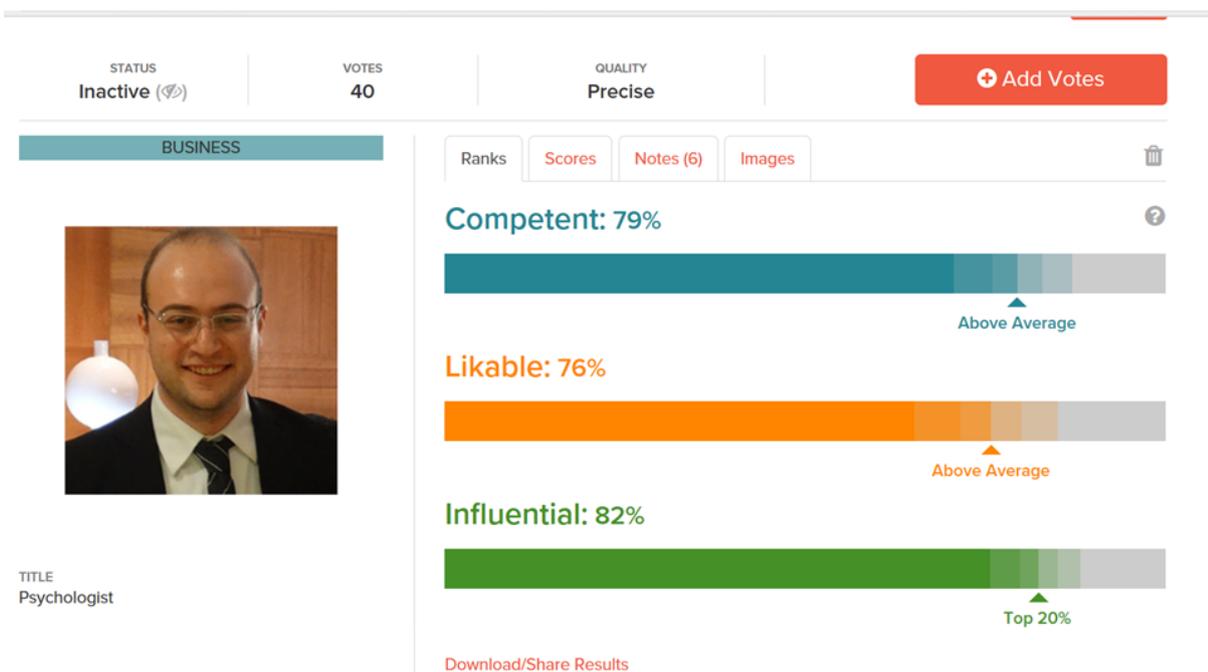


Image 14. The results from a photo optimization

Still not an excellent photo, but you can see clearly that all results obtained are above average. Consistently, likeability is still the lowest results, but however above average.

I kept this photo for a long time, then I changed again, improving the quality of the photo and the context.

In this section I give you the main suggestions to increase the quality of perceptions of your professional photo, but the only real rule is to take many photo and to test it all. In all marketing strategies, is the target that will tell you which is the best choice to do.

We are often self-centered, and we generalize our opinion to others. But this is not right, our opinion is just one comparing to thousand people we expect to met. When you put marketing materials online you expect to show to thousands people at least. And this is much more than your single opinion.

There is no end into possible creativity strategy you may apply to select the best photo, but there are some basic suggestion I can give you to simplify the process.

Take a photo with big contrast between your face and the background. The contrast is the difference in colours. A white face with a white background do not create contrast. This lead people to make less attention to the face, which is the stimuli we would focus on.

Another way to increase the attention on your face is to **reduce the number of details on the background**. The more details you put in the background, the more the attention of users will be catched by other stimuli. But it is implicit that the purpose of the professional photo is to take the attention into your face. Of course, if your profession include the use of specific and emblematic **objects** or **context** you may include them. But remember, we are overwhelmed by information today, and the good rule is to minimize complexity, especially in what should be your logo. It is a good rule in web communication to make focus to single things, one by one for catching the attention of the user.

A way to increase the perception of influence is to make photo with a point of view a **little from below**.

It is important to **manage correctly lightening of your face**. The light should be distributed equally in order to show all parts of the face. If you check for my first photo I showed you,

light sources create some shadows in parts of the face. This will affect negatively trust and likeability. This can be done easily with professional lightening tools.

Make eye contact. Look directly at the camera, this will increase the sense of connection with your audience. This rule always works also in real life situation.

Once you test the different photos and find the best one, if the results of Photofeeler feedback are satisficing. You can select the personal photo and use it consistently in all your communication (website, official social media pages, flyers etc.)

The use of a consistent photo will help you to facilitate the memorization of your image in the audience. Moreover, the use of a photo will make more personal and human your brand.

Use a **professional dress**. This do not mean in all cases an elegant one, choose the one which represent better your work.

However, these are just guidelines. I show you some examples just to make you understand that all situation are unique.

Take the example of Steve Jobs, he used simple dresses, not elegant ones, not complicated. First of all he used black dresses on black background, the exact opposite of what I suggested you. Yes, in his case it was the best idea, during the presentation of his new products, showed in the presentation. This is the reason why he probably voluntarily wanted to reduce the attention towards him in that moments. Moreover, the use of simple black shirts is a dress code which reflects correctly his brand. Mac are known to be easy-to-use, simple, smart, and this is reflected better with a smart dress code. Elegant suites are maybe better on an aesthetic way, but are not comfortable and do not reflecting that brand image.



Image 15. Steve Jobs used black dress on black background to move the attention from the speaker to the product. Retrieved the 27th December 2019 on <https://www.inc.com/elle-kaplan/7-tips-to-become-a-master-presenter-like-steve-jobs.html>

I show you a second another example of contradiction just to say that every situation is different is the branding of Sia, one of the most successful singers of the moment. In live performance Sia never show her face. This is very interesting because contradicts general researchers showing that face is a very important stimuli. In this cases, it works because it's completely distinctive comparing to all other singers, and when something is distinctive this will draw your attention completely.



Image 16. Distinctiveness can be found in any visual element. Sia, one of the most famous singers, do not show face in live performances.

PSYCHOLOGY OF COLOURS

Once you selected your logo, it is time for the selection of colours to include in your branding strategy. Colours are related to emotional activation and can be choose with a psychological goal. I post you here a summary of emotional meaning of colours. The goal is to select yours basing on your branding strategy.

COLOR EMOTION GUIDE



Image 17. A thematic representation of psychological meaning of colours

RED

The colour red is often used in food companies, and this is not a random fact. Because red is one of the colour that stimulates appetite.



It is not random that Coca-Cola, and also the Italian brand of Pasta Barilla use Red. Red is also a colour that catches the attention. A long exposition to red increases blood pressure and even sleep difficulties. This is the reason why you should use it carefully, it may create a sense of tiredness in the eyes. Red is also instinctively associated to fire, passion, and even to blood. It is not random that red is mostly used in horror movies. This atavistic connection with fire and blood brings us to focus a lot of attention to red logos. In fact, you can remember easily that red is also the colour used for "STOP" signs on the road. If the goal of your logo is to create excitement, impulsivity, even entertainment, select red. This colour is also helpful for food professions (ie personal chef).

YELLOW



Yellow is a colour connected to **energy and action**. In fact it is used by many oil companies like Agip, Shell, QT, IP. But it is used also by logos which want to transmit the sense of adventure (ie National Geographic) It is the colour that more often we relate to sun and it is also a very good colour to be associated with happiness, but we use it also to transmit danger. Scientific studies showed that the contrast of yellow and black catches the attention very good.

ORANGE



Orange is technically a mix between red and yellow. For this reasons, it shares aspects of both colours. It is considered the colour of creativity, trust and mental energy. It is used for energetic drinks, gyms, recreational activity and also food sector, because similarly to red it is associated to appetite and need of physical consumption but also to design.

PURPLE



Purple is a very particular colour that elicit specific emotions. It is a colour that transmits immediately **spiritual** and interior **sensations**. It is also associated to **elegance** and often used in fashion and personal care industries, but also in finance, fantasy films and cartoons, marketing and web.

It is also related to **fantasy** and **mystery**.

PINK



Pink is a colour which represents romanticism and delicacy. In the stereotype, it is connected with feminine world. It should be used very carefully, because in contrast with the stereotype, on the average level this is not the favourite colour in female samples. Seems that the preferred colour is blue (similarly to general population) followed by purple. However it can be a good choice to apply in cases of early childhood. You can notice easily that many brands in this sector uses pink (ie, Hello Kitty, Barbie).

BLUE



According to statistics, blue is the most preferred colour. This is the reason why this is a very common colour for logos. Statistics states that around the 70% of people has blue as one of the first three most preferred colours and even that 42% people in the world prefer blue as the best colour.

The blue is opposite to red and creates **calmness, relaxation, peace, careful thinking**.

Blue creates trust, reduce stress and create positive attitudes. It is often chosen by Police and authority, but also political parties, banks, insurance services and finance companies.

Imagine how dangerous may be a colour associated to danger for bank services or Police.

GREEN



Green creates many positive emotions. It is related to relaxation, tranquility, ensuring and positive sensations. It is often used for ecology, organic. It is associated to nature and life.

We often associate green with positive things (ie the semaphoric lights are green when we can proceed). All symbols and lights uses green when things are ok, red when you have to stop.

Different tonalities of green creates different feelings. For instance, a **dark green** elicit a profound sense of trust and safety, it is often used by bank, insurance and financial services, but even for Police Forces. A **light green** is more often related to innovation, youth and vitality.

BROWN



Brown is another colour we associate immediately to **earth and nature**. Also in this case there are different effects basing on the tonality.

A dark tone of brown elicit the idea of simplicity and durability. It is often related to artisanal products. This sector wants to transmit the idea of durability and usability. A light brown is related to comfort and calmness. It is a perfect colour for bed and breakfasts, pub, bakeries and all countryside activities. Our associations with this colour are wood, coffee, chocolate. On an average basis is preferred by men comparing to women.

It is used also by some luxury brands in the fashion sector, and because it is often related to quality vintage. If you want to transmit the sense of elegance it may be a good choice to combine brown with gold colour.

GREY



Grey is a neutral colour. We associate it with metal, and for this reason it expresses **solidity, durability, resistance**. This is the reason why it is often used often in car and all technological sector. It is also related to elegance. Even if it's very used for its simplicity, grey is not the favorite colour of most of us. For this reason we should use it carefully.

WHITE

White is often defined as a non-colour, and in fact it is never used by itself but as a background. It is ok for all brands wanting to be minimalist and pure. It is very important to use a good proportion of white in logos. It is also related to purity and even to religion. This is the reason why it is often used for wedding dresses brands.

BLACK

Black is for contrast reasons often associated with white. The association between black and white are symbol of elegance and purity. The balance between these colours should be very careful, since black is a very "heavy" colour since it is associated to dark, death, night and however to bad things.

However, carefully balanced it is used by many fashion brands since it's also associated with **elegance**.



LOGO VS PHOTOS SUMMARY

- photos are often more important than logos in self-employed professions, since customers want to have relationships with a human entity
- use photofeeler to check reactions on your professional photo and optimize
- you can still use graphical logos in combination with your professional photos, for example in order to create product or services logo
- if you would use only the photo is highly suggested to use a single or combination colours to use consistently for graphical elements
- Red elicits excitement, appetite, danger, instinct to stop
- Blue elicits calmness, relaxation, trust
- Yellow elicits energy, action
- White elicits purity
- Black and white combinations create high contrast and is connected to elegance
- Grey is connected to durability, resistance
- Brown is connected to simplicity
- Purple creates inner feelings of spirituality
- Orange is related to creativity
- Green is related with innovation, nature, trust

ETHICAL LEADERSHIP AND BRANDING

Ethics and social responsibility are very important for increasing trust in customers. In a marketplace in which competition increases day by day, ethics is the most important new

priority. And this is true for respecting ethical values, but also for the success of your business.

Customers are much more expert than the past, the marketplace offers many other options, and you can distinguish yourself through ethical leadership.

Our mind is overwhelmed by information at our time, and there is not so much place for competition. If we talk about drinks you will probably think to Coca-Cola, Pepsi and not many other options. If we talk about actions, let's say moon landing, one of the most important events in human history, you will remember very well the name of the first man who walked on the Moon, he was Neil Armstrong.

The second, Buzz Aldrin, is not remembered by most people in the general population (even if many of them remember Buzz Lightyears, the character of Toy Story who share the name of Buzz Aldrin as a tribute).



PRIME CREW OF FIFTH MANNED APOLLO MISSION
NEIL A. ARMSTRONG MICHAEL COLLINS EDWIN E. ALDRIN, JR.

Image 18. The crew of Apollo 11, the first team which actually landed on the moon. It is prominent and most remembered the name of the first man which walked on the moon, even if they shared approximately the same level of risk.

Our mind is overwhelmed and for this reason is very important to be prominent in a more specific niche. Probably, there is not enough space in the consumers' mind in order to include a third prominent brands for cola drinks, but there is if we create a new category (ie Red Bull created a new category). In the next paragraphs we can see the main aspects of ethics.

WHAT IS ETHICS AND WHICH IS THE RELEVANCE FOR BRANDING

Ethics can be defined as: "moral principles that govern a person's behaviour or the conducting of an activity".

Ethics, morality are based on philosophical subjects. Ethics is a philosophical subject that tries to distinguish transversally good things from negative ones.

On a psychological point of view, it is impossible to define a single definition of morality. From early childhood we learn to distinguish right things from negative ones basing on our models. The moral development is the only form of human development that last for the whole life (motor, physical and intellectual development increase to adulthood, and the in most cases decreases).

The personal view on distinction between right and wrong, bad and good may be absolutely different - even if most of our evaluations are based on similar values.

DEFINE YOUR MISSION AND VISION

As big company does, also self-employed professionals should define mission and vision. I can tell you clearly, this is not only a problem of external communication. Shouldn't only as an aesthetical exercise, but as a real action plan.

Your action as a professional is an exercise of coherence between your action and your mission and vision.

But first of all, what mission and vision are?

Mission is the final purpose of an organisation (also self-employed). It is its last scope, the justification of his existence.

Vision is the projection in the future scenario that reflects ideals, values, aspiration, goals and it is connected with actions.

As you can notice, these concepts or similar. Are complementary each other.

Here my mission: "to increase performance and well-being of people and companies". I written it in 2013, when I opened a VAT number.

The distinctive fact is to include well-being of people in organisational life as value important at least as performance. The key concept is that you may have an important performance on personal and professional life, but maybe this affect negatively your psychological well-being, mostly because of work-related stress.

You should communicate the most coherent and distinctive value in your mission and vision and keep the coherence. There is nothing worst than misleading information in your mission and vision.

As I told you, for most companies the statement of mission and vision are just an aesthetic exercise. They state something because it sounds good, but there is nothing really distinctive in the sentences.

This may lead to a marked difference between statements and reality. This is called technically the *discrepancy between declared and real values*.

It is common to read companies mission full of words like “respect for people” having underpaid personnel, which works 10 hours a day also on holiday time at minimum legal wage.

Declared and real values can be very different.

But first of all, what are values?

Psychologically speaking, value is a priority, it represent what is important for you.

Now, this is very intimate and important question. And of course, especially when we talk about self-employment and also work in general, it is a very personal question. Because it represent you mostly.

When we talk about companies, not always the sense of belonging to a company is a prominent part of personal and social identity.

This is more difficult for freelance. At least theoretically, freelances are owner of their time and activities. Virtually they decide what and how to do. In freelance activity there is only one person and at least theoretically more freedom.

Of course, all these discourses are valid in theory. Customers, context, product, the marketplace and society in general influence how this freedom work. But you understand that this is very different in a company where there is usually much more standardization of procedures, moral codes, rules of leadership, a micro social environment that moderates the concept of freedom.

For freelance especially, mission and vision questions are much more intimate. Of course, I know people that identify a lot with their work. They usually talks a lot about their work also if they are employee of that company.

If “ask you which is the mission of your life?” or “which is the mission of your business?” your answers maybe similar or different. There are so many degrees of similarity between these questions.

Try to answer to the following questions

- Define a product/service
- Why a person should buy your product service
- What is the purpose of your product/service
- Which is the ethical goal of your product/service
- What the product/service tells about you
- Which is the beneficial effect of your product/service
- What is the distinctiveness factor of your product/service
- What is the mission of your product/service
- How your product/service impact positively on society?

TRANSVERSAL VALUES

The ways in which we can create ethical values are a lot. There are many ways to underline the ethical value of a product. However, there are some simple criteria we can adapt.

I would suggest that the value of ethics should go over the concept of Law, should be real and not only bureaucracy.

At legal level, there is nothing that stops that company that declare a mission on “giving importance to people” making them “work 10 hours a day on holidays”. This will be probably remain unregulated, since “importance to people” is an ambiguous term. But what about the credibility of the message? What about the relationships between employees and the top leadership? What about real adherence to declared values?

My suggestion is, in every field, go over the simple commitment you have. And fulfill these ethical values at least. You can do it in every work sector.

TRANSPARENCY

The variables related to transparency can increase literally the customer satisfaction and trust. Here the summary of important variables

- Truth
- ethical and sustainable cost
- attention to ecology when possible (ie courses do not print materials, online form)
- social responsibility
- choose your mission and follow
- coherency

WHAT IS ETHICAL LEADERSHIP

Ethical leadership is a relatively recent concept; following frequent scandals not only in the corporate sphere, but also in the political one, research has begun to focus on the study of ethics and values. Ethics (from the ancient Greek *èthos*) means "behavior," "custom,". Ethics is considered a branch of philosophy that studies the objective and rational foundations that allow to attribute to human behavior a deontological status, therefore, of distinguish them into morally lawful, just, good, compared to behaviors considered bad or morally inappropriate. Ethical leadership is therefore about what leaders should do. Talking about ethics in organizations therefore means talking about a theme that is very much affected by the historical, cultural, legal and economic conditions that characterize a given context at a certain moment. This definition of ethics therefore has an internal contradiction: it should be objective and rational but, at the same time, being values and culture-dependent, it can only be affected by the historical, contextual and cultural framework within which we speak of ethics.

Brown, Trevino and Harrison (2005, p. 120) define ethical leadership as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of the same conduct to followers through two-way communication, reinforcement, decision-making. "Having appropriate regulatory conduct, for example, through honesty, trust, equality and care, is the basis for representing a model to be imitated (Bandura, 1986).

Exercising ethical leadership does not only mean having a sense of justice for its own sake, but it also means bringing benefits to the leader, employees, and the company. Exercising ethical leadership is not only impersonally fair, but also psychologically convenient. It has been estimated that 62.5% of the variance in trusting the leader is explained by his ethics (Craig & Gustafson, 1998). Trust is fundamental for the leader-employee relationship, for the legitimacy of the leader's position and the legitimacy of his decisions. Ethical leaders are valued much more positively by their subordinates (Brown et al., 2005); companies in which unethical conduct is found lose value up to 41% of their market value (Karpoff, Lee & Martin, 2008). Ethical leadership has undoubted advantages: it tends to increase prosocial behaviors among employees (Mayer, Keunzi, Greenbaum, Bardes & Salvador, 2009; Walumbwa & Chaubroeli, 2009), tends to discourage deviant behaviors such as bullying and mobbing (Stouten, et al. 2001), tends to increase well-being and job satisfaction (Avey, Wernsing & Palanski, 2012), tends to improve the significance of the task with positive repercussions on job performance (Piccolo, Greenbaum, Den Hartog, Folger, 2010) .

So what drives leaders to take unethical actions? According to Wisse and Rus (2012), one of the main antecedents of unethical conduct is the emphasis of the leader's self, which would lead to the salience of the leader's interests, and therefore to the conduct of actions aimed at satisfying one's interests. For other authors ethics is a matter of personality. Xu, Yu and Shi (2011), administered the NEO-Five Factor Inventory, form S (Costa & McCrae, 1996; McCrae & Costa, 1987) and the Ethical Leadership Scale (Brown et al., 2005) to a sample of 59 supervisors. From the regression analysis, by checking the demographic variables (age, gender, education), positive links were found between ethical leadership and extroversion, pleasantness, conscientiousness, negative links with neuroticism.

NOTES

[1] Conferences and managerial training courses focusing on values and ethics are very frequent today. If the first corporate value cards date back to the 1940s, only today the theme of ethics and values is truly pervasive, to the point that even single-member companies sometimes present their own value card.

[2] To understand how the concept of ethics varies with historical, cultural and legal conditions, one can think of the fact that some statements, once considered ethical and philosophically legitimate, today seem absurd and unethical to us. For example, at the end of the 18th century, Bentham (Foucault & Perrot, 1983) suggested building a Panopticon, a building in which it is possible to observe one employees at any time of their work and private activity; or you can think of Sieyes's idea (Zapperi, 1985) of creating a race of "anthropomorphic monkeys" by combining African Americans and chimpanzees in order to produce an eternally slave forced labor force (Losurdo, 2006). These claims, which today seem completely unethical to us, the first for violation of the concept of privacy (not yet developed in Bentham's time), the second because racist, at the time were considered morally and philosophically legitimate.

[3] Probably a lot depends on the organizational culture: it often defines the norms, the rites, the stories, the values, but also what is right and what is wrong (Schein, 1998).

[4] The numerous conferences on ethics that are proposed in managerial training courses rather than objectively and rationally defining what is right, as expressed in the philosophical definition of ethics, can only resemble an etiquette (D'Urso, 1997, p.116), distinguish what is acceptable and right from what is unacceptable, but always within a certain business context.

[5] From the perspective of Hogg's theory (2001), the leader describes and prescribes what is normatively appropriate: if the leader is ethical, inevitably the group will also become more ethical.

THE ADVANTAGES OF ETHICAL LEADERSHIP

Ethics is that branch of philosophy that studies the objective and rational foundations that allow to assign human behavior a deontological status or to distinguish it into good, right, or morally lawful, compared to behaviors considered bad or morally inappropriate.

In this paragraph, my goal is this: ethical leadership is not just something "that is right to do", "that must be done because it is right to be ethical and moral integrity", of course it is important to be ethical, but to be ethics is above all beneficial and useful.

In fact, it has been studied that ethical leadership, the congruence of a leader with appropriate regulatory conduct has beneficial effects on the followers (whether they are voters, employees, believers):

1. INCREASE JOB SATISFACTION AND WELL-BEING (AVEY, WERNISING, PALANSKI, 2012)

When a person is well and satisfied with their work, it also improves company performance and productivity, with inevitable advantages for the leader who is the spokesperson and the main representative of the results achieved.

2. PROSOCIAL BEHAVIORS INCREASE (MAYER, KEUNZI, GREENBAUM, BARDES & SALVADOR, 2009; WALUMBWA, CHAUBROELI, 2009)

By perceiving that they are in the right organization, people help each other more often by carrying out organizational citizenship behaviors, i.e. all those prosocial and altruistic behaviors that are not explicitly requested or paid for in the employment contract but which nevertheless benefit the organization. (e.g. helping colleagues). In a company where there is altruism, performance and productivity improve.

3. MOBBING AND BULLYING BEHAVIOR DECREASE (STOUTEN, ET AL. 2001)

For the subordinates, the leader is an example of how to behave, if the leader is ethical, by mirroring, he discourages bullying, behaviors that often damage working life not only from a psychological point of view but also from the point of view economically and productively.

The Court of Cassation calculated that bullying costs 792 million euros a year, including medical and legal costs, absences from the workplace and a drop in productivity.

4. IT IMPROVES THE SIGNIFICANCE OF THE TASK WITH POSITIVE REPERCUSSIONS ON JOB PERFORMANCE (PICCOLO, GREENBAUM, DEN HARTOG, FOLGER, 2010).

Employees consider the most important task when they are associated with the shared values and beliefs. This leads to them working better and performing better.

5. 62.5% OF THE VARIANCE IN TRUST IS EXPLAINED BY ETHICAL LEADERSHIP (CRAIG, GUSTAFSON, 1998),

In other words, there is no trust if there is no ethics. Trust is fundamental for the leader-employee relationship, since only if the employee from trust legitimizes the position of the leader, legitimizes his decisions, and therefore facilitates them, supports them and makes them more effective.

6. ETHICAL LEADERS ARE VIEWED MORE POSITIVELY BY THEIR SUBORDINATES (BROWN ET AL., 2005).

WHY DO LEADERS OFTEN ADOPT UNETHICAL BEHAVIOR?

It often happens because the leader tends to separate his interests from those of the company, without perceiving the undoubted advantages that he would have in overlapping his interests with those of the company.

Although the field of research is quite young, it is clear that the topic of ethical leadership has also gained relevance in relation to the positive implications for collaborators.

Ethical leaders receive positive ratings from employees (Brown et al., 2005), treat employees fairly and respectfully, creating a trusted environment that can positively influence employee satisfaction and dedication (De Hoog & Den Hartog, 2008; Weaver,

Treviño & Agle, 2005). Ethical leadership is also linked to procedural justice, distributive and interpersonal justice.

With the creation of a climate of trust and justice, ethical leaders stimulate ethical and prosocial behaviors in collaborators (Mayer, Kuenzi, Greenbaum, Bardes & Salvador, 2009; Walumbwa & Schaubroeck, 2009), and over the years we have tried to make light on this process of influence. Stouten and colleagues (2011) showed that ethical leaders are able to discourage deviant behaviors, such as bullying and bullying for example, by balancing the workload and improving job design. These results highlight how these leaders are concerned about the working conditions of their employees, actively taking action to improve them.

Piccolo, Greenbaum, Den Hartog and Folger (2010) show that ethical leadership increases the significance of the task in the eyes of collaborators, which results in improved performance.

But ethical leadership brings large-scale benefits to the entire organization, not only to collaborators: companies that have conducted conduct considered unethical must bear costs that are around 41% of their market value, largely due to a damaged reputation (Karpoff, Lee & Martin, 2008). Reputation is an important aspect in relations with partners and stakeholders in general, and for organizations accused of conducting inappropriate conduct it is more difficult to maintain the necessary network of contacts in business (Sullivan, Haunschild & Page, 2007).

Finally, Kalshoven and Boon (2012) argue not only that ethical leadership can be included in a process of human resources in support of individuals, but also that it can play an important role in encouraging mutual help between employees if they human resources do not offer the necessary support.

Most studies on ethical leadership focused on the consequences and benefits, in particular by analyzing the influence of the leader on the attitudes and behaviors of the collaborators. Empirical research regarding the antecedents of ethical leadership has instead been strongly neglected for a long time, so that the studies that have investigated the factors that

influence the development and maintenance of leadership in organizations are still scarce today.

For some authors ethics is a matter of personality: Walumbwa and Schaubroeck (2009) examined the correlation between the leaders' personalities and their ethical behaviours, finding that pleasantness and conscientiousness are positively related to an ethical leadership style. Xu, Yu and Shi (2011) also correlated ethical personality and leadership, administering the Neo-Five Factor Inventory, S form (Costa & McCrae, 1996) and the Ethical Leadership Scale (Brown et al., 2005) to a sample of 59 supervisors. From the regression analysis, positive links between ethical leadership and extroversion, pleasantness and conscientiousness, and negative links with neuroticism were found by operating controls on demographic variables (age, gender, education)

With reference to the importance of ethical role modelling in management, Mayer and colleagues (2009) carried out a study on 195 subjects in 160 organizations, discovering that an ethical leadership of top management was a significant predictor of an ethical leadership of management at lower levels . Subsequently, Seppala, Lipponen, Pirttila-Backman and Lipsanen (2012) present a theoretical model that aims to shed light on what motivates the leaders to adopt an ethical leadership style and to act honestly by focusing on trust. The model postulates that the leader acts honestly with the aim of gaining the trust of their collaborators, as it would be vulnerable if they decide to join together to give rise to insubordination actions.

Cornelis, Van Hiel and De Cremer (2012) demonstrate that leaders are sensitive to the needs of followers, especially the need to belong: this need indicates the desire of collaborators to be part of the organization, and it has been shown that leaders are more inclined to act honestly towards individuals with a strong need for belonging. This study therefore shows us that the development of ethical leadership also depends on the needs of the collaborators.

Resick, Mitchelson, Dickson and Hanges conduct two studies focusing on the influence of corporate culture, not using the ethical behavior of the leader as a dependent variable but evaluating people's beliefs about the importance of ethics in exercising leadership effectively. In 2006 research they show that the dimensions of ethical leadership are universally

considered useful for effective leadership, even if the degree of agreement on these dimensions varies according to the clusters of companies. In the second study of 2009, the authors discover that corporate culture can contain contextual elements that shape individuals' beliefs about the importance of ethics for excellent leadership. This finding is clearly not sufficient for the ultimate purpose of thoroughly investigating the antecedents of ethical leadership, but has provided insights for subsequent research.

Other authors have focused instead on the antecedents of unethical behaviour put in place by leaders. Tarren and colleagues (2010) conducted a study on choosing honest and dishonest behaviours in business contexts: the results show that people who believe that honesty is an important value are more inclined to sacrifice money or personal gain in favour of the implementation of honest behaviour. Acting or not according to one's values also derives in part from moral courage, that is, the belief in doing what is considered right despite the possibility of incurring unpleasant consequences for oneself.

Wisse and Rus (2012) in two studies show that when the leader's personal interests and goals are more salient than those of collaborators and the organization in general, this is more likely to act according to their interests. The authors suggest that training from a collective perspective may be a valuable tool for promoting the desire to act ethically among leaders.

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CHAPTER 4 - ETHICAL COMMUNICATION

WHAT IS COMMUNICATION?

In a broad sense, human communication can be defined as the process of transmission of information, ideas, opinions, opinions, either from one individual to another or from one group to another. In the literature the definitions are numerous and different.

The encyclopedic dictionary (vol. I)²¹ gives the term communication a definition particularly complex, covering almost all areas in which this term is used: $\frac{3}{4}$ notification, advertising or news. Bringing to the knowledge of the parties in a process some procedural documents (action, objection, decision) in order to exercise rights and execution of obligations arising for them from these acts, in the limit of some terms that usually run from the date of communication; $\frac{3}{4}$ presentation in a circle of specialists of a scientific paper; $\frac{3}{4}$ fundamental way of psycho-social interaction of people, realized in articulated language or other codes, in order to transmit information, obtaining stability or changes in individual behaviour or group.

The word communication has a very broad meaning, it encompasses everything like the processes by which one spirit can affect another spirit. Obviously, this includes not only written or spoken language, but also music, visual arts, theater, ballet and, in fact, all human behaviors. In some cases, it may be desirable to broaden the definition of communication to include all the procedures by which a mechanism (for example, the automatic tracking equipment of an aircraft and calculation of its trajectory) affects another mechanism (for example, a rocket remote-controlled tracking this aircraft) ”.

By limiting the above definitions by introducing a condition, J.J.Van Cuilenburg, O.Scholten, G.W.Noomen define communication “a process through which a transmitter transmits

²¹ Charles E.Osgood, A vocabulary for Talking about Communication

information to the receiver via a channel, with in order to produce certain effects on the receiver ” ²²Elements of the communication process:

- at least two partners (transmitter and receiver), between which a certain relationship;
- code, known to both partners (it should be noted that, in general, in any communication process partners play in turn the role of transmitter and receiver);
- message;
- means of transmitting the message;
- feedback (specific message by which the sender receives from the recipient a certain response regarding the communicated message);
- communication channels; represents the roads, the paths followed by messages (channels formal, informal channel);
- the communication environment is influenced by the communication methods; there is oral or written environment, visual environment, etc .;
- barriers (filters, noise) represent the disturbances that can occur in communication process:

The communication process arises as a result of the interdependence relationship what exists between the structural elements listed above.

²² J.J.Van Cuilenburg, O.Scholten, G.W.Noomen, Science of communication , Edition Humanitaries,



FORMS OF COMMUNICATION

Depending on the criterion considered, we distinguish several forms of communication.

A first criterion taken in the classification of the forms of communication is the way or technique of transmitting the message. We identify in this way, according to John Dragan, (Paradigms of mass communication) direct communication, in the situation in which message is transmitted using primary means - word, gesture, mime; and indirect communication, in the situation when secondary techniques are used - writing, printing, signals transmitted by radio waves, cables, graphics systems, etc.

In indirect communication we distinguish between:

- printed communication (press, magazine, book, poster, etc.);
- recorded communication (film, disk, magnetic tape, etc.);

- wired communication (telephone, telegraph, cable communication, optical fibers, etc.);
- radio communication (radio, TV, supported by radio waves).

Depending on how the individual, or individuals, participate in the process communication we identify the following forms of communication:

- intrapersonal communication (or communication with the self; performed by each individual in his inner forum);
- interpersonal communication (or group communication; achieved between individuals within the group or organization to which they belong; in this category includes the communication carried out within the organization);

The notion of mass actually means a large audience, but it can be understood also as a social amplitude of the message, as a simultaneity of the reception on a wide area, as a standardization of the consumption of cultural products and in the same time as a low level of receptivity.

Mass communication is defined in a unilateral, simplistic sense, being created in a way artificially a separation between high culture, social elites and mass culture, mass production, mass reception, mass consumption. That is the reason which leads some theorists to prefer the notions of diffusion techniques collective, collective broadcasting channels.

CHARACTERISTICS OF MASS COMMUNICATION

1. We cannot define the concept of mass communication without taking into account the fact that it is about a close set of socio-cultural phenomena related to developments in science and technology, which involves some specific features. Although the beginnings of mass communication can be located in the twentieth century XV due to the invention of the pattern, it is pregnant in the twentieth century, after the first world conflagration, with the development of technical means in the field audio-visual. Only in these conditions can it be said that it makes it possible conveying a message to a diverse and numerous audience that receives

it simultaneously, being separated from the spatio-temporal point of view of the source. Transmitter in this case, he is a communication professional, a journalist a "person institutionalized" (W.Schramm) or a communication organization, a post of radio, a television channel, a newspaper (specialized social groups – entrepreneurs press and their staff). This is actually the first of the features mass communication: the broadcaster, an institutionalized person, representing, by usually a group of people, is a great producer of messages.

2. By comparison, in all other means of communication (direct, indirect, multiple) the sender is single. The difference between the modes communication is given, at the same time, by the means by which communication is made, as well as the number of message recipients.

From this perspective it can be appreciated that in the case of the communication of mass, communication socializes, becomes collective. Returning, the broadcasters of messages are no longer individuals, but groups of individuals, and messages, which are not it only represents the opinion of a single individual, but of the whole group, they go through one means of information (newspaper, radio, television). At the same time, the recipients communication forms large groups, human communities, which constitutes socializing the audience (reception). It can be said, in other words, that "the press table, represents the conversation of all with all and of each with the other" ²³It's about, In this case, the second distinctive feature of mass communication.

3. Another characteristic of the analyzed concept concerns the unidirectional and mediated character of the communication. Message senders and receivers are separate spatially and temporally, and the information is transmitted through a technology modern, specific to the electronic age.

4. Finally, a new feature of mass communication is given by the fact that the reaction of the message receiving group to the sending group (feedback) is slow, even indifferent. When it occurs, the receptors in turn become carriers of new messages.

²³ Bernard Voyenne, *La presse dans la société contemporaine*, Armand Colin, Paris, 1962

On this subject there are three characteristics of social communication through the press, which differentiates it from all the others forms of communication, namely:

- instantaneous (or quasi-instantaneous) character, because it informs about an event almost at the same time as its unfolding or with a gap very small;
- permanence, because it knows no interruption and marks the history in its continuity;
- universal character, because it is present everywhere and at any time.

If the objective of the press is the exchange of information between consciences (communication) - it can be said that the collective consciousness is also grounded, building more and more through the press.

Another researcher, Rogers Clause²⁴, defines the press as a type of social communication and considers that it meets the following conditions:

- significant periodicity (daily occurrence);
- immediate consumption, without delay. The journalistic message is extremely perishable in time;
- therefore it must be consumed immediately, otherwise it loses any flavor.
- heterogeneity of ephemeral contents and incoherent variety of functions.

The newspaper is a conglomerate of news; satisfies the most diverse tastes;

- care for topicality, dominant and overwhelming. It all starts with immediate actuality and is reduced to it. Everyday life, through facts, opinions, its events, happenings and incidences, invade everything, encompass everything is imposed everywhere;

²⁴ Rogers Clause, Brevès considerations sur la terminologie et la méthodologie de la communication,

in Economies et société, 1972

- production - diffusion with high density for a large and enormous conglomeration of people: collectivity in homogeneity, mass in heterogeneity.

DEFINITIONS OF MASS COMMUNICATION

The American researcher H.D. Lasswell, in his work *Structure and function communication in society*, determined the major directions of communication research mass, starting from the idea that in any action of communication we must have in view the five fundamental questions: who says? what does he say through which channel? what? with what effect?

In Lasswell's view, the model of mass communication can be summarized to the formula someone says something to somebody. J.Lazar appreciates: "Mass communication is a social process organized. Those who work for the media, whether it's a newspaper or a TV channel, are part of a large enterprise that is regulated and organized like any other enterprise in society. The image of the independent journalist, isolated in front of his typewriter, it is now obsolete. Every journalist, whether he works for a daily newspaper, for radio or TV, he belongs to an ensemble of employees of the respective enterprise and perform a well-defined work in the sense a team ".²⁵

Georges Friedman is of the opinion that: "under the neologism of the media hides a new reality, at the same time technical, social and ethical - a new type of man is concerned, who wants to express himself and who will really be born. Tall terms, it can be said that the sign of time is exactly the time of the signs. In everything in this case, the incessant multiplication and acceleration of the signs make a new one urgent reading. A critical reading presupposes the progressive knowledge of the technique of the new ones means of communication, their possibility of significance, in relation to the sociocultural environment in which they take place "²⁶

Unlike Lasswell, Marshall McLuhan reduces the paradigm two-term mass communication: what do you say? (message + means of communication) and who? (manufacturer +

²⁵ J.Lazar, *Sociologie de la communication de masse*, Armand Colin, Paris, 1991

²⁶ Georges Friedman, *Dictionnaire des medias*, Mome, Paris, 1971

receiver). In this sense, he states: "Societies differ between them more by the nature of the means by which people communicate than by the content of communication".²⁷

POLITICAL COMMUNICATION

We could answer that individuals and groups get what they want through their actions and those of others of a political nature, due to the way it is structured society at some point through the rules and conventions that govern the modalities accepted by the action.

Some experts point out that to tell the causal story of the way in that an individual or group achieves a desired political outcome must:

- to understand the nature of the rules and conventions according to which they behave people (institutional approach);
- to understand the way society is structured and how it is born structure (structural approach);
- to describe and explain the concrete elements of the actors' behaviour relevant (behavioral approach).

From a communication perspective, the last type of approach, the behaviorally, it seems to best account for new ways of relating policy. Democracies are the product of societies, but they are the same producing collective lifestyles.

Political communication has emerged as a relatively recent discipline of study, being understood as a teleological action - an action oriented, programmed, projected for certain political purposes. Being a strategic action, this type of communication would involve rules, procedures, techniques and resources activated in certain political events.

For Gosselin "political communication is a field where various ways of persuading the electorate intersect". Trying to distinguish the specifics of political communication, D. Wolton

²⁷ Marshall McLuhan et la théorie médiatique : genèse, pertinence et limites d'une contribution contestée

²⁸, gives a restrictive definition of this phenomenon, separating it from public space, marketing politics, or the media coverage of politics. Therefore, political communication is the space in which changes the contradictory discourses of three actors, who have the legitimacy to express publicly on the policy and which are:

- politicians,
- journalists (mass media);
- public opinion through opinion polls.

Each of the three actors has a specific way of legitimizing in public space: representative legitimation (for parties and politicians); statistical (scientific) legitimation for surveys and public opinion; legitimation of possession and the use of information (for the media and their professionals - journalists.)

Belanger assimilates political communication to typical social relations for the process of influencing, “an influence first deliberately, then transformed into action or, on the contrary, in omitted action. It is always an intervention intentional behavior regarding a possible behavior of the receiver”.

Negrine approaches political communication from the perspective of a system complex communication of political information focused on journalistic practices, on a certain political socialization of society and the democratization of state institutions.

Any act of communication is an “interaction regulated not only by the identities of the interlocutors but also by the situation in which the act is initiated ”. communication it is both system and interaction.

Political communication is an institutional interaction - an interaction between political actors, the media, the public and the electorate, so between participants with formal, representative identity. In fact, the actors of political communication constitute institutional genres with

²⁸ D.Wolton, Les contradictions de la communication politique, in La communication, Etat des

different resources, projects, motivations and stakes. They interact using a series of codes and rituals meant to produce the visibility of the domain political - a field intended by convention for advertising. Because of this, not by rarely does political communication pass as the prerogative of another institution, that of the public image producer.

Public space mediates between political action and the norms of democracy. Communication politics is a product of public space insofar as media coverage has become a constitutive process of all public practices, including politics.

If in advertising the trend is to shift the focus from an advertisement certain product on the creation and maintenance of the brand image, nor in the political field, given the substantive similarity, things are not much different.

ADVERTISING COMMUNICATION

Advertising can be approached and explained from at least three perspectives cultural, each generating a certain attitude towards this socio-communicational phenomenon.

1. The theory of clandestine persuasion, presented by V. Packard²⁹ rejects advertising, its arguments being of an ethical nature: advertising is a form of manipulation, or no one has the right to manipulate.
2. As a reply to this theory, advertising has been assimilated with a factor of democracy. Not to be confused with propaganda, it involves creativity, originality, seduction, even if everything is decided at the level of the outer surface. Political parties and the state use this publicity and publicity advertising of general interest; it's about road signs, promoting programs protection of pensioners, social assistance, etc. Beyond these aspects, advertising proves to be of decisive importance for economic agents, but without major consequences for others: power is superficial, frivolous, aiming the auxiliary and indifferent.

²⁹ Vasile Dâncu, *Comunicarea simbolică*, Editura Dacia, Cluj-Napoca, 2001

3. Approached from a communication perspective, advertising generates numerous disputes, especially regarding the informational value of the messages.

The starting point was Merton's functionalist theory, which recognized the advertising function of mass communication.

Structural-linguistic theories focus on the semiological analysis of the message. The limitation of this analysis is that only the intentional meanings are targeted, neglecting the socio-cultural context of communication and the active role of the receiver, which decodes the message and establishes its own meanings.

PUBLIC COMMUNICATION

Communication is an increasingly clear and organized recourse on the part of the public state administrations in advertising and public relations. Due to the fact that, on the one hand, the state has to face new responsibilities, and on the other hand, it resorts to new management procedures, including opinion management procedures developed in the field of commercial affairs and industrial.

The use of the expression public communication deserves some clarification. First it must distinguish public communication from political communication, with which is often confused. In election times, a government or a minister is tempted to value personal and party politics rather than actions undertaken by the administration he leads. However, public communication is not limited only to ministerial campaigns, and the interest in not turning it into one appendix of political communication is increasingly evident, given especially diversification of methods and their spread to all administrative levels.

Second, public communication must not be equated with communication institutional. The emphasis on the institutional or organizational aspect has the effect concealing the specific features of corporate communication, on the one hand, and public communication, on the other hand. Government communication, for example, includes public communication on topics of public interest such as prevention accidents and diseases, the fight against unemployment and inflation, the promotion of values cultural, social and patrimonial.

Public communication follows four categories of effects:

a) modernization of the functioning of the administrations (this is especially the case of the devices public relations or information presentation and transmission systems).

Administrations have to deal with increasingly complex and precise demands; those administered are expected to obtain information to which they consider themselves entitled and no longer accepts answers that hide behind the secrecy of administrative decisions and give the impression of arbitrariness; adaptation and modernization of administrations they depend just as much on changes in the behavior of those administered who consider themselves more and more consumers, even customers;

b) some campaigns set as their objective the production of changes of behavior; for some administrations or public enterprises, the main concern is to ensure a modern image through communication;

c) seeking the support of citizens on a certain issue, through actions awareness.

The essential feature of public communication is to act at the level social representations and to allow a rapid change in public discourse;

Some experts believe that it differs significantly from other types of communication through its finality, as the examples try to demonstrate following:

Public communication: focuses on the personal lives of citizens through the media, it addresses messages in a special way to citizens as individuals particular (prevention of diseases and accidents). It is focused on the effects, on the results studied. Develops interactive reports for the benefit of humanitarian progress.

Social communication: it is in the service of the nation, it looks more directly issues related to society (eg the promotion of citizenship and moral values, the safeguarding of heritage and culture) targeting a community as a whole.

It creates a psychological climate conducive to the acceptance of social messages. Widens the field individual concerns, try to form and develop an awareness.

Public communication: aims at a goal of pure individual value prevention actions in favor of health and safety, promotion of resources property. It is a neutral transmitter, which is not

enslaved to any particular entity, be it this power, group or person. It acts independently of political circumstances, until the disappearance of the evil in question.

Propaganda: spreads the faith in its primary sense, fights for it public opinion to accept certain political and social opinions, to support an orientation politics, a government, a representative. It is a set of media deliberately put in the service of a theory, a party or a man, in view gathering support and supporting as many people as possible. Serve anything political strategy in conditions of favorable exploitation with techniques of conquest of scientifically developed spirits.

Public communication: expects behavioral changes in view changing habits; it is rather anti-consumption. It is based on proven facts (relationship between smoking and cancer, seat belt efficiency). Refers to the ideal behaviors of citizens regarding their own person. It is funded by the community: funds from the state or associations, where the largest part of the resources comes from collections from the population.

Advertising: encourages the purchase of a new product, so it favors consumption. It focuses more on the brand than on the product, it wants more to persuade rather than inform. It makes the consumer a winning character. It is financed by products purchased by consumers. (Pomonti & Metayer, La communication, Besoin social ou marche, apud Baylon and Mignot, op. Cit.)

Government communication: reflects the orientation of the government. This is the expression the state embodied by ministers. It is the privileged indicator of democracy: it explains ambiguities in decisions and informs of their consequences. It is the indicator of efficiency for some administrations or public enterprises, the main concern is to ensures a modern image through communication;

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consumers. (Pomonti & Metayer, Communication, Social Need or Walking, in Baylon and Mignot, op. Cit.)

Government communication: reflects the orientation of the government. This is the expression the state embodied by ministers. It is the privileged indicator of democracy: it explains ambiguities in decisions and informs of their consequences. It is the indicator of efficiency government: seeks to make optimal use of national resources. The best informed democratic societies are generally the best performing (relative consensus).

Includes public communication on topics of public interest.

Persuasion and coercion are the two complementary means of government action in the field of public communication. Persuade to change prejudicial behaviors in an individual or collective sense imply a condition prior notice: state the reasons justifying the expected changes in attitude, so to disseminate to the maximum the facts and explanatory comments of the subject campaign. Commercial advertising for tobacco and alcohol are much more present than the slogans of an anti-smoking campaigns. The information thus disseminated forms an interpretive opinion knowledge gives them a meaning, an importance, a role; the formation of this opinion is, after acquiring the necessary knowledge, the stage that conditions the change of behavior.

By virtue of which powers, through interposed organisms, certain individuals can take the privilege of trying to legally change his behaviour their peers? When public communication serves the collective well-being, the community he has no reservations. Usually, public communication has an essentially governmental origin, and the signatory of the campaigns is not neutral in terms of action.

EMPLOYEE AND ITS RESULTS.

Whatever theme is kept, it often happens that the Minister concerned to observe the impact of the communication on the public and to try to benefit from its success in terms of its own image. It remains the economic legitimacy of public communication, which can be well appreciated in financial terms. Any prevention against social dangers (cardiovascular diseases, alcoholism, smoking, drug addiction, etc.), entails significant savings in what concerns the cost of medical and social care when the actions taken are prove effective.

Environmental protection, economic information, image improvement brand of social bodies have, of course, a financial explanation, give rise to gains that contribute to the enrichment of the community as a whole, as well as of individuals which forms it. Public communication thus acquires economic legitimacy concretely appreciable, which is not the case with moral legitimacy or political.

Public communication is, in fact, a moral desideratum in political, institutional and advertising communication. From this perspective, those forms of communication have an inherently pathological (immoral) character.

SOCIAL INFLUENCE, PERSUASION AND MANIPULATION

Social influence = action exercised by a social entity (person, group etc.) oriented towards modifying the actions and manifestations of another. Social influence is associated with the field of power relations and social control, which is it differs in that it does not resort to coercion. It is associated with the processes of socialization, social learning or communication. In this sense, R. Boudon and F. Bourricaud appreciates that social influence can be considered as a specific form of power, a whose main resource is persuasion. The effects of social influence context-dependent, as it stimulates or blocks receptivity and creates conditions for acceptance, strengthening and manifestation of eventual exchanges products. In order for the influencing process to take place, they must be fulfilled two conditions:

- the initiator of the deliberate influence is supposed to have an acceptable degree of competence and information, being animated by intentions that are appreciated what to receiver as well oriented;
- the relationship of influence must be based on a tacit consensus of the entities involved and the shared values and the effects probably produced.

Persuasion - activity of influencing attitudes and behaviors certain persons, in order to produce those changes which are consistent with the purposes or interests of the initiating agent (persons, groups, institution or political, social, cultural, commercial, etc. organization). Persuasion is achieved in the conditions under which the receptivity and reactivity characteristics of affected people. Persuasion is an activity of persuasion as

opposed to imposition or forcing an organized option so as to lead to the personal adoption of expected change. The effects of persuasion are dependent on both personal factors, as well as the factors that refer to the way of organizing the influences. Factors personalities are summarized in what is called persuasiveness, that is, that tendency individual to be receptive to influences and to accept changes in attitudes and behaviors. The factors with reference to the way of organizing the influences are the more often focused on the communication process, respectively on those relationships between source, message, channel of transmission, reception and social context that make it be persuasive.

Manipulation - action to determine a social actor (person, group, community) to think and act in a way compatible with interests the initiator, not with his interests, by using persuasion techniques that intentionally distorts the truth, but leaves the impression of freedom of thought and decision. Unlike the influence of the type of rational belief, through manipulation it is not a question of a more correct and deeper understanding of the situation, but of the violation a convenient understanding, resorting both to misleading arguments falsified, as well as the appeal to non-rational emotional levels. The real intentions of to the sender of the message remain imperceptible to the recipient. From the point of view of politically, manipulation is a form of imposing the interests of a class, group, collectivities, not through the means of coercion, power, but through the ideological ones, through misleading.

PRINCIPLES OF ETHICAL COMMUNICATION

People cannot communicate with other people - in the process of professional activity, for their own development or pleasure, and contacts with other people throughout life.

However, the communication process is not always pleasant for both sides. What are the rules and regulations of communication? What are the ethical principles of communication and how to learn to respect them?

Ethical communication culture - This is a concept that determines the quality and perfection of communication between people, characterizing moral models of communication, norms and rules of interaction between people.

The basis of the culture of communication is morality, because it is included in all spheres of human activity.

Morality also helps to form the image of the moral ideal for the person with whom he will strive to conform.

Morality focuses the person on the attitude towards man, in terms of the highest value, helps to pursue the ideals of justice and kindness, which in everyday life is expressed in human relationships in the family, with colleagues, friends and close friends.

Such contacts manifest qualities of morality such as respect, duty, love, loyalty, sympathy, friendship. Very important role while playing the ethics of communication.

The word "ethics" comes from the Greek "ethikos" - in terms of morality, the expression of moral beliefs.

Communication ethics is a set, a set of rules and rules of communication in certain situations, the obligations of people in relation to others in certain situations.

In other words, it is the doctrine of the correct expression of their moral beliefs in relation to other people.

The label of communication includes many forms of direct human behavior. This is a greeting, a fair call to the elderly, colleagues with professional interaction, congratulations, etc.

Due to the knowledge of communication ethics, a person cannot express his beliefs correctly, he can designate his position towards a partner in a way that does not lead to a conflict situation, but can also understand another person faster and better. .

PROBLEM

Ethics stipulates the rules of conduct that correspond to morality and labels only external manifestations, forms of behavior in a given situation. This implies the main problem of communication ethics - when a person acting on the label does not comply with ethical standards.

In this case, he can be considered a liar and a hypocrite, because his words do not correspond to internal attitudes.

In the same way, a person who demonstrates very moral behavior seems strange by not following the basic rules of etiquette.

Therefore, the notions of communication ethics and etiquette should not be considered separately. Respecting the rules of labeling, you must always take into account the morality of actions and when you perform extremely moral actions, you must not forget about etiquette.

Communication culture due to the established system of principles, rules and regulations, their implementation technologies help to solve the main communication task, as such - to reach the mutual understanding of the people in contact.

Cultural communication involves observing the rules of interpersonal communication in one cell or another of society, including many factors - moral, cultural, psychological.

At the same time, cultural communication is mostly associated with morality. Cultural communication is distinguished by the following characteristics:

- respect for the partner,
- politeness
- and the desire not to use offensive and vulnerable words for the interlocutor.

The desire to understand and accept the interlocutor's position, even if what was said is not included in the intended response to the stimulus of the reply.

Prevention and overcoming conflict situations, as well as tolerance, tolerance for the partner.

Equality communication in dialogue and respect for its principle. The higher the morality of each of the participants in the communication, the higher the level of communication in general, the more efficient and useful for each individual contact person.

Ethics in communication involves the following principles:

Politeness. The fundamental principle of ethics, which prescribes respect for the partner.

Cooperation. It involves a contribution to the common cause of each of the participants in order to achieve an effective interaction.

Parity. According to this principle, all participants in the communication are equal, excluding the domination of any of them. At the same time, even with a different social status, those who communicate must respect the principle of politeness and respect each other.

Veracity. Communication partners must provide each other with complete and undistorted information on any matter.

Understandability. In the interaction with speech, each of its participants must provide information so that his partner does not put too much effort into correct perception.

Sequence. This principle provides for a consistent development of the dialogue - for example, a greeting implies the same answer, a greeting card should be followed by gratitude, etc.



Respect for ethical principles in communication leads to mutual respect and trust in all partners, which become the basis for the development of a future interaction between people.

TYPES OF RULES

Conventionally, all ethical rules of communication can be classified as recommended and mandatory.

Mandatory in the communication process is the principle "do no harm".

Liability of a person, humiliation, oppression and violation of his rights are not allowed.

At the same time, negative emotions can be curtailed, even if there is every reason to experience them, not to resort to insults.

It is recommended ethical standards to not harm the interlocutor if they are not respected, but allow to achieve a greater respect and trust towards those who follow them. This preservation is based on self-respect, modesty, etc.

Also, ethical norms are dictated by the reasons for communication:

positive - to surprise, to interest the interlocutor, to satisfy his need for understanding, to give him joy, to make a compliment;

neutral - transfer any information;

negative - express your indignation.

Each of the reactions manifested is ethical, because they do not contradict morality, they are justified by high moral reasons.

Behaviour in a completely different way can be taken into account, which, although externally distinguished by the perfect etiquette, is based, for example, on the desire to be encouraged with the confidence of a person to deceive him later.

WHAT IS THEIR NON-COMPLIANCE?

Non-compliance with ethical norms is convenient to take into account the result of communication defects that lead to such forms of moral decline.

Vacuum morality- In this case, the person has no knowledge of ethics as such or enters a society whose ethical standards are unfamiliar to him.

Lack of moral initiative - A person expects the manifestation of morality from a partner before taking any action to establish communication.

Moral camouflage - the desire to make a good impression on the interlocutor, focusing on the external manifestation of the label, which, in fact, is not supported by truly moral reasons. This is usually accompanied by arguments about declining morality and obsessive demands for standards of decency.

Moral regression. The loss of acquired knowledge, the disappearance of the interest to respect the standards of decency, to give a moral evaluation of one's actions, as well as to ignore the interests of the people around them.

Moral regression is often accompanied by cruelty, practicality, aggression and rationalism.

Intolerance. It is characterized by hostility towards dissidents in religious, political, cultural and other matters. It is usually inherent in authoritarian individuals who have one-dimensional thinking. With such a communication defect, productive interaction can be completely ruled out, even in a situation that promises to be beneficial to both parties.

Primitivism. In this case, the justification for non-compliance with moral norms is served by the merits of the past or by their own uninterrupted interests, which are satisfied by deliberate anti-marital behavior.

Moral deafness - lack of desire to hear another person, to understand and accept his position.

Ethical compliance makes communication counterproductive, does not allow people to effectively interact with each other, benefit from the mutual benefits of communication and therefore capitalize on their value.

HOW TO LEARN TO SPEAK IN CULTURE?

A person is not born with the innate skills of cultural communication - all the knowledge he gains in education, they depend on the environment in which he grows up and lives.

This means that everyone can learn to speak culturally, to master the ethical norms of speech communication.

To learn cultural speaking, you need to follow these recommendations:

Constantly perfect vocabulary. To do this, you can read the literature or you can engage in in-depth study of the language - gradually languages will be transformed, statements and phrases will pass into your vocabulary, they will enrich your language. This will give you the opportunity to express your thoughts correctly, to make them more accessible to the interlocutor - that is, it will allow you to respect one of the basic principles of ethical communication - intelligibility.

Remove the word parasites from the lexicon. Get used to constantly monitoring your speech, paying attention to parasitic words and tautologies. This will make your speech more diverse, interesting, attractive to the interlocutor.

Notice speech literacy. Even if you are sure that no one will appreciate it at this time, this approach should become a habit.

Practice the practice of resuming the information received. - Try to mentally repeat about yourself or write on paper. This technique will allow you to prepare your ability to formulate your thoughts, to highlight the most important and secondary of what you have learned and want to pass on to others.

Don't be lazy to reread the rules of speech etiquette - even if you're sure you know it at the right level.

Practice statement - such a reception will allow you to "put" a voice, learn to speak clearly and clearly.

In the communication process the vision of other people talking.

Pay special attention to those people who, in your opinion, know how to speak culturally - phrases, voice intonation, pauses, facial expressions - all these are perceived by the interlocutor as an integral part of speech communication.

A person has to communicate with others, to be part of society. And it is in his power to make this interaction pleasant and beneficial for both parties of communication, respecting the culture of discourse and the principles of morality or communicating destructively, which will make it impossible to obtain these benefits from all participants in the interaction.

ETHICAL COMMUNICATION IN SOCIAL MEDIA

The development of social communications that we are witnessing today involves more than a simple technological revolution. A complete reassessment of people's perception of the world around them, thus verifying and expressing this understanding. Permanent access to images and ideas, as well as their rapid transmission from one continent to another, have both positive and negative consequences on the psychological, moral and social development of people, the structure and functioning of society, cultural exchanges, on perception and transmission of values, universal ideas, ideologies and religious beliefs.

Over the past decade, the truth of these claims has become even more striking. Today, it doesn't take much imagination to portray our planet as a global network trembling with electronic transmissions, a planet that intercommunicates under the shelter of the peace that the universe gives us. The ethical issue is whether this contributes to the genuine development of the human person and whether it helps individuals and peoples to be faithful to their transcendent destiny.

And, of course, in many ways the answer is yes. New means of mass communication are powerful tools for education and cultural enrichment, for trade and political participation, for intercultural dialogue and understanding. However, there is also the "reverse of the medal":

social media, which can contribute to the well-being of the individual and communities, can also be used for exploitation, manipulation, domination and corruption.



The Internet is the newest, and in many respects one of the most influential mean of communication. However for many people this means of communication: the telegraph, the telephone, the radio, the television have progressively removed. The consequences for individuals, nations and the world are immense.

In our world every environment has its own law and ethics as the guidelines how to behave by which the perpetrator causes three impacts, such as law, ethic, and social. Internet provides a new world, way of thinking, and way to communicate. The bad way in real life communication affects their way in communicating using social media which then sometimes results in legal matter.

The fast moving era also influence the technology growth. Nowadays almost everyone can share information and communicate directly by using social media through internet which saves more time and cost.

Indeed, users have freedom in using social media to communicate with anyone. What is ignored here is the ethics in using it. It would much better if users know what ethics should be noticed when using social networking.

The lack of public awareness related to ethics in social media will trigger some social problems. Mostly the users are blinded by the hoax news on social media. Here are some important things related ethics in using social media.

ETHICS IN COMMUNICATION

Mostly occurred, ethics are usually ignored during the communication through social media. The most common case appear is many abusive words during a conversation through social networking, both intentionally and unintentionally. It would be nice if communications on the Internet is using polite and proper words. Always use the correct language when we communicate to anyone through social media.

- Avoid Spreading race, pornography and violence issues

It would be wise if we do not spread information relates certain race or religion. Share useful information only and avoid conflict to others and uploading violent photos such as traffic accident photo or other violent images.

- Check the news validity

Nowadays it is very common to find out a news that disfigure other parties in social media. Some parties did this to impose the competitors by sharing hoax news. Therefore, social media users should be more intelligent in capture any information. Before you share the news, it will be wiser to check the news validity first.

- Appreciate other's works

When sharing information in the form of photographs, writings or videos which belong to others, make sure to mention the source to show your appreciation to other's works. Never copy-paste any contents without showing the source.

MASS COMMUNICATION

The term mass communication is used to describe the various means by which individuals and entities relay information through mass media to large segments of the population at the same time. It is the mass production of messages (message) or information that is intended to reach a large amount of people. Uses mass media; such as newspapers, TV, radio, books etc.

MASS COMMUNICATION ETHICS

- There are few models of communication ethics that is good to remember:
- Truth
- Censorship
- Laws
- Privacy
- Appropriateness
- Sensitivity to other cultures
- Respect dignity, privacy, and wellbeing of a person

ETHIC CODES

Ethic Codes (or Ethical Codes) are moral guidelines that are used to help assist people in making decisions, to tell the difference between 'right' and 'wrong' and to utilize this understanding to make ethical choices. There are 3 levels;

- Code of ethics (social issues)
- Code of conduct (influence to behavior of employees)
- Code of practice (professional responsibility)

CORPORATE CODES OF ETHICS

- Honesty-Professional communicators are honest, accurate and candid in all communications. This practice encourages the free flow of important information in the interest of the public
- Confidentiality - Protecting the confidences and privacy rights of employees and customers is the duty of professional communicators. Additionally, they must abide by legal requirements for disclosing information that affect the welfare of others
- Credit - Give due credit to those who you get ideas from.
- Free Speech - Principles of free speech and free ideas should be encouraged.
- Courtesy - Sensitivity to cultural values and beliefs are crucial.

Communicating in business is important in every job, every industry and every geography. Even small businesses face communication challenges. There are literally no roles in which communication with someone - whether colleagues, customers or community members - doesn't come with the territory. Effective communication is something that most small business owners struggle with. Fortunately, there are some methods that can help businesspeople improve their communications.

UNDERSTAND YOUR AUDIENCE

It is impossible to communicate effectively with anyone without first understanding their needs, interests, concerns and expectations. This is as true in the business world as it is in our personal lives. The first step is to consider what is important to the individual you will be communicating with and what questions or objections he might have. Then, in deciding how to approach the individual and what key messages to convey, ensure that you are focused on meeting and addressing his needs and concerns.

BE PREPARED

Anyone who has embarked on a business communication mission without thorough preparation and failed miserably can understand the importance of preparation. Preparation will vary depending on the situation and the importance of the communication, but certain situations require more preparation than others. Conducting an annual performance review, responding to a customer complaint, making a request for a pay increase and delivering a business presentation all are examples of communications that require preparation. That preparation will include thinking about the messages you wish to convey, possibly writing a script to help you gather your thoughts, and even practising your communication with a friend, colleague or on your own.

LISTEN FIRST

Effective business communication first requires taking time to listen to the other person's perspective. Start the conversation by asking questions--and listening thoroughly and attentively--to the responses.

HOW TO PRODUCE EFFECTIVE PHOTOS FOR SELF-PRESENTATION: RESULTS FROM RESEARCHES OF SOCIAL PERCEPTION ONLINE

THEORETICAL FRAMEWORK

The goal of self-presentation is to make others accept the images individuals claim for themselves. To achieve this goal, individuals must present themselves in accordance with their social roles, and make sure others positively evaluate their images. Thus, individuals need to adjust their public images to audience expectations. Is important seeking approval and avoiding disapproval motivate effective self-presentation, which can be achieved through two types of self-presentation: acquisitive and protective . The purpose of acquisitive self-presentation is seeking approval, so presenters emphasize attractive aspects of themselves and construct desirable images. However, protective self-presentation is aimed at avoiding disapproval. Thus, presenters make neutral expressions, conformity, and modest self-disclosure to avoid rejections from the audience. There were argue that humans

tended to make acquisitive self-presentation, but three factors could motivate them to switch to protective self-presentation. First, if the target is considered capricious, their expectation of appropriate self-presentation is unclear. This motivates presenters to employ protective strategies to avoid negative outcomes. Second, if information disclosed during an interaction undermines positive images, presenters are motivated to engage in protective self-presentation. Finally, certain internal characteristics render some presenters more motivated to engage in protective self-presentation. Examples of these characteristics include low self-esteem, greater concern over how one's self is perceived, and the tendency toward social comparison.

Individuals engage in acquisitive self-presentation by disclosing positive SPI and protective self-presentation through protective tactics discussed later.

MANIPULATION AND ETHICS

Let us refer to the definition of manipulation from a sociological perspective for a continuum analyzes. Manipulation is defined as “the action of determining a social actor (person, group, community) to think and act in a way compatible with the interests of the initiator, and not with the sale of interests, through basic techniques intentionally distorting persuasion is true because freedom is very impressive thinking and decision.

COMPUTER-MEDIATED COMMUNICATION

Computer-mediated communication can define any communication transaction for the care of information or multiple computers on the network. Although the term traditionally refers to the same communications in the computer-mediated format (eg, instant messaging, e-mail, chat rooms), other forms of text-based interaction apply, such as text messaging. Many recent studies involved in this category and internet social networks based on social software.

MEDIA

The media as part of communication influences the actions taken in impression management. Self-efficacy can differ according to the fact whether the trial to convince somebody is made through face-to-face-interaction or by means of an e-mail. There is communication via devices like telephone, e-mail or chat is governed by technical restrictions, so that the way people express personal features etc. can be changed. This often shows how far people will go.

ONLINE COMMUNICATION: EFFECTIVE STRATEGIES AND CEO POSITIONING FOR FREELANCE

MAKE YOUR FREELANCE PORTFOLIO WEBSITE

As an author, you are the face of your brand, and the website of an author portfolio introduces you to new readers, as well as providing you with a professional calling card for potential customers and publishers. However, as a writer, you probably don't know as much about website coding or how to combine them.



The screenshot shows an Amazon author page for Lori Soard. At the top, there's the Amazon logo and navigation links like 'Kindle Store', 'Browsing History', 'Low's Amazon.com', 'Today's Deals', 'Buy Again', 'Gift Cards', 'Help', 'Registry', and 'Sell'. Below the navigation, there are links for 'Buy a Kindle', 'Kindle eBooks', 'Kindle Unlimited', 'Prime Reading', 'Best Sellers & More', 'Kindle Book Deals', 'Kindle Singles', 'Newsstand', 'Manage your Kindle content and devices', and 'Advanced Search'. The main content area features a circular profile picture of Lori Soard, a '+ Follow' button, and a bio: 'Lori Soard has a PhD in Journalism and Creative Writing, but she's hardly the stuffy professor type. She loves nothing better than a good romantic comedy and thinks the good guy should always win and the ending should always be happy.' Below the bio is a 'Read more' link. To the right of the bio is a row of book covers: 'Cupid's Quest' (\$8.18), 'Dear Viking' (\$4.84), 'Man Of Means' (\$9.92), 'The Lipstick Diaries' (\$10.63), 'The Elixir' (\$13.60), and 'Dear Viking A Short' (\$59.75). Below the books is an 'Author Updates' section with three blog post cards: '18 Top Easy Summer Dinner Recipes' (2 months ago), 'Easy Gardening Succession Techniques' (3 months ago), and 'Fourth of July Recipes Roundup' (4 months ago). Each card includes a small image of the author and a 'Read more' link.

There are some tips to help you step by step in how you can create an author portfolio website easily, cheaply and I will give you details on what to put in the portfolio for maximum impact. The best website design for writers is what presents your work to you as an author, as your brand is who you are and what you pour into your art.

The type of site you need depends a lot on the type of work you do.

There are different types of websites for writers and you may want to create more types to reach your most potential readers or customers.

- A simple personal blog
- A static website with personal information
- Writer's profile on Media, Clippings.me, etc ..
- A socializing page

Ideally, the different records work together so that you reach as many people as possible. You would connect to your blog on your social networking site by posting links to new articles and snippets of news. You have connected to the social networks on your website by adding links to the social pages on the pages of your website and so on.

There are some free options for creating a website

If you write mainly in a single niche, then you can probably use a simpler design to show a few examples and provide information on how to get in touch with yourself. There are a few free options and online builders that you can use to get started, but they have a number of limitations and should only be used as a stop gap until you can afford to build a custom site that shows your unique writing skills. .

WordPress.com - WordPress offers basic, free websites that you can build. You won't be able to work on the site's backend or you can't do a lot of customization with a free WordPress site, but it can get you online and help you get the word out until you have the

extra funds to build your own site. . This is probably the best site builder for authors because there is so much community help with this open-source software.

Writer's Residence - Set up a simple free online portfolio and then pay \$ 8.99 per month. Again, you are limited to what you can do and that \$ 9 a month price is added throughout the year, when you can easily host your own website for less through a cheap hosting company.

Clippings.me - Just want a place to share some clips from some articles and attract new customers?

Clippings.me allows you to upload 10 videos for free and then charge a small monthly fee for anything over it.

You can set up a free online portfolio and get in front of customers on the site.

Remember, you may want to add a static site and blog at some point, but these are great.

HOW TO BECOME A SUCCESSFUL FREELANCER

There is that familiar expression, related to money that sounds like "the more you work, the more you do". Indeed, it is, taking into account the type of service you offer as a freelancer.

The freelancer who collaborates with a client on a project has above all one thing to do: to make known the service he offers in the most professional way possible, equal to the level with which he fulfills a task.

After that, it establishes together with the client the conditions for the realization of the product / service, its cost and the deadline.

From here he begins to be his own boss. He divides his activities so that they meet the deadline. Is recommend this to happen even earlier than the set date, if he respects and wants to impress and to deliver at the quality established with the client or even a better one.

I give you some key points to emphasize your own freelancer mindset:

1. Learn to connect with others - you can go to different networking groups, keep in touch with those you have met. If you are an introvert, it will be weirder at first, but then you will see that every person has a way of being, but everyone enjoys a little attention. Connecting is essential when you are among the people you share the same concerns with.

It offers value through the daily interactions you have with others, even if they are not your customers - it's easy to be respectful and open (with information), besides, no one wants to work with "a pickle".

2. Upgrade to the (technical) knowledge you have in the field in which you work - be the one who is in step with the news and who even suggests improvements (to the client), when necessary.
3. Choose the clients you want to work with and don't rely on "I have nowhere to go". If until now you worked with who "you were given" to work, from now on you are the one who chooses who you work with. In any case, keep in mind that a client does not have the same level of expertise as you, he only knows the final vision of the project you are working on. Adapt your language for this client and give him additional information if needed, so that on any segment of the project you are on the same line.
4. Keep your promise - anyway what the project will contain should be specified in the contract, but more than that it matters that your completed work exceeds the client's expectation. When teaching, he will be pleasantly surprised, he may even offer you a new project or he may recommend you to an acquaintance.
5. Create a portfolio that contains samples from your previous projects - through this, your future client knows what quality to expect and you have a basis on which to start future discussions about a possible project.
6. Now that I've mentioned the portfolio, focus on your own brand - again it's not about IT, but about how you are perceived and recognized by those around you, and your work from now on has a "signature" ".

FAMILIARIZE YOURSELF WITH THE LEGAL ISSUES

Is good to have a lawyer as you need to have someone you can turn to for legal advice, especially at the beginning. A good advise is that you should look for someone who is “business-minded, not legally-minded.” This should be the person that help you understand the basics of a nondisclosure agreement and an independent contractor agreement. One of the more worrisome legal risks that contractors face is nonpayment, which is why you need to “insist on contracts” that will “protect you and your work” from trouble. Also is important to remember that if you think you may be in a nonpayment situation, stop work immediately and contact your lawyer.

PRINCIPLES TO REMEMBER

- 1) Some say that the more you work in freelancing, the more you earn. At the beginning of the road it's like that, but then, when you start to have the expertise and the quality of your work increases, you will automatically ask for a bigger amount for an exact and higher quality work (if you respect yourself).
- 2) Pay attention to the contracts you sign, to deadlines and go over all the details listed in the documents! You don't want to wake up with surprises.
- 3) If we keep talking about contracts, carefully analyze the conditions under which you will receive payment for the service offered and see in which cases what penalties apply.
- 4) Focus on the mindset - in difficult, awkward moments, 2-3 friends or former co-workers will come and tell you that "it was better as an employee". Don't listen to them, even if you struggle for a few months, you know what you work for and where you want to go.

I know that some of the above points are uncomfortable, but they are part of the reality we live in.

INTERNATIONAL NETWORKING STRATEGIES

You can be a corporate employee, self-employed professional an entrepreneur, or a ladder that does his best to have success it can be easy if you are committed to consistently following a few simple networking strategies in your career.

Networking is both a competency and a process that you need to hone in order to be successful.

There is a list of networking and business tips which been learned throughout corporate careers and consistently incorporated on a regular basis to help me be successful:

A) BUILD YOUR NETWORKING MUSCLE

You need to practice networking by attending lots of different networking events. During your path you can meet many interesting people and contacts, some of whom will become great clients, colleagues or friends.

B) BE NICE TO EVERYONE YOU MEET

I had a boss once who used to say “be nice to the people on the way up because you never know when you’ll be meeting them on the way down.” The world is getting smaller all the time. Don’t burn any bridges and be genuinely nice to everyone.

C) DEVELOP THICK SKIN

Get comfortable hearing the word “no”, over and over and over again. It will build your character and make you tenacious about your business.

D) BE GIVING

Give your time, your advice, and especially your referrals. It will all come back to you in positive karma and plentiful business opportunities.

E) GROW YOUR RELATIONSHIP DATABASE

You are only 4 or 5 people away from anything you ever want or need. All you have to do is ask.

F) COMMUNICATE

Maintain regular and consistent contact with the people in your database. One of my most successful communication tactics is to periodically meet with people in my network face to

face. It's much more personal, and much more fun too. When you can't meet in person then a phone call or personal note works well too. Of course, I'm also on various social networks, but other than my "Road to Results Newsletter", I try to stay away from canned email communication.

G) KEEP IT SIMPLE

Look at where you are spending your time and your precious energy. What is generating you the best results? Those are the activities you want to continue doing and do more of. Get rid of the time and / or money wasting activities.

H) BUILD REPORT

Are you a people magnet or a people repellent? What are you projecting outwardly? Make sure others see you as a positive, warm and friendly person they would like to interact with. Make sure your positive personality and outlook is attracting relationships and not pushing them away.

I) SEVEN GOALS

If you have a clear vision of where you are going, the rest will fall into place. Make sure you decide on what you want short, medium and longer term and in every area of your life

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CHAPTER 5 - BRANDING STRATEGY

UNIQUENESS AND DISTINCTIVENESS AS KEY FACTORS

BE DISTINCTIVE, NOT DIFFERENT

Business environment has developed fast and with fundamental amendments. Globalization has made the competition fierce and extends it beyond the country borders, socio-demographic data and hence consumers behaviours have also changed. Individual are well connected to each others sharing their feeling, experiences amongst through digital media and hence having strong influences on each other behaviours. Add to this the fact that the world is converging into one global marketplace, where brands from all over the world compete for the hearts of consumers, and it is no wonder that new books on branding keep popping up on the shelves of bookstores – all claiming to solve today's branding problems.

Organizations due to this undifferentiated and saturated market are force to think differently in marketing the product and converted them into brands or big brands. The focus before was on the traditional 4P marketing where marketers promote products' tangible benefits, and the focus now is at promoting a product that touches consumers' inner feelings. Emotional branding is a fairly new model of brand building. The strategic objective of emotional branding is to forge strong and meaningful affective bonds with consumers and through these bonds become part of their life stories, and memories and an important link in their social networks.

Individual are well connected to each others sharing their feeling, experiences amongst through digital media and hence having strong influences on each other behaviours. The mergence of the internet as a place of building communities, sharing information and doing business has shaped the way we live our lives and the way we interact with brands.

The innovation in industries are based on incremental improvement rather than radical changes and hence brought the products line at the verge that it has become difficult for consumers and customers to differentiate them on the basis of rationale or functional attributes. This in turn leads to the higher demand of product varieties. Organizations due to

this undifferentiated and saturated market are force to think differently in marketing the product and converted them into brands or big brands. The focus before was on the traditional 4P marketing where marketers promote products' tangible benefits, and the focus now is at promoting a product that touches consumers' inner feelings. The consumer-brand relationship evolved from pure monetary transaction to emotional transaction. The value of a product is not only determined by its objective value, but also by the way consumers perceive this product.

Branding is a very important factor in today's highly competitive business environment in any given industry for company it's very important to invest in building strong brands rather than marketing products. Products is anything that can be offered to market for attention, acquisition, use, or consumption that might satisfy a need or want. Branding helps organizations' to differentiate one product from another in a way that is relevant to the consumer.

Branding continues to be a topic of major interest for academics and companies alike. For companies, building a strong brand can be the source of major competitive advantage in the current market situation, but also something to leverage when the company expands to new markets. For academics, branding offers a topic that is constantly in motion – especially when it is rooted in the ever-changing consumer marketplace. Emotional branding and rationale (functional) branding are important aspects in branding, when an organization builds a brand, organization considers about emotional branding and functional branding, it's a brand manager's prime job to decide which branding approach should be given priority for detergent products after the recession time.

Given that a great deal of literature has been written on branding, some schools of thought have started to emerge as well. Brand researcher Douglas Holt argues in his book "How Brands Become Icons" (2004) that there are four dominant branding models that account for nearly all the current branding strategies or disciplines: mind-share branding, emotional branding, viral branding and cultural branding.³⁰ Mind-share remains the most dominant of the models, still taught in business schools worldwide and practiced by the majority of

³⁰ Douglas B. Holt, Douglas B.. Holt Harvard Business Press, 2004 - Business & Economics

companies around the globe. But the other three models have also managed to gain a following and have had their share of success stories as well.

Given that these different branding models all try to solve problems in a marketplace which faces continuous changes, it is interesting to evaluate how they differ in their key concepts and what makes these models what they are. For example, the concept of “consumer” might not be even remotely similar in viral and mind-share branding. Emotional branding and cultural branding might not see eye-to-eye on what a brand is and how it should be managed.

Holt also states that many companies look to incorporate hybrid branding strategies depending on the product category the brand is in. Especially in cases like these, it is paramount that managers know what kind of limitations and similarities the different branding strategies might offer in relation to each other. Also, this kind of analysis should not be just conducted as a general comparison. Rather the models should be examined in more depth, dissecting how they differ in places where they are talking about the same things – using the same terms.

A brand is a symbol, logo, name that represents the consumer’s experience with organization, product or services. That evokes feelings of belonging, love and affection of customers (CIM UK), when constructing strong brands its vital consider the brand characteristics which consist of two major types of attributes which are:

- 1) Functional branding (intrinsic attributes)
- 2) Emotional branding (extrinsic attributes)

FUNCTIONAL BRANDING

Functional branding is related to the tangible, rationally assessed product performance and benefits that satisfies consumer’s practical needs. Emotional branding is engaging the consumers on the level of senses and emotions; forging a deep, lasting, intimate emotional connection to the brand that transcends material satisfaction; it involves a creating a holistic (emotional) experience that drives an emotional fulfilment so that customer develops a special bond and unique trust in the brand.

EMOTIONAL BRANDING

Emotional branding can be referred as extrinsic branding, intangible branding, sensory branding and holistic branding.

There's been a lot of buzz about building a personal brand. Personal branding isn't about coming up with a complicated strategy. Rather, it's about knowing *who* you are and *what* you stand for, and then finding ways to make that visible. It's about amplifying your skills and passions.

When you start out your career in market research, you don't just do deals and you build relationships . Your strengths shall identify necessary to have such as harnessing the power of collaboration and finding win-win solutions for your colleagues and partners. Knowing who you are and owning your strengths is key to your success. Don't try to change who you are to fit the rules of corporate culture. Instead, do it your way by bringing emotion, collaboration and passion.

In today's world where your reputation—both online and offline—may be more impactful than your resume, taking time to reflect upon and build your personal brand is the gateway to advancement—and also critical to landing you your best job fit.

IMPORTANCE OF BRANDING

FROM CUSTOMER PERSPECTIVE:

Identification of source of product – for consumers it's easy and convenient to identify a brand.

Risk reducer – brand can reduces the functional risk, physical risk, financial risk, social risk, psychological risk and time risk to consumers.

Search cost reducer – consumer can save time by choosing a brand.

Promise, bond, or pact with maker of product – brand offers a promise on product performance, creates a trust, creates bond emotionally and rationally to customers which makes life easy and convince.

Symbolic device – brands allow consumers to project their own self images by associating with specific brands.

FROM MANUFACTURER'S PERSPECTIVE;

Means of legally protecting unique features – brand offers the firm legal protection for unique features or aspects of the product.

Source of competitive advantage – when organizations have strong brand name it's easy to differentiate brand from products which offers competitive advantage.

Source of financial returns – strong brand name give high financial returns to the company.

BRANDING EQUITY MODELS

David Aaker and Kelvin Lane Keller developed the brand equity model. Aaker defines brand equity as set of five categories of brand assets and liabilities linked to the brand, brand name, symbol, which will add or reduce the value provided by the product to the firm or its customers.

These are more about these models :

BRAND LOYALTY

The following factors depict the extent to which customers are loyal to a brand –

- Reduced Costs – Maintaining loyal customers is cheaper than charming new ones.
- Trade Leverage – The loyal customers generate steady source of revenue.
- Bringing New Customers – Existing customers boost brand awareness and can bring new customers.
- Competitive Threats Response Time – Loyal customers take time to switch to a new product or service offered by other brand. Hence this buys time for the company to respond to competitive threats.

BRAND AWARENESS

The following measures depict the extent to which a brand is widely known among consumers –

- Association Anchors – Depending upon the brand strength, associations can be attached to the brand which influence brand awareness.
- Familiarity – The consumers familiar with a brand will speak more about it and thus, influence brand awareness.
- Substantiality – Consumers' review on brand brings substantial and strong commitment towards the brand.
- Consumer's Consideration – At the time of purchasing, consumer looks for a particular brand.

PERCEIVED QUALITY

It is the extent to which a brand is believed to provide quality products. It can be measured on the following criteria –

- Quality – The quality itself is the reason to buy.
- Brand Position – This is a level of differentiation as compared to competing brands. Higher the position, higher is the perceived quality.
- Price – When quality of the product is too complex to assess and consumer's status comes into picture, the consumer takes price as a quality indicator.
- Wide Availability – Consumers take widely available product as a reliable one.
- Number of Brand Extensions – The consumers tend to take a brand with more extensions as a measure of product guarantee.

BRAND ASSOCIATIONS

It is the degree to which a specific product/service is recognized within its product or service category. For example, a person asking for Xerox wants to actually make true copies of a paper document.

- Information Retrieval – It is the extent to which the brand name is able to retrieve or process the associations from consumer's memory.
- Drive Purchasing – This is the extent to which brand associations drive consumers to purchase.
- Attitude – This is the extent to which brand associations create positive attitude in the consumer's mind.
- Number of Brand Extensions – More the extensions, more the opportunity to add brand associations.

OTHER PROPERTY ASSETS (TRADE MARK, PATENTS AND CHANNEL RELATIONSHIPS)³¹

SENSORY BRANDING

Our entire understanding of the world is experience through our sense, our sense are linked memory and tap the emotions, humans five sense are; touch, see, feel, smell, taste and sixth sense is religion. In to day's context 99 percent of brand communication focused on what we see and hear, 75 percent of human emotions are generated by what we smell.

The more number of sense and sensory touch points the company appeals more strong the message will be perceived, Singapore airlines Kellogg's and ford have created a totally sensory experience through touch, see, feel, taste and smell to there customers. Since there are no studies done on laundry detergent brands on sensory branding, how ever P&G and Unilever attractive colour packaging will attract customers, oval shape handy bottle will give good feeling when they touch the bottle and will attract customers, Ariel and Persil brands have good fragrance it will give good smell to users, by touching more sensory touch points P&G and Unilever can have more emotional bonding with customers.

AESTHETIC AND DESIGN

Consumers rate smart phones operations 22 percent, physical design 24 percent and features 20 percent according to study conducted by J.D power and associates, research indicates that better aesthetics (Design & shapes) lead to increased usability,

Aesthetically pleasing design will build a strong brand sense by influencing the most important sensory organ eyes and consequently increase the emotional attachment to the brand. Mobile phone different colours provide users with personalized options to devises which have transformed from functional tool to a fashion accessory. How ever there is no

³¹ Brand Management - Equity Models

https://www.tutorialspoint.com/brand_management/brand_management_equity_models.htm

studies done on laundry detergent brands aesthetic and design but P&G and Unilever oval shaped 30c bottle will increase brand usability because bottle is well design and easy to squeeze the liquid to measurable cup and use, Ariel & Persil bottle is aesthetically pleasing design will increase the emotional attachment with customers.

EMOTIONAL BRANDING OFFERS SUSTAINABLE ADVANTAGE - CONCEPT ANALYSIS OF EMOTIONAL BRANDING

Since wine is life style product it's more beneficial to embrace the concept of symbolic value that relates to consumers self expression needs. Symbolic values (emotional branding) are more sustainable in the form of differentiation than functional values, harder for competitors to replicate and offers brand consistency to customers. Care must be taken to ensure that both functional values and emotional values convey the similar concept to customers.

Marketers therefore promote their products by targeting consumers' emotional impulse and desire. This kind of branding strategy is called emotional branding. This is a customer-centric, empathetic, and cultural story driven strategy that captures customers' deep emotions, and it can therefore be widely applied to different product and service contexts. Through the emotional appeals, consumers tend to give their brands personalities . Consumers also form communities around their brands. This enables the brands to achieve a unique market position, and the products no longer compete through their basic product attributes.

Over the last decade, emotional branding has become a popular branding strategy among the marketers for the reason of brand positioning. The strategy has been proven successful for brands such as Coca Cola, Marlboro, Harley Davidson etc. This kind of branding strategy creates bonds between the brand and its consumers. The bonds are emotionally based and are more durable in the long term, because consumers are motivated intrinsically to devote themselves in this consumer-brand relationship.

One of the reasons that consumers want to bond with the brand is because they find the brands authentic and appealing. In other words, they believe their brands help them to fulfil their dreams and desires . This then leads consumers to respond favourably towards the brand, and they even become more willing to purchase or recommend the brand to others .

The cause-and-effect relationships between an emotional brand and its impacts on consumers are well researched by marketing academics such as. They describe that a

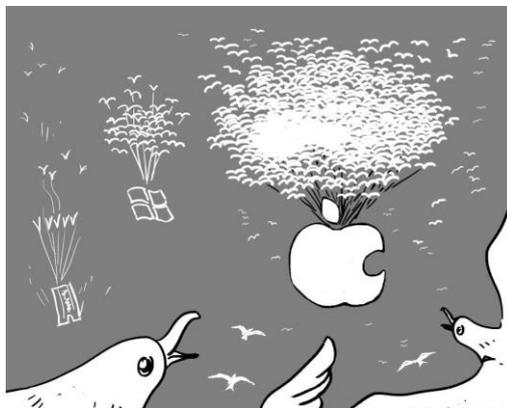
brand can have its own personality, embed symbolic messages, or carry iconic myths that are personal and appealing to consumers. These intangible attributes in turn lead to the formation of affective consumer-brand relationship. Base on these theories, this thesis extends the concept by identifying the specific dimensions of an emotional branding strategy, and investigating empirically how each of these dimensions affects consumers' psychological responses towards a brand.

Branding is an important component of marketing and is playing vital role in converting products into an identity as a personality of the product. The concept of emotional branding is at a raise and playing a vital role in product differentiation and ensuring attachment of brand with the heart of the consumers and customers. Business environment is getting challenging and having a deep understanding of the concept of branding from emotional perspective would help organizations and marketers to effectively utilize the concept to gain competitive and sustainable advantages over their competitors and hence can hold their customers for long term generation to generation. Most of the research and theoretical frameworks on emotional branding have been aimed at promoting the advantages of the adoption of such a branding strategy over the traditional branding strategy. However, most of the studies have been missing with exploring the dimensions of emotional branding. Hence it is not yet known what attributes caused consumers to react positively towards a brand when emotional branding strategies are used.

WHAT IS THE DIFFERENCE BETWEEN MARKETING AND BRANDING?

How did we go from branding to marketing in one sentence like that?

What is marketing? What is branding? How do they differ?



There is a spectrum of opinions here, marketing is actively promoting a product or service.

It's a push tactic. It's pushing out a message to get sales results: "*Buy our product because it's better than theirs.*" (Or because it's cool, or because this celebrity likes it, or because you have this problem and this thing will fix it, etc.) This is oversimplification, but that's it in a nutshell.

This is not branding.

The brand is the key element in the development process of a company, so it is important that it is actually used in the sales process.

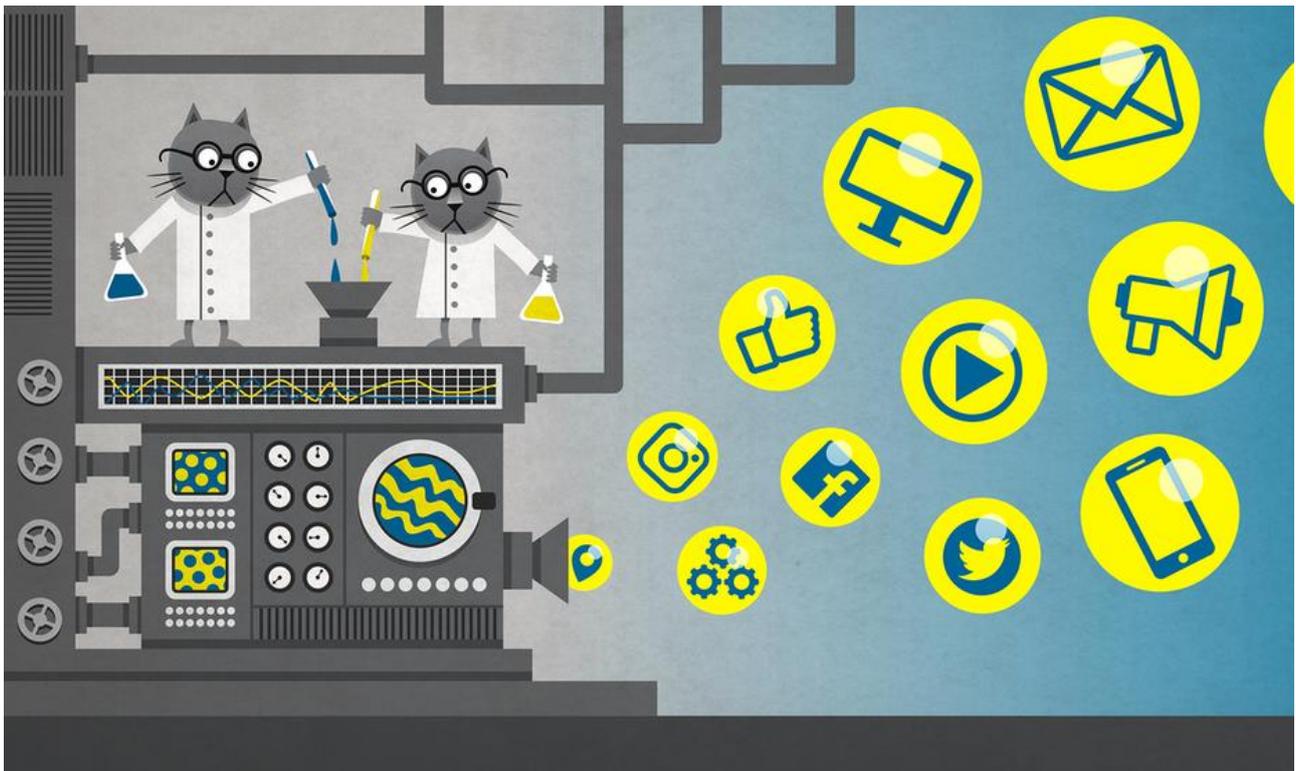
A positive and strong brand image is very difficult to create, but especially to maintain, and the costs are not negligible. There are many brands that practically everyone knows, such as: Coca-Cola, Parker, IBM, Microsoft, Apple and many others, but they needed some time to create their own image.

Brands are those intangible resources that need to be developed day by day and maintained with great care. The characteristics of a brand are: reputation, trust and recognition among customers.

Usually, every entrepreneur who wants to become a successful entrepreneur and form a brand over time, aims to make his product or services relevant to the target audience.

If we were looking for a definition of the brand concept, we would say that the brand is the design, symbol or identity offered to a product or service in order to differentiate it from competitors' products or services.

While many people appreciate the brand as a logo, as a brand, it needs to be specified that the brand is something more than these. A brand includes consumer confidence and loyalty. The brand identity is described as providing security to the customer, and this perspective is beneficial. The brand gives people the measure of things - an indicator of their expectations and the assurance that promises will be kept.



Even the signatures on paintings of famous artists such as Leonardo da Vinci can be seen as a branding tool.

Starting in 1940, some entrepreneurs began to draw attention to the originality of products and services, began to promote slogans and attract as many customers as possible for a longer period of time.

Proper branding can lead to considerable sales not only of a single product, but also of other products associated with the brand. For example, if a customer loves Coca-Cola, they will definitely try other products from The Coca-Cola Company, such as Fanta or Sprite. In this sense, sales revenue will increase more and more every day.

People involved in branding try to develop or align the expectations behind the brand experience, creating the impression that a brand associated with a product or service has certain qualities or characteristics that make it special or unique. A brand is therefore one of the most valuable elements in an advertising theme. The art of creating and maintaining a brand is called brand management and it takes a colossal job to get the results you want.

USUALLY, A BRAND CONSISTS OF SEVERAL ELEMENTS:

- Name - the word or words used to identify a company, product, or service;
- Logo - the visual mark that identifies the brand;
- Slogan - for example the slogan of the Petrom companies: "The essence of the movement" or McDonald's: "I'm lovin'it";
- Graphics - for example the dynamic white ribbon on the Coca-Cola bottle is a component part of the brand;
- Shape - here as an example we can use the shape of Volkswagen Beetle cars, which is unique in its kind and is the trademark of this brand;
- Color - Owens Corning is the only brand of glass insulation that can be pink;
- Sound - a unique tone or set of notes that identifies a brand. An example of this is NBC chimes;
- Smell - for example the perfume No. 5 Chanel, with the smell of rose and jasmine is registered as a trademark of this brand;
- Taste - as an example we can serve the brand of the Kentucky Fried Chicken company, which is a registered trademark, containing a special recipe with 11 herbs and spices to prepare fried chicken.

BRANDS PLAY AN IMPORTANT ROLE IN THE DEVELOPMENT OF COMPANIES, BECAUSE THEY BRING A NUMBER OF BENEFITS TO THEM.

What are the advantages that brands bring? What is their role? I will try to answer these questions further:

- Well-known brands offer manufacturers the guarantee of finding the best distributors. They are much more receptive to a famous brand.
- Successful brands allow you to set a top price, justifying the additional marketing and production costs. This derives from the trust that the brand brings.
- Brands help you gain consumer loyalty because of the feelings of trust and affection they trigger.
- Brands make it easier to introduce new products to the market by exploring "brand equality".

- Brands offer the opportunity to approach new market segments. For example, food manufacturers often create sub-brands with dietary versions of the main products.
- Brands can extend the life cycle of the product. Given that brands combine respect and trust, careful marketing can exploit these qualities, invigorating stagnant products. For example, the Danish manufacturer Lego produces toys associated with various motion pictures.
- The brand is an important side of the sales process. Having a strong brand means reducing the risks of the business. Brands are considered to be the most valuable assets of a company. They cannot be copied and once formed lead to guaranteed long-term success.

HERE ARE SOME TIPS FOR THOSE WHO WANT TO CREATE A STRONG AND RESILIENT BRAND OVER TIME:

1. Understand how the brand will be used. Will it be used to give customers confidence, to allow them to set a higher price or to trigger the buying momentum? Try to understand what benefits the consumer brand offers and how much trust and security it offers them.
2. Know the meanings of the brand for consumers and focus on them. Make sure that the tone used in marketing communications is appropriate to the values of the brand and the specifics of the target audience.
3. Identify how the brand differentiates the product from the competition and decide on the attributes you would like to highlight.
4. Make an analysis of the brand to determine how strong it appears in front of customers. This detail will show you how you can use the brand in new markets.
5. Make sure you invest enough in the brand and find out how you can strengthen it. An active management of the brand will outline its values for consumers and will bring you the necessary loyalty.
6. Brands make a difference, that's why they are of major importance. Brand loyalty is proof that consumer preferences are not always determined by the lowest price. Brands decrease price elasticity and this means that brands will ask for and receive higher prices because they are unique and cannot be repeated by other products or services.

BRANDING IS STRATEGIC. MARKETING IS TACTICAL

If we talk about brand this is ultimately what determines if you will become a loyal customer or not that much. The marketing may convince you to buy a particular car for example Mercedes and maybe it's the first foreign car you ever owned, but it is the brand that will determine if you will only buy Mercedes for the rest of your life.

However, marketing may contribute to a brand, but the brand is bigger than any particular marketing effort. The brand is what remains after the marketing has swept through the room. It's what sticks in your mind associated with a service, product, or organization—whether or not, at that particular moment, you bought or did not buy.

If we look at a brand we can see is very diverse. Very important among these things is the lived experience of the brand. Did that car deliver on its brand promise of reliability? Did the maker continue to uphold the quality standards that made them what they are? Did the sales guy or the service center mechanic know what they were talking about?

BRAND DIFFERENTIATION ISN'T THE KEY

Lets look at the brand differentiation concept. During the years many marketers have been told to differentiate themselves, but they did not come to a success. Differentiation is the idea that there is a different perceived meaning behind every brand—the key here being perceived, whether or not the brand meaning is actually different. In case if consumers do not perceive a difference, it may as well not be there. Differentiation is the “reason to buy” for the consumer. Academics have touted that brands will only succeed if their consumers perceive them as different from their competitors; however, research has shown that brand perception scores actually tend to be quite similar.

For example, consumers will likely rate companies LaLa, UlaUla, and CicaCica similarly on attributes such as how trustworthy or efficient they are and their rapport or relevance. Not only that, but the attributes consumers associate with particular brands tend to overlap with those of other brands. In other words, category leaders aren't associated with unique attributes: Lenovo stands just as much for “innovation” in consumers' minds as Toshiba does.

This isn't to say that there are no differences in perception. Obvious functional aspects of a brand are reflected in perception surveys: Chinese brands are perceived as Chinese, German brands as German, and luxury brands as luxury.

In 2012, a well-respected communications journal published a case study on a forestry service in the U.S., identifying a lack of brand differentiation as the reason for their demise. They wrote that the forestry brand "lacked differentiation from similar organizations," with participants sometimes unable to distinguish between the organizations. Interestingly enough, the journal extended this finding to all public organizations, recommending that they must differentiate themselves accordingly in their spaces. This finding highlights the fact that the importance of differentiation is still a firmly-held—albeit mythical—belief.

We can see, then, that we have just stumbled upon the first marketing myth in this post. Top brands aren't perceived as radically different. In fact, brand differentiation is consistently quite weak across the spectrum, regardless of size: consumers simply don't perceive brands within a category as being particularly different.

This brings us to our first important conclusion: differentiation isn't occurring at the brand level. Top brands have many competitors that look like them, and we already know that their customer bases look similar too. Brands shouldn't pour money into appearing different, or creating a category apart from their competitors, as customers don't need to see differentiation to buy into a brand. Consumers will continue to buy Coca-Cola, even if they don't rate it as particularly different from Pepsi.

HOW TO DEVELOP YOUR BRAND STRATEGY

When you are thinking of developing a brand strategy is important to identify three core components of your business to use as a blueprint for marketing tactics:

- **Purpose:** This explains why you are in business and the specific customer needs you fulfill.
- **Consistency:** Be able to define what allows you to provide your services day in and day out.

- **Emotional Impact:** This is what helps form a bond or a connection between you and your customers. A brand strategy should develop this impact and build upon it.

Developing a brand strategy can be one of the most difficult steps in your overall marketing plan, but it is important because your brand identity is communicated frequently and consistently in multiple ways throughout the life of your business.

You also need to identify the key components of your business and the focus of your marketing plan, you have the basis for crafting your brand strategy. Remember that an effective branding process creates a unique identity that differentiates you from the competition and can be the heart of a competitive strategy.

Also is important to understanding and defining these components of your business and determine your target audience, identify your competition, decide on a mix of products and services on which to focus and establish a unique selling proposition.

HOW DO YOU BUILD A BRAND?

You need to remember that branding is much more than just a cool logo or a well-placed advertisement. ***You need to do more.***

What is a brand?

Simply put, your brand is defined by a customer's overall perception of your business.

Your brand is your reputation!

You need to remember in today's market, that a successful brand should consist of few elements important for our prosperity and development:

- Environment (storefront or office)
- Print collateral, signage, packaging
- Content publishing

- Website & online advertising
- Sales & customer service

Building a brand is definitely an intense process. You need to put lots of effort in order the results to be for long-term with your customers.

This comes with a lot of benefits like a steady increase in sales, more projects, word-of-mouth referrals, and advocacy for your products or services.

The definition of brand building is to generate awareness about your business using marketing strategies and campaigns with the goal of creating a unique and lasting image in the marketplace.

If you want to do good for people and help others you can do it by improving your product or service.

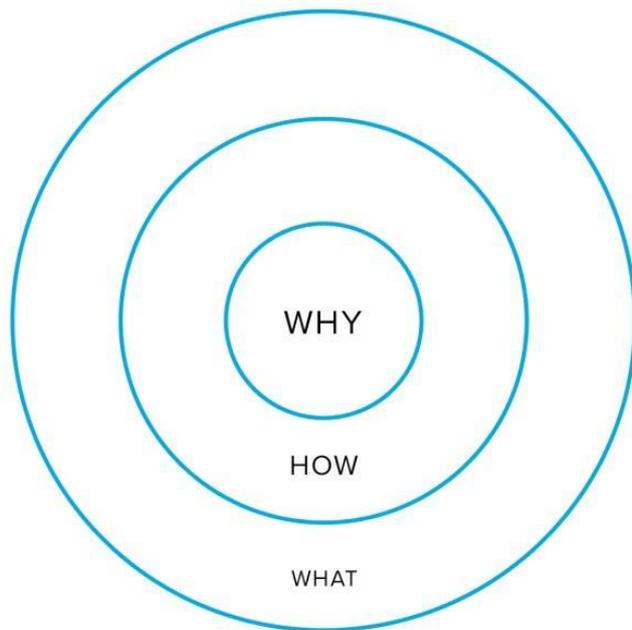
There are four questions you should ask yourself when defining a brand purpose:

- Why do you need to care?
- What you will bring that is special?
- What problem do you solve?
- Why you will make a difference for people?

You can use elements for your branding like a tagline, slogans, voice, messaging, stories, visuals and more.

So dig deep and find those nuggets of truth which can distinguish your brand from others.

This concept can help in identifying the purpose behind anything in business or life, really.



The Golden Circle

People don't buy what you do;
they buy why you do it.

The goal is not to do business
with everybody that needs
what you have.

The goal is to do business
with people who believe what
you believe.

SIMON SINEK

The Golden Circle:

- **What** – the products or services you offer to your customers
- **How** – the things that differentiate you from the competition
- **Why** – the reason you are passionate and why you exist

In the following video you'll see below, Sinek explains how to truly differentiate a brand when most of them fail.

Sit back and take a look:

"People don't buy what you do; they buy why you do it."

The goal is not to do business with everybody that needs what you have.

The goal is to do business with people who believe what you believe."

– Simon Sinek

You too can use The Golden Circle as a starting point to identify your unique brand purpose.

BRAND RESONANCE PYRAMID (PHILIP KOTLER SUMMARY)

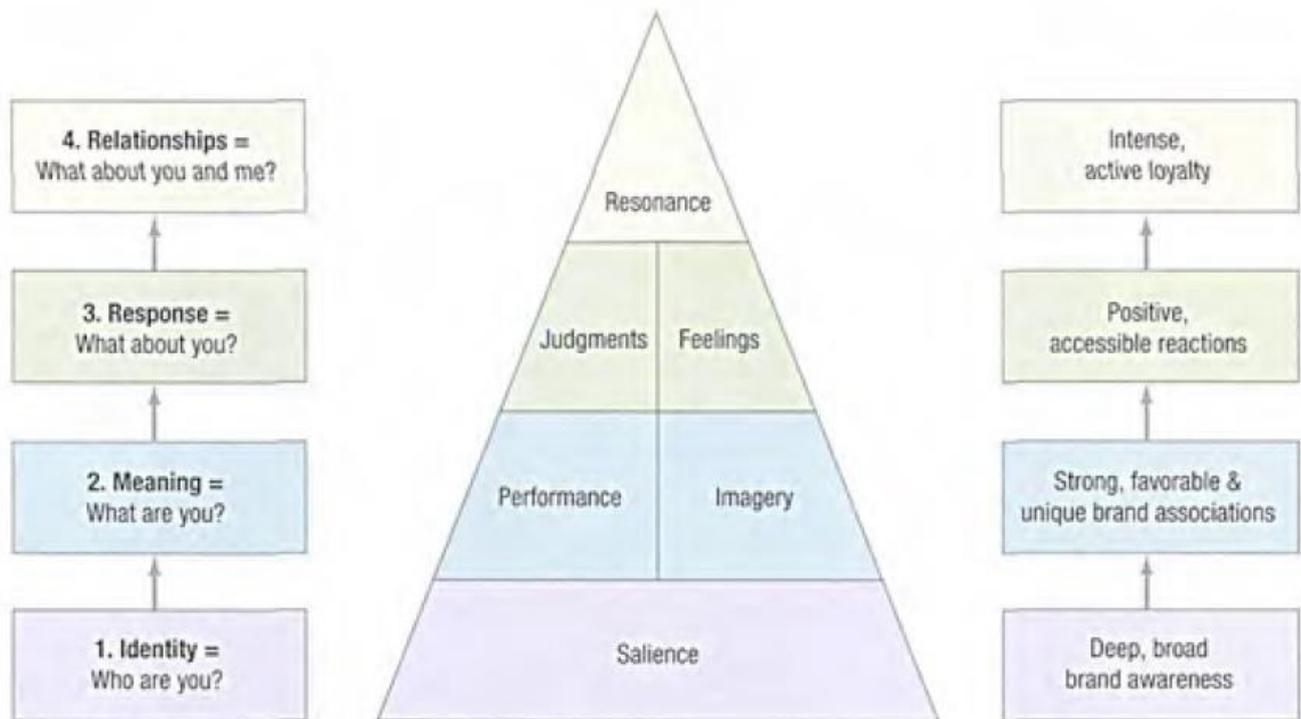
The brand resonance model also views brand building as an ascending, sequential series of steps, from bottom to top. The steps are as below:

- Ensuring **identification** of the brand with customers and an association of the brand in customers' minds with a specific product class or customer need
- **Establishing** the totality of brand meaning in the minds of customers by strategically linking a host of tangible and intangible brand associations
- **Eliciting** the proper customer responses in terms of brand-related judgment and feelings
- **Converting** brand response to create an intense, active loyalty relationship between customers and the brand.

Thee **Brand Resonance Pyramid**, enacting the four steps. They build the six “brand building blocks” with customers. These brand building blocks can be assembled in terms of a brand pyramid. The model emphasises the duality of brands—the rational route to brand building is the left-hand side of the pyramid, whereas the emotional route is the right-hand side.

Example:

MasterCard is an example of a brand with duality, as it emphasises both the rational advantage to the credit card, through its acceptance at establishments worldwide, and the emotional advantage through its award-winning “priceless” advertising campaign, which shows people buying items to reach a certain goal. The goal itself—a feeling, an accomplishment, or other intangible—is “priceless” (“There are some things money can’t buy, for everything else, there’s MasterCard.”).



The creation of significant brand equity involves reaching the top or pinnacle of the brand pyramid, and will occur only if the right building blocks are put into place.

- **Brand salience** relates to how often and easily the brand is evoked under various purchase or consumption situations.
- **Brand performance** relates to how the product or service meets customers' functional needs.
- **Brand imagery** deals with the extrinsic properties of the product or service, including the ways in which the brand attempts to meet customers' psychological or social needs.
- **Brand judgments** focus on customers' own personal opinions and evaluations.
- **Brand feelings** are customers' emotional responses and reactions with respect to the brand.
- **Brand resonance** refers to the nature of the relationship that customers have with the brand and the extent to which customers feel that they are "in sync" with the brand.

Resonance is characterised in terms of the intensity or depth of the psychological bond customers have with the brand, as well as the level of activity engendered by this loyalty. Examples of brands with high resonance include Harley-Davidson, Apple, and eBay.

Creating a brand competitor research spreadsheet

Competitor research is a key element of your own brand development. Start by creating a brand competitor spreadsheet for comparison. You can use Google Sheets, Excel, or even just a notebook.

COMPETITOR	MESSAGE & VISUALS	QUALITY OF PRODUCTS OR SERVICES	REVIEW & MENTIONS	MARKETING EFFORTS
01				
02				
03				

Then, answer these fundamental questions.

- Is the competitor consistent with **messaging and visual identity** across channels?
- What is the quality of the competitor's **products or services**?
- Does the competitor have **customer reviews or social mentions** you can read about them?

- In what ways does the competitor **market their business**, both online and offline?

Choose a few competitors, two to four (2-4) is a good number for your comparison chart. You might want to take a look at other local businesses, or even aim to benchmark against name brands.

Personal branding is a theme that, to my joy and fulfillment, is becoming increasingly popular. This is why I feel like explaining once again (and I will do it whenever it is needed) why the personal brand is important for each of us and why we will only gain from its creation.

WHAT IS A PERSONAL BRAND?

The way people around you perceive you reflects your personal brand. What comes to mind when they hear your name? A perfect professional / a strong personality, with a lot of positive energy / an expert in his field / influencer in any aspect / etc.

By the way, the personal brand exists, whether you work on it or not. It revolves around the content you post, from social and search advertising to blog posts and sites.

As long as you are not actively involved in building your personal brand, you have no control over it. Once you take control of your personal brand, you can coordinate the process and show the public exactly what you want them to see.

What does it mean to work on your personal brand? It means deciding how you want to be perceived by those around you, what qualities of yours you want to bring to the fore and, depending on that, to set the goals and objectives you will pursue.

It's not about being fake. You don't create a movie character (even if that can be done easily, but it's definitely not my mission). Instead, take care of your own personality aspects and present yourself in the best possible light to achieve your goals.

Think about who you are. This is about your personality, your hopes, your dreams and your motivations.

In essence, you are yourself. Remember this.

Brilliance Review challenged me to convince them why Humanity needs Personal Branding ?!

Ok, let me give you some more reasons to invest in your own personal brand, if you are not yet completely decided:

YOU ARE MORE VISIBLE. ONLINE & OFFLINE.

When you start working on your personal brand, you become more visible to your audience. People can find you with a simple Google search and easily interact with you on social networks or at various events.

Identify what you want to share with your audience and don't forget to respect both your own and your loved ones' limits.

YOU GROW THE NETWORK OF PEOPLE YOU KNOW.

As you develop your brand, you will grow a growing network of people in your field, potential customers, partners and simply good people in all fields. This network is a huge advantage when it comes to growing your business. I don't think I need to explain why

IT WILL BE EASIER FOR YOU TO PROMOTE ANY SERVICE OR PRODUCT.

Many of the people I work with personally attend events to promote their business and secure new clients. That works! It is the personal brand that turns social events into excellent conversion machines.

YOUR BUSINESS WILL BECOME MORE PROFITABLE.

Do you have a business? Or maybe you're directly responsible for the sales of the company where you work? Whatever the situation, personal branding can increase revenue and profits. People buy from people. Companies tend to go secondary when a person

recommends a product in front of them. While you and the business are two distinct entities, they will naturally intersect, and that is only to your advantage.

THE BRAND WILL HELP YOU BUILD PARTNERSHIPS.

Partnerships are a great way to join forces and improve both participating brands. When you create a product with another professional, each gets access to the other's audience segments. In addition, you split the work in half, which makes the process considerably easier.

SURPRISE COLLABORATIONS, WELCOME!

The rabbit can jump where you least expect it. Your personal brand can attract offers you didn't even hope for!

YOU WILL INCREASE YOUR SELF-CONFIDENCE.

Although, at first, you may feel a little uncomfortable when working on your own brand, as you overcome your anxiety, you will feel confidence in your strengths increase. You will no longer be reluctant to share personal details with the public, to be in front of the camera / video and other aspects of personal branding from which you later begin to receive pleasure and... money.

YOU DECIDE WHAT YOUR BRAND IMAGE IS.

Be objective about everything you share with the audience. Personal branding allows you to control the information that becomes public about you. Even if you make a mistake, you are still in the driver's seat, and you can always find a way to navigate the future, while maintaining control over your personal brand. You decide.

YOUR CREDIBILITY WILL INCREASE.

Credibility is extremely important to an expert. The more credible you are, the more likely people are to invest in what you promote. Whether you are a mother with 3 children who shares her expertise with the public or a professional, people will believe in you only when they know you better. Personal branding gives you the chance to provide valuable content and educate people who are interested in what you know and what you do.

IN CONCLUSION...

Personal branding is the trend of the present and the future. Everyone needs a personal brand, not just celebrities. The right strategy will bring good results - it only takes a plan of action, a little time, patience and dedication!

If you want to build your personal brand, the most important thing to know from the beginning is:

Who you are matters more than what you do.

There are many entrepreneurs, speakers, marketers, business or financial consultants. What brings some of them out in front of them has more to do with the way they are and present themselves than the work they offer.

People gravitate towards other people - the main point (and added value) of personal branding.

THE VOICE

It turns out that the voice you speak with is the most important part of the strategy. How you choose to express that voice remains to be determined depending on the Personal Brand you choose.

- a) If you are a writer, your voice is expressed in writing.
- b) If you are a musician, your voice is expressed through musical instruments.
- c) If you are a model photo, your voice is expressed through the eyes. (I guess)
- d) If you are an entrepreneur or speaker, your voice is expressed by... voice

For a memorable Personal Brand you don't need to have a good voice. Or super good.

It's about having your own voice. A unique voice. Identifiable only to your style

How you present yourself is what gives your voice a wardrobe, and another layer of expressiveness.

- Steve Jobs had a black turtleneck.
- Mark Zuckerberg has a sweatshirt.

It's not about appearing in a fashion magazine. It is about being in tune with who you are and in balance with your values.

- A) Maybe your style is to wear a bow tie all the time.
- B) Maybe it's training pants and loose shirts.
- C) Or maybe you like to look homeless.

What makes you comfortable is for you. What makes you feel good is for you.

MANNERS

A part that is usually left to a part of the personal brand building strategy.

Although, manners say more about you than the things you actually say.

- Do you have a strong or soft handshake?
- Do you maintain eye contact or do you quickly look elsewhere?
- Do you keep the door for the one behind you?
- Do you swear in various circumstances or do you censor yourself?
- Do you look at the phone every 5 minutes or are you present with the person you are with?
- All such details contribute to your overall picture, and should not be forgotten.

YOUR CIRCLE

- 1) You can learn a lot about a person when you meet their friends.
- 2) The people you associate with have a greater impact than you think on your image.
- 3) A large part of the growth of the Personal Brand depends on the people you collaborate with, with whom you work and who finally receive your approval and time.

You are the product of the 5 people you spend the most time with.

For the simple reason of developing positively, pay attention to the people you give your time to.

HABITS

Don't let a single success define your personal brand. A single victory is not a long-term strategy.

People are excited about a victory over a defined period of time.

- 1) What do you do every day?
- 2) What do you do every morning?
- 3) How do you start your day at the office?
- 4) How do you solve the problems that arise?
- 5) What inspires you?
- 6) How do you develop yourself?

Our habits are what build us as human beings. All habits are what build a strong and meaningful Personal Brand.

If you want your audience to stay with you for a long time, don't rely on a single victory. Build on your habits and build new habits.

YOUR WORD

Whatever your goal for building your personal brand, you need to realize that what makes you unique is based on you as a person.

That means that whatever you say, you have to support. You have to believe in what you say and take it to the end.

If you say you're going to do something for your audience. Do it.

If you promise something, keep your promise.

Your connection with the people who follow you comes down to honesty, integrity and loyalty.

Keep your word, whatever it is.

UNDERSTANDING

What builds, grows and makes your personal brand more visible is one thing: understanding
Why?

Because it rewards both you, as a creator, and your audience.

You constantly learn who you are. Through constancy you discover your voice, style, habits, manners. Understanding is the way you make the aids step by step to who you want to be.

Understanding is the way you grow.

You also constantly increase loyalty, you create intrigue and suspense. You are understand attracting more and more people.

Without understanding, none of the above points matter. Not at all. Building a personal brand is not about writing an article and then sitting around and receiving applause.

Creating a Personal Brand is a lifestyle.

It is a promise and a commitment made with you, that as you discover your path and travel through life, you will make time to share the knowledge you have gained with others.

That means sharing your knowledge network every day.

BRAND BUILDING EXAMPLES

BRAND BUILDING EXAMPLES VIRGIN AMERICA

Virgin America is known for its friendly and reliable customer service, and its voice constantly builds that brand.

On Twitter, notice their personable style—using location-based humor in this instance. They also reinforce the value that they bring to their customers—guaranteeing power outlets on every flight.

Fish sticks will fly at Pike Place before we ever offer a flight without power outlets.
#FleetWide

— Virgin America (@VirginAmerica) August 4, 2015



Let your brand personality shine.

Customers aren't looking for another cookie-cutter company that offers the same thing as everyone else.

They are looking for an experience tailored to their needs, backed by genuine personal interaction.

Wondering how to brand your business in a unique way? Make your personality stand out in every aspect of your brand building process.

Be consistent with this brand personality across all points of contact.

It can be as simple as:

- A conversational voice in communication (using "I", and "you")
- Sharing behind-the-scenes content
- Telling stories about real experiences
- Describing your products/services in a quirky manner

Build a brand story and messaging.

When building a brand, tell customers succinctly a story.

Use the business voice you have chosen for your brand.

Your messaging should be intricately associated with your brand and conveyed consistently.

This part of the brand development process goes beyond your logo and tagline to define the key aspects of:

- Who you are
- What you offer
- Why people should care

A brand story is an opportunity to communicate on a human level, making a direct emotional connection with your consumers.

What this means, is that the language you use should be understood immediately while striking an emotional chord.

Make it simple and clear.

Most importantly: when creating a brand story, address not what your product can do...but why it is important to your customer.

BRAND BUILDING EXAMPLE: TOMS SHOES

TOMS Shoes has built a huge social following and overwhelming positive brand perception.

They clearly define their message front and center on their website: *“Improving lives. With every product you purchase, TOMS will help a person in need. One for One.”*

This story is carried out through every touchpoint a consumer has with the brand.

Create a brand logo & tagline

Yes you plan to build a brand, visuals probably come to mind first. We haven't even talked about these until this deep into the branding process!

This step may be the one where you need help with creative execution.

The most exciting (and arguably the most important piece) of the brand building process, is to create a brand logo and tagline for your company.

This logo will appear on everything that relates to your business. It will become your identity, calling card, and the visual recognition of your promise.

So be willing to invest the time and money by creating something exceptional to reinforce the visual identity for your business.

Need help branding your business? Hire a professional designer or branding agency with logo and identity design experience, to help make your brand stand out.

Their expertise will ensure that you get a unique and timeless mark for your business.

A designer can also develop brand guidelines, to ensure consistency for any future application of the logo and associated brand color palette or fonts.

A strong brand style guide will include the following things:

- Logo size and placement
- Colour palette
- Typography and fonts
- Iconography
- Photography/image style
- Web elements



Integrate your brand into every aspect of your business

An good example is if a client walks into your office, or a customer walks into your store—your brand image should be on display both in the environment and with personal interactions.

Anything tangible—from business cards to advertisements, to packaging and product—needs the stamp of your logo.

On any digital platform, ensure that your brand looks the same everywhere. Use your brand style guide to create consistency with visuals such as color and logo use, fonts, photography, etc.

Your website is the most important tool for marketing your brand. When you design your website: incorporate your voice, message, and personality into the content.

Profile pages for social media networks should be branded visually, and with your chosen voice for engagement.

For those venturing into podcast audio, adhere to a theme that supports your brand message, value, and voice.

BRAND BUILDING EXAMPLES: WARBY PARKER

Warby Parker has managed to quickly develop a brand that is unique and best in class. Their innovative product home try-on experience, retail environment, and digital content marketing efforts are perfectly tailored to the lifestyle of its target audience.



Stay true to your brand building

Unless you decide to change your brand into something that is more effective based on measured consumer response, **consistency is key**.

Once you establish a brand voice, use it for every piece of content you create. (See above, *Step 6 in the brand building process*.)

Document all the brand guidelines you create and distribute internally for reference.

What is brand building worth, if it is not consistent? Don't constantly change your branding. The inconsistency will confuse your customers, and make long-term brand building more difficult.

BRAND BUILDING EXAMPLE: STARBUCKS

Starbucks is the world's leading specialty coffee retailer, and their brand has always promised to bring people together.

The Starbucks mission?

“To inspire and nurture the human spirit – one person, one cup and one neighbourhood at a time.”

That's why at every store you'll find free Wi-Fi, large tables, and soothing music to make chatting with others easy. They always write your name on your coffee for an extra personal touch.

Even despite a logo change in 2011 (removing the company name!), the Starbucks brand perception remains strong. When you see that simplified green mermaid logo, what do you feel? I guarantee it's something.

Once you establish a brand voice, use it for every piece of content you create.



Be your brand's biggest advocate.

When you build a brand that works for your small business, you (and your employees) are the best advocates to market your brand.

No one knows your brand better than you, so it's up to you to spread the word.

When hiring employees, ensure that they are a culture fit—aligning with the mission, vision, and values of your brand.

Encourage employees to establish a personal brand that aligns with your company branding process, further strengthening reach.

Give your loyal customers a voice. Encourage them to post reviews, or share your content.

No one knows your brand better than you, so it's up to you to spread the word.

Building Brand Awareness in 2020

Let's review the ways to build brand awareness through marketing, engagement and community building.

Website User Experience

The website is important in marketing as is good for your business growth and brand building.

This is the place that your consumers will visit to learn more about your business, and take action when they are ready. Not only does the user experience have to be exceptional in order to convert, but your messaging needs to tell your brand story.

It's important to have all the right pieces in place when first launching your website, from registration to web hosting, to the right content management system (we recommend WordPress).

Your website has to load fast and be mobile-friendly (a responsive web design).

Your website is the most important marketing tool you have for business growth and brand building.

The majority of your brand marketing activities will drive traffic back to your website. Aside from a professional and beautifully designed interface, your content has to be compelling.

This brings us to the next element of a great digital brand strategy: SEO and content marketing.

SEO AND CONTENT MARKETING

The notion of SEO appeared in the 90's, being an abbreviation for Search Engine Optimization, ie: search engine optimization. At the same time, the same abbreviation refers to people who practice this "profession". In the early days of the Internet, when there were only "a few" sites in total (actually a few million, compared to the over 20 billion currently estimated) - search engines also appeared, which, although not at all sophisticated - indexed the content of the web is quite good and they were a starting point for browsing, thus representing an important source of traffic for websites. At the same time, specialists

realized the need for a conscious control in the process of increasing visibility in search engines, and this gave rise to a new science: SEO - search engine optimization, which aims to increase the quality traffic of a site.

This relatively new "industry" involves a set of operations performed by the promotion team to increase the position of a website in the search results list, for certain keywords or phrases that are interesting and relevant to the business.

This is done by controlling and improving the "ranking criteria", ie the factors that, taken together and analyzed by the search algorithm - lead to better positioning in the results pages. Depending on these criteria, SEO can be of two types:

On-site optimization - promotion measures are applied directly to the site in question and depend, but especially can be influenced only by the SEO team. Examples are: carefully writing titles and descriptions, eliminating errors, improving upload speed, image processing, optimizing the structure of URLs and internal links, using ads in moderation, etc. Overall - improving the visitor experience.

Off-site optimization - in which promotion is not directly related to the SEO team, but rather to the collective will of the Internet. This means that starting from an objective reality regarding the quality of a website - search engines always try to find measurable signals regarding the relevance and importance of the web page in relation to the analyzed search expression. These signals refer to the indicators of quality, performance and popularity, and as examples can serve: the number and quality of links to the analyzed page, the number of social interactions (Facebook like, share, comment, Tweet, +1 etc.), the context in which there are mentions, credibility and authority of sources, global and local search volume for those keywords, etc.

Due to the huge commercial potential of the Internet - shortly after the appearance of search engines, the so-called "spammers" appeared - those who practice immoral or illegal manipulation of rank criteria in order to improve SEO quality scores, respectively of site visibility. In the short term, these techniques may work, but practice shows that search engines are constantly fighting online spam and always eliminating potential "holes" in the system. At the same time, they publish official documents describing the "WebMaster's Guide to Conduct," that is, the moral, legal, permitted, and recommended promotion

techniques that any website owner should consider. Failure to adhere to these principles, in case of detection, can lead to the penalty of a site or even its definitive exclusion from the database.



Depending on the degree of morality of the techniques used, SEO can be divided into:

- 1) White hat SEO - promotion corresponds exactly to the policies suggested or insinuated by search engines. The techniques adopted are aimed at a positive experience for visitors, but not directly at increasing positions in the search results pages.
- 2) Black hat SEO - The purpose of promotion is to manipulate the search engines' perception of the quality (relevance and importance) of the site. Examples include: excessive use of keywords in titles and page content, hiding words behind images, serving different content to human visitors and robots that index the site, buying links or social interactions, over-optimizing anchor text, adding a large number of pages without valuable content, etc.
- 3) Gray hat SEO - a combination of the above two, in which although moral norms are followed, certain practices are still questionable and in the long run could be discovered and sanctioned.

Finally, along with the evolution of the Internet, the notion of SEO has evolved, so that now includes other branches that lead to increased traffic to a site through any source, not limited to organic searches (natural and unpaid search results).

SOCIAL MEDIA

If we check Savvy consumers we can see that they frequently use social networks to make the decision to purchase from a brand.

There are many questions not answered for example: How can your brand best educate, communicate and engage with customers and clients through social media?

Social media marketing best practices include the following activities:

- Selecting relevant content
- Publishing original content
- Engagement and community building
- Paid advertising

Social media strategy helps determine what to achieve in order to better connect with your community.

Every brand should be represented consistently across all social media networks via the posting of relevant, high-quality content. With social media, your aim for consumers is first to gain trust. Then become loyal. And then, advocate for your brand's products and services.

Did you know your highest click-through rate will come from the emails you send to your list? Don't underestimate the power of list building early on in your brand building process.

Think of your email marketing list as your most close-knit community, and treat your subscribers as such.

You can build a brand subscriber list through various opt-in forms on your website, such as:

- Pop Ups
- Sidebars
- Scroll Mats

- Slide-ins
- Lead magnet forms
- Landing page forms

The right content, at the right time, to the right person is critical for driving traffic to your website and increasing conversions from email. What's more, not all email messages need to be sales-driven, as consumers are in different points of the buyer journey.

Use the following types of email campaigns when targeting specific audiences within your marketing funnel.

- Promotional (standard/seasonal)
- Non-promotional (blog)
- Newsletter
- Welcome series
- Drip campaign
- Cart abandonment (ecommerce)

Email is king when data proves that email marketing efforts have an average ROI of \$44 for each \$1 spent!

TOOLS FOR BUILDING A BUSINESS BRAND

Create your image, make yourself known and give your customers what they want. Leave the ego at home! Of all the companies that have created a brand, Starbucks is still the best benchmark. Starbucks has made the act of buying a coffee an experience. He succeeded in creating a successful brand: a unique name and a memorable logo, which made coffee not just a simple coffee, but a comfortable, welcoming place to go and be seen.

The Starbucks brand has created a real culture. Here's how your company can do the same:

STEP 1: OUTLINE YOUR IMAGE

Creating brand perception requires you to be intrusive. You try to position yourself in the relationship with people who do not want to change their buying decisions. The brand must be strong enough to get consumers out of their daily routine.

It all starts with a name. With a sufficient frequency of the message, any name can become memorable. It could be a very explicit name. Even if it's a two-word name or makes an obscure reference, it must have the power to create a lasting emotional connection (think of Starbucks again). Obscure names are unique compared to the competition and often become the most restrained and popular. It could also be a familiar name that shows that the person behind the brand name has credibility in that business, pride and morality.

Your logo is as important as your name. The logo is the first connection that the consumer makes with your brand. The first thing you need to take care of is for your brand to answer questions like: Who are you? What are you doing? What advantages does it bring me?

There are some aspects to the design of the logo:

- It must reproduce very well in various sizes and under different types.
- It should reflect the feelings of the target audience.
- Its intention and message should be perfectly clear.
- It should be easy to recognize.

A logo should reflect emotional ties as well as personality. Intelligence in the concept of the logo should determine the consumer to have a reaction - when you explain what you do and when you try to convey the personality of your business.

STEP 2: MAKE YOURSELF KNOWN!

Branding happens in the minds of consumers. The promises behind the brand create attraction, but the fact that you are conveying the message is what makes consumers take action.

Traditional media exposure - advertising, promotion, direct marketing, events, even search engine marketing - costs money, and many of the businesses that are at the beginning of

the road do not have that money. Social media is a great tool for money-strapped entrepreneurs.

Here are some ideas for building an effective online brand using Twitter, Facebook, YouTube, blogs and other social media tips:

- Listen, don't talk continuously. Gone are the days of saying whatever comes to mind. First listen to the conversation, then participate in it.
- Ask, don't say. The goal is to develop change. Impose your opinion and you will end the conversations before they even begin.
- Be real, create a story. Behave like your brand. Give him personality and credibility.
- Be interesting and generous. Participate in discussions by offering and sharing your experience.
- Be interested and respond. Listen to a person's needs and then share your experience in a personal way with the sole purpose of helping.
- Take a break and say "thank you." Reward those who follow you with something special and exclusive. Appreciate them because they are loyal to your brand and let you enter their lives.

STEP 3: FIND OUT WHAT THE CONSUMER WANTS

In launching a limited budget business, the potential for creating a brand is often based on the entrepreneur's confidence in his idea, rather than the confidence shown in market intelligence. That doesn't always work.

To increase the chances of your brand becoming a success, you need to know five things.

- How strong is the perception of the brand and what would make it stronger?
- What is the real level of consumer satisfaction for competing brands?
- Will the brand be able to make emotional connections with consumers who do not currently exist in the market segment?
- What percentage of the market will consider the change, thinking that your product is the best solution for it?

- How much brand awareness can you gain for your brand?

The answers to these five questions will determine the chances of success of your brand. There are various methods of researching consumer behavior, such as focus groups and e-mail studies, which show what drives consumers to recommend the brand to their friends. If cost is a concern, what you need to do is take the pulse of the market, observe consumer behavior over a relevant period of time, and consider each type of consumer behavior.

To succeed, you need to know what the true perception of the brand is, how many people hate it, how many consider it strong enough to vote for it and what is the level of acceptance compared to the competition. Most successful companies choose a competitive position when they know their brands can win.

Branding experts sigh every time they see a "Go Daddy Girl" in a tight top on their TV screens, which happens between 500 and 900 times a week on cable TV. The company's branding strategy has little to do with such things, dealing with domain registration and website hosting, and this suggestive marketing alienates part of its potential consumer base.

But it's hard to argue with the results. In 2005, the company had 16 percent of the new market segment. After Go Daddy aired its first Super Bowl commercial, featuring Janet Jackson's drassing, its share rose to 25% in just a few weeks. Six years later, Go Daddy owns more than 50% of the new domain name market, and the company has a household name - even though a large number of people still don't know exactly what it's doing.

"It sounds so simple: if something works, I keep doing it, and when it doesn't work, I stop, I give up," says Bob Parsons, founder of Go Daddy and CEO, and the brain behind the brand strategy. "The weirder the brand name, the better it works. The idea is to be funny."



But in reality, - including the unusual name and the child (like a big man with sunglasses and a star on his head) - is a classic advertisement. It creates curiosity and promotes name recognition, something that most technology services have never done so well. But what really defines the company's success is that once customers discover something, they are curious to know more.

"None of this branding stuff will work if you can't do it," says Parsons, noting that of his 3,000 employees, 1,800 work in customer service. "We offer the best services in the world. We call customers to thank them even for \$ 10 purchases."

Go Daddy tried other methods of advertising, including using busy mothers and call center services. "We've taken domains and sites, which takes a lot of effort, getting consumers to pay attention," says Parsons.

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Brand Identity Breakthrough: How to Craft Your Company's Unique Story

Designing Brand Identity: An Essential Guide For The Whole Branding Team

Building a StoryBrand: Clarify Your Message So Customers Will Listen

Branding can be one of the most significant things you can do for your new or existing business.

CHAPTER 6 - TECHNIQUES AND METHODS FOR WORKING MOTIVATION

INTRODUCTION

A problem that fascinates and at the same time gives the psychologists but also the managers of the organizations a headache is the question "why are people motivated to do something?". Trying to build a list of reasons why people engage in different actions is difficult, but we can try to list a few: the intrinsic desire to achieve something, social comparison, social pressure, personal aspirations, the likelihood of success, habit, increased self-esteem of self, etc. (Warr next to Furnham, 1997).

The goals of the organizations can only be achieved through the joint effort of its members. One of the conditions for which some organizations are more efficient and productive than others, is given by the quality and quantity of the efforts made by its employees, efforts that are related to motivation. To work well, people need to be strongly involved in their work and eager to achieve certain goals, from the simplest (such as the desire to make money or get home faster), to the most complex and useful to the organization (to accomplish important things, to find new efficient methods, to do what they like).

THE NATURE OF HUMAN MOTIVATION

From the perspective of work psychology, motivation is defined as the sum of the internal and external energies that initiate, direct and support an effort oriented towards an objective of the organization, which will simultaneously satisfy the individual needs (Robbins, 1998). From this definition three key elements result: *effort, organizational goals and tasks*.

Effort is a quantitative measure of intensity. Thus, a highly motivated employee submits a sustained activity at the workplace. However, not every intense effort leads to job performance. The employee must channel these efforts to meet *the organizational objectives* as well, these forming the qualitative component of the effort, which gives value to the effort. The closer the personal goals are to the organizational ones, the greater the effort made will contribute to the results expected by the organization, as the failure to align these objectives will result in poor performance in the workplace.

The motivation must also be considered as a process of satisfying the needs. The need is an internal state of necessity that makes certain goals attractive. As long as it is unsatisfied, it creates an internal tension that stimulates the individual, engaging him in a behavior in which he seeks to satisfy the need and reduce the tension (Zlate, 1981).

For an individual to be motivated in the workplace, he or she must have the certainty that performing a certain activity will satisfy his or her own needs.

The motivation for an individual's work is determined by a number of *motivational factors* : *intrinsic* (individual) and *extrinsic* (organizational). In the general pattern of motivation, the combination of these factors will determine a motivated (or not) individual behavior in order to achieve the expected performance.

THE MANAGERIAL CONNOTATION

Motivation is one of the most important responsibilities of managers, they need to find the best ways to get their subordinates to achieve job performance. An important thing in the organizational environment-often insufficiently emphasized-is that the employee alone is able to motivate himself because the motivational processes are triggered and coordinated from within the human being. The manager's role is to identify and specify in what way the achievement of the organization's objectives ensures and satisfies the own needs of the employees.

The concept of motivation for work has changed over time, with the development of different approaches of management and organizations. A brief incursion, however incomplete, would help us understand the vision of motivation at work (Druță, 1999; Mullins, 1989):

- *The concept of rational-economic motivation.* Its main representative, F. Taylor, believes that employees will work harder if they get high salaries, and their performance would be limited only by fatigue.
- *The social conception of motivation.* Researchers in the human-relations approach, through Hawthorne studies, have shown that people work to meet a wider range of needs, with social and recognition needs being important.
- *The concept of self-actualization of motivation* focused on the content and significance of tasks, stressing the importance of intrinsic motivating factors.
- *The concept of the complexity of the person* is based on adapting the managers to the particular situations and to the different needs of the employees.

Motivational theories try to explain how to start, how to support a certain behavior, how to direct and stop it. Focusing mainly on content or motivational processes, these theories have been divided into:

- *Content oriented theories of motivation.* They try to answer the questions "What motivates people? and "WHY do people behave in a certain way?". This category includes the models: Maslow's hierarchy of needs, McClelland's model of achievement motivation, Alderfer's ERG model, Herzberg's bifactorial theory.
- *Theories oriented towards the motivational process,* which try to answer the questions "HOW does the motivation appear?", "WHAT are the modalities and the relationships between the different factors involved?". Representative are the models: expectations (Vroom), equity theory (Adams).

MOTIVATION AND SATISFACTION AT WORK

DEFINING ORGANIZATIONAL MOTIVATION

Over time, the concept of motivation has been offered different interpretations depending on the purposes that were the basis of the analysis, but in general, by motivation is designated the "internal state of necessity of the body that guides and directs the behavior in the direction of satisfaction. and so of removing it".

According to the Explanatory Dictionary of the Romanian language, "motivation is all the motives or motives (conscious or not) that determine someone to perform a certain action or to aim for certain purposes". It follows that the basis of human conduct is always a set of mobiles that support the execution of certain actions and which sensitize the person differently to external influences, making him more or less permeable to them. Thus, one and the same external influence produces different effects on different persons or on the same person at different times of its existence.

The term motivation comes from the Latin "movere", which means movement. Starting from here, we could deduce that whatever sets in motion the behaviour of the individual would fall within the sphere of motivation. However, as not only does motivation motivate the body, but also many other elements, the need for a more precise sphere of the notion of motivation arises. Thus, in order to differentiate the motivation from other forces or stimuli of the behaviour, we will consider it as being relatable to the individual decision-making process by which people operate on the type of behaviour that they will adopt in order to achieve the proposed objectives.

This way of interpreting motivation excludes instinctive or reflexive actions, focusing instead on individual choice.

DEFINING JOB SATISFACTION

"Job satisfaction can play an important role in the company's ability to attract and retain qualified personnel. Those who practice mental work have higher job satisfaction and better mental health.

In the context of the research on the various types of motivations of the organizational behaviour, of the establishment of the stimuli capable of evoking them, a large number of the researches regarding the satisfaction or dissatisfaction of the people in work have been carried out.

There is no definition of unanimously accepted job satisfaction. Definitions of job satisfaction:

"Satisfaction is any combination of psychological, physiological and environmental circumstances".

"Satisfaction is an affective state that results from evaluating one's job or experiences related to one's job"

The study of job satisfaction represents, one of the most controversial areas of research due to the methodological difficulties involved in identifying and operationalizing a huge number of variables that should be analysed: work content, work context, demographic and occupational variables, personality factors and not the last. row the sources of job satisfaction.

Job satisfaction is a complex way of relating each individual to the totality of their work situation. It may depend on individual factors-age, level of education, level of qualification, seniority in the company, seniority in the branch, organizational factors, climate-democratic decision-making practices, technical-material conditions of work, concern of the company for improving social conditions. of staff, etc., plus personality factors (how is she lived subjectively). It refers to a collection of attitudes that workers have towards their work.

REMUNERATION, MOTIVATING FACTOR OF THE STAFF

The fulfilment of the soul arises from the interests, appreciations and respect granted to yourself and to others. In order to satisfy the ego of the employees, it is necessary to give them interest, to express their appreciation towards them and to respect them. To avoid stress, it is necessary to avoid threats to employees' esteem. In order for an employee to be satisfied with his work and achieve high performance, he needs to be motivated both internally and externally and must take into account the techniques mentioned above.

The success or failure of an organization is intrinsically linked to how its employees act. Managers may be tempted to withdraw in the apparent safety of their "bunker" from which to issue orders. But they must be aware that they can no longer use authority and coercion as they once did. Therefore, the word that designates the solution applicable in this new context is involvement. Managers must motivate their employees, instilling commitment and desire for action and encouraging their creativity; must exploit the experience, energy and skills of the various groups of employees and form first-hand teams to solve problems, identify opportunities and make sense of the huge amount of information currently available.

The role of motivation is not just to make people work, but "to make them work well, to make them use their physical and intellectual resources fully". Where there is motivation, there is productivity and performance, and people are satisfied. In other words, everyone wins. Motivation is crucial in the success seen not only at the level of the organization, but also at the level of any department, project or plan and, unquestionably, represents one of the most important areas of responsibility of a manager.

One of the most important and, at the same time, sensitive issues that fall to the task of human resources management, is the problem of staff salaries.

Salary policy differs from one organization to another. One is the situation in the case of organizations operating on the basis of private property and another of those based on public property. For the latter, the wage policy is a component of the state's economic policy, which aims to establish the wage income in the different sectors of public activity according to well-established principles and criteria. Specifically, the salaries are established by the government, with the consultation of the unions, for the personnel of the budgetary units and commercial companies with special specificity, nominated by the government and by law for the personnel of the organs of the legislative, executive and judicial power. Of course, in these organizations, human resources management has a whole series of tasks and competences regarding determining the most appropriate forms of pay, the criteria for calculating wages per individual, establishing appropriate correlations between wages, respecting the minimum gross wage in the economy, as and compliance with all the normative acts regarding the remuneration in general and in the respective field in particular.

The salary policy is taken over and put into practice by the specialists that the company has in the matter of human resources management. Determining the salary at the

individual level within the company requires the existence of rules, intercorrelated elements, etc., which allow the use of some criteria for appreciating the employee's contribution to the company's activity and for calculating the salary.

Under the market economy conditions, each company has the complete freedom to establish its own pay system, in compliance with the legal provisions.

The elements of the pay system are the basic salary, the bonuses and additions to it. Of course, the main element is the basic salary. It is established for each employee in relation to the qualification, importance, complexity of work and duties, training and professional competence. The increases to the basic salary represent an additional element of salary integration according to certain special conditions of work performance. Thus, in our legislation the following categories of bonuses are provided: bonuses for special working conditions (heavy, dangerous or painful); increase of seniority in work; increase for night work; bonuses for overtime or hours worked on non-working days; increase in insulation; increase for the use of a foreign language etc.

The principles of the wage system that have been imposed over time and which appear as rules that must be respected and valued are:

- Equal work, equal pay. This principle is enshrined in international and internal norms. Thus, it is provided for in the Universal Declaration of Human Rights, adopted by the UN General Assembly in 1948, as well as in other international documents. The Romanian Constitution of November 21, 1991 provides in art. 38, para. 4, the principle of equal pay for equal work, without any discrimination of sex, age, race, political beliefs, ethnic origin, etc. The observance of this principle, in the conditions when each company has its own system of remuneration, consists in the fact that, when establishing the salary, there is no discrimination according to the elements mentioned above. The criteria that must be taken into account are the hours worked, the level of training and competence, the working conditions;

- Differentiated pay for work quantity. It is a principle that derives from the sales-purchase ratios of the labor factor. The employer, the buyer, relies on a certain amount of work. Negotiation with the seller and the price (salary level) inevitably refers to the quantity of work. This is possible to be achieved in practice by means of the labour norms rendered

depending on the time worked, or according to the number of operations or products performed;

- Differentiated pay depending on the level of qualification or studies. It is a principle that emphasizes that skilled work is materialized in superior results. In this case, it is natural for those who perform such work to earn a better salary than the others. At the same time, the application of this principle motivates the employees in the direction of continuously raising their level of training;

- Differentiated pay in relation to the function performed. It is about the complexity of the work, correlated with the level of qualification. It is natural that with the increase of the complexity of the work, materialized by the transition from one function to another, the level of the salary will increase;

- Differentiated pay depending on the working conditions. Principle which means that those who work in more difficult, harmful, dangerous or difficult conditions will get a higher salary than those who work under normal working conditions. These include underground work, nuclear power, iron and steel, certain companies in the chemical industry, in the field of air and maritime navigation, etc. It is known that working in difficult, dangerous, painful conditions requires a greater consumption of physical or nervous energy. Under these conditions, only an adequate wage can contribute to the proper restoration of the workers' ability to work from day to day. They consume more goods, both for restoring and ensuring an adequate physical condition and a normal mental state. The application of this principle is reflected in the level of wages granted to those who perform such work, in the shorter duration of the working day, as well as in other benefits, such as the increased number of leave days, etc.;

- The salary is confidential. It is a principle adopted by many countries and is based on the right of each person to privacy. Here it is about the intimacy of the work and the gain realized on her account. In the collective labour contracts, the disciplinary sanction, until the termination of the employment contract, of the persons who carry out activities in the human resources compartments, which do not respect this principle, is foreseen. The managers who run these departments, the human resources managers, have responsibilities in relation to confidentiality, in fact in relation to respecting all the principles mentioned above, but they are also responsible for substantiating the entire payroll system of the company on these principles. At the same time, human resources managers should not forget that wage

determination is done under market economy conditions, that labour market mechanisms, the relationship between demand and supply cannot be ignored. As a result, it is necessary to integrate the principles of the labour market into company policy and the practice of managers.

MOTIVATION IN WORK AND ITS FORMS

The motivation of the work can be appreciated as the degree of readiness of the employees to get involved in the work they do and to make a sustained effort to achieve professional goals, defined individually or organizationally.

Motivation can provide an alternative to solving many problems that organizations managers face today, but it should not be addressed in itself, but integrated in the processes and managerial relationships.

The performances of the organizations are conditioned by the stimulation, the involvement and the integration of the personnel, and the motivation becomes a problematic one of the company that must discover and use according to the characteristics of the social group that characterizes it, must identify the means by which its members are determined to act in view achievement of personal and organizational objectives.

People are motivated or demotivated depending on their inner state. In the attempt of managers to influence this inner state, the most appropriate approach is to try to influence motivation by satisfying the needs of people.

Depending on the nature of the motivational stimulus, the motivation can be:

- positive: based on praise, encouragement, reward
- negative: based on the threat, the blame, the punishment

After locating the source that generates motivation, motivation can be (Emilian, 1999)

- intrinsic: the source of motivation is in the personal needs of the individual and is supportive of his activities. For example, the individual works because he likes what he does

and so the work is a source of satisfaction for him or her, the individual exercises a job in accordance with their own skills and abilities.

- extrinsic: the source of motivation is outside the individual, being suggested or imposed; it does not itself originate from the specific activity. In turn, the extrinsic motivation can be:

- negative: it is based on reactions of rejection and aversion of the individual to unpleasant consequences (dismissal, demotion, criticism, fear of failure or loss of prestige, etc.).

- positive: aims to obtain benefits through successful work practice. These benefits can be: high salary, promotions, obtaining professional and implicit social prestige, acquiring higher hierarchical positions, obtaining special facilities (housing, car, free medical assistance etc.). Positive extrinsic motivation has a short duration and must be maintained permanently.

At the level of institutions, there are several types of motivation (Moldovan-Scholz, 2000):

- The economic motivation that comes from material incentives (different forms of salary, bonuses, bonuses, cash prizes).

- Professional motivation: it is based on the work carried out and its conditions (content of work, physical conditions of work, purpose of work) this type of motivation arises from the individual's report to the work, to its particularities.

Work becomes a means by which the satisfaction of certain tasks is ensured, it becomes a goal in itself.

Psychosocial motivation-it is determined by the interaction of the members of the working group (the structure of the group, its size, the purpose of the group) and refers to the fact that on the one hand the work favours the achievement of social contacts, and on the other, by belonging to the work group, people are satisfied with the need for cooperation, affiliation, security, esteem and social status.

In conclusion, motivating an individual is not an easy task for a manager, because he must adapt his efforts to the particularities of that individual, fundamentally different from other individuals (in terms of attitudes, behaviours, goals, backgrounds) and in a way particular to his specific needs.

EMPLOYEE'S MOTIVATION: THE IMPORTANCE OF IT AND WHAT SOLUTIONS HAVE TO MANAGE

In order to be profitable and have a future, a business must fulfil a number of essential conditions: having competent managers, dedicated employees, a well-established mission and constantly innovating.

Of all these conditions, one is always left behind: the motivation of the employees. In the next article we will show you why this condition is important and how managers can gather around them motivated people and keep them for as long as possible.

1. THE IMPORTANCE OF MOTIVATING EMPLOYEES

First of all, we need to find out why employee motivation is so important. In short, in the simplest version, employees must be motivated to work as well as possible and go beyond their limits, going beyond the responsibilities set out in the employment contract. This means that the business objectives set by the company are more and more likely to be met. Here are a few reasons that highlight the importance of satisfied employees:

- employees are more efficient
- there is satisfaction in the workplace;
- a welded and productive team is created;
- talents remain in the company;
- capable employees take on greater responsibilities;
- working environment is conducive to development.

2. SIGNS OF LACK OF MOTIVATION AT WORK

Lack of motivation can take many forms. Some of them are easy to see, others can be misinterpreted and most are so subtle that a manager must know from the beginning what he is looking for, to realize them. Here are the seven most important signs announcing that an employee is no longer motivated enough to work for your company:

A. LOW PRODUCTIVITY

It is the most visible sign of a demotivated employee: he no longer works efficiently, he misses the deadlines, he loses in details lacking importance or he constantly needs additional indications. But how do you calculate efficiency?

Because not all the results can be quantified as in a factory-so many screws made in a certain interval-you can evaluate the productivity over a longer period. If this decreases regardless of the factors in the office, it means you have an employee who is no longer motivated.

B. HIGH DEGREE OF ABSENTEEISM

Here's how to make it clear: a motivated employee will be late at the office more often, will find excuses to work from home and will always be busy or unavailable when scheduling meetings. Equally important are the absences-motivated or unmotivated-from the office. Do you often call to tell you that you have become ill or have a serious problem? They are indeed likely to tell the truth, but if it is repeated too many times, it means that the man has no heart to come to work.

C. BEHAVIOURAL AND PERSONALITY CHANGES

Another alarm signal related to the employees' state of mind and their level of motivation is the way they behave in the workplace community. The best example is that of an employee who until recently seemed to integrate well into the organization, who can socialize in friendly terms with all other colleagues, and which, apparently out of the blue, became irritable and easily annoying. If it came to be so, there is a good chance that he would have lost his motivation at work.

D. UNSOLICITED FEEDBACK OR CRITICISM

If some clients or even some of the employees complain or criticize the activity of another employee, this may be due to the fact that the fired employee has lost his motivation and no longer gives the performance that was expected from him.

However, you do not have to jump to conclusions: in the middle it can be an attempt to denigrate. Such situations are quite common, especially in areas where there is a high level of competitiveness among employees, such as sales.

E. PRESSING ATMOSPHERE IN THE OFFICE

In any company and in any office there are days and days, moments when no one speaks and no one tells anything. This does not mean, however, that employees' attention is focused on productive activities. The stressful atmosphere is noted for peace of mind and, if it is already too long, it is a clear sign that you have unmotivated employees. Especially if some of them were always keeping a relaxed and cheerful atmosphere, but for some time they prefer not to interact with other colleagues.

F. OTHER EMPLOYEES WHO ARE NO LONGER WORKING EFFECTIVELY

Lack of motivation in the workplace can be "taken", especially if we talk about a well-established community, where employees are more than just office colleagues and socialize outside of work hours. If one of them is demoralized, lacking in enthusiasm and demotivated, this state of mind can spread to other employees as well.

G. THE ABSENCE OF THE BOSS TO LEARN NEW THINGS

This is simply about how an employee relates to the things they can learn in the workplace. Whether it is new skills or knowledge, the motivated employee will become more involved in the knowledge process. On the other hand, an employee who has lost his motivation will have no desire to learn new things and will be struck by apathy even when he has the opportunity to attend a seminar or a workshop that, in a way usual, he would be interested.

3. THE MAIN CAUSES OF LACK OF MOTIVATION

The lack of motivation of the employees can have one or more causes, some external ones (family problems, a disorderly life style, a wrong career chosen under the influence of other people), others internal, that are related to the management and the conditions in place. for work. Here are the main causes that, once you find out, you can easily counteract them.

INVASIVE MANAGEMENT

Many managers are involved in the small-but essential-activities of the company, especially if they have at one time the same function as their subordinates. They always want to offer to others in their knowledge and are involved precisely to help the team achieve the best results. However, micromanagement can have negative effects on employees, who will simply be left to do their own thing.

JOB INSECURITY

Nothing seems to be more motivating for an employee than job insecurity. A company that does not take care of employees, replaces them at the first opportunity and does not offer them stability will only be a turning point in the career of many of its employees. The lack of motivation is visible and in the fact that they do not get involved more than they should at the office and, instead of working better, they will consume their energy actively seeking a new job.

LACK OF TRUST IN MANAGEMENT

When a manager loses the confidence of the employees, they will lose their interest in their job and the belief that the way the company goes is the right one. From here to job insecurity is just one step and many do it without looking back. And, once the trust is lost, a manager must make serious efforts to regain it in front of employees, who are already motivated.

ABSENCE OF REWARDS AND BENEFITS

An outdated thought says that an employee who has good results should not be further stimulated, because he is simply doing his job for which he was employed. However, things are not that simple. If you treat a high-performing employee as well as one who sleeps in the office, you will cause dissatisfaction with those who strive to be more efficient and productive. You have to consider them and give them benefits, because otherwise their motivation will disappear and they will reach the same level with mediocre employees.

TENSE WORK ENVIRONMENT OR ANNOYING COLLEAGUES

An unpleasant workplace environment is still one of the important causes that can cause a lack of motivation among employees. Things are valid in both directions: a united group, with people who interact well with each other and who understand even beyond the work schedule can be extremely motivating. On the other hand, even if the salary is good, the benefits are considerable and the employees have the opportunity to evolve, the tensions in the office can drastically affect the morale and, therefore, the motivation in the workplace.

BINGING

The last factor on this list, but not the last, is boredom. An employee who has no challenge at work will lose interest and will be capped, which is a classic case of lack of motivation.

Even if he can do more complex things, chances are he will lose efficiency even in the things he has to do everyday. This is most often the case when high-performing employees, who show initiative, are left too long on a job that no longer offers them satisfaction.

4. HOW DO YOU MOTIVATE YOUR EMPLOYEES?

Motivation methods can be of several types-internal, external, material or non-material. Because you do not always have to put your hand in your pocket to keep the people in your subordination happy, here are the solutions you have available to motivate the employees:

- Recognize their efforts and achievements-not all employees expect a salary increase to feel motivated. Many of them get more involved if they know they are appreciated, and you can do it at no cost. It is enough to thank them publicly, in a meeting, or to send an e-mail to all the employees in which you emphasize the efforts of those who deserve. If you accompany the praises and with a symbolic gift-a writing set, for example -, the moral will surely win.

- Offers benefits at work and outside-it can be discounts at the gym, tickets to the theater or film, special offers for vacations or even a professional masseur who will visit you at the office on a monthly basis. In addition, you can make them morning coffee and fresh fruit every week. The costs are lower compared to the results you can get.

- Be open to their problems-many employees feel motivated when they know they always find the door open at the boss's office and that they can talk openly about their problems-work or personal. Help them, if you are in power, but often it is enough just to listen to them.

- Keeps transparency in decisions-whether it is positive or unpleasant decisions, transparency is recommended at any time. Nothing generates more distrust than the decisions taken in secret or the decisions made out of the blue and unjustified.

- Keeps regular information about the future of the company-an employee will feel more motivated if he is aware of the future plans of the management because, in this way, he can also build his own path.

- It encourages the balance between personal life and work-in any company there are some employees who do not leave their work in the office and try to recover-or take over-after the work program or even at the weekend. Help them make a clear difference between work and personal life and encourage them to stop working outside the schedule-this will definitely motivate many employees to finish their work on time and enjoy their free time.

- Supports new ideas and creativity-if you want to cut the wings of an employee, take his ideas in derision. Even if it comes with stupid or childish suggestions, it needs encouragement, not to be laughed at. Next time he may have a revolutionary idea that he might hold for him if viewed with disregard from the outset.

- Ask for their opinion in decisions that directly affect them-a sure way to keep employees motivated is to always give them a choice, any decision would be in the middle. Ask them for their opinion and listen to them to the end and impose a decision on them only if you do not have another better option. This way you will help them feel involved and in control, even if it is at a low level.

- Keep your promises-once you've made a decision or promised something, don't take your word back. Your people will feel deceived and they will lose their confidence in

you. Therefore, the best thing you can do is think a few times before making promises to employees.

- Send them to personal and professional development courses-company paid courses are a good way to help your subordinates learn new things and evolve-this will eliminate two major issues that lead to demotivation: boredom and capping.

- Offer good salaries and bonuses when appropriate-salary is among the best methods of motivating employees, so offer them salaries as their value and experience. Bonuses are especially useful for stimulating those who make extra effort at work.

- Regularly organizes team-building sessions-a weekend spent in a pleasant setting, at a cottage, can be extremely beneficial for the general atmosphere at work and for the mood of your employees. Besides fun and socialization, team-building also has the role of creating a perfect framework for the exchange of information and experience, a framework that is not easily obtained during the work program.

- Treat each employee separately-this means that you must already know the people you are in charge of and know what their preferences are and what stimuli they react to best. Some may prefer a cash bonus, others may feel motivated to receive health insurance or a card at the gym.

- Contributes to a relaxed atmosphere at work-this can mean anything, from allowing everyone to personalize their desks to their desires, to creating a fun newsletter, suggestively titled "Hear in the office."

- Make small gestures, but with the load-it doesn't cost you anything to send a message of encouragement or to leave a post with "Thanks!" on the keyboard of a colleague, either he or his junior, if he helped you with something or if he made an extra effort to complete a task in time. But for him it will be an extra confirmation that he may need to feel motivated.

Therefore, the most important thing to consider, beyond all the solutions you have available, is to show openness and to always pay attention to your employees. This way you will make it much easier to choose the best approach for each one.

Starting from these elements, we can consider a variety of solutions to motivate the staff and to involve them in increasing the performance of the organization, and these do not only refer to the financial motivation:



1. Communicate and listen to your employees. The only way we will know what an employee is expecting from us in order for him or herself to become efficient in the activity he or she performs is to listen to it. A discussion with the employee can help us identify the ways in which we can provide him with what he needs.



2. Show them respect and appreciation

The internal award of the employees as a method of recognizing the merits is, without doubt, an extremely agreeable instrument by some employees, but all the staff will work much better if they know that they have all the respect from the management for the work done and for the involvement.



3. Show them that you trust them

A true leader knows how to act by delegation, letting his employees do their job, without standing behind them, constantly following them "over the shoulder". If we made the right decision when hiring, then we have to trust the employees, and if we made the wrong choice we must take responsibility and correct the error.



4. Be an example to follow.

Our habits and leadership will directly influence employee behaviour. If we constantly disappear for a few hours during the program or leave early, we are far from leading by example. We must never be below the standard required of our employees.



5. Be open

The fashion of the "barricaded" boss in his hard-to-reach office has long since passed. A leader who knows that the employee can come at any time with a problem, concern or suggestion, without fear of being kicked out, will help create a framework conducive to

performance.



6. Highlight the purpose of the organization

Setting goals in a quantifiable manner, expressing yourself in numbers and tracking revenue are always a welcome way of leadership, but remember that you can also inspire your staff by highlighting the purpose of your company. For each successful

product or service, remind employees that their job was the one that made the difference-going beyond the amount of money earned.



7. Keep your promises

If we don't plan to do something, then we don't say we will. If we always do everything we say, we will earn the respect of the employees. Not only will we build a reputation worth pursuing, but we

will impose ourselves as a respected leader.



8. Take action

When it is necessary to make a decision we must take responsibility and make that decision. The growth and success of our organization depends on the action. If we show decision and action ability, employees will develop the same skills.



9. Express your emotions

Nobody wants to be driven by an emotionless robot. Express these emotions as freely as possible, especially the positive ones, laugh, joke, have fun with your employees. Even the most boring task is seen with other eyes when we are in a good mood.



10. Encourage them to move out of their comfort zone

If you do not create some pressure on the employees, they will cap and the activity of the organization will stagnate. Sure, they'll do what they have to do, but don't expect them to get performance unless you encourage them to get out of their comfort zone.



11. Recognize when you do not have a solution to a problem

Admitting that we do not have the answer to all questions is absolutely normal. Instead, we can use that problem as an opportunity to demonstrate the effectiveness of teamwork, if a problem is solved.



12. Do not generate fear

Staff in the organization will not feel inspired if fear is used as a motivating factor. The best leaders train and train the employees, they are always with them and not somewhere on the edge screaming and instilling fear.



13. Develop future leaders among employees

As the organization grows, new leaders will need to be promoted. Give employees the opportunity to promote by encouraging them to take responsibility and make decisions, even if some of them will be wrong. This process will prepare them for when you will

need them for a leadership position.



14. Encourage personal development

Successful leaders encourage personal development and even take on the role of mentor. Give employees books that present success stories in personal development, encourage them to attend business events.

Make suggestions that can contribute to their own personal development, including outside the organization.



15. Help them to overcome moments you it or weakness

If an employee makes a mistake, don't just highlight it, without offering a solution to avoid repeating that mistake in the future. Explain to him what he did wrong, what he can do to improve the situation, but also

what he can do to avoid repeating that mistake.



16. Keep staff accountable

Empowerment makes employees feel that they are personally engaged in the success of the organization. When they are aware of what needs to be done, they will do whatever it takes to reach their specific goals, even if that means overcoming any obstacles.



17. Ask as many questions as possible

How will we know if the employees are satisfied or not, if we do not ask them? How will we know if they have suggestions that the organization could benefit from if we don't care? By asking questions, on the one hand, you will have the opportunity to obtain valuable information and, on the other, you will give employees the confidence to follow your example and ask questions in their turn.



18. Demonstrate your knowledge

We can be the most motivational and inspirational person in the world, if we lack the knowledge. Without this knowledge we lack credibility, and your employees will not take you seriously as a leader if you are not credible.



19. Be flexible

Not all employees have the same personality type. We need to be flexible in how you conduct your relationship with each individual. Some need more careful pursuit while others will excel when given more independence.



20. Earn their trust

As a leader, we have a big responsibility: the organization and its staff depend on us. When you have fully understood your purpose and role, build confidence, which will lead to the creation of an equally confident team.



21. Show them that you appreciate their involvement

Employees want to feel involved in the development of the organization. Allow and even encourage this. The fact that they feel they are part of the future of the organization will inspire them to be more productive.

Not only will this help the organization, but it will also prepare them for a more meaningful role in the future.



22. Try to get to know your employees

Spend some time with the staff in the organization so that you get to know him. You will have more productive employees if they know that you really care about them and that you care about their needs and

expectations.



23. Be transparent



A good leader allows employees to see who he really is. Transparency also leads to faster problem solving and an increased level of trust between leaders and employees.



24. Ask them for feedback periodically

Get your mind set on the job, both yours and the staff, by organizing frequent brainstorming sessions. This inspires and motivates employees to be constantly connected to new, innovative ideas.



25. Be accessible

Part of being a leader means being there for your employees. If they have a question or need your advice, make sure you have made it easy for them to access you. With today's technology, there is no reason why staff in the organization cannot get in touch with you when they need to.



26. Designates a "Responsible for Happiness"

A good mood is contagious and can often improve employee relationships. A "Happiness Manager" can use any of the nine suggestions below to create and cultivate this kind of healthy atmosphere at work.

Other useful tips include improving office décor, offering healthy snacks to combat unhealthy habits or creating an environment where employees can share their personal projects or volunteer work with other colleagues. All these common initiatives can trigger the same kind of positive dynamism found in the practice of "pyjamas parties".



27. It encourages creativity

This idea inspired by Google involves encouraging employees to spend 20% of their time working on innovative and creative projects, projects that the company benefits from, of course. Exactly this type of concept has led to the emergence of Gmail² and the famous post-it 3M³, proving that when you give your employees free hand their ingenuity can bring major benefits to the company.



28. Give your employees time to focus on them

Every month, LinkedIn's 8,000 employees use "Investment Days" (also called "InDays") to focus on personal projects that are not part of their day-to-day work tasks. They are encouraged to spend their day looking for new sources of inspiration, exploring new experiences and thinking about the future. This approach allows them to embrace the values and culture of their company, while at the same time emphasizing their personal development.



29. Motivate your staff through a common challenge

Studies have shown that retention rates are highest when employers motivate their employees by focusing on a common goal. This concept of common motivation can be found in Virgin Pulse, a program that aims to promote good practices in terms of health and well-

being. The campaign already has 1.5 million participants and allows companies to align and motivate their employees through challenges related to healthy eating or exercise and sleep regulation. Through these, it is encouraged at the same time to adopt a healthier lifestyle among the company staff, both at work and at home.



30. Transform employees into managers of their own projects

Even large companies can stimulate entrepreneurship! Apple employees have always been encouraged to work on their own projects, with or without the supervision of managers, alone or in groups. This is how the first Macintosh saw the light of day, being designed by a team of 20 engineers led by the young Steve Jobs. This culture of management oriented towards independence is more and more widespread nowadays, because this is how talent is cultivated and creativity is developed.



31. Implement a meditation program

Meditation exercises are highly appreciated lately. At Sodexo, a program created to introduce Sodexo Benefits & Rewards employees to the concept of Mindfulness, has proven to be a real success! Beyond the strengths of team building, this led to a 27% increase in the sense of well-being in the workplace, along with the development of a high empathy towards colleagues, which was felt by the participants in the program.



32. It promotes flexibility

Balanced employees are self-sufficient, calm and able to take responsibility for their actions. The concept of encouraging flexibility revolves around an approach that allows employees to manage their time and tasks as independently as possible, according to the general framework of the company. The benefits are twofold: employees feel that they are given more responsibility and appreciate the confidence that you, as a manager, have in them, and at the same time, you compensate for other elements that can have a negative effect on their motivation and performance, such as be the daily commute.



33. Give your employees a change of scenery!

Like Louis XI, who was doing justice under the branches of an oak tree in the gardens of Chateau de Vincennes or as Friedrich Nietzsche, who argued that "All truly extraordinary thoughts are conceived while walking", a change of scenery is sometimes sufficient for to broaden our prospects and increase productivity.

A change in the working environment will increase creative thinking, especially if we talk about places in nature, such as rural areas, forests or coastal locations. Many co-working spaces now offer alternative ways to get out of the office. Hootsuite rose to its own height, when it allowed its employees to work on the rooftop terrace, the perfect place to feel nature in the urban environment.



34. Enter a day like "Bring your family to the office"

What could be more important in life than family? Becoming familiar with the place where an employee works everyday is always a beneficial experience for everyone. The Kids Attitude workshops offer Sodexo employees the chance to bring their children to work during school holidays, where they can participate in a variety of activities performed by knowledgeable staff. This Sodexo initiative develops socialization within the company and makes parents' lives easier during the weeks in question! At Google, the day called "Bring your parents to work" is based on the same concept, but it has a different focus and has had a very positive impact on the sense of pride and belonging within the staff!



35. Stresses the importance of personal events

Birthdays, weddings and child births are special moments in the lives of all employees. By showing them that you share their happiness, you accomplish a very important thing. Order a cake, organize a party or give them presents. All these are simple initiatives that ensure the creation of a stronger bond. Remember that the generosity displayed will be rewarded by happier, more motivated and involved employees.

36. DO YOU HAVE A CATALYST IN THE TEAM?

We must understand that morality is contagious, it is taken quickly.

The more people with a high morale, the greater the chances for it to expand. Sometimes in one department, one person with a very high morale is enough to raise the morale of all the other employees. Other times it is enough for an employee to have a very

low morale so as to "infect" all the other employees. Therefore, the solution is simple, ie, if you do not have a catalyst in the team it would be time to find it.

This "problem" can be solved in a very simple way from the recruitment phase. So when you recruit, pay little attention to the morale of the person you hire. It can be a very good criterion especially when you are undecided between two potential employees. Find these people, find them and hire them!

Below you will find a number of practical ideas outlined with the amendment that can be adapted. What works in one case does not necessarily work in another. Remember, when an idea doesn't work, don't insist, change it, and try something else. All the ideas below can lead to a more pleasant atmosphere in the company and to a non-financial motivation system that has the principles of reward and recognition behind it.

37. Posts

Try to find a different use of fasteners than the usual one. Whether you are a boss or a colleague you can leave nice messages in the office of colleagues like: "Thank you for your help yesterday". Have a great day! " "I hope you have a pleasant day, smile (accompanied by a smile)." Posts with cute messages can be left on the monitor, on the desk, on the windscreen of the car, virtually anywhere associated with the person who needs to receive it.

38. The music

As long as it does not become disturbing it is always welcome. The music is very entertaining to wake up in the morning, during breaks or in moments of breath. Whenever a little music is welcome. It creates a pleasant atmosphere, except when working with the utmost care, and music can become a disruptive factor. Thus, whether you are a boss or a colleague, find a way to give your employees a little rhythm. Try different kinds of rhythms, from hip hop to classical music. Certainly some types will be more received by employees.

39. THE SECRET FRIEND

This method is practiced more in team buildings, but it is very welcome in a department / company. Basically, each one writes their name on a ticket, they are eventually inserted in a fun box and each draws a ticket with a name. In the course of the whole month,

each one must make a gift / surprise to the one whose name is on the extracted ticket. They will make gifts between themselves which will create a pleasant and fun atmosphere during their time at work. The challenge is for each gift to fall within a ceiling of maximum.

40. MOTIVATIONAL MESSAGES OF RECOGNITION

Display motivational messages in visible places. They can be letters of thanks from customers or partners. This is an opportunity to remember that it is possible that there are people who appreciate their work. If you are a boss, you can even try a thank you letter.

41. HOLIDAY GIFTS

The holiday gift becomes mandatory especially when you are a boss. If you have a lot of employees, at least offer those in your immediate subordinate. It does not have to be expensive gifts, it must be more symbolic, as a sign of appreciation, a sign of return. They convey the message "I missed you and I'm glad to see you."

42. LAY-OFFS

Any company makes hires and redundancies at the same time. This idea does not have the merit of creating a pleasant atmosphere, but rather that of preventing possible discomfort at work. You must, as a manager, have a transparent system of "redundancies". Basically, any dismissal must take a previous step. A performance discussion, a firm warning before dismissal. People don't have to be careful like "Who's next, am I following?" When you say goodbye you send a very powerful message to the employees and it doesn't matter how much you say goodbye, the way you do it. There are many managers who "let them stay with stress, to know that if they do not do their job I give them out." You can let them stay in stress, but expect them to leave with the first opportunity. We must learn to make a very fine difference between respect and fear. The solution is simple, you do not have to dismiss simply, except in the serious cases, but you must have a procedure known by the employees, a discussion in which they are strongly advised that a dismissal follows if they do not increase their performance or they do not I review the performances, depending on the situation.

43. EMPLOYEE OF THE MONTH

It is a quite sensitive method and that any method of non-financial motivation supports its risks. It may work very well or to the contrary, it may not work at all. I have met

both cases in local companies. In case you decide to start such a program you must adapt it perfectly to the activity. For example, you can call it: 5 star employees. Here, for example, you can accumulate several factors and access to the status of "5-star employee" can be gained by more employees. This status may or may not be lost. At the moment when all the employees reach this status, a new challenge can be launched, namely the increase to 6 stars. For example, in sales it can be something like this: The sales consultant that increases sales by 5%, gains 5 new clients each month and does not lose any client becomes a 5 star agent. Badges can be given at this time to mark this. There are many ways to assimilate the "employee of the month" in your company. It usually works for a simple reason. There are people who need competition and challenges. Offer these things to the extent and you will bring an extra pleasant atmosphere in the company.

44. HOW MUCH DO YOU KNOW?

It is an idea that I will not detail, I just tell you. For people, first of all it does not matter how much you know, but how much you care. It is valid not only for bosses, but also for employees. This is the moment when each of the employees can make a contribution to the working atmosphere.

45. COMPANY NEWSLETTER

In addition to promoting services or products, internal newsletters are also welcome. It has become a common practice in companies in Romania. We must remember that the newsletter must be more than a technical information. The newsletter must be humanized. In it must be captured events in the community, announcing birthdays, achievements of employees, etc. Even if it seems hard to believe, people will want to appear in this newsletter.

46. THANK YOU EMAILS

It doesn't cost you anything to send a thank you email. We usually only send emails with reports or tasks. We could also send messages of thanks or appreciation. They do not have to be long and elaborate emails, but they can be short on the subject: You did an excellent job. Congratulations! I will get to your office to thank you, until then I write to you. I appreciate your help!

47. COMMUNICATION OF RESULTS

An old saying goes: When you drink water, remember who helped you dig the fountain. It is good to assume you deserve it, especially when they exist. But remember those who have contributed to success and tell them this. Don't just congratulate the team leader, congratulate the whole team! In conclusion, communicate the results correctly, appreciate correctly, and if you offer prizes, offer them to all who have had a contribution.

48. MORNING COFFEE

Occasionally you can make a pleasant surprise to the employees or the team. Go to work earlier, wait for them with a coffee made by you or, as the case may be, with tea. They will appreciate more than you imagine.

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CREATIVITY. METHODS AND TECHNIQUES

The concept of creativity, one of the most fascinating concepts with which science has ever operated, is still insufficiently delimited and defined. This is explained by the complexity of the creative process, as well as by the diversity of the fields in which the creation takes place. According to some authors, this happens whenever a notion is spread from a small group of specialists to a larger population, thus losing its unique character, stability and rigor. It is not a process of degradation, but an assimilation of individual logical thinking to social thinking.

The term creativity originates from the Latin word "creation", which means "to dream", "to do", "to create", "to be born". The very etymology of the word shows us that the term creativity defines a process, a dynamic act that develops, completes, and encompasses both origin and purpose.

DEFINITIONS. THE BASIS OF CREATIVITY

There are numerous definitions of creativity (over 100), without a generally accepted definition. Some definitions are contradictory or subjective, which is why some of the definitions in the reference dictionary are mentioned below, as well as definitions proposed by experts in the study of creativity.

- In the Encyclopedic Dictionary (1993) creativity is defined as "a complex feature of the human personality, consisting of the ability to achieve something new, original".

- Webster's Dictionary (1996) offers three meanings of creativity:

- the state or the quality of being creative;
- the ability to transcend ideas, rules, models, traditional relationships and to create new and significant ideas, forms, methods, interpretations, etc.; originality or imagination;
- the process by which creative ability is used.

- The British Encyclopedia presents a definition focused on the objectives of the creative activity: creativity is "the ability to do or, in other words, produce something new,

either a new solution to a problem, or a new method or device or a new object artistic or a new artistic form".

A broad definition of creativity was stated by Ellis Paul Torrance (1966) creativity is "a process of raising awareness of problems, deficiencies, gaps in knowledge, missing elements, disharmony, etc. Identifying difficulties; seeking solutions or formulating hypotheses about deficiencies. : testing and re-testing these hypotheses and possibly modifying and re-testing them; finally, communicating the results. "

The most important framework for manifesting and stimulating the creative potential is the **game**, with all its types. Playful creative behaviour is a prerequisite for the future creative behaviour that will materialize in new, original products with social value. Creativity is essentially a form of problem solving.

But it is a special one because it involves problems for which there are no simple answers, problems for which popular or conventional answers do not work. Creativity implies the adaptability and flexibility of thinking is a specific human capacity that materializes in the deliberate transformation of the environment by man, in an anticipated way. The world is constantly enriched with material or spiritual objects (knowledge) that originate in the "mind" of man, with things made by the "hand" of man in his creative activity.

Research suggests that three factors can determine individual creativity in any situation:

1. Expertise is "the basis of any creative activity". This gives a person the technical, procedural and intellectual knowledge to identify the important elements of any particular problem.

2. Creative thinking skills: refers to the imaginative, inventive and flexible way in which the person approaches the problems; these competences depend on personal characteristics (independence, risk-orientation, tolerance for ambiguity) and the type of thinking.

3. Motivation is generally accepted as fundamental to creativity, and the most important motivating factors are the intrinsic passion (self-motivation) and the intrinsic interest in performing the work (the object of creation), which are more efficient than the extrinsic motivation (rewards, recognition).

In order to stimulate creativity, we must be aware and combat certain obstacles that have arisen in the way of manifesting the imagination. Such obstacles are called, as a rule, blockages. Often, a number of factors may appear that hinder both the development of creativity and its manifestation on different levels. The occurrence of these blocking factors should be prevented early or they should be removed as soon as possible.

1. Social (cultural) blockages

Conformism is people's desire for everyone else to behave and think just as they do. Those who behave or have different ideas are viewed with suspicion or even disapproval, because of the tendency of people to be untrustworthy in fantasy, overestimating logical reason, critical judgment. This can lead to discouragement for the creative. Hence the desire to conform to the social models, the need for belonging, to react like the group of origin. The exclusive orientation on success, to permanently reach maximum performances can lead to an intellectual blockage. Other blocking factors are: the prohibition to ask questions and explore the environment; permanently emphasizing the role of belonging to one gender or another; considering divergent individuals as abnormal; the excessive emphasis on competition or cooperation. The slave's ability to transform or modify ideas also leads to a cultural bottleneck.

2. Methodological blockages.

They are the ones that result from thinking processes. Rigidity of previous algorithms: Usually, people apply the same algorithms in certain situations, even if they don't seem to fit, without trying anything else.

Functional fixity

We use objects and tools as we used to, without thinking that we could use them differently, to get a new object, or a new function of it. Criticizing some ideas that appear in

the process of solving a complex problem, may block the emergence of other ideas. It is good that, when new ideas come up, we just write them down, without analysing them. When we run out of ideas we can move on to analysing them. This process is called brainstorming, as Osborn called it, and is used, especially, in a group activity.

3. Emotional blockages

- fear of not making mistakes;
- fear of not laughing;
- rush to accept the first idea;
- rapid deterrence;
- the desire to outperform others;
- the theme of risking being in the minority.

Perceptual blockages

- inability to question the evidence;
- inability to distinguish between cause and effect;
- difficulty in defining a problem;
- refusal to notify, to reveal;
- the difficulty of destroying a problem in elements that can be manipulated, directed;
- difficulty in differentiating between facts and problems;
- premature presentation of pseudo-solutions to problems that have not yet been defined;
- inability to use all the senses that put us in touch with the environment;
- difficulty in perceiving unusual relationships between ideas and objects;
- inability to define things;
- excessive narrowing of the point of view;
- negative belief: "I am not creative".

Man has a potential called creativity and his duty is to discover it, to develop it and to highlight it. And this, because only through creation we have the chance to become like

V. Belous Creator considers the psychological obstacles (lack of flexibility, low fluency, functional rigidity, fear of criticism, fear of ridicule, timidity, discouragement and self-discouragement) as being the most important obstacles in the way of creativity and human performance.

From the analysis of the vast literature on the obstacles and barriers that may appear in the way of manifesting creativity, some ideas emerge:

-A blockage, a barrier is a phenomenon, a property or any conditioning, internal or external, that obstructs the manifestation of the creative potential. A blockage, "a psychological barrier can be any phenomenon that interferes with or impedes one's abilities in creative problem solving."

-Any appropriation of cognitive, affective, motivational psychic processes, as well as certain temperamental or characteristic traits, can become the locks or obstacles of creativity under certain conditions. As a result, the list of blockages can be very large and it is necessary to identify them or the conditions under which phenomena can become blockages.

-Blockages can be recognized, understood and overcome through training, support specialists, theorists or practitioners.

Thus, in order to reduce the strategic barriers V. Belous proposes brainstorming, forced associations, searching for different combinations; in order to reduce the value barriers (the degree to which attitudes, personal values and beliefs, through reduced flexibility, are constituted as blocks of creativity), it proposes: role play, simulation, sociodrama, active listening; for the perceptual barriers (the degree to which individuals perceive things in a rigid way, the sensory and environmental acuity) it is proposed: synectics, sociodrama, visualization, and for reducing the barriers of the self image (the way in which individuals self-evaluate and use their own available resources) is proposed: looking in the mirror, positive thinking, sociodrama.

From the conception regarding the barriers of creativity of Lee Jones and the strategies by which they can be overcome, I have outlined the idea that through a chain of creativity methods in a training. as a group, one could obtain the reduction of some blockages or overcoming them, the results validating and the author's proposals. It is a specific human activity that through abstraction and generalization informs us about the

relations between the objects and phenomena of the world, in the form of notions, judgments and rationalizations. It has the ability to model the experience in new and different forms, the ability to perceive the environment in a plastic way and to communicate to others the unique experience resulting in the optimal interaction, generating again, between attitudes and aptitudes a complex of traits and aptitudes that, in favorable conditions generate new and valuable products for the company.

CREATIVITY METHODS

1. THE THINKING HAT METHOD

It involves the stimulation of creativity and is based on the interpretation of roles, depending on the hat chosen. The participants are divided into six groups, for six hats. The distribution of participants depends on the material studied. For the success of this method, it is important that the teaching material is rich in content and the hats are colored to attract them.

The blue hat-is the leader, leads the activity. It is the hat responsible for controlling the discussions, draws conclusions-clarifies / chooses the correct solution.

White hat-holds information on the topic under discussion, makes connections, provides information exactly how he received it. It is neutral, participants are taught to think objectively-it has accurate information.

The red hat-expressing their emotions, feelings, anger, towards the characters they encounter, is not justified-it transmits emotions.

The black hat-is the critic, presents the possible risks, mistakes in the proposed solutions, expresses only negative judgments-is the pessimist.

The green hat-it offers alternative solutions, new ideas-it generates new ideas. The lateral thinking is specific to him.

The yellow hat-is the creator, the symbol of positive and constructive thinking, optimistically explores the possibilities, creates the end-the effort brings benefits.

Participants must know the meaning of each color very well and present their perspective depending on the colour of the hat they are wearing. Not the hat itself matters, but what it represents.

2. TECHNIQUE 6/3/5

6 members are required in the working group, who write down on a sheet of paper 3 solutions each, for a given problem, for 5 minutes (totalling 108 answers, in 30 minutes, in each group). For this problem, each of the six participants has to write down on a sheet, three solutions in the three-column table, in a maximum time of five minutes.

The sheets then migrate from left to right, until they reach their original owner. The one who received the colleague's sheet from the left, reads the solutions already noted and tries to modify them in a creative way, through new formulations, adapting and improving them continuously. The last phase involves the centralization of the obtained data, the results are discussed and appreciated.

3. THE FRISCO METHOD

It is based on the interpretation by the participants of a specific role, approaching a problem from several perspectives. This method is carried out in four stages:

- a) A problem situation is proposed for analysis.
- b) The roles are established: conservative, lush, pessimistic and optimistic.
- c) There is a collective debate in which:
 - the conservator appreciates the merits of the old situations, without excluding the possibility of some improvements;
 - the exuberant issues ideas seemingly impossible to apply in practice;
 - the pessimist will resume the bad aspects of the improvements brought;
 - the optimist will find possibilities to achieve the solutions proposed by the exuberant.

d) The conclusions are formulated and the ideas emitted are systematized.

4. RANDOM STIMULATION METHOD

This method consists in making associations between a randomly chosen word (from a dictionary page, from a book on a certain shelf, from a newspaper or from a quote, etc.) and a problem whose solution requires new, creative solutions.

Examples of problems to solve:

- Encouraging energy saving.
- Decongestion of traffic in the city.
- A new television program.
- Choosing a place to spend your holiday.

If we relate to a random word, it has its own associations and, sooner or later, they will connect with the associations of the problem. Thus we can move outside the problem along the new route to see what we discover.

5. SIMULATION METHODS

The simulation methods are based on the involvement of the student in the accomplishment of the learning tasks and suppose the imitation of a real activity, generally aiming at the formation of specific behaviours.

One of the most practices simulation methods is the role play, which consists of simulating functions, relationships, activities, which implies:

- identification of situations that are suitable for simulation;
- distribution of roles between participants;
- individual learning of the role;
- role interpretation;
- group discussion of how the roles were interpreted.

The efficiency of the method is conditioned by the participants' ability to transpose into the role and to capitalize on their experience in this context.

CASE STUDY METHOD

It involves transposition into a real life situation or a meaningful example. This method was born from the need to find ways of approaching the training to the real life model, of the social or productive practical activity. In the case study, the aim is to identify the causes that determined the triggering of the respective phenomenon, its evolution compared to similar facts and events.

In carrying out the case study there are several stages:

- discovery of the case;
- identification of the causes that caused the situation to start;
- specifying the objectives;
- case analysis;
- offering solutions;
- discussing the consequences of the solutions found;
- establishing general conclusions;
- applying the alternatives found in real life.

CONCEPT MAP

This method captures in a diagram the relations that are established between the assimilated knowledge. Performance depends on how the individual organizes their experience, ideas. To build a conceptual map, a list of 10-15 key concepts or ideas about what interests us and some examples is made. Starting from a single list, several conceptual maps can be created.

Steps in creating a conceptual map:

1. Each concept / idea and each example are transcribed on a sheet.
2. The general concepts are arranged first, and the others below-the examples are not yet passed.
3. Other concepts can be added to facilitate understanding and better explain existing ones.
4. Draw lines from the top concepts to the bottom ones with which they relate.
5. Write a word to explain the relationship between the connected concepts.
6. Pass the examples under the concept of which they belong.
7. Copy the obtained result, making the conceptual map on a sheet of paper.

THE TECHNIQUE OF THE LILY FLOWER (LOTUS BLOSSOM TECHNIQUE)

The technique of the lily flower implies the deduction of connections between ideas, concepts, starting from a central theme. The central issue or theme determines the eight central ideas that are built around it, like the petals of the lily flower. The eight secondary ideas are passed around the central theme, and then they become main themes, for another eight lily flowers. For each of these new central themes, eight other secondary ideas will be built. Thus, starting from a central theme, new study themes are generated for which new connections and concepts must be developed.

BRAINSTORMING

It is also known under other names: "Waterfall of Ideas", "Brain Assault", "OSBORN Method". It is the most widespread power of techniques, both because it has been used since 1938 but especially because, in many cases, it has paved the way for success. The method was proposed by Alex. F. OSBORN, Vice-Rector of the University of Buffalo USA, based on a method used 400 years ago in India and called "Prai-Barshana".

Brainstorming technique is a group technique used in the sub-stage of producing new ideas, finding new clues. So in order to be able to use this technique, the sub-stages of seizing the problem and defining it, with the analysis of the significant data, must have been completed.

DELPHI METHOD

It is also called: "DELPHI consultation", "DELPHI study". DELPHI (or DELPHES) was the name of a city in ancient Greece, famous for the temple-dedicated to the god APOLLO-on the frontispiece with the inscription "Keep the measure".

It is a group technique, using exclusively specialists, experts, most of them in the field of the problem discussed, but also others, from adjacent or even different fields.

This method can be used with great success both in the final stage of developing an invention, innovations, doctoral theses, etc., as well as in the moments (essential for the final success) in which the respective creation must be "directed".

MORPHOLOGICAL ANALYSIS TECHNIQUE

It is also known as: "Morphological method", "ZWICHY analysis", "Morphological matrix method". The method was developed (and applied-for 42 years-to many discoveries) by Professor F. ZWICHY, a specialist in astrophysics at the US California Institute of Technology and astronomer of the Palomar peak.

This technique is used after the preparation stage of the creative process (no incubation period needed), for the illumination stage. That said, with the morphological analysis the solution of the problem can be chosen, but only after all the requirements of the future solution have been described (and inventoried). By requirement is understood function, attribute, parameter, criterion and so on

THE "PINDAR" METHOD.

This technique represents a successful combination of morphological analysis with criterion analysis. In fact the PINDAR technique removes some of the disadvantages of both types. It is easy to learn because it uses a very simple, even intuitive mathematical device and therefore does not necessarily require the use of a computer. As a result, it is also accessible to those with specializations other than technical ones. In addition it is fast and has a remarkable degree of finesse.

CONCLUSIONS

Creative activity is one of life's greatest challenges and implicitly brings with it the greatest rewards.

Finding an innovative theme should be a starting point. So not innovation for the sake of innovation. When something bothers you, when you (sometimes figured it out and on your own) prevent something, when you cannot solve something even though the conditions exist. it is possible to remove the impediment by an innovative solution, of course if this solution is not already realized and / or accessible.

But even if the solution exists, it is possible to do better, or cheaper, or simpler, or adapted to another purpose. Any such contribution requires a (small or large) creative, innovative input. In the case of a doctoral thesis, innovative ideas must be substantial. The innovations have an extremely wide spectrum, from objects, products, devices to methods, processing techniques, interpreting, solving etc.

Exercises and tips for stimulating creativity in everyday life:

- 1) Spend as much time as you can studying the surroundings. Close your eyes and, using a recorder, describe what you see. As you visually rebuild the space around you, begin to describe the details. When you're done, open your eyes, and listen to the recording to see how accurately you describe it.

2) Learn to use the non-dominant part of your body. If you hit the soccer ball with your right foot, learn to hit the left.

3) Try to communicate more through body movements and facial expression.

4) Play with Origami. Origami (folded paper) is the art of folding colored paper into models of living creatures, soulless objects or abstract decorative shapes.

5) Play with the paper. The transformer designs two-dimensional objects into three-dimensional objects using glue, cracked paper or recycled objects.

6) PLAY CHESS. Learn to play, study other people's strategies. Discover the most powerful game of the mind.

7) Are you locked in a conference room? Change location. Change perspective. Get out in the park, on a terrace, just walk around. Visit a museum, go shopping. A change of scenery will reactivate your creative mind.

8) Look at the things around you and try to find improvements, bring them to the "ideal shape".

9) Reversibility of processes. Think of a process from completion to preparation.

10) Keep a notebook and pen near you, in the office, in the car, wherever you go to write down any new ideas you are hiding.

11) Learn to ask more questions. Ask yourself "Why?" Don't be afraid that some of your ideas may seem out of date. Einstein said: "If at first the idea is not absurd, there is no hope for it." Learn to think outside the logical, tangible spectrum.

12) Dream with your eyes open. Learn to use your imagination. You have to see in your mind before creating something in reality. View.

13) Be spontaneous. Don't worry about what others think about your ideas.

14) Use your intuition. Follow that inner voice, it won't disappoint you.

15) Do NOT compare yourself to others. This is a process that kills creativity. Be good to yourself.

16) READ THIS. READ. READ. Anything. A book. An online article, a tweet. Never stop learning.

17) Breathe. Learn to become comfortable with peace of mind. Explore yourself. When you are alone in the room, stop any source of noise, sit comfortably, close your eyes and just breathe. Think about the inspiration, the expiration, the changes that occur, the enlargement, the twisting of the chest, contracting and relaxing.

18) The paradox of sleep. The lack of it over a longer period of time can strongly activate creativity. (I'm not sure how healthy though)

19) Eat new things. Milk, spinach, tofu, sunflower seeds will make you feel happier and more creative.

20) Listen to the music. Anywhere. Anytime. However, do not turn on the radio, create a playlist at home.

21) Do sports.

22) Get out in nature, breathe fresh air, let nature inspire you.

23) Stop doubting your creative ability. You were born creatively!

24) If, during the creative process, you hit the wall of the BOX (which I talked about earlier), take a break, do something else and then return to the project. You will be surprised at how simple the solution was. Let your brain unconsciously solve the problem.

25) Love what you do. This is shared by all creative people. Find your passion and just do what you like. Then work more.

26) The principle of the Parallel Universe. Think back, bizarre.

CREATIVITY DEVELOPMENT EXERCISES

1. "WHAT DO YOU LOOK LIKE?"

This is a test of flexibility of thought which consists of finding as many interpretations, meanings for three abstract drawings. Participants must find a series of meanings, similarities for each abstract figure separately.

This is where the brainstorming method is applied, which gives a group of participants the possibility of free and spontaneous manifestation of the imagination, increases the

productivity of individual creativity as a result of the interaction of the members and their action in a group solution.

The participants are divided into three brainstorming groups, each group receiving an image and a worksheet. It contains the names of each participant, together with an order number.

Each participant looks at the image and according to the order number received will present their ideas. After each answer, the participant draws on the worksheet as many circles as he has ideas. At the end it is self-evaluating. This card can be displayed all day long.

Other proposals found later are added in order to improve the results . This modality allows to discover new aspects of the creative possibilities of the participants.

Thus organizing the group of participants and applying creativity techniques we modernize the teaching, fixing, consolidation activities, improving the methodology of their development.

2. "COLOUR STAIN"

To make this game we can use the Brain-writing method or 6/3/5, another simple method to stimulate creativity. It involves a number of 6 participants who list 3 solutions (which the teacher will note) over the course of 5 minutes, during which time the sheet on which the three ideas are drawn or written rotates in such a way that they pass to the 6 participants of the group, finally obtaining a lot of solutions, variants, ideas.

Another working technique applied can be the technique of merging edges of different colours and mass fusion of colours, which are realized by applying colour spots, lines, coloured figures with fluid paint, bending and pressing the sheet of paper or painting done with the cord soaked in colour. After drying the plates the participants discover shapes by analogy with aspects of the surrounding life: butterflies, flowers, birds, trees, elephants, etc.

3. "THE STORY SALAD"

Create a new story by mixing the characters and events in the known stories, creating a new narrative thread.

Make a drawing in which characters from different fairy tales / stories meet.

Alternative: The leader of the creative group begins a story, then stops and invites the Participants to continue the story in an original way.

4. "FROM THE WRITERS"

The participants are given 4-5 images and a story is required starting from them.

5. "THE MOST LYING LIE"- IMPOSSIBILITIES

The game consists of listing how many impossibilities: to make the cow eggs, to fly the pig.

6. UNUSUAL USES

Participants are invited to find as many unusual uses for various objects: glass, plate, beads, etc.

- Glass (statue, cupola, box, flower pots, bowls, painting after it will be painted, vase)
- Beads (bracelets, crowns, decoration of the room, clothes, mittens, belt)

7. WHAT DO YOU DO WHEN?

Each participant receives a card with faces showing different emotional expressions. They have to come up with as many unique solutions as possible to explain the situation that led to that experience. What do you do when you are sad? What do you do when you're scared? What do you do when you're happy? What do you do when you're undecided?

In the continuation of the game we can give the participants an image with three characters without facial expression to use to describe to a partner the feelings of the character. The participants first draw the expression of the characters. Then the partner

guesses the expression, or they can discuss how the character felt. Thus the imagination, the sense of colors, the empathy, the artistic approach develops.

8. "WHAT CAN THE FOLLOWING FORMS LOOK LIKE?"

The game consists of drawing as many figures starting from a circle and a square. If they need, they can receive more worksheets. The participants who draw the most figures and with a higher degree of originality are considered very creative.

In order to stimulate the creativity of the participants we can be guided by the idea expressed by LOWENFELD: "it is never too early to start the education of creativity, the creative activity should not be restricted by any kind of prohibitions, limitations, criticisms".

In conclusion, as a final conclusion, we believe that much can be done in the direction of educating the participant's creative abilities, if the teacher-himself-takes a creative position in organizing and conducting lessons.

9. THE SENSATIONS

This exercise you will do in pairs, a listener and a practitioner. Close your eyes and ask a question about the sensations you are experiencing right now, focus on the sensory details. It could be a special perfume, pressing the body on the back of the chair or an unknown, intriguing sound. Try to detail in such a way that the listener will "live" that feeling. To maintain the generation of mental images, ask yourself notions about the nature of the object, the sensation, the processes involved and explore them in detail. The description of the images must be done fast enough to avoid judgment or critical thinking.

10. "THE STORY"

In the next few minutes you will hear a score by the composer X (something unknown, different). Close your eyes and listen carefully. The music will tell you a story. Follow the changes in the atmosphere of the song and try to imagine what message it sends to you. Then I will stop the music and write this trip in more detail.

11. "BOX"

Look around, take an object that sounds familiar to you and study it. Touch it, lift it up, smell it. Study it until you find something new about that object. It can be the thickness of the paper, the way a desk is combined, whatever. Think outside the BOX. The box is what you already know.

12. "RANDOM WORD"

Take a book from the library (we have something like this in the space of the training), close your eyes, open at random and focus on a word, chosen by chance. If you do not like it, you may choose another, only once. Take a paper and a pencil and try to find 15 ways that word appears in your life. If it's too easy, try to find as many as possible, there is no limit.

When you begin this exercise, you will find some ideas that will "jump" in your mind naturally. There are common things you already know. When you exhaust them, it will suddenly become difficult. That is the wall of the box, the place where you must press, break the conventional barrier, think outside the box. Once you get past this wall, new ideas will come to you very easily. You will find things you never thought you would think at least. Free your mind!

13. "THE TOY"

As people age, they lose the ability to be constantly and completely creative because society forces them to behave like adults. We are not encouraged to maintain that sense of curiosity in participation. An interesting definition of creativity can be this: the ability to see things from a participant's perspective. When you relinquish your desire for curiosity and wonder when you were a participant, you can improve your creative ability. Remember what your childhood was like, try to remember the names of colleagues and teachers, think about what your favourite activities were.

What was your favourite TOY?

Try to make a design for your favourite toy, a logo / emblem and a slogan. Think about what features you would like to offer to this toy. You can go even further, draw your ideal toy of participation.

14. "UNCONVENTIONAL"

Choose a common, common object, like screwdriver, fork, tennis ball, toothbrush, etc. and creates a list of 20 original uses for him. Describe each situation in a short sentence.

15. "UPSIDE DOWN"

Take a sheet of paper, what colour you want, and draw your portrait.

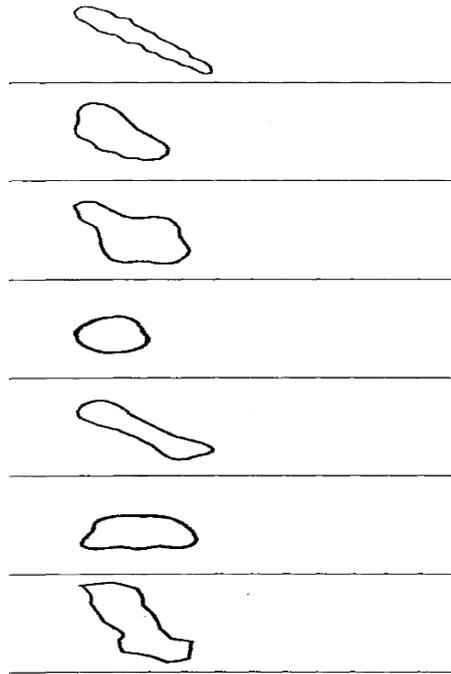
Wait, I haven't told you everything yet, you will draw your head down and the hand used will be the non-dominant one (if you are right-handed and left-handed). And then you will sign as a painter does.

The purpose of this exercise is to release conventional, behavioural patterns and train the brain in creative activities.

16. BELOW ARE 7 FIGURES.

The task is to find each of the 7 figures; imagine as many things as those figures could represent. In the boxes next to each figure, write down the answers.

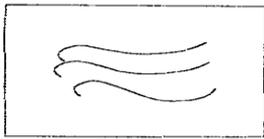
Example: Ball, doughnut, ring, sun, watch, letter, heart of a flower, circle, balloon, geometric figure, bracelet...



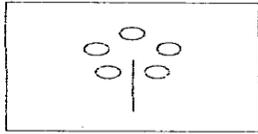
17. THINK OF AS MANY SIMILARITIES AS POSSIBLE BETWEEN THE OBJECTS BELOW TAKEN TWO BY TWO. EXAMPLE: RING-EARRING.

Ornaments, round, of metal, light in weight, worn by women, low in weight, products of the imagination.

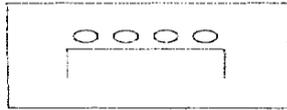
18. FIND AS MANY INTERPRETATIONS, MEANINGS FOR EACH OF THE SCHEMATIC DRAWINGS BELOW:



I.



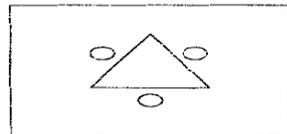
II.



III.



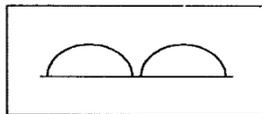
IV.



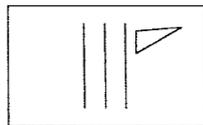
V.



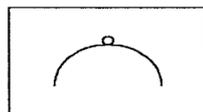
VI.



VII.



VIII.



19. Below are 8 objects. You are required to think of as many unusual uses as possible for those objects.

Example: Briefcase.

Transportation of school supplies, shopping, fashion parade, evidence of material resistance, hiding places for dwarves, objective for thieves, object of school equipment.

I. Buttons

V. Coal

II. Key

VI. Knife

III. Chair

VII. Sieve

IV. Newspaper

VIII Ring

20. WRITE DOWN ALL THE ROUND OBJECTS YOU ARE THINKING ABOUT. WRITE DOWN ALL THE OBJECTS THAT MAKE NOISE.

21. BELOW ARE A SERIES OF EVENTS WHOSE PRODUCTION IS UNLIKELY. HOWEVER, PLEASE THINK ABOUT THE **POSSIBLE CONSEQUENCES OF THESE EVENTS.**

Example: What would happen if the sun never rose again?

It would be very cold, it would always be dark, the bronze would no longer be manufactured, the sunflower would die, the producers of beach suits would fail, the man would not know his shadow, the trees would not bloom any more...

1. What would happen if all the food were free?

2. What would happen if all women became invisible?

3. What would happen if the temperature in Moldova increased by 20°C?

4. What would happen if the use of cosmetics was prohibited by law?

5. What could happen if we could hear everything the other people were thinking ?

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