



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



**Sofinancira  
Evropska unija**



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](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](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](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](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](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](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/>



Sofinancira  
Evropska unija



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.



Za ukrep so bila prejeta finančna sredstva Evropske unije.  
Sporočilo odraža samo stališče avtorja. Evropska komisija ni odgovorna za  
kakršnokoli uporabo informacij, ki jih vsebuje zadevno sporočilo.





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

## HAPPY AT WORK – DOBRE PRAKSE ZA IMPLEMENTACIJO MODULOV

### MODUL 1 – Postavljanje ciljev in planiranje za uspeh

Haughey, D. (2014). *A brief history of SMART goals*. Project Smart.

<https://www.projectsart.co.uk/smart-goals/brief-history-of-smart-goals.php>

Predstavljena je metoda SMART, njena zgodovina ter njene kritike. Je dober vir osnovnih informacij o metodi, napisan na poljuden način.

Janža, N. (15.7.2018). *Kako se spopasti z neuspehom?*

<https://www.adecco.si/nasveti/prosta-delovna-mesta-kako-se-spopasti-z-neuspehom/>

Nekaj konkretnih predlogov o tem, kako se spopasti z neuspehom, samokritiko in negotovostjo. Vir je uporaben za motivacijo in inspiracijo. Zaključni sklepno mislijo: »Naj vaš cilj ne bo popolnost, ampak ustvarjalnost, učenje in vedno nove in drugačne napake – pomislite, kako zelo dolgočasno bi bilo življenje, če ne bi bilo nikjer več prostora za izboljšave.«

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

Vir se nanaša na karierne cilje po metodi SMART. Pri vsakem kriteriju so podana tudi vprašanja, s katerimi si lahko pomagamo zadovoljiti kriterij ter



primeri zastavljenih ciljev. Proti koncu spletne strani so opisani tudi primeri situacij, ki se lahko zgodijo tekom kariere in predlogi za učinkovito rokovanje s tovrstnimi situacijami.

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

Predstavljena je metoda zastavljanja SMART ciljev. Opisani so kriteriji metode SMART, podani pa so tudi primeri dobro in slabo oblikovanih ciljev glede na posamezen kriterij.

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

Video posnetek o postavljanju ciljev in metodi SMART. V videu je razložena metoda, podani so primeri in predloga za oblikovanje SMART ciljev. Pri vsakem izmed kriterijev so podana tudi vprašanja, s katerimi si lahko pomagamo pri postavljanju ciljev.

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

Video govori o ovirah na poti do uspešnosti. Začne se s preprostim eksperimentom, v okviru katerega govorec na oder povabi prostovoljca. Ko se ta pridruži, mu za nagrado podari 20 funtov. Sledi premislek o tem, zakaj se ostali niso javili. Kakšne so bile ovire oz. kakšni so bili »izgovori«? Z eksperimentom želi pokazati, kakšen vpliv imajo naše misli na vedenje na odločanje. Nadaljuje z mislijo o velikem številu zamujenih priložnosti, ki jih povzroči negativna miselna naravnost. Izpostavljen je tudi pomen zavedanja lastnih želja (kaj si želimo, kakšna oseba želimo postati in zakaj) ter usklajevanja naših misli z našo vizijo. Omenjena je tudi tehnika vizualizacije, ki nam lahko pomaga na poti do uresničevanja ciljev.





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

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

Opis metode SMART z vprašanji, ki so nam lahko v pomoč pri zadovoljevanju posameznega kriterija. Podani so tudi primeri ciljev za posamezen kriterij na temo kariere.

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>

Nasveti nevropsihologa o tem, kako premagati strah pred neuspehom. Podana so tudi konkretna vprašanja o možnih posledicah nekega dogodka, ki si jih lahko postavimo, kadar se soočamo z občutki strahu.



## MODUL 2 – Emocionalna regulacija in duševno zdravje

Center za krepitev zdravja Kranj. (b.d.). *Trebušno dihanje – 5 minut*. Youtube.

<https://www.youtube.com/watch?v=CB7Nx2QCnfQ>

Video posnetek z vodeno preprosto tehniko trebušnega dihanja, ki pomaga pri sprostitvi telesa. Ob vdihu se trebuh napne, ob izdihu pa sprosti in izprazni. Za večjo učinkovitost vaje lahko dodamo še štetje, ki pomaga, da vdih in izdih postaneta enako dolga. To še bolj pripomore k sprostitvi telesa ter preusmeri naše misli.

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

Vir opiše anksiozne motnje. Opisani so načini, na katere si lahko pomagamo sami (npr. zdrav življenjski slog, dihalne tehnike) in kako se vesti do posameznikov, ki trpijo za anksioznimi motnjami.

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

Stran nam ponudi opise posameznih anksioznih motenj (npr. generalizirana anksiozna motnja, panična motnja, fobije). Opisani so simptomi, načini samopomoči in načini obravnave posamezne motnje.

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/>

Članek predstavi asertivno komunikacijo kot primeren način izražanja jeze. Vključuje tudi "jaz" sporočila. Na portalu je tudi več člankov, ki se navezujejo na jezo.

NIJZ. (b.d.). *Anksioznost*. Nisi okej? Povej naprej.

<https://nisokejповejnaprej.si/dusevno-zdravje/najpogostejse-dusevne-motnje/anksioznost/>



Stran poda splošen opis anksioznosti in nas seznanja s tem, kdaj lahko anksioznost postane težava. Predstavljene so tehnike samopomoči (npr. tehnika STOP, tehnika 5-4-3-2-1). Opisani so tudi načini preventivnega ravnanja ter vzvodi iskanja pomoči.

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>

Članek razloži koncept čustvene regulacije oz. upravljanja s čustvi. Predstavi tudi dve ključni tehniki čustvene regulacije: ponovno oceno ter potlačitev in sprejemanje čustev.

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

Na strani lahko zasledimo izčrpen opis anksioznih motenj. Opisane so tudi posamezne anksiozne motnje, možnosti obravnave in njihov potek.

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

Na povezavi je dostopen delovni list o čustveni regulaciji. Naslovljene so različne strategije čustvene regulacije: paradokсна naloga, preverjanje dejstev, P.L.E.A.S.E. in osredotočanje na pozitivne dogodke.

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

Posnetek predstavi asertivno komunikacijo in jo primerja z agresivno komunikacijo. Naslovljen je pomen telesne govornice v okviru asertivne komunikacije. Izpostavljeni so tudi primeri asertivne komunikacije ter izzivi, povezani z interpretacijo asertivne komunikacije v pisni obliki.



### MODUL 3 – Upravljanje konfliktov in vodstvene kompetence

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>

Video posnetek s pomočjo eksperimenta prikaže primer podjetja, ki spodbuja prakso usklajevanja poklicnega in zasebnega življenja za svoje zaposlene. V okviru eksperimenta zaposleni na delovna mesta pripeljejo svoje dojenčke. Prikazan je potek delovnega dneva ter izzivi in možni zapleti.

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>

Avtorici predstavita šest glavnih značilnosti inkluzivne vodje: zavzemanje za raznolikost v organizaciji, skromnost, zavedanje lastne pristranskosti, zanimanje za druge, kulturna inteligentnost in veščine sodelovanja. Posebej izpostavita tudi vedenje vodje, ki ga odražajo skromnost, sposobnost zavzemanja perspektive drugega in zavzemanje empatične drže.

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

Video posnetek prikazuje različne oblike spoprijemanja z medosebnimi konflikti po Killmanu: tekmovanje, sodelovanje, sklepanje kompromisov, izogibanje in prilagajanje. Informacije so podane na razumljiv način, s pomočjo risanja grafik. Za vsako obliko spoprijemanja s konflikti so navedeni tudi primeri situacij. Izpostavljene so tudi pomanjkljivosti posameznega stila.

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

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

Stran na kratko predstavi inkluzivno vodenje. Bralcu omogoča, da pridobi osnovno znanje za boljše razumevanje nadaljnje literature. Predstavi tudi prednosti takšnega vodenja in glavne značilnosti inkluzivnih vodij.



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](https://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders)

Posnetek na kratko predstavi izzive, s katerimi se soočajo ženske na vodilnih položajih. Sledijo trije nasveti ženskam, ki si želijo doseči vodilni položaj. Tematika je podkrepljena tudi s primeri iz vsakdanjega življenja. Izvemo tudi, da se ženske nagibajo k podcenjevanju svojih sposobnosti in dosežkov, medtem ko so moški nagnjeni k precenjevanju. Prav tako moški uspeh pogosteje pripisujejo notranjim faktorjem, ženske pa zunanjim.

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

V posnetku je predstavljena osebna izkušnja z vodenjem, kadar to ne poteka v skladu z načeli inkluzivnega vodenja. Opisana je tudi izkušnja s poskusi spreminjanja kadrovske prakse v podjetju, kjer je bila oseba zaposlena in preprekami, s katerimi se je srečevala.

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

Avtor v delovnem zvezku predstavi asertivnost. Opisane so osnove asertivne komunikacije in tehnike, s katerimi si lahko pomagamo biti bolj asertivni. Na voljo je tudi več vaj in vprašalnikov, ki nam lahko pomagajo ugotoviti, kako se lahko izboljšamo v asertivni komunikaciji.



## MODUL 4 – Sistemsko in ustvarjalno mišljenje

- Bartlett, L. (24. 3. 2021). *Go green: 7 simple life hacks for sustainability*. House of Coco. <https://houseofcoco.net/go-green-7-simple-life-hacks-for-sustainability/>
- Doyle, A. (14. 4. 2022). *What is creative thinking?* The Balance. <https://www.thebalancemoney.com/creative-thinking-definition-with-examples-2063744>
- Gilkey C. (4. 4. 2012). *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. (19. 6. 2018). *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. (25. 4. 2020). *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. (3. 3. 2023). *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. (7. 7. 2020). *110 Simple hacks for a more eco-friendly life*. Global green family.

[https://globalgreenfamily.com/simple-hacks-for-eco-friendly-life/#google\\_vignette](https://globalgreenfamily.com/simple-hacks-for-eco-friendly-life/#google_vignette)

Prince, K. (28. 9. 2020). 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/>



## MODUL 5 – Zelene zaposlitve

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

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

Dumora, F. (15.5.2023). *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](https://www.ilo.org/global/topics/youth-employment/publications/WCMS_882743/lang--en/index.htm)

Iberdrola (b.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 (8.12.2022). *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](https://www.ilo.org/global/topics/employment-intensive-investment/publications/WCMS_863035/lang--en/index.htm)

Kurtuy, A. (4.6.2023). *2023 Guide to Green Careers - All You Need to Know*.

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

Montero, M. Q. (22.6.2016). *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](https://www.ilo.org/global/topics/green-jobs/publications/WCMS_493362/lang--en/index.htm)

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

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

Yune, T. (24.3.2021). *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>





## MODUL 6 – Priprava življenjepisa in zaposlitveni intervju

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>

V podkastu je govora o psihološkem testiranju, ki se uporablja pri selekciji kadrov. Gost na podkastu predstavi razloge za uporabo psihološkega testiranja v tem kontekstu. Pojasni tudi, kakšne so koristi psihološkega testiranja za delodajalce. Omenjena je tudi sodobna tehnologija (npr. umetna inteligenca), ki spreminja proces selekcije kadrov.

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/>

Vir na lahko berljiv način oriše pomembnost (dobrega) spremnega pisma, poda nekaj napotkov za pisanje in bralca napoti na praktične primere spremnih pisem. Dotakne se tudi vprašanja z naslova – ali naj bo spremno pismo zapisano v e-pošti ali dodano kot priponka? Mnenja glede tega so deljena. Podanih je tudi nekaj praktičnih nasvetov - spremno pismo naj bo kratko, unikatno in prilagojeno posamezni prijavi na delovno mesto. Spremno pismo ne sme vsebovati slovničnih napak.

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

Na spletni strani portala so na kratko zbrane osnovne informacije o življenjepisu – sestava življenjepisa, kaj moramo vedeti pred pisanjem življenjepisa, kakšni naj bosta oblika in vsebina življenjepisa. Zasledimo lahko tudi nekaj primerov življenjepisa ter praktične napotke.



Šuster, A. (19.8.2020). *Kako napisati kakovosten CV?*

<https://psihologijadela.com/2020/08/19/kako-napisati-kakovosten-cv/>

Spletna stran z infografiko, ki na kratko predstavi vsebino in obliko življenjepisa. Ta naj vsebuje fotografijo, osebne podatke in osebni profil, nekaj osebnostnih lastnosti in kontakt, izobrazbo, strokovne kompetence, delovne izkušnje ter pridobljene spretnosti in znanja. Predstavljenih je tudi nekaj nasvetov za izboljšanje svojega CV-ja (uporaba barv, slovnična pravilnost).

TEDx Talks. (2018, Julij 23). *An introvert's guide to networking* | Rick Turoczy | TEDxPortland [Video] YouTube.

[https://www.youtube.com/watch?v=Cj98mr\\_wUA0](https://www.youtube.com/watch?v=Cj98mr_wUA0)

Rick Turoczy govori o svoji izkušnji z mreženjem iz vidika introverta (osebe, ki je nekoliko manj družabna). Ugotavlja, da je lažje vzpostaviti mrežo odnosov v živo, v pogovoru z eno osebo naenkrat.

Turbulenca. (2015, September 13). *Mreženje*. RTV 365.

<https://365.rtvlo.si/arhiv/turbulenca/174361419>

V oddaji je predstavljeno mreženje. Sodelujeta tudi dva gosta, ki spregovorita o koristnosti mreženja. Med drugim spoznamo, kaj je mreženje, kako se lotimo mreženja in pomen socialnih omrežji za mreženje. Opisani so tudi načini razvijanja sposobnosti mreženja ter praktični nasveti.

Zakrajšek, T. (14.1.2015). *Nasveti za pisanje življenjepisa*. Psihologija dela.

<https://psihologijadela.com/2015/01/14/nasveti-za-pisanje-zivljenjepisa/>

Avtorica na kratek, jasen in lahko berljiv način poda nekaj nasvetov za pisanje življenjepisa, poleg tega pa izpostavi pogoste napake pri pisanju življenjepisa.

Zavod Republike Slovenije za Zaposlovanje (b.d.) *Kako kandidiram na delovna mesta?*

eSvetovanje. <https://esvetovanje.ess.gov.si/KakoKandidiramNaDelovnaMesta/>



Sofinancira  
Evropska unija



Spletna stran nudi koristne nasvete za celoten proces pridobivanja zaposlitve, od spoznavanja samega sebe do pisanja življenjepisa, prijave na delo, priprave na razgovor ter uspešnega nastopa na razgovoru.



Za ukrep so bila prejeta finančna sredstva Evropske unije.  
Sporočilo odraža samo stališče avtorja. Evropska komisija ni odgovorna za  
kakršnokoli uporabo informacij, ki jih vsebuje zadevno sporočilo.

