



Avisensa, Inštitut za psihologijo, svetovanje in izobraževanje
in
Asociación Mojo de Caña

HAPPY AT WORK – BEST IMPLEMENTATION PRACTICES AND PROCEDURES

MODULE 1 – Goal setting and planning for success

Haughey, D. (2014). *A brief history of SMART goals*. Project Smart.
<https://www.projectsmart.co.uk/smart-goals/brief-history-of-smart-goals.php>

A description of the SMART method, its history and criticisms. It's a good source of basic information about the method, written in a layman's terms.

Janža, N. (15.7.2018). *Kako se spopasti z neuspehom?*
<https://www.adecco.si/nasveti/prosta-delovna-mesta-kako-se-spopasti-z-neuspehom/>

Offers practical advice on how to deal with failure, self-criticism and uncertainty. It's written in layman's terms. It boosts motivation and inspiration. It concludes with a finishing sentence: "Don't strive for perfection. Strive for creativity, learning and making new mistakes - think how dull life would be if there would be no room for improvement."

Moje delo. (b.d.). *Zastavite si svoje cilje*. <https://www.mojedelo.com/karierni-nasveti/zastavite-si-svoje-karierne-cilje-3983>

The main topic is setting career goals using the SMART method. It describes the the method's criteria and lists some questions and examples for each of



them. There is also a list of possible situations in the workplace and pieces of advice on how to successfully manage them.

Stopar, I. (b.d.). *SMART cilji in kako jih uresničiti*. Nasvet. <https://www.nasvet.si/smart-cilji-kako-jih-uresniciti/>

Describes the SMART method, its criteria and examples of well and ill-defined goals for each of the criteria.

Teamgantt. (2021, Oktober 7.). *How to set SMART goals: Examples & template | TeamGantt*. [Video]. Youtube. <https://www.youtube.com/watch?v=qxHDNKMDJrY>

A video about setting goals and the SMART method. It explains the method and presents some examples and guidelines for setting goals. Explanation of each of the criteria is followed by questions, designed to help formulate well-defined goals.

TEDx Talks. (b.d.). *Programming your mind for success | Carrie Green | TEDxManchester*. Youtube. <https://www.youtube.com/watch?v=MmfikLimeQ8&t=18s>

The video talks about encountering challenges on the road to success. It begins with a simple experiment, where the speaker invites someone from the audience on the stage. The volunteer is awarded 20 pounds. The speaker asks the rest of the audience why they didn't volunteer (what is the rationale behind their decision). The experiment aims to illustrate how our thoughts affect our decisions and behavior. It stimulates us to think about the number of missed opportunities due to a negative mindset. It also highlights the importance of knowing what we want (what kind of a person we want to be and why) and harmony between our thoughts and vision. Visualization technique as a tool for achieving goals is also mentioned.



The mind tools content team. (b.d.). *SMART goals*.

<https://www.mindtools.com/a4wo118/smart-goals>

Description of the SMART method with questions for satisfying each of the method's criterion. There are also some examples of career goals, relevant for each of the criterion.

Tsaousides, T. (23.1.2018). *How to Conquer Fear of Failure. Five simple ways to remove fear of failure from your path to success.*

<https://www.psychologytoday.com/us/blog/smashing-the-brainblocks/201801/how-conquer-fear-failure>

A neuropsychologist offers advice on how to overcome fear of failure. It contains question examples about possible outcomes of a situation we perceive as threatening, to alleviate our fear.



MODULE 2 – Emotional regulation and mental health

Center za krepitev zdravja Kranj. (b.d.). *Trebušno dihanje – 5 minut*. Youtube.
<https://www.youtube.com/watch?v=CB7Nx2QCnfQ>

A video of guided diaphragmatic breathing for relaxing the body. With each inhale, the abdomen expands. With each exhale, the abdomen relaxes. For maximum effect, we can add counting to match the length of inhaling and exhaling. It relaxes the body and redirects our thoughts.

Head to health. (2019). *Anxiety disorders*. <https://www.headtohealth.gov.au/mental-health-difficulties/mental-health-conditions/anxiety-disorders>

A description of anxiety disorders and self-help strategies (healthy lifestyle, breathing exercises). It also contains some guidelines on how to treat individuals suffering from anxiety disorders.

HelpGuide. (b.d.). *Anxiety*. <https://www.helpguide.org/home-pages/anxiety.htm>

The page contains descriptions of different anxiety disorders (generalized anxiety disorder, panic disorder, phobias...) and their symptoms as well as self-help strategies and treatment options.

Muršič, M., Babič, M. in Heliodor, C. (b.d.) *Jezo izrazi na asertiven način. #tosemjaz*.
<https://www.tosemjaz.net/razisci/custva-in-psihicne-stiske/dodaj-article-page-220128093354/>

The page talks about assertive communication as an appropriate way of expressing anger. It also contains "I" statements and several articles regarding anger.

NIJZ. (b.d.). *Anksioznost. Nisi okej? Povej naprej*.
<https://nisokejpovejnaprej.si/dusevno-zdravje/najpogostejse-dusevne-motnje/anksioznost/>



The page offers a general definition of anxiety and explains when anxiety becomes problematic. It explains different self-help techniques (the stop technique, 5-4-3-2-1 technique,...) as well as guidelines for prevention and help seeking options.

Pogosyan, M. (2017). *3 Ways to regulate your emotions*. Psychology today. <https://www.psychologytoday.com/us/blog/between-cultures/201709/3-ways-regulate-your-emotions>

The article familiarizes us with the concept of emotional regulation and emotion management. Two key emotional regulation techniques are emphasized: cognitive reappraisal, repressing and acceptance of emotions.

Šprah, L. in Dernovšek, M. Z. (b.d.). *Anksiozne motnje*. Omra. <https://www.omra.si/e-ucilnica/anksioznost1/anksioznost/>

The page offers an extensive description of anxiety disorders, including sub descriptions of different anxiety disorders (generalized anxiety disorder, panic disorder, agoraphobia, specific phobias, social anxiety and obsessive compulsive disorder). Treatment options are also discussed.

Therapist aid. (2015). *DBT emotion regulation skills*. <https://www.therapistaid.com/therapy-worksheet/dbt-emotion-regulation-skills/emotions/adolescents>

The page offers access to Emotional regulation skills worksheet that gives a brief overview of different emotional regulation skills: opposite action, checking the facts, P.L.E.A.S.E. and focusing on positive events.

We grow people. (2021, Marec 13). *Assertive vs. Aggressive* [Video]. Youtube. <https://www.youtube.com/watch?v=y8gd2rehXog>

The video describes assertive communication in contrast to aggressive communication. It emphasizes the importance of using body language in



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assertive communication as well as practical examples and challenges related to interpretation of assertive communication in written form.



MODULE 3 – Conflict management and leadership skills

All Documentary. (b.d.). Babies in the office: Parents bring their babies to work | Baby documentary | Reel truth. Youtube. <https://www.youtube.com/watch?v=ff1-YArHI7U&t=9s>

The video shows an experiment based on an example of a company that promotes the practice of balancing work and personal life for its employees. In the experiment the employees bring their babies to work. The course of the workday and potential challenges are shown.

Bourke, J. in Titus, A. (2020, marec 6). *The key to inclusive leadership*. Harvard Business Review. <https://hbr.org/2020/03/the-key-to-inclusive-leadership>

The authors introduce six signature traits of an inclusive leader: visible commitment, humility, awareness of bias, curiosity about others, cultural intelligence and effective collaboration. They also acknowledge some additional leadership behaviors like humility, empathy and perspective taking.

Psychologysketchbook. (b.d.). *Thomas Kilmann Conflict Mode Instrument*. Youtube. [Thomas Kilmann Conflict Mode Instrument](https://www.youtube.com/watch?v=ff1-YArHI7U&t=9s)

The video addresses different conflict styles from the Thomas-Kilmann Conflict Mode Instrument: accommodating, avoiding, compromising, collaborating and competing. Information is presented in an understandable way, using graphics. Each of the conflict styles is additionally explained with practical examples of situations that best correspond to the style. Limitations of each style are also described.

Resources for employers (b.d.) *What is inclusive leadership?*

<https://resources.workable.com/what-is-inclusive-leadership>

The page provides us with a basic understanding of inclusive leadership. It describes its strengths and limitations as well as signature traits of inclusive leaders.



Sheryl Sandberg. (b.d.). *Why we have too few women leaders*. TED. https://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders

The video sheds light on the challenges and barriers faced by women in leadership roles. It provides three pieces of advice for women striving for leadership roles. The topic is additionally explained with practical examples. Women tend to underestimate their abilities and achievements while men tend to overestimate them. Men also tend to attribute their success to internal factors whilst women give more credit to external factors.

TEDx Talks. (2020, Oktober 2). *Inclusion Revolution | Daisy Auger Domínguez | TEDxPearlStreet* [Video]. YouTube. <https://www.youtube.com/watch?v=u-VMr51yiVc>

A description of a personal experience with non-inclusive leadership and attempts at changing personnel practices as well as challenges faced by this person during their time working for the organization.

Williams, C. (2001). *Being assertive*. University of Leeds.

A textbook explaining the concept of assertiveness. It touches the basics of assertive communication and its techniques. It also includes several exercises and questionnaires, designed to improve assertive communication.



MODULE 4 – System and Creative thinking

Bartlett, L. (2021, March 24). *Go Green: 7 Simple Life Hacks For Sustainability*.

House of Coco. <https://houseofcoco.net/go-green-7-simple-life-hacks-for-sustainability/>

Doyle, A. (2022, April 14). *What is Creative Thinking? The Balance*.

<https://www.thebalancemoney.com/creative-thinking-definition-with-examples-2063744>

Gilkey C. (2012, April 4). *Maven, Connector, or Salesperson: What's Your Archetype?* Productive Flourishing.

<https://www.productiveflourishing.com/maven-connector-or-salesperson-whats-your-archetype/>

Goodman, M. (n.d.). *Systems Thinking: What, Why, When, Where, and How?* The Systems Thinker.

<https://thesystemsthinker.com/systems-thinking-what-why-when-where-and-how/>

Grayson, R. (2018, June 19). *Maven, salesperson, connector — which are you?*

Permaculture. <https://medium.com/permaculture-3-0/maven-salesperson-connector-which-are-you-979f5189466f#:~:text=Over%20a%20decade%20ago%2C%20in,links%20distribute%20and%20collect%20information>

Hening, A. (2020, April 25). *Systems Thinking Part 5 — How to Change any System.*

Better Systems. <https://medium.com/better-systems/systems-thinking-part-5-how-to-change-any-system-ae7b63c33ed2>

Kaplan, Z. (2023, March 3). *What Is Creative Thinking? Definition and Examples.*

The Forage. <https://www.theforage.com/blog/skills/creative-thinking#:~:text=Creative%20thinking%20includes%20the%20process,skills%2C%20innovation%2C%20and%20collaboration>



May. (2020, July 7). *110 Simple Hacks for a More Eco-Friendly Life*. Global Green Family. https://globalgreenfamily.com/simple-hacks-for-eco-friendly-life/#google_vignette

Prince, K. (2020, September 28). Systems Thinking Can Help Spark and Sustain Change. *Aurora Institute*. <https://aurora-institute.org/blog/systems-thinking-can-help-spark-and-sustain-change/>

Systems Thinking: The Iceberg Model. (n.d.). HI Toolbox.

<https://toolbox.hyperisland.com/a-systems-thinking-model-the-iceberg>

The Tipping Point. (n.d.). Leadership centre.

<https://www.leadershipcentre.org.uk/artofchangemaking/theory/the-tipping-point/>



MODULE 5 – Green Jobs

CEDEFOP. (n.d.). *Green Jobs Programme*. Matching Skills.

<https://www.cedefop.europa.eu/en/tools/matching-skills/all-instruments/green-jobs-programme>

Dumora, F. (2023, May 15). *How to support a job seeker? Handbook for Employment and Career Development Counselors*. International Labour Organisation.

https://www.ilo.org/global/topics/youth-employment/publications/WCMS_882743/lang--en/index.htm

Iberdrola (n.d.). *Green jobs: good for you, for the environment and for the economy*.

<https://www.iberdrola.com/sustainability/what-are-green-jobs>

ILO-UNEP-IUCN (2022, December 8). *Decent Work in Nature-based Solutions 2022*. International Labour Organisation.

https://www.ilo.org/global/topics/employment-intensive-investment/publications/WCMS_863035/lang--en/index.htm

Kurtuy, A. (2023, January 4). *2023 Guide to Green Careers - All You Need to Know*.

Novoresume. <https://novoresume.com/career-blog/green-careers>

Montero, M. Q. (2016, June 22). *Empleos verdes para un desarrollo sostenible. El caso Uruguayo*. International Labour Organisation.

https://www.ilo.org/global/topics/green-jobs/publications/WCMS_493362/lang--en/index.htm

UNEP. (n.d.). *Green Jobs for Youth Pact*.

<https://www.unep.org/explore-topics/education-environment/what-we-do/green-jobs-youth-pact>

Yune, T. (2021, March 24). *How to get paid to save the world*. MIC.

<https://www.mic.com/impact/how-to-land-a-green-job-regardless-of-your-experience-level-53206469>



MODULE 6 – Writing a CV and preparing for a job interview

Mills, K. (voditeljica). (2021, Julij 14). *Can a personality test determine if you're a good fit for a job? With Fred Oswald, PhD* [podkast]. American Psychological Association. <https://www.apa.org/news/podcasts/speaking-of-psychology/personality-tests>

The podcast talks about psychological testing in the context of employee selection practices. The guest speaker points out the reasons for using psychological testing for hiring purposes and its benefits for employers. Modern technology (e.g. artificial intelligence) that affects hiring practices is also mentioned.

Optius. (b.d.). *Naj bo spremno pismo zapisano v e-pošti ali dodano kot priponka?* <https://www.optius.com/iskalci/karierna-svetovalnica/naj-bo-spremno-pismo-zapisano-v-e-posti-ali-dodano-kot-priponka-2/>

The source stresses the importance of a good CV cover letter, provides useful tips for writing and demonstrates some practical examples of a CV cover letter. It also answers the question from the title - should the CV cover letter be an attachment or the body of the email? There is a very divided opinion on the issue. The article also provides some practical pieces of advice - a CV cover letter should be short, unique and adapted to the job position you are applying for. Also, look out for spelling and grammar errors.

Portal OSV. (b.d.). *Življenjepis (CV)*. <https://www.portalosv.si/funkcionalna-pismenost/pisna-komunikacija/zivljenjepis-cv/>

The website contains basic information about writing a CV: key elements, what to know before writing, format and content guidelines... You can also find examples of a CV and practical tips.

Šuster, A. (19.8.2020). *Kako napisati kakovosten CV?* <https://psihologijadela.com/2020/08/19/kako-napisati-kakovosten-cv/>



An infographic describing the content and format of a CV. A CV should include a photo of yourself, personal information, personal traits, contact information, educational background, skills, work experiences and certificates. The website also offers some useful tips for improving your CV (using colors, grammatical skills).

TEDx Talks. (2018, Julij 23). *An introvert's guide to networking* | Rick Turoczy | TEDxPortland [Video] YouTube.
https://www.youtube.com/watch?v=Cj98mr_wUA0

Rick Turoczy shares his experience with social networking as an introvert. He feels that it's easier to establish relationships in person than online and with one person at a time.

Turbulenca. (2015, September 13). *Mreženje*. RTV 365.
<https://365.rtvlo.si/arhiv/turbulenca/174361419>

The main topic of the show is social networking. The show guests talk about social networking in general, how to create social networks, its benefits and the importance of social media in social networking. How to develop your networking skills with some practical tips is also discussed.

Zakrajšek, T. (14.1.2015). *Nasveti za pisanje življenjepisa*. Psihologija dela.
<https://psihologijadela.com/2015/01/14/nasveti-za-pisanje-zivljenjepisa/>

The author provides us with some useful tips for writing a CV and highlights common mistakes people make when writing a CV (lying, grammatical errors...).

Zavod Republike Slovenije za Zaposlovanje (b.d.) *Kako kandidiram na delovna mesta?* eSvetovanje.
<https://esvetovanje.ess.gov.si/KakoKandidiramNaDelovnaMesta/>



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The website offers useful tips and pieces of career advice, including how to know yourself better, write a CV, apply for a job, prepare for a job interview and improve job interview performance.