

Text for further reading 3

Area: HORIZONS

Case study 1: CareerStorm Ltd

The company “CareerStorm Ltd” was founded in 1998 and is based in Finland. It is specialised in designing web-based career tools and interactive career services for online career portals, i.e. Monster.com (European countries and Canada), Career innovation company (UK) and contribution to the initial design of Finland’s leading recruitment website Helsingin Sanomat (Finland). Through the online portals, CareerStorm tools were available to all Internet users.

In 2003, the “CareerStorm Navigator™” was developed, a web-based tool for career/life development. The tool is exclusively administered by career professionals, who are available to support the individuals using it in a variety of contexts. Consultants use it to provide career services to organisations (i.e. career management programmes, leadership development and outplacement). In larger organisations, specialists use the tool to facilitate internal programmes (e.g. competence and leadership development, internal recruitment, women returning to paid work). Private coaches use the tool to support their work with individual clients and organisations. Higher education institutions use the tool to facilitate career development among personnel and students.

Source: CareerStorm: <http://www.careerstorm.com>

There are a large number of other specialist consultancies operating in this area whose role in the development of services should not be underestimated, i.e. the Signposter programme (www.signposterprogramme.co.uk). This programme gives users the opportunity to develop an intelligent e-portfolio and provides a gateway to information on all levels of learning, work and lifestyle.

Source: Cedefop (2008): Career development at work. A review of career guidance to support people in employment. Cedefop Panorama series; 151. Luxembourg: Office for Official Publications of the European Communities. Retrieved from: <http://www.cedefop.europa.eu/en/publications-and-resources/publications/5183> [23.10.2017]

Case study 2: Lider21

Lider21 is a Spanish training initiative that equips team leaders the necessary skills and tools to lead and manage change, so they can successfully implement innovation projects in their field of work. For this purpose, leaders have to develop a range of skills related to their ability to listen and their awareness of the challenges and motivations of others. The aim is to generate a climate of mutual trust between the leader and the employees. Employees will feel more motivated and able to maximise their potential, which will ultimately result in increased productivity. The training is eminently practical and facilitates the development of innovation projects.

Lider21 employs leadership to transform organisations and improve the competitiveness of businesses. But what are the skills that make a transformational leader different from a traditional leader? A transformational leader:

- Communicates a vision and gets team members to share it and work towards it.
- Motivates, conveys passion, enthusiasm and dedication in carrying out ideas and projects.
- Is committed to the organisation and its people. Values ethics in the team.
- Creates a team —thinks of win-win solutions.
- Drives change —as a question of principle, questioning everything and exploring alternatives. Takes risks and tries new things. Is a pioneer.
- Observes —is sensitive and empathetic. Knows the people, their skills, what they want, what they feel, what motivates them, understands them and guides them accordingly. Recognises effort.
- Listens —practices active listening to understand the other person as a whole.
- Knows how to manage time effectively. Knows the difference between what is urgent and what is important. Thinks that the best time spent is that devoted to people.
- Promotes on-going training. Seeks to get team members to grow personally and professionally.
- Believes in the team, promotes social cohesion and trust among team members. Believes that everyone has something to contribute. Is a conciliator.

Lider21 works with these competences, distributed in three basic groups:

- the tools to innovate,
- the team and the
- individuals.

Tools:

This area focuses on the effective implementation of techniques for generating ideas, which requires a preliminary analysis of the company's situation. The ultimate purpose of idea generation is to develop individual aptitudes and attitudes that prepare everyone in the organisation for creative thinking. Once ideas have been generated, it is important to properly evaluate them and make a selection to only carry out projects that are suitable. This requires estimating and focusing resources, and learning formal methods to select the best projects to undertake. Finally, change management is a process that adapts and prepares companies for the transformations that result from implementing a project in any area of innovation, be it product/service, process, organisation or culture.

Team:

This area focuses on the development of skills related to teamwork and leadership: Teamwork: It is important to know how to create task forces that are efficient and cohesive —as this is the only way to achieve goals at the lowest possible cost— so the team will remain united when faced with difficulties. It is about sharing a common goal and achieving understanding and trust so meetings are effective and improve work performance.

Leadership: to lead an organisation is to exert more influence than is expected of the position held, as it also affects the individual. New leadership is achieved by treating all employees equally, believing in their abilities and creating inspirational motivation through a project that they find exciting. This achieves an idealised influence where employees also believe in their leader.

Individuals:

Three types of intelligence are considered:

- emotional,
- creative
- social

Emotional Intelligence is the ability to recognise our emotions and those of others in order to improve our relations. The first step is to know oneself, to be able to redirect one's thoughts towards positive thinking that will improve behaviour. This way one learns to listen to others in a totally receptive way and manages while creating a favourable climate.

Creative Intelligence is the ability to generate new, useful ideas, enabling new ways of dealing with events, observing reality from new perspectives, discovering new connections between things and recognising new values. The goal is to maintain curiosity and diversity to find new, creative solutions, removing individual obstacles to becoming creative.

Social Intelligence is the ability to recognise how others see us and the patterns with which they relate to us. This way, we can better manage our behaviours and make our relations more satisfactory and effective.