

M13 Change Management Glossary

Change Management

A structured approach to transition individuals, teams, and organizations from a current state to a desired future state while minimizing resistance, disruption, and negative impacts.

Change Process

The sequence of steps and activities followed when implementing a change initiative, moving from the current state to the desired future state while adapting and ensuring sustainability.

Change Initiative

A planned effort or project aimed at introducing a new way of working, improving performance, or achieving organizational objectives through change.

Resistance (to Change) / Change Resistance

Reluctance or opposition shown by individuals or groups when facing a proposed change, which may appear as skepticism, pushback, disengagement, or refusal.

Fear of the Unknown

Resistance caused by uncertainty and lack of clarity about what the change means or what will happen.

Loss of Control

A cause of resistance where change disrupts routines and makes individuals feel they no longer control their work or environment.

Perceived Threats

Resistance that occurs when individuals believe the change threatens their job security, status, or influence.

Lack of Involvement

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A cause of resistance that happens when employees feel excluded from decision-making or believe their input is not valued.

Change Fatigue

Reduced motivation and openness to change caused by frequent or continuous change initiatives.

Concerns About Competence

Resistance driven by employees worrying they do not have the skills or knowledge needed to succeed after the change.

Signs of Change Resistance

Observable behaviors that indicate resistance, including passive resistance, open resistance, information hoarding, undermining, or sabotage.

Passive Resistance

A form of resistance where individuals disengage, do not fully participate, and withhold effort or enthusiasm.

Open Resistance

Direct and visible resistance such as vocal objections, complaints, protests, or explicit refusal.

Information Hoarding

Withholding information or resources that are relevant to the change, slowing down or blocking progress.

Undermining / Sabotage

Actions intended to weaken or damage the success of a change effort.

Communication (in Change Management)

Open and transparent explanation of the reasons for change, expected benefits, and impacts on people and teams.

Involvement and Participation

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Engaging employees by asking for input, listening to concerns, and including their ideas in the change process.

Education and Training

Providing learning, resources, and support so employees can build the skills needed for the new environment.

Change Champions

People who are empowered to advocate for change, inspire others, and guide teams through the transition.

Feedback Mechanisms

Channels and processes that allow employees to share feedback and concerns, supporting adaptation and improvement during change.

Addressing Concerns

Responding to resistance openly and empathetically by understanding specific concerns and working on solutions.

Celebrating Small Wins

Recognizing early successes and milestones to keep motivation and momentum during the change process.

Continuous Evaluation

Ongoing assessment of change progress and adjustment of strategies when necessary.

Leadership Support

Active alignment and commitment from leaders and managers, who should model desired behaviors and reinforce the change.

Persistence

Acknowledging that change takes time and sustained effort is needed to overcome resistance.

Lewin's Model (Lewin's Change Management Model)

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A foundational change framework developed by psychologist Kurt Lewin, describing change in three stages: Unfreeze, Change, and Refreeze.

Unfreeze

The stage where the organization prepares for change by challenging the current state and reducing resistance to new ways of working.

Change

The stage where the new processes, behaviors, or systems are implemented and adopted.

Refreeze

The stage where the change is stabilized and embedded into the organization to ensure it lasts over time.

M14 Collective Leadership Glossary

Brainstorming

A creative group or individual problem-solving technique used to generate a wide range of ideas or solutions to a clearly defined problem in a free-thinking and non-judgmental environment.

Collective Leadership

A leadership approach where responsibilities and decision-making are distributed across multiple individuals or teams, encouraging collaboration, shared responsibility, and active participation.

Traditional Leadership

A leadership model based on a centralized authority structure where decisions are made at the top of the hierarchy and subordinates follow directives.

Shared Responsibility

A key characteristic of collective leadership where leadership tasks and accountability are shared among several people instead of one leader.

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Distributed Leadership Responsibilities

The practice of spreading leadership roles and influence across different levels and teams within the organization.

Collaborative Decision-Making

A decision-making process where relevant stakeholders participate in discussions and decisions are made together, often through consensus-building.

Consensus-Building

A method of reaching agreement by involving participants in discussion until a shared decision is achieved.

Employee Engagement

A benefit of collective leadership where employees feel involved, valued, and motivated to contribute to organizational success.

Empowerment

Giving employees the authority, confidence, and responsibility to make decisions within their area of expertise.

Leveraging Diverse Expertise

Using the knowledge and skills of different people across the organization to improve decisions and outcomes.

Adaptability and Resilience

The ability of an organization to adjust to change and remain effective, supported by distributed leadership rather than dependency on one leader.

Reduced Dependency on a Single Leader

A collective leadership advantage where the organization is less vulnerable if one key leader is unavailable.

Innovation and Creativity

Improved generation of new ideas and solutions due to diverse perspectives and collaborative work.

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Enhanced Communication

More open, transparent, and inclusive communication encouraged by collective leadership practices.

Leadership Development

The growth of leadership skills across many employees, creating more potential leaders at different levels.

Alignment with Values and Mission

Ensuring leadership behaviors and decisions support the organization's core values and overall mission.

Improved Decision Quality

Better decisions resulting from multiple viewpoints, shared knowledge, and stakeholder participation.

VUCA World

A context described as Volatile, Uncertain, Complex, and Ambiguous, where collective leadership helps organizations respond and innovate.

Agility

The ability to make quick decisions and respond rapidly to change without delays caused by centralized leadership.

Cultural Cohesion

A stronger workplace culture built through inclusivity, transparency, participation, and shared responsibility.

Resilience (Organizational)

The capacity to continue operating effectively during disruptions because leadership is distributed and not dependent on one "single point of failure."

Glossary — Fostering a Culture of Collective Leadership

Lead by Example

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Leaders model collaborative behaviors to set expectations and influence organizational culture.

Clear Vision and Values

Communicating an organizational vision and values that emphasize collaboration, teamwork, and shared responsibility.

Training and Development

Providing learning opportunities to strengthen leadership, teamwork, communication, conflict resolution, and problem-solving skills.

Empower and Delegate

Delegating authority and responsibilities so team members can make decisions in their area of expertise.

Collaborative Goal Setting

Involving teams and individuals in defining goals aligned with organizational objectives.

Effective Communication

Maintaining open, transparent, and inclusive communication channels and encouraging active listening.

Feedback Culture

A culture where constructive feedback (including 360-degree assessments) is encouraged to support continuous improvement.

Recognition and Rewards

Acknowledging and rewarding collaborative efforts and teamwork achievements.

Diverse and Inclusive Teams

Teams formed with different backgrounds, perspectives, and skills to stimulate creativity and innovation.

Shared Decision-Making

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Implementing decision processes where key stakeholders participate, increasing ownership and commitment.

Conflict Resolution Strategies

Techniques to manage disagreements constructively, treating conflict as an opportunity for growth.

Leadership Development Pipeline

A structured program to identify, mentor, and develop leaders across all organizational levels.

Knowledge Sharing

Sharing information and promoting cross-functional collaboration through repositories or communities of practice.

Experiment and Innovate

Encouraging experimentation, risk-taking, and learning from failure while celebrating innovation success.

Performance Metrics

Evaluation criteria aligned with collective leadership values, rewarding collaboration and teamwork behaviors.

Continuous Improvement

Regular assessment of leadership practices and organizational culture to identify improvements and adapt strategies.

Transparency in Decision-Making

Sharing major decisions and their rationale to build trust and inclusion.

Celebrate Collective Achievements

Recognizing milestones as team successes to reinforce collective leadership behaviors.

Feedback Loops

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Ongoing processes for employees to provide input on policies and initiatives, with visible action taken on feedback.

Long-Term Commitment

Understanding that building collective leadership culture requires consistent reinforcement over time.

Glossary — Collaborative Decision-Making Process (Steps)

Decision Scope

Defining what the decision includes and what it does not include.

Stakeholders

People or groups affected by the decision or involved in making it.

Decision Criteria

Agreed standards used to evaluate alternatives and choose the best option.

Generate Alternatives

Creating different possible options or solutions before selecting one.

Facilitate Discussion

Guiding the conversation so all participants can contribute and the group stays focused.

Seek Consensus

Working toward a shared agreement that all participants can support.

Address Concerns

Identifying and resolving objections or issues raised by stakeholders.

Document Decision

Recording the decision, its reasoning, and next steps for clarity and accountability.

Develop Action Plan

Defining tasks, timelines, and steps to implement the decision.

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Assign Roles

Allocating responsibilities to individuals or teams for implementation.

Follow Up and Monitor

Tracking progress and ensuring implementation stays on course.

Lessons Learned

Capturing insights from the decision process to improve future decisions.

M15 Communication Analysis Glossary

Communication Analysis

A structured review of communication efforts to understand whether messages are effective, understandable, and aligned with organizational strategy.

Course Objectives

The intended learning goals of the training module (what participants will understand by the end).

Strategy (Organizational Strategy)

The direction and plan of a company or organization, which should be understood by customers, students, and partners.

Communication Efforts

All actions taken to communicate messages to relevant audiences (e.g., emails, letters, events).

Relevant Communication

Communication that is important for stakeholders and directly connected to the organization's strategy and goals.

Effective Communication

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Communication that successfully delivers the intended message and is understood by the audience.

Audience / Recipients / Communication Partners

The people or groups receiving communication messages, either internal or external.

Stakeholders

Individuals or groups with an interest in the organization (e.g., partners, customers) who should understand the organization's strategy.

Internal Communication

Communication directed to people within the organization (e.g., managers, employees).

External Communication

Communication directed to people outside the organization (e.g., customers, partners).

Communication Channels

The methods used to communicate, such as letters, emails, and events.

Communication Actions

Specific communication activities carried out by the organization (e.g., sending emails, organizing events).

Message / Objective

The purpose and key content of a communication action (what you want people to understand or do).

Timing / Frequency

When communication happens and how often communication actions are performed.

Measurement / Analysis (of Communication)

The process of collecting information about communication actions, such as volume, channels used, recipients, objectives, and frequency.

Measurement / Analysis (of Effectiveness)

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Evaluating whether communication is successful by checking if the audience understands the strategy (e.g., through surveys).

Survey

A tool (questionnaire) used to gather feedback from customers, partners, or stakeholders about whether they understand the organization's strategy.

Derive Measures / Actions

Turning analysis results into concrete improvements, actions, or steps to strengthen strategic communication.

Strategic Communication

Communication designed to support and reinforce the organization's strategy and long-term direction.

Communication Strategy

The overall plan for how communication will be delivered (what to communicate, to whom, how, and how often).

Communication Plan

A structured plan of communication actions and channels to improve communication effectiveness.

Accessible Communication Channels

Communication channels that are easy for the target audience to access and understand.

M16 Communication and Relationships

Communication Model

A structured representation of how communication works between a sender and a receiver through a message and a channel, including encoding, decoding, and feedback.

Sender

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The entity who initiates communication and is responsible for encoding and transmitting the message to the receiver.

Receiver

The entity who receives the message, decodes it, and interprets its meaning.

Message

The information, idea, or content the sender wants to communicate (spoken, written, visual, gestures, etc.).

Channel

The medium used to transmit a message from sender to receiver (e.g., face-to-face, email, phone call, video).

Code

The system of symbols or signs used to encode and decode messages between sender and receiver.

Encoding

The process of converting thoughts or ideas into a message that can be transmitted (choosing words, symbols, etc.).

Decoding

The process by which the receiver interprets and understands the message.

Feedback

The response or reaction of the receiver to the sender's message.

Elements of Personal Communication

Mehrabian's 7-38-55 Rule

A model suggesting that communication impact comes from **7% verbal content**, **38% tone of voice**, and **55% body language**.

Verbal Content (7%)

The actual words spoken, representing a small part of the overall message impact.

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Tone of Voice (38%)

How something is said (pitch, pace, intonation, emotional inflection), strongly shaping meaning.

Body Language (55%)

Non-verbal cues (gestures, facial expressions, posture) that communicate emotions and attitudes.

Iceberg Metaphor (in Communication)

A metaphor showing that visible communication (words, tonality, body language) is only the surface, while deeper factors (values, beliefs, fears, feelings, biases, experience) strongly influence meaning.

Deep Structure

The underlying personal factors that shape communication, such as beliefs, values, feelings, fears, biases, and experience.

Barriers in Communication

Communication Barriers

Obstacles that reduce communication effectiveness and can cause misunderstandings, conflict, and reduced productivity.

Language Barriers

Differences in language or dialect between sender and receiver that affect understanding.

Cultural Barriers

Differences in cultural norms, values, or communication styles that create misinterpretation.

Physical Barriers

Environmental or physical obstacles (distance, noise, poor acoustics, disabilities) that interfere with communication.

Perceptual Barriers

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Differences in perception and interpretation, including selective listening and distractions (multitasking, devices).

Status and Power Differences

Hierarchical dynamics where authority may intimidate others and limit open communication.

Lack of Clarity

Poorly structured or unclear messages that cause confusion and misunderstanding.

Communication and Behavior Styles

Passive Communication Style

A style where a person avoids confrontation, suppresses needs, and gives in to others; often linked to low self-esteem and weak boundaries.

Passive-Aggressive Communication Style

Indirect expression of resistance or negative feelings through sarcasm, procrastination, or backhanded compliments, while denying wrongdoing when confronted.

Aggressive Communication Style

A forceful, confrontational style that may blame or attack others and ignore boundaries, often leading to conflict.

Assertive Communication Style

A clear, honest, and respectful style that expresses needs and boundaries confidently while respecting others' rights.

Assertiveness

The ability to express opinions, ideas, and concerns in a neutral, respectful way, including giving criticism without sounding judgmental.

Workplace Communication Styles (Types)

Idea-Oriented People

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People who thrive on creativity and innovation, focusing on big-picture thinking, curiosity, experimentation, and generating new ideas.

People-Oriented People

Individuals focused on relationships, empathy, and connection, prioritizing teamwork, listening, and emotional intelligence.

Process-Oriented People

Individuals who prefer structure, procedures, organization, and detailed planning, often being quality-focused and systematic problem solvers.

M17 Critical success factors Glossary

Critical Success Factor (CSF)

An element, activity, or area that is necessary for an organization or project to achieve its mission and succeed.

Mission

The purpose of an organization — what it exists to achieve.

Strategic Goals

The key long-term objectives an organization aims to achieve.

Strategy

A plan or direction designed to achieve mission and strategic goals.

Success Factors

Important areas of business activity that support achieving strategic goals (the broader list before selecting the “critical” ones).

Critical Success Factors Analysis

A structured approach to identifying the most essential factors that drive strategy forward and determine success.

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Common Point of Reference

A shared set of priorities (CSFs) that helps align the team on what matters most and guides decision-making.

Business Analytics

The use of data analysis to identify and understand what drives business success, including identifying CSFs.

Strategic Performance

How well an organization is progressing toward its strategic objectives.

KPI (Key Performance Indicator)

A measurable metric with a target or threshold that quantifies objectives and enables measurement of strategic performance (not the same as CSFs).

Target / Threshold

A defined value used to evaluate whether a KPI is meeting expectations (e.g., goal levels).

SWOT Analysis

A strategic tool (Strengths, Weaknesses, Opportunities, Threats) that can be used before CSF analysis to support strategy implementation.

Strategies and Policies

Organizational decisions and rules designed to guide actions and achieve goals; CSFs help implement them effectively.

Unified Approach

Coordinated action across the organization so everyone contributes toward the same strategic direction.

Glossary — How to Define CSFs (Process Terms)

Brainstorming

Generating and listing ideas (e.g., critical measures needed for success).

Stratify / Organize Measures

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Grouping measures that share common objectives to improve clarity and structure.

Monitoring

Tracking CSFs regularly to ensure progress and detect issues early.

Measurement

Defining how CSFs will be evaluated using data, indicators, or reporting tools.

Scorecard (Monthly Scorecard)

A reporting format used to review measures periodically (e.g., monthly).

Weekly Report

A frequent reporting tool to monitor progress and performance regularly.

Communicate CSFs

Sharing CSFs with teams so everyone understands priorities and works toward the same aims.

Reevaluate CSFs

Reviewing and updating CSFs over time to ensure they still match business needs and goals.

Implement, Measure, and Adjust

A continuous improvement cycle: apply CSFs, track results, and refine actions based on outcomes.

M18 Decentralised & Flexible Value Creation Glossary

Decentralised & Flexible Value Creation

An approach to manufacturing and value creation designed to enable flexibility and adaptiveness across the value chain, supporting customized products, scalable production, and dynamic demand.

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Value Chain

The full sequence of activities involved in creating a product, often extending beyond a single enterprise to multiple partners.

Flexible Value Chain

A value chain that can adapt quickly to changing needs, demand, or product configurations.

Personalized / Individualized Production

Production focused on meeting specific customer needs through tailored or unique products rather than standard mass production.

Product Customization

The ability to modify products to match individual customer requirements.

Single-Item Production

Manufacturing a single unit of a product (often fully customized) efficiently.

Shortened Product Life-Cycle

A situation where products become outdated faster, requiring quicker adaptation in design and production.

Production Scalability

The ability to scale manufacturing resources up or down depending on demand.

Cost-Efficiency

Achieving production goals while minimizing costs and improving overall efficiency.

Business-to-Consumer (B2C)

A relationship model where businesses provide products or services directly to consumers.

Business-to-Business (B2B)

A relationship model where businesses provide products or services to other businesses.

Technology-Related Terms

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Additive Manufacturing

A production method (including 3D printing and metal sintering) used to manufacture single-item, fully customized products, often with minimal waste and complex geometries.

3D Printing

A type of additive manufacturing where objects are built layer by layer from a digital model.

Metal Sintering

An additive manufacturing process where metal powder is fused to create solid parts.

Complex Geometry

Product shapes and structures that are difficult to produce using traditional manufacturing methods, but possible with additive manufacturing.

Cyber-Physical Production System (CPPS)

A production system that provides insight through live data feeds (e.g., stock levels, tracking) and supports collaboration through shared digital data and tools.

Live Data Feeds

Continuous real-time data streams from production systems (e.g., stock levels, product tracking).

Stock Level

The amount of inventory available in storage or production at a given moment.

Track and Trace

The ability to monitor a product's location and status throughout the production and supply process.

3D Factory Layout

A digital visualization of the factory layout used to support planning and monitoring.

Cloud Computing

Using online/shared computing resources to enable collaboration, data sharing, and flexible planning across departments or enterprises.

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Organization & Network Terms

Non-Hierarchical Production Network

A decentralized manufacturing model where value creation processes are distributed among partners selected based on competence and capacity, rather than controlled through a strict hierarchy.

Social Manufacturing

A type of non-hierarchical production network based on collaboration among distributed partners.

Cyber-Physical Production Networks

Networks of connected production partners enabled by cyber-physical systems and shared data.

Global Production Networks / Global Supply Chains

Traditional networks where components are outsourced globally; in contrast, production networks outsource value creation processes.

Outsourcing (Components vs. Value Creation Processes)

In supply chains, parts and subsystems are outsourced; in production networks, the value creation processes themselves are outsourced across partners.

Competences

The skills and capabilities required to manufacture a product or complete a production step.

Free Capacities

Available production capacity that partners can contribute when scaling manufacturing resources.

Partner Selection

Choosing the best enterprises/partners for specific steps in a production process based on criteria such as competence, capacity, or performance.

Web Platform

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A digital platform used to share competences and capacities and enable semi-automated partner selection for B2B or B2C relationships.

Semi-Automated Partner Selection

A partially automated process of selecting partners through platform architecture and defined criteria to meet customer demand.

Decision-Making Terms

Transparent Selection Process

A clear and traceable method for choosing technologies or partners based on defined evaluation criteria.

Multi-Criteria Decision-Making Methods (MCDM)

Methods used to evaluate options using multiple criteria (e.g., selecting technology or partner combinations).

AHP (Analytic Hierarchy Process)

A multi-criteria decision-making method used to rank alternatives based on structured comparisons.

ELECTREE

A multi-criteria decision-making method used to compare and rank alternatives based on preferences and thresholds.

PROMETHEE

A multi-criteria decision-making method used to identify the optimal compromise solution among alternatives using a set of criteria.

Criteria

Factors used to evaluate and compare alternatives (e.g., partner performance, capabilities, transportation).

Optimal Combination of Partners

The best set of enterprises selected to perform different steps of a distributed production process.

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Optimal Compromise

A balanced solution chosen because it best fits the overall criteria set, even if it is not perfect in every single criterion.

M19 Digital Twin of Assets Glossary

Digital Twin (DT)

A virtual representation of manufacturing elements (e.g., personnel, products, assets, processes) that continuously updates as the physical counterpart changes, reflecting status, working conditions, geometries, and resource states.

Digital Twin of Assets

A digital twin specifically focused on physical assets (equipment/machines), enabling monitoring, prediction, optimization, and improved decision-making.

Virtual Representation

A digital model of a physical object or system used to mirror and understand its real-world behavior.

Physical Counterpart

The real-world physical object (machine, product, system) that the digital twin represents.

Living Model

A model that continuously updates over time based on changes in the real asset and incoming data.

Synchronous Update

Updating the digital model in alignment with the physical object so both remain consistent.

Life Cycle (Product/Asset Life Cycle)

The full period an asset or product exists, from design and manufacturing to service and maintenance.

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Real-Time Prediction

Using real-time data and simulations to forecast behavior, failures, or performance during operations.

Optimization

Improving processes or asset performance using data, simulation, and feedback loops.

Supervision and Management

Monitoring and controlling assets and processes (including remotely) using the digital twin.

Simulators

Digital tools that simulate how an object or process behaves under different conditions.

Technical Requirements (Digital Twin Components)

Information Model

A technical element of a digital twin that contains the specifications of the physical object.

Communication Mechanism

A system enabling bi-directional data transfer between the digital twin and the physical asset.

Bi-Directional Data Transfer

Two-way sharing of data between the physical asset and its digital twin.

Qualitative Data

Descriptive, non-numeric data used in a digital twin (e.g., condition descriptions).

Quantitative Data

Numeric data used in a digital twin (e.g., measurements, performance indicators).

Historical Data

Past data records used to support modeling, learning, and predictions.

Environmental Data

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Data describing the surrounding conditions affecting the asset (e.g., environment, context).

Module for Data Processing

A component that extracts and processes data from multiple sources to build a live digital representation of the physical object.

Multi-Source Data

Data collected from different systems or endpoints and combined for digital twin construction.

Benefits of Digital Twin of Assets

Modelling

Creating a virtual model of a real asset to understand its behavior and performance.

Speed Prototyping

Faster prototyping enabled by simulation, reducing time for design and analysis cycles.

Product Re-Designing

Using digital simulations to improve or redesign products more quickly.

Design and Analysis Cycles

The iterative phases of designing and evaluating products or assets; digital twins shorten these cycles.

Product Customization

Adapting a product design based on user preferences using digital twin capabilities.

Remote Monitoring and Control

Using the digital twin to monitor and control physical devices from a distance.

Cost-Effective Prototyping

Reducing prototyping costs by testing in virtual environments rather than building physical prototypes.

Destructive Scenarios (Virtual Testing)

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Testing extreme or damaging conditions in simulation without physical costs or risks.

Operating Cost Reduction

Lowering costs during operation through optimization and predictive maintenance enabled by DT.

Life Extension (of Equipment/Assets)

Increasing asset lifespan by improving maintenance planning and operational performance.

Forecasting Problems / System Planning

Predicting issues at different life cycle stages using real-time exchange between the digital twin and the physical asset.

Feedback Loop

Continuous data exchange between the physical asset and its digital twin used for validation, optimization, and maintenance planning.

Improved Maintenance

Using digital twin insights to predict defects and schedule maintenance proactively.

Safer than the Physical Counterpart

Using DT for remote control/monitoring reduces human exposure in hazardous working conditions.

Waste Reduction

Reducing material waste and development costs by testing and validating designs virtually before manufacturing.

Time to Market

The time required to launch a product; DT can reduce it by accelerating development and testing.

Documentation and Communication

DT requires synchronized data across systems and supports better documentation and communication.

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Safety Training (with Digital Twin)

Using digital twins to develop more efficient and illustrative safety training experiences.

Application Context & Implementation

Design Phase / Manufacturing Phase / Service Phase

Three major life cycle phases where digital twins can be applied: design, production/manufacturing, and service/maintenance.

IT Infrastructure

Modern software and hardware needed to implement and run a digital twin system.

Data Security and Privacy

Protecting large volumes of collected data and ensuring compliance with security and privacy rules.

Encryption of Data

Securing data by encoding it to prevent unauthorized access.

User Roles and Privileges

Defining access levels so different users have appropriate permissions in the digital twin system.

Routine Security Audits

Regular checks to identify vulnerabilities and ensure security practices remain effective.

Data Quality

Ensuring the data used is accurate and noise-free, since incorrect data leads to incorrect DT results.

Personnel Education / Training

Training employees so they have the skills and resources to work with digital twin models and tools.

Internal vs External Data Sharing

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Internal data sharing occurs between departments; external data sharing involves exchanging information between different stakeholders.

Mixed Reality (with Digital Twin)

Combining DT with mixed reality for better visualization and remote supervision.

Example Terms (Rolls-Royce Engine Digital Twin)**On-board Sensors**

Sensors installed on the physical asset to collect operational data.

Satellite Connectivity

A communication method enabling continuous transfer of asset data to its digital twin in real time.

Preventive Maintenance

Maintenance performed in advance to avoid breakdowns, supported by predictions from DT simulations.

Reliability

Improved system performance through early detection of issues, reducing disruptions.

Time to Wing

A maintenance performance metric in aerospace referring to how long critical components last before requiring service.

M20 Financial Risk Management for the Green Economy Glossary

Financial Risk Management for the Green Economy (Green Financial Risk Management)

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A specialized approach to assessing, managing, and mitigating financial risks linked to environmental and sustainability factors, supporting the transition to a green economy.

Green Economy

An economic model focused on sustainability, environmental protection, and long-term value creation while reducing environmental harm.

Environmental and Sustainability Factors

Environmental conditions and sustainability-related issues that can create risks or opportunities for organizations (e.g., climate impacts, resource use).

Transition to a Green Economy

The shift from traditional business and economic models toward low-carbon, sustainable practices and investments.

Sustainable Model of Operations

A way of operating that integrates sustainability into processes, decision-making, and long-term business planning.

Core Green Risk Management Concepts

Environmental Risk Assessment and Management (ERAM)

A process used to identify, assess, and manage environmental risks in order to reduce negative impacts and ensure compliance.

Climate Change and Financial Risk

The analysis of how climate change can create financial risks for organizations, including physical, transition, and liability risks.

Sustainable Finance

Financial decision-making that integrates sustainability considerations into funding, investment, and long-term risk management.

Green Investments

Investments directed toward environmentally responsible projects (e.g., renewable energy, efficiency initiatives).

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Principles of Sustainability

Guiding ideas that support environmental health, economic prosperity, and social equity through responsible practices.

When to Use ERAM (Environmental Risk Assessment and Management)

Permitting Processes

Regulatory procedures where environmental risk assessment is needed to obtain required approvals for operations.

Routine Operations

Ongoing organizational activities where environmental risks should be assessed and managed regularly.

Contingency Planning

Planning actions and responses for environmental emergencies such as hazardous spills or releases.

Sustainability Programs

Corporate initiatives that promote environmental responsibility and integrate tools like ERAM.

Climate Change Risk Types

Physical Risks

Financial risks caused by physical impacts of climate change (e.g., extreme weather, damage to assets).

Transition Risks

Risks linked to moving toward a low-carbon economy (e.g., new regulations, market shifts, technology change).

Liability Risks

Risks related to legal claims, responsibilities, or compensation due to climate-related impacts or non-compliance.

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Long-Term Strategy (Climate Context)

Including climate-related risks and opportunities in long-term planning to ensure organizational resilience.

Low-Carbon Economy

An economy that reduces carbon emissions through cleaner technologies and sustainable practices.

UN Development Goals (Sustainability Goals)

Global goals that organizations may align with through sustainability and climate risk management efforts.

Sustainable Finance & Green Investment Tools

Green Bonds

Debt instruments issued to raise capital specifically for environmentally friendly projects.

ESG Criteria (Environmental, Social, Governance)

Standards used to evaluate investments and ensure capital is directed to responsible and sustainable activities.

Green Technologies

Technologies that reduce environmental impact and improve sustainability and operational efficiency.

Growth Initiatives (Sustainable Context)

Using green investments to fund expansion or new projects in environmentally responsible ways.

Principles of Sustainability and the Green Economy

Environmental Protection

Actions aimed at reducing harm to the environment and supporting long-term ecological health.

Conservation of Natural Resources

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Using resources efficiently and responsibly to ensure future availability.

Biodiversity Preservation

Protecting and restoring biodiversity to maintain ecosystem resilience and services.

Pollution Prevention

Reducing emissions and waste to lower environmental impact and protect health.

Economic Viability

Ensuring sustainability efforts support long-term economic performance and stability.

Sustainable Development

Balancing economic growth with environmental care and social well-being.

Resource Efficiency

Reducing waste and costs by improving how resources (energy, water, materials) are used.

Innovation and Technology (Sustainability Context)

Developing and adopting greener technologies and practices to improve sustainability outcomes.

Implementation Terms (Tips & Traps)

Sustainability Strategy

A comprehensive plan that outlines actions needed to achieve sustainability goals.

Vision and Mission (Sustainability Alignment)

Embedding sustainability into vision and mission statements to reflect long-term commitment.

SMART Goals

Goals that are Specific, Measurable, Achievable, Relevant, and Time-bound.

Leadership and Governance

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Management structures and leadership commitment needed to support sustainability implementation.

Executive Support

Commitment from top management to lead and champion sustainability initiatives.

Sustainability Governance

A formal structure (committee/officers) responsible for implementation and monitoring sustainability progress.

Policies and Procedures

Organizational rules and practices that embed sustainability into daily operations and decisions.

Sustainable Sourcing

Choosing suppliers and materials that follow sustainable practices.

Employee Engagement (Sustainability)

Involving employees through training, awareness, incentives, and communication to support sustainability goals.

Incentive Programs

Rewards designed to encourage employee participation in sustainability initiatives.

Circular Economy

A sustainability approach that designs products for longevity, repairability, and recyclability to reduce waste.

Collaborations

Partnerships with organizations, research institutions, or NGOs to drive sustainability innovation.

Sustainability Metrics

Measurements and indicators used to track progress toward sustainability goals.

KPIs (Sustainability KPIs)

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Key performance indicators used to measure sustainability progress and performance.

Regular Audits

Routine assessments to ensure compliance with sustainability standards and identify improvements.

Transparent Reporting

Open communication of sustainability performance to stakeholders (e.g., sustainability reports).

Stakeholder Engagement

Involving stakeholders (communities, customers, investors) in sustainability actions and decision-making.

Investor Relations (Sustainability Context)

Communicating sustainability initiatives and long-term financial impacts to investors.

Financial Incentives

Support mechanisms like grants, subsidies, and tax breaks that encourage sustainable investments.

Data Analytics

Using data to track sustainability metrics and identify trends, risks, and opportunities.

Digital Tools and Platforms

Digital solutions that support efficient resource management and reduce environmental impact.

IoT (Internet of Things)

Connected devices and sensors used to optimize processes and reduce waste.

AI (Artificial Intelligence)

Technology used to improve decision-making and efficiency, supporting sustainability optimization.

Continuous Improvement

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Ongoing enhancement of sustainability strategies using feedback, benchmarking, and learning.

Feedback Loops

Processes to gather input from stakeholders and adjust sustainability strategies over time.

Benchmarking

Comparing performance against industry best practices to identify improvement opportunities.

M21 Integrated Transparent Value Chain Glossary

Integrated Transparent Value Chain

A supply/value chain approach that is both integrated and transparent, improving efficiency, visibility, and decision-making from raw materials to end customers.

Integration (in the value chain)

Connecting supply chain activities and internal operations so processes work together seamlessly across the full flow of value creation.

Transparency (in the value chain)

The ability to track products, processes, and data across the chain to ensure ethical and sustainable production and improve control.

Supply Chain

The network of suppliers, manufacturers, logistics, and processes involved in producing and delivering a product.

Value Chain

A broader concept including the supply chain, internal company operations, and end customers.

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Value-Added Networks

Connected companies and processes that contribute value at different stages of production and delivery.

Upstream (Supply Chain)

The supplier side of the value chain, including suppliers, processes, and related relationships.

Downstream (Supply Chain)

The part of the value chain related to selling and delivering products to end customers.

Supplier Management

Planning, controlling, and executing supplier-side activities to integrate supplier processes and synchronize them with the company.

Distribution Channel

A unified process connecting suppliers, manufacturers, dealers, and customers through transportation, location, and intermediaries.

Value-Added Activities

Activities that generate value while consuming resources, connected through processes across production stages.

Porter's Value Chain Terms

Porter's Value Chain (Michael E. Porter, 1985)

A model describing how companies create value through primary and support activities across the business.

Primary Activities

The five main activities directly involved in value creation: internal logistics, production, external logistics, marketing & sales, and service.

Support Activities

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Activities that enable primary activities: corporate infrastructure, human resources, technology development, and procurement.

Internal Logistics

Handling and managing materials and inputs within the organization.

Production

The process of transforming inputs into finished products.

External Logistics

Distribution and delivery of finished products to customers.

Marketing & Sales

Activities that promote products and generate customer demand.

Service

Activities supporting the product after sale, such as customer support or maintenance.

Corporate Infrastructure

Organizational systems and structures supporting operations (e.g., management, planning).

Human Resources

Workforce management, recruitment, development, and training activities.

Technology Development

Development and use of technology to improve products and processes.

Procurement

Purchasing goods and services needed for business operations.

Benefits of an Integrated Transparent Value Chain

Transparent Data Flows

Clear visibility and traceability of data across the value chain.

Synchronized Supply Chains

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Coordinated supply chain operations that reduce delays and improve efficiency.

Flexibilisation of Production Processes

Making production processes more flexible to adapt to changing needs and conditions.

Machine Communication

Machines sharing data to optimize resource and energy consumption.

Efficient Data Collection

Collecting operational and supply chain data effectively to support decision-making.

When to Use This Approach (Context Terms)

Value Chain Complexity

A situation where the value chain is global, intricate, or involves many partners and processes.

Real-Time Information

Up-to-date information needed for fast and accurate decision-making across the supply chain.

Customer Retention

Maintaining long-term customer relationships; transparency and efficiency can strengthen trust.

Cost Optimization

Reducing costs by identifying inefficiencies, redundancies, and waste across the chain.

Promoting Innovation

Using integration and transparency to support collaboration, improve coordination, and accelerate new product launches.

Time-to-Market

The time needed to launch a new product; integration and transparency can reduce delays.

Implementation Steps & Tools

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Supplier Evaluation

Assessing suppliers based on sustainability criteria such as environmental impact, social responsibility, and ethical practices.

Sustainability Strategy

A plan integrating environmental, social, and economic considerations into business operations and long-term planning.

Sustainability Criteria

Standards used to evaluate suppliers and activities (environmental, social, ethical performance).

Sustainability Assessment Questionnaire (SAQ)

A tool used to evaluate supplier sustainability performance.

Sustainable Procurement Guide (SPG)

A guide/tool supporting sustainable purchasing decisions and supplier evaluation.

Life Cycle Assessment (LCA)

A method to evaluate environmental impacts across a product lifecycle, from raw material extraction to disposal.

Carbon Footprint Calculator

A tool to measure greenhouse gas emissions caused directly or indirectly by an organization, product, or event.

Sustainability Balanced Scorecard (SBSC)

A scorecard integrating financial metrics with environmental and social performance indicators.

Materiality Assessment

A method to identify and prioritize the most important sustainability issues affecting the business and stakeholders.

Supplier Sustainability Performance Scorecard (SSPS)

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A tool used to monitor supplier sustainability practices and performance against defined standards.

Sustainability Reporting Standards (GRI Standards)

Guidelines for reporting sustainability performance transparently to stakeholders.

Prerequisites (Requirements)

Technological Infrastructure

The technical capability needed to support integration and transparency across the value chain.

Advanced IT Systems

Robust infrastructure able to handle high data volumes and integrate technologies such as ERP, SCM, and CRM.

ERP (Enterprise Resource Planning)

Software that integrates and manages core business processes across the organization.

SCM (Supply Chain Management Systems)

Systems used to manage supply chain operations, coordination, and performance.

CRM (Customer Relationship Management)

Systems used to manage customer relationships, interactions, and customer data.

Interoperable Platforms

Systems that can exchange data seamlessly across the supply chain.

Real-Time Data Processing

Capability to collect, process, and analyze data immediately for up-to-date visibility.

Skilled Workforce

Personnel with the expertise needed to operate and manage the required technologies and analytics.

Technical Expertise

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Skills in technologies such as IoT, AI, blockchain, and data analytics.

Training Programs

Ongoing training to keep employees updated on new tools and practices.

Traps / Risks (Implementation Challenges)

Cybersecurity and Data Privacy

Risks of cyberattacks and data breaches due to increased connectivity and data sharing; requires strong protection and compliance.

GDPR (General Data Protection Regulation)

A data privacy regulation that organizations must comply with when handling personal data.

Regulatory and Compliance Challenges

Complexity caused by different rules across regions/industries, requiring careful planning and monitoring.

Supplier and Partner Alignment

The challenge of aligning partners to a common transparency framework through trust-building and agreements.

Supply Chain Disruptions

Unexpected events (natural disasters, pandemics, geopolitical tensions) that impact the value chain and require resilience.

Resilience

The ability of the supply chain to continue functioning despite disruptions.

M22 Internal Information Database Glossary

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Database

An organized collection of structured information (data) stored electronically, used to store, edit, and access different types of data.

Structured Information / Data

Information organized in a defined way (e.g., tables, records) so it can be stored and queried efficiently.

Database Management System (DBMS)

A software program that controls and manages databases (storage, access, editing, and querying).

SQL (Structured Query Language)

A standard language used in many databases to write queries and manage stored data.

Main Components of a Database

Hardware

The physical device (server/computer) where the database is stored.

Software

The tools and programs used to manage the database (including the DBMS).

Data

The information stored inside the database.

Database Access Language

A programming/query language used to communicate with the database (e.g., SQL).

Procedures

Rules and instructions defining how the database works and how data is managed.

Types of Databases

Relational Database

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A database where data is organized into tables with rows and columns.

Object-Oriented Database

A database where information is represented as objects, similar to object-oriented programming.

Distributed Database

A database made of two or more files located in different sites/locations.

Data Warehouse

A central data repository designed for fast querying and analysis, supporting reporting and business intelligence.

NoSQL (Nonrelational Database)

A database type that supports storing and manipulating unstructured and semi-structured data.

Graph Database

A database that stores data as entities and relationships between entities.

OLTP Database

A database designed for large numbers of transactions performed by multiple users, supporting day-to-day operations.

Internal vs External Databases / Data

Internal Database

A collection of business data compiled using internal networks, including information about market and consumer behavior stored electronically.

External Data

Information collected from external sources such as customers, partners, competitors, and industry reports (purchased or publicly available).

Internal Data

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Data generated and used within a company (e.g., sales, customer service, production), often stored in spreadsheets, databases, or CRM systems.

CRM (Customer Relationship Management)

A system used to store and manage customer-related information and interactions.

Website KPIs

Performance indicators collected from website activity to evaluate effectiveness and results.

Customer Surveys

Structured feedback collected from customers to evaluate products, branding, or services.

Why Databases Matter (Business Benefits)

Business Intelligence (BI)

Tools and processes that turn data into insights to support better decision-making and performance.

Data-Driven Decisions

Decisions based on analysis of collected data rather than assumptions.

Agility

The ability of an organization to adapt quickly using accessible and well-structured data.

Scalability

The ability to grow operations and data handling efficiently as business needs increase.

Examples of Internal Databases

Sales Database

A database containing sales-related data such as revenue, distribution channels, customer database, consumer feedback, and social media impressions.

Financial Database

A database storing financial information such as cash flow reports, expense reports, and production reports, used for budgeting decisions.

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HR Database (Human Resources Database)

A database storing employee information such as job title, skills, salary, benefits, leave, absenteeism, training, and more.

Database Marketing

A marketing approach focused on collecting, consolidating, and processing customer data to optimize communication, timing, and channels.

Customer Relationship Management (as Database Marketing)

Database marketing can also be referred to as customer relationship management, since it supports personalized communication and retention.

Inventory Database

A database containing material-related data (material code, supplier, standards, delivery deadlines, reorder points, quantities, etc.).

Pareto Analysis (in Inventory)

A method to group materials by importance (e.g., identifying the most critical items).

Reorder Point / Signal Quantity

A defined stock level that triggers reordering of a material to avoid shortages.

Data Warehouse Architecture Terms

Data Warehouse Architecture

A structured system design that integrates multiple data sources to support analytics, reporting, and decision-making.

Unified Schema

A single consistent structure that organizes data from different sources into one system.

Heterogeneous Data Sources

Different types of data sources and formats combined into one warehouse system.

Operational System

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A system used to process day-to-day organizational transactions.

Flat Files

A file-based system where transactional data is stored in files (each with a unique name).

Metadata

Data that describes other data (e.g., author, date created/changed, file size).

Raw Data

Unprocessed data collected from sources before being transformed or analyzed.

Summary Data (Aggregated Data)

Data that has been summarized/aggregated to improve query performance and support analysis.

Data Mart

A segment of a data warehouse focused on reporting and analysis for a specific department or business area (e.g., sales, payroll).

End-User

A business user (e.g., managers) who uses the data warehouse for strategic decision-making.

Reporting and Query Tools

Tools used to retrieve and display information from the data warehouse.

Online Analytical Processing (OLAP) Tools

Tools designed to analyze large volumes of data from multiple perspectives (analytics).

Data Mining Tools

Tools that discover patterns, trends, and insights from large datasets.

Implementation Challenges / Good Practices

Software Compatibility

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Ensuring databases across departments can work together without technical conflicts.

Access Control

Defining who can access which database and what data, managed by the organization.

Maintenance and Upgrades

Ongoing actions to keep databases secure, functional, and updated over time.

Data Security (HR Database Risk Example)

Protecting sensitive employee data to prevent breaches or theft.

M23 Manager as a Coach Glossary

Manager as a Coach

A leadership approach where a manager uses coaching methods to empower and develop team members, helping them reach their full potential through support, guidance, and structured conversations.

Coaching

A collaborative and empowering dialogue that helps a coachee set goals, discover inner resources, and map the best way to achieve goals.

Coachee

The person receiving coaching support, who works on goals, growth, and development through the coaching process.

Coaching Mindset

A leadership attitude focused on development, empowerment, and helping others learn and grow rather than simply giving instructions.

Managing vs Coaching

A contrast between directing work (managing) and enabling growth through questions, reflection, and empowerment (coaching).

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Core Components of Coaching

Collaboration

Coach and coachee work together as partners to define goals and progress.

Empowerment

Supporting the coachee to build confidence and take ownership of decisions and actions.

Reflection

Encouraging self-awareness and learning by thinking deeply about experiences, behaviors, and options.

Action

Turning insights into concrete steps and behaviors that move toward goals.

Accountability

Ensuring commitment to actions and progress through follow-ups and checkpoints.

Core Activities of a Manager as a Coach

Employee Performance (Support)

Providing personalized support tailored to each employee's needs to improve performance.

Active Listening

Listening attentively without judgment to understand perspectives, concerns, and aspirations.

Empathy and Understanding

Connecting emotionally, acknowledging experiences and challenges, and helping employees feel understood.

Questioning Techniques

Using questions to foster critical thinking, self-reflection, and problem-solving.

Constructive Feedback

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Specific, actionable feedback focused on behavior to support growth and development.

Goal-Setting and Action Planning

Clarifying organizational and individual objectives and defining steps to achieve them.

Active Listening Techniques

Paraphrasing

Restating what the employee said in your own words to confirm understanding.

Reflecting Feelings

Acknowledging emotions expressed by the employee to show empathy and understanding.

Summarizing

Recapping key points of the conversation to ensure clarity and alignment.

Trust and Rapport

A strong relationship built through respectful, consistent communication and understanding.

Empathy and Understanding Techniques

Acknowledge Emotions (Without Judgment)

Recognizing emotions as normal and valid without criticizing or minimizing them.

Validate Experiences

Confirming the employee's perspective and challenges as understandable.

Put Yourself in Their Shoes

Trying to understand the employee's situation from their point of view.

Engagement and Commitment

Higher involvement and motivation that can increase when employees feel supported.

Questioning Techniques (Types)

Open-Ended Questions

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Questions that invite explanation and deeper discussion (not yes/no answers).

Clarifying Questions

Questions used to request more detail and confirm understanding.

Probing Questions

Questions that encourage the employee to expand, give examples, or explore deeper causes.

Reflective Questions

Questions that help connect the situation to values, beliefs, and personal learning.

Constructive Feedback Terms

Describe the Behavior

Stating clearly what was observed in a specific situation.

Explain the Impact

Describing how the behavior affected outcomes, the team, or performance.

Suggestions for Improvement

Practical recommendations to overcome challenges or improve performance.

Encourage Dialogue

Inviting the employee to share their perspective and collaborate on solutions.

Goal-Setting and Action Planning Terms

SMART Goals

Goals that are Specific, Measurable, Achievable, Relevant, and Time-bound.

Break It Down

Dividing a large goal into smaller, manageable tasks.

Identify Resources

Clarifying what support, skills, or tools are needed to achieve goals.

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Establish Accountability

Setting deadlines and checkpoints to track progress and maintain responsibility.

GROW Model (Coaching Tool)

GROW Model

A structured coaching framework used to guide goal-setting conversations through four stages: Goals, Reality, Options, and Will/Way Forward.

G — Goals (Goals and Aspirations)

Defining the outcome the coachee wants to achieve, ensuring goals are SMART and aligned with values and aspirations.

R — Reality (Current Situation, Obstacles)

Exploring the current situation and identifying internal and external obstacles that affect progress.

O — Options (Possibilities, Strengths, Resources)

Brainstorming available options and identifying strengths and resources that can support success.

W — Will / Way Forward (Action Plan)

Translating goals into practical actions and commitments, ensuring ownership and follow-through.

Contexts Where Coaching Can Be Used

Performance Reviews

Coaching-style conversations to reflect on performance and plan improvements.

Career Development Dialogues

Conversations focused on professional growth, aspirations, and future plans.

Mentorship Programs

Structured relationships where a more experienced person supports development.

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Conflict Resolution

Using coaching conversations to address misunderstandings and find solutions.

Change Management (Coaching Context)

Supporting individuals and teams through transitions by building clarity, motivation, and ownership.

M24 Measurement of Processes

Glossary

Process Measurement

The practice of measuring business processes using defined metrics to improve efficiency, reduce waste, enhance quality, improve customer experience, and achieve competitive advantage.

Business Process

A set of activities that transform inputs into outputs to deliver value to customers and stakeholders.

Competitive Advantage

An advantage that helps an organization outperform competitors through better value, performance, or efficiency.

Value (Business Value)

The benefit created for customers and the organization through effective process outputs.

Waste

Non-value-adding activities or inefficiencies that consume resources without improving outcomes.

Customer Experience

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How customers perceive interactions and outcomes, influenced by process quality and performance.

Performance Expectations

Targets or expectations set by customers and stakeholders (e.g., profit, market share, customer satisfaction, compliance).

“What I cannot measure, I cannot improve”

A principle (attributed to Peter Drucker) emphasizing that measurement is essential for improvement.

Core Process Measurement Dimensions

Matchup Level (Demand–Output–Input Alignment)

The level of alignment between customer demand, process outputs, and supplier inputs.

Supply Capability

The ability of supply to meet demand requirements.

Lead Time (Input-to-Delivery Time)

The time required from input supply to output delivery.

Total Cost (End-to-End Cost)

The entire cost to produce and deliver an output, including input, processing, and resource costs.

Inputs and Resources Consumed

The amount of inputs/resources used by the process compared with established standards.

Output-to-Resource Ratio (Efficiency Ratio)

The ratio of outputs produced versus resources consumed, including facilities, equipment, people, and IT.

Supplier Performance

How well suppliers meet specified process requirements.

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Compliance (Standards Adherence)

The extent to which a process follows third-party standards such as ISO, industry, federal, or maturity standards.

Economic Impact Metrics

Cost-Effectiveness

How much it costs to achieve a benefit.

Competitiveness

The organization's relationship with market rivals, often expressed as a percentage.

Turnaround Time

How long it takes to get the product into the customer's hands.

Capacity

The maximum number of units/items that can be produced in a given time period.

Customer Value Perception

What a customer believes the product is worth compared to its asking price.

Why and When to Measure Processes (Key Metrics)

Productivity

A ratio showing how much is produced and the resources used to achieve it.

ROI (Return on Investment)

A measure showing whether the generated profit justifies the total investment in process improvement methodologies.

Rate of Production

The total output produced in a given time period.

Takt Time

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The amount of time available/needed to produce one unit before starting the next, based on demand.

Cycle Time

The total time taken to complete a process from beginning to end.

Failure Rate

The number of errors made throughout the production process.

Quality Rate (Compliance with Quality Standards)

The number of products/units that meet defined quality standards.

Effectiveness

Comparing expected results with actual results to evaluate performance.

Resources and Implementation Terms

Organizational Structure

A structure equipped with qualified personnel and resources to support process improvement and measurement.

MODULE_24_Measurement_of_Proces...

Process Analysis

Reviewing existing processes and assessing their robustness and role in achieving organizational goals.

Broken Processes

Processes that do not function effectively and require optimization to align with goals.

Process Optimization

Improving processes so they align better with organizational goals and create more value.

Resource Organization

Organizing manpower, IT, and systems to implement process improvements effectively.

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Business Process Management (BPM) Steps

Process Modelling

Mapping a process from start to finish to understand flow and identify inefficiencies.

Implementation (Process Improvement Implementation)

Putting the process model into practice and introducing KPIs to evaluate success.

Monitoring

Checking whether success metrics are improving after implementation.

Optimisation

Continuously improving the process as it evolves by identifying inefficiencies.

KPI (Key Performance Indicator)

A measurable indicator used to track whether process changes are successful.

Process Improvement Tools Mentioned

DMAIC

A Six Sigma method for optimizing existing processes: Define, Measure, Analyse, Improve, and Control.

Six Sigma

A data-driven quality strategy used to reduce variability and improve processes.

TQM (Total Quality Management)

A quality approach emphasizing customer orientation, team involvement, continuous improvement, and data-based optimization.

CIP (Continuous Improvement Process)

A continuous approach to improving processes based on data and ongoing optimization.

SIPOC Analysis

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A method to represent and visualize business processes using Supplier, Input, Process, Output, and Customer.

Lean Manufacturing

A production approach focused on efficiency and waste reduction, often linked to Just-in-Time production.

Just-in-Time Production

A lean approach where production aligns closely with demand to reduce inventory and waste.

Value Stream Mapping

A lean tool used to map the flow of value and identify waste or inefficiencies.

M25 Risk & Scenario Management Glossary

Risk

An uncertainty that, if it occurs, impacts an undertaking's costs, timescales, and deliverables (e.g., a project, forecast, or full business).

Uncertainty

A situation where outcomes are not fully predictable and may affect objectives or targets.

Objectives / Targets

Planned goals or results an organization aims to achieve.

Threat Risk

A risk representing uncertainty with negative consequences (potential harm).

Opportunity Risk

A risk representing uncertainty that could lead to positive outcomes or benefits.

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Risk Management

Methods and strategies used to identify, assess, and respond to risks in order to meet or exceed planned targets.

Risk Response Strategy

A selected approach to handle a specific risk (e.g., avoid, reduce, transfer, accept).

Risk Sources (Examples Mentioned)

International Market Uncertainty

Risks caused by unpredictable changes in global markets.

Project Failure Risk

Risks arising from failures during any project phase (design, development, production, lifecycle sustaining).

Legal Liability

Risk of legal responsibility and consequences due to breaches, claims, or non-compliance.

Credit Risk

Risk of financial loss due to non-payment or default.

Natural Causes and Disasters

Risks from natural events that disrupt operations (e.g., disasters).

Deliberate Attack

Intentional harm caused by adversaries (e.g., sabotage, cyberattacks).

Risk Management Strategies

Avoidance

Exiting or stopping the activities that create the risk.

Reduction

Taking action to reduce the likelihood or impact of a risk.

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Transfer (Share or Insure)

Shifting all or part of the risk to another party (e.g., insurance).

Retain / Accept

Keeping the risk with no action taken, often based on cost/benefit decisions.

Alternative Actions

Considering other feasible steps to minimize risk.

Scenario Management & Scenario Planning

Scenario Management

A strategic planning method (extension of risk management) used to create flexible long-term plans based on alternative forecasts of risks and opportunities.

Scenario

A hypothetical way the future could develop, investigated and analyzed to prepare for potential disruptions.

Scenario Planning

A structured method to explore possible futures by combining uncertainties and forecasting different contextual environments.

Alternative Forecasts

Different possible projections of the future based on risks, opportunities, and uncertainty.

Systems Thinking

Recognizing that many factors interact in complex ways and can produce surprising outcomes (including non-linear feedback loops).

Dynamic Scenarios

Scenario planning integrated with systems thinking where causal relationships between factors are demonstrated.

Future-Open Thinking

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Identifying alternative future developments and integrating them into decision-making.

Strategic Thinking

Identifying future success potential and using it to design and implement visionary strategies.

Drivers for Change

Key forces/assumptions that influence how the future might develop.

Mini-Scenarios

Smaller scenarios designed first (up to 9) and then reduced into the most relevant 2–3 scenarios.

Risk Assessment & Evaluation Terms

Risk Management Plan

A written document prepared to foresee risks, estimate impacts, and define responses.

Probability

The likelihood that a risk will occur.

Impact (Damage)

The consequences a risk would have if it occurs.

Risk Ranking

Ordering risks based on probability and impact to prioritize action.

Impact Categories

Levels of impact described as negligible, marginal, critical, or catastrophic.

Contingency Plan

A plan to manage risks that have high probability and high impact.

Self-Assessment Process

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A structured internal review used to identify “killer risks” and determine low/medium/high risk levels across criteria.

Killer Risks

High-priority risks that can seriously threaten organizational success and must be addressed first.

Annual Review Cycle

A recurring review approach where risks are reassessed regularly to ensure progress and proactive management.

Typical Key Risk Areas (Risk Classes)

Governance Risk

Risks related to openness, integrity, accountability, and leadership failure.

Organisational Risk

Risks linked to strategic planning, partnerships, resource management, service failure, and inspections.

Reputational Risk

Risk of losing credibility with the community, businesses, or as an employer.

Economic Risk

Risks linked to investment, stewardship, regeneration, and external funding.

People Risk

Risks related to conduct, personal safety, data protection, security, recruitment, and retention.

Process Failure Risk

Risks of service failure, complaints, quality assurance failure, or performance management failure.

Technology Risk

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Risks such as systems failure, knowledge management issues, procurement, and project management risks.

Environmental Risk

Risks related to energy management, waste & pollution, and health & safety.

Social Impact Risk

Risks related to community safety, crime & disorder, poverty, and homelessness.

Financial Risk

Risks related to budgets, audits, and assurance controls.

Legal Risk

Risks related to legal breaches, discrimination, human rights, and compliance.

Scenario Analysis Use Cases

Scenario Analysis

A method used to evaluate the pros and cons of decisions and anticipate unexpected economic, technological, and political challenges.

Crisis Context (Scenario Planning)

Using historical data plus plausible outcomes to assess impacts across the organization during crisis periods.

System Disruptions

Potential events that disrupt organizational operations or value creation systems.

Scenario Management Process Terms

Weak Signals

Early indicators or small emerging trends that may signal future change.

Scouting for Weak Signals

Searching and identifying weak signals, trends, or early information.

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Derive Factors

Using methods (e.g., SWOT, PESTLE) to identify possible influencing factors.

Determine Key Factors

Selecting the factors with the strongest impact and most uncertain development.

Create Scenarios

Building scenarios by combining factors and projections.

Analyse Scenarios

Evaluating scenarios using methods such as backcasting to derive results.

Backcasting

A method that starts from a future scenario and works backward to identify steps needed to reach it.

Communicate Results

Sharing and publishing scenario outcomes with stakeholders for review and refinement.

M26 Stakeholders Management Glossary

Stakeholders Management

The process of identifying individuals or groups who may affect or be affected by a proposed action, sorting them by impact/interest, and defining how to address their needs to support project success.

Stakeholder Mapping

A preliminary step before stakeholder management where stakeholders are identified and visualized (e.g., on a grid) to understand their position and influence.

Stakeholder

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An individual or group that can affect or be affected by a project, policy, program, or organizational action.

Proposed Action

A planned project, policy, program, or initiative that may create impacts on stakeholders.

Project Plan / Policy / Program

Formal structures that define actions, activities, and objectives to achieve results.

Stakeholder Analysis

An assessment performed to understand stakeholder consequences, interests, risks, and engagement needs—often at the start of new projects or organizational change.

Cooperation (Stakeholder Cooperation)

A desired outcome of stakeholder management where stakeholders collaborate with the project team to enable success.

Successful Outcomes

Project results achieved with stakeholder alignment and reduced resistance or conflict.

Organizational Change

Changes in structure, processes, or strategy where stakeholder analysis is useful to clarify consequences.

Success Criteria

The conditions that define what “success” means for each stakeholder.

Quality Goals

Measurable objectives derived from stakeholder success criteria to ensure the project meets expectations.

Stakeholder Management Helps Identify...

Stakeholders' Interests

What stakeholders want, value, or expect from the project and its outcomes.

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Mechanisms to Influence Stakeholders

Ways to shape opinions, engagement, or support from other stakeholders.

Potential Risks

Possible negative impacts or obstacles linked to stakeholder reactions or influence.

Key People to Be Informed

Stakeholders who must receive information during execution to ensure alignment and reduce misunderstandings.

Negative Stakeholders

Stakeholders who may oppose the project and create adverse effects.

Adverse Effects

Negative consequences caused by stakeholders (e.g., resistance, blocking decisions, reputational damage).

Stakeholder Prioritization Terms (Power/Interest Grid)

Power/Interest Grid

A stakeholder mapping tool that classifies stakeholders by their **power over the work** and their **interest in the work**.

High Power, High Interest (Manage Closely)

Stakeholders who must be fully engaged and satisfied because they can strongly influence success.

High Power, Low Interest (Keep Satisfied)

Stakeholders who need enough attention to remain supportive, but not so much that communication becomes excessive.

Low Power, High Interest (Keep Informed)

Stakeholders who should be kept informed and listened to, as they may help with details and identify issues early.

Low Power, Low Interest (Monitor)

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Stakeholders who require monitoring but minimal communication effort.

Understanding Key Stakeholders (Communication & Influence)

Stakeholder Motivation

The drivers behind stakeholder behavior (what they want most and why).

Financial Interest

Stakeholder interest based on money-related impact (costs, funding, revenue).

Emotional Interest

Stakeholder interest based on personal values, feelings, or concerns related to outcomes.

Communication Preferences

How stakeholders prefer to receive information (channel, format, frequency).

Stakeholder Opinion (Current Opinion)

The stakeholder's current view of the project and whether it is based on accurate information.

Influencers

People who shape stakeholders' opinions and can become stakeholders themselves due to their influence.

Managing Opposition

Strategies to handle stakeholders who are unlikely to support the project, including mitigation and communication planning.

Practical Next Steps

Talk to Stakeholders Directly

Engaging stakeholders in conversation to understand views, build trust, and start forming a working relationship.

Stakeholder Map (Updated Stakeholder Map)

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A visual summary of stakeholder positions and expected behaviors (supporters vs blockers).

Color Coding (Stakeholder Classification)

A method to categorize stakeholders visually:

- **Green:** advocates/supporters
- **Red:** blockers/critics
- **Orange:** neutral stakeholders

Advocates and Supporters

Stakeholders likely to promote the project and help its success.

Blockers and Critics

Stakeholders likely to resist, challenge, or slow down progress.

Neutral Stakeholders

Stakeholders without strong positive or negative positioning toward the project.

M27 Stakeholders Mapping Glossary

Stakeholders Mapping

A tool used to identify, prioritize, and understand stakeholders by collecting and analyzing their needs, expectations, and influence as input to strategy development and review.

Stakeholder

A person or group with a commitment to, or relevant interest in, an organization and its activities.

Stakeholder Analysis

A method used to determine who the relevant stakeholders are, how important they are, and how strongly they influence the organization.

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Needs and Expectations

What stakeholders require, want, or hope to receive from the organization.

Strategy Development

The process of designing an organization's strategic direction based on priorities, market context, and stakeholder expectations.

Strategy Review

The process of evaluating and updating strategy based on stakeholder input, market changes, and organizational performance.

Relevant Stakeholders

Stakeholders whose expectations and influence are important enough to impact organizational success.

Five Core Stakeholder Groups

The five main stakeholder categories used as a framework to structure the stakeholder analysis (to be populated with specific representatives).

Representatives (of Stakeholder Groups)

Named individuals or entities representing each stakeholder group (ideally "names and faces").

Prioritization (Stakeholder Prioritization)

Ranking stakeholders according to their importance to and impact on the organization.

Importance (to the Organization)

How critical a stakeholder is to the organization's success or strategic goals.

Impact (on the Organization)

The degree to which a stakeholder can influence organizational outcomes (positive or negative).

Influence

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The strength of a stakeholder's ability to affect decisions, performance, reputation, or success.

Commitment

The level of involvement, interest, or engagement a stakeholder has with the organization.

Market Excellence

The ability to outperform competitors and succeed in the market by meeting stakeholder expectations effectively.

Key Stakeholder Mapping Questions (Framework Terms)

“Who are our stakeholders?”

A guiding question to identify all relevant stakeholder groups and specific representatives.

“Who are the most important ones?”

A prioritization question to determine which stakeholders matter most to organizational success.

“What do they expect from us?”

A question to define stakeholder expectations and verify them by asking stakeholders directly.

“How do we meet their expectations?”

A question to evaluate whether the organization meets expectations and whether strategies exist to address them.

Practical Next Steps (Implementation Terms)

Populate the Stakeholder Groups

Filling the stakeholder analysis framework with specific stakeholder representatives relevant to your organization.

Ask Stakeholders Directly

A recommended practice to validate stakeholder expectations rather than assuming them.

Strategies to Meet Expectations

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Plans or actions designed to respond to stakeholder needs and improve satisfaction.

M28 Strategy Value Matrix Glossary

Strategy Value Matrix

A tool that helps an organization translate its strategic objectives into operational processes by linking strategic goals with organizational values in a matrix format.

Strategic Objectives

High-level goals an organization aims to achieve as part of its strategy.

Strategic Goals

Key long-term aims that guide the direction and priorities of an organization.

Organizational Values

Core principles and beliefs that guide how an organization operates and makes decisions.

Translate Strategy into Operations

The process of converting strategic objectives into measurable and executable operational processes.

Operational Processes

Day-to-day processes and activities that implement strategy and deliver organizational outcomes.

Measurement & Monitoring Terms

Key Process Indicators (KPI / KPrI)

Measurement points defined to monitor strategic development and evaluate performance within processes.

Measurement Points

Specific places in a process or system where performance indicators are tracked.

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Monitoring Strategic Development

Tracking progress toward strategic objectives using defined indicators.

Top-Level Targets

High-level performance goals defined for the overall process landscape.

Process Landscape Terms

Process Landscape

The complete set of core processes within an organization and how they connect to deliver value.

Core Processes

The main business processes that directly contribute to delivering products/services and creating value.

Process Data Flow (Takes Data / Delivers Data)

How processes either provide data to KPIs or use KPI data as inputs.

Gaps in the Process Landscape

Missing processes or missing data links between processes and KPIs, identified through the matrix.

Redesigning Processes

Improving or changing existing processes to close identified gaps.

Defining Additional Processes

Creating new processes when existing ones do not cover strategic needs or required measurement points.

Matrix Setup & Implementation Terms

Matrix Table (Strategic Goals × Values)

A table where one axis contains strategic goals and the other contains values, forming cells that represent combinations to be measured.

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Matrix Cells

Individual intersections of one strategic goal and one organizational value, used to define indicators.

Pairing (Goal-Value Pairing)

Combining one strategic goal with one specific value to define indicators for that area.

Define Indicators for Each Cell

Assigning Key Process Indicators to each goal-value combination to ensure strategy is measurable.

Eliminate Unneeded KPIs

Removing indicators when they do not provide useful data for strategic monitoring.

Additional KPIs (Not in Business Strategy)

Extra indicators that may be required due to external demands such as legal or formal reporting requirements.

Formal Reports (Legislation-Driven)

Reports required by law or regulation, which may create the need for additional indicators.

M29 Target Setting Glossary

Target Setting

A tool and process used to achieve objectives by defining clear targets and ensuring everyone involved understands what actions and support are needed to reach the planned outcome.

Strategy Target Setting

Target setting specifically linked to strategic objectives, ensuring progress toward the organization's strategy.

Objective

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A desired result or goal that an organization or individual aims to achieve.

Target

A planned result to be achieved within a defined time period, used to guide focus and action.

Planned Outcome

The intended result expected from achieving a target.

Progress (Toward a Target)

Movement and improvement toward reaching the planned objective.

Target Setting Levels

Personal Level (Target Setting)

Setting individual targets so people can specify, prioritize, and work toward their own objectives.

Organizational Level (Target Management)

Setting and managing targets to deliver the best quality goods/services to customers at the best possible cost.

Target Management

The organizational process of planning, steering, controlling, and improving activities to meet targets efficiently.

Benefits and Purposes of Target Setting

Clear Awareness

A shared understanding among all involved people about what must be done to achieve an objective.

Initiate and Prioritize a Discussion

Using targets to start conversations and agree on what matters most.

Agreed Direction

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A shared understanding of where the organization/team is going and what it aims to achieve.

Focus Attention and Resources

Directing effort, time, and resources toward the most important areas to reach targets.

Setting Priorities

Deciding what actions and areas should be addressed first based on importance.

Motivation

Targets can encourage people to put more effort into improving results.

Ownership

A sense of responsibility and personal commitment to achieving a target, which increases motivation.

Organizational Target Management Components

Assessment and Dissolution of Non-Rational Blocks of Success

Identifying and resolving obstacles that prevent success, such as personal conflicts or irrational barriers.

Non-Rational Blocks of Success

Obstacles unrelated to process performance, such as personal conflicts or negative attitudes.

Time Management (Process Context)

A time-based method for planning, steering, controlling, and continuously improving processes.

Frequent Discussion and Reconsideration

Regular review of targets and performance so stakeholders can improve process inputs.

Stakeholders (Internal Stakeholders)

People involved in or affected by target setting and achievement within the organization.

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Process Inputs

Resources or contributions that feed into a process and affect performance.

Consistency Checks

Verifying that actions align logically and support the target.

Feasibility Checks

Ensuring targets and actions are realistic and achievable with available resources.

Milestones

Intermediate checkpoints used to track progress toward the final target.

Confirming or Adjusting Milestones

Reviewing milestones and updating them when unexpected influences occur.

Framework Conditions

External factors that can affect targets (e.g., legislation changes).

Adapting and Adjusting Targets

Changing targets when strategy must be realigned due to changes such as market shifts.

Market Changes

Shifts in customer demand, competition, or external conditions that may require target updates.

When to Use Targets (Decision Criteria)

Positive Influence on the Outcome

Targets should be used when the team can realistically affect the result within the target timeframe.

Predictability

Sufficient stability in performance so targets are meaningful and measurable.

Monitoring Progress (Cost-Effective Monitoring)

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The ability to track progress without disproportionate cost.

Challenging but Realistic Goals

Targets should motivate improvement while remaining achievable.

Demonstrating Commitment

Targets show the organization and stakeholders that a topic is important and there is commitment to deliver results.

Tips and Implementation Terms

Define the Outcome

Clearly specifying what result you want to achieve.

Current State vs Desired State

Understanding where you are now and where you want to go.

Identify Measures

Defining metrics/actions that contribute to achieving the target.

Action Plan

A structured set of steps designed to reach the target.

Consultation (with Staff and Stakeholders)

Setting targets with involvement of staff and internal stakeholders to increase alignment and ownership.

Timetables for Checks

Scheduled reviews to ensure targets remain on track and agreed by involved people.

What Could Be Done Next (System Terms)

Performance Monitoring System

A system where main objectives are broken into sub-targets and tracked using indicators to show whether targets are achieved or corrective actions are needed.

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Sub-Targets

Smaller targets derived from main objectives to structure progress and accountability.

Indicators

Measures that show whether a target is achieved or whether additional actions are needed.

M30 Target Setting Glossary

Technology Needs Analysis

A process organizations use to evaluate their current technological infrastructure, identify improvement areas, and determine the technology requirements needed to meet objectives and goals.

Technology Analysis

The structured examination of technology to understand its parameters, capabilities, limitations, and alignment with organizational strategy.

Analysis

The process of examining something in detail to understand components, structure, characteristics, and relationships, using methods like observation, comparison, and data interpretation.

Technological Infrastructure

The set of technology resources (hardware, software, systems, tools) that supports operations.

Technology Requirements

The needed technology capabilities, tools, or systems required to achieve organizational goals.

Strategic Management

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The practice of linking organizational actions and investments (including technology) to strategic goals and long-term direction.

Why Use Technology Needs Analysis (Purpose Terms)

Variability (in Production Systems)

Differences and fluctuations in production processes that can significantly impact performance; must be measured, understood, and managed.

Technology Investments Alignment

Ensuring that spending on technology supports strategic goals.

Up-to-Date Infrastructure

Keeping technology current so it remains effective and competitive.

Responsiveness to Changing Needs

The ability of technology infrastructure to adapt to changes such as variability or market fluctuations.

When to Use This Tool (Context Terms)

Capabilities and Limitations

Identifying what technology can currently do well and where it cannot meet requirements.

Preferred Capabilities

Desired technology capabilities needed for improved performance, aligned with strategy.

Market Fluctuations

Changes in market conditions (demand, competition, supply) that require flexible technology.

Robust Technology Network

A strong and resilient set of connected technologies that can support operations reliably.

Proposed Technological Changes

Planned technology upgrades or solutions that need evaluation before implementation.

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Technology Roadmap

A prioritized plan for implementing technology needs over time, including short-term and long-term goals.

Technology Solutions

Specific tools or systems selected to meet needs within constraints such as budget.

Budget Constraints

Financial limits that affect which technology options can be chosen.

Production Line & Workstation Terms

Workstation

A station in a production line where specific operations are performed.

Operations (at Each Station)

Predefined tasks required to produce or assemble a product at a workstation.

Technology Options

Different configurations of machines and/or operating policies available for each workstation.

Machine Configuration

The setup and characteristics of machines chosen for a workstation.

Operating Policies

Rules or approaches that define how machines and processes operate.

Multimachine Station

A workstation where multiple identical machines are installed to meet capacity requirements.

Key Parameters Used in the Analysis (Metrics & Variables)

Effective Mean Process Time (t_e)

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The average time for processing including outages, setups, rework, and other routine disruptions.

Process Time (t_0)

The base processing time without disruptions.

Availability (a)

The proportion of time a machine is available for operation, influenced by failures and repairs.

Mean Time to Failure (MTTF / m_f)

The average operating time before a machine fails.

Mean Time to Repair (MTTR / m_r)

The average time required to repair a machine after a failure.

Effective Coefficient of Variation (c_e)

A measure of variability in machine process time, including disruptions such as outages, setups, and rework.

Coefficient of Variation (CV)

A variability metric calculated using standard deviation and mean process time.

Standard Deviation (σ)

A measure of variation in process time used to calculate coefficient of variation.

Number of Machines (m)

The number of identical machines installed at a workstation.

Unit Cost per Machine (k)

The cost of each machine unit.

Fixed Cost (A)

A fixed cost associated with a machine option (independent of number of machines).

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Total Cost (C_{total})

The total cost of installing a technology option, calculated as:

$$C_{total} = A + k \times m$$

Throughput (TH)

The required production output rate (how many units/jobs must be produced).

Cycle Time (CT)

The maximum allowed total cycle time for the line or station.

Utilization ($u(m)$)

The utilization level of a workstation with m machines installed.

Station Cycle Time (CT(m))

Cycle time achieved at a station when m machines are installed.

Coefficient of Variation of Arrivals (c_a)

Variability of arrivals to a workstation.

Coefficient of Variation of Departures (c_d)

Variability of departures from a workstation.

Decision & Improvement Terms

Capacity-Feasible Solution

A solution that meets the required throughput/capacity target.

Targeted Cycle Time

The cycle time goal the system must meet.

Modify Existing Machines

Improving current machines as one option to meet performance targets.

Change Machine Options

Selecting different machine configurations to improve performance.

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Add More Machines

Increasing the number of machines to meet throughput or reduce cycle time.

Multi-Criteria Decision-Making (MCDM)

Decision methods that evaluate multiple criteria to select the best solution among alternatives.

Industry 5.0 / Decision Principles Mentioned

Human-Centricity

Adapting technology to human needs and ensuring safe and effective human-machine interaction.

Sustainability

Using data analysis to reduce energy consumption and improve energy efficiency.

Resilience

Improving information integration across segments, levels, and processes, and developing smart platforms for collaborative networks.

M31 Time Management Glossary

Time Management

The practice of planning and controlling how time is spent to improve productivity, achieve goals, and reduce wasted time.

Clear Goals

Well-defined short-term and long-term goals that help focus attention, prioritize tasks, and use resources efficiently.

Prioritizing Tasks

Deciding which tasks should be done first based on importance and urgency.

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To-Do List

A list of tasks broken into manageable steps to improve clarity, prioritization, productivity, and progress tracking.

Calendar (Time Planning Tool)

A tool used to organize activities, deadlines, meetings, and events over time.

Deadlines

Time limits assigned to tasks to create urgency, focus attention, improve organization, and track progress.

Time Wasters

Activities that do not contribute to goals (e.g., excessive social media, unnecessary meetings, distractions).

Cultural Perspectives on Time

Linear Perspective (Time as Linear)

A view where time flows smoothly from one moment to the next; people prefer doing tasks in order and focusing on one task at a time.

Multi-Active View (Time as Multi-Tasking)

A cultural perspective where people prefer doing multiple things at once, focusing on synergy and creativity.

Cyclical View (Time as Cyclical)

A perspective where time is seen as unlimited and priorities focus on doing tasks correctly and considering long-term impacts.

Key Principles for Better Time Management

Focus and Concentration

Directing attention to what matters most and avoiding distractions to use time effectively.

Motivation and Commitment

Increased willingness to manage time effectively when goals are clear and meaningful.

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Strategic Planning

Breaking long-term goals into stages and setting realistic deadlines to achieve them.

Evaluate and Adjust

Reviewing how time is spent and making changes to improve efficiency.

Task Prioritization Tools

Eisenhower Matrix (Urgent vs Important)

A prioritization method that classifies tasks into four quadrants based on urgency and importance.

Quadrant I (Urgent and Important)

Tasks requiring immediate attention (e.g., tight deadlines, crisis situations, serious problems).

Quadrant II (Important but Not Urgent)

Tasks that support long-term success (e.g., planning, skill development, goal setting).

Quadrant III (Urgent but Not Important)

Tasks that feel urgent but add limited value (e.g., unscheduled meeting requests, unsolicited emails).

Quadrant IV (Neither Urgent nor Important)

Low-value distractions (e.g., non-essential entertainment, excessive social media).

ABCD Analysis

A method to categorize tasks into groups (A, B, C, D) to prioritize work.

Pareto Principle (80/20 Rule)

A principle suggesting that 80% of results can come from 20% of effort/time, while remaining tasks take disproportionately longer.

POSEC Method

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A prioritization approach that focuses on personal needs first; stands for **Prioritize by Organizing, Systematizing, Economizing, and Contributing**.

Productivity & Efficiency Practices

Say No

A time management skill involving refusing tasks that do not match priorities, preventing overload.

Similar Tasks (Task Batching)

Grouping similar tasks together to reduce switching time and improve focus and efficiency.

Pomodoro Technique

A method for focused work and breaks: typically 25 minutes work + 5 minutes break, repeated with a longer break after four sessions.

Regular Breaks

Short rest periods used to maintain focus and avoid burnout.

Delegate (Delegation)

Assigning tasks to others to manage time and resources more effectively.

Time Lock (Time Blocking)

Allocating specific time blocks for different activities to build a structured routine.

Continuous Improvement Framework

PDCA Cycle (Plan-Do-Check-Act)

A four-step continuous improvement method:

- **Plan:** identify opportunity and plan change
- **Do:** test change on a small scale
- **Check:** evaluate results
- **Act:** implement broadly or re-plan

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Review and Reflection

A step where you assess outcomes, learn from experience, and adjust time management practices.

Adaptability & Change

Adaptability

The ability to adjust schedules and priorities when unexpected events occur.

Flexibility in Planning

Leaving space in schedules for changes and adjustments.

Prioritize and Reassess

Re-evaluating tasks in real time based on impact and urgency.

Anticipating and Preparing for Change

Planning ahead for possible obstacles and changes.

Mentoring and Continuous Learning

Improving time management skills by learning from others and developing continuously.

Technology for Time Management

Productivity Tools / Applications

Apps and tools used to organize tasks, set reminders, manage schedules, and improve efficiency.

Cloud Services (Syncing Data Everywhere)

Online storage/services that allow access to information from any device at any time.

Time Tracking

Using apps to monitor how time is spent to identify improvement opportunities.

Microsoft Outlook

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A productivity tool for email, calendars, and appointments that integrates with Microsoft services.

Google Calendar

A tool for organizing meetings and events, synchronizing with other Google services.

Todoist

A to-do list management application for prioritizing and organizing daily tasks.

M32 Track and Trace Glossary

Track and Trace

A logistics/supply chain service that provides information about every stage of an object's lifecycle (raw materials, parts, products, etc.) as it moves through the supply chain.

Tracking

Following an object from the starting point to its current location, focusing on its **present status** (real-time information).

Tracing

Following an object's lifecycle **backward**, from the end user point to the starting point, focusing on its **past history**.

Traceability

A term often used interchangeably with track and trace when referring to product/supply chain visibility and history.

Object (Item / Goods)

Any entity being tracked and traced, such as raw materials, parts, work-in-process items, tools, jigs, or finished products.

Unique Identifier / Unique Code

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A unique identification code assigned to each object so it can be tracked and traced precisely.

Supply Chain

The network of processes and actors involved in producing, moving, and delivering goods.

Logistics Processes

Processes related to storage, transport, and movement of goods across the supply chain.

Supply Chain Visibility

The ability to monitor the location and status of items across the supply chain to improve control and decision-making.

Real-Time Data / Real-Time Information

Current, up-to-date information about an item's status and location, enabling quick reactions and decisions.

Disturbances (in the Supply Chain)

Unexpected events or disruptions that affect processes and require corrective action (e.g., delays, bottlenecks, losses).

Bottleneck

A point in the supply chain or production flow where capacity limits slow down the overall process.

Route Optimization

Improving transport routes using tracking data to increase efficiency and reduce costs.

Systems & Integration Terms

MES (Manufacturing Execution System)

A system that manages and monitors production operations; track and trace can be integrated into MES to increase transparency.

ERP (Enterprise Resource Planning)

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A system that integrates and manages core business processes; track and trace can be integrated into ERP for end-to-end visibility.

CRM (Customer Relationship Management)

A system used to manage customer information and interactions; track and trace software may need to exchange information with CRM.

Transparency (in production / transport)

Full visibility of the progress and status of items during production and delivery.

Automatic Identification Technologies

Automatic Identification Technology

Technologies used to identify, capture, and store information about items at each stage of their lifecycle.

Barcode

A common identification technology that supports semi-automatic data capture through readers.

2D Barcode

A barcode format that can store more information than traditional barcodes and is also read using scanners.

Reader (Barcode Reader)

A device (handheld or fixed) used to scan barcodes/2D barcodes and capture data at collection points.

RFID (Radio-Frequency Identification)

An automatic identification and tracking technology where tags are read wirelessly without manual scanning.

RFID Tag / Transponder

A component attached to an item that contains identification data and other information.

RFID Reader and Antenna / Transceiver

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Hardware that captures and reads data stored in RFID tags.

RFID Data Processing Subsystem / Server

A system that processes information collected from RFID readers.

Bluetooth Radio Technology

A wireless identification/communication method that can be used for tracking and tracing items.

Localization Technologies

GPS (Global Positioning System)

A satellite-controlled technology enabling localization of items at any time (mainly outdoors).

AEI (Automatic Equipment Identification)

A satellite-controlled or automated identification method used to support item localization.

Localization

Determining the physical location of an item.

Indoor Tracking

Tracking items inside facilities where GPS accuracy is insufficient.

Wireless Sensor Networks (WSNs)

Networks of small, low-cost sensor nodes that collect and transmit data wirelessly, enabling indoor localization and traceability.

Sensor Node

A small device with storage, power, and processing capacity used to collect environmental or motion data.

Gateway

A device that transmits data from sensor networks to a server/PC system.

Environmental Conditions Monitoring

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Monitoring conditions like temperature, pressure, sound, vibration, etc., to track item status.

Traceability Perspectives

External (Chain) Traceability

Traceability across the entire supply chain: from raw materials acquisition, through manufacturing, distribution, and sales.

Internal (Process) Traceability

Tracking and tracing movement of items inside a facility/company through its production flow, including time, location, equipment, workers, and storage.

Upstream

Tracing inputs back to their sources (raw materials, suppliers).

Downstream

Tracing products from production through delivery to the customer.

Work in Process (WIP)

Items that are currently in the production process but not yet finished.

Use Cases (Examples Mentioned)

Manufacturing Traceability

Monitoring each item through receiving, manufacturing, and inspection stages to detect problems and bottlenecks in real time.

Warehouse Inventory Management

Using track and trace to locate goods, track inventory levels, reduce manual inventory checks, and speed up picking/finding items.

Signal Level (Inventory)

A predefined stock level that triggers orders to suppliers or production planning.

Tools and Jigs Tracking

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Tracking reusable production equipment (tools/jigs) with unique codes to monitor location, usage, and wear condition.

Delivery Status Tracking

Monitoring shipments to improve visibility of location, status, delays, losses, damage, fees, and delivery dates.

Implementation Terms (Tips & Traps)

Set Goals (for Track and Trace)

Defining the problem and setting objectives (often with KPIs) to evaluate the solution.

KPI (Key Performance Indicator)

A measurable value used to evaluate whether track and trace implementation meets its goals.

Pilot Phase

Starting with a small implementation, learning from results, and then expanding.

Documentation (Process Documentation)

Documenting processes to ensure traceability and clarity if documentation does not already exist.

Education (Employee Training)

Educating employees about track and trace technology, how to use it, and its benefits.

Interoperability

The ability of different tools/platforms to communicate and exchange information effectively.

Data Security

Protecting interconnected tracking data and ensuring appropriate data protection measures.

Data Management

Managing large volumes of interconnected data generated by track and trace systems.

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Standards and Protocols

Unified rules and technical standards needed across systems and stakeholders to ensure data quality.

Regulations / Compliance

Ensuring track and trace implementation complies with legal requirements and standards.

Staff Acceptance / Resistance to Change

Human and cultural challenges of adopting new technology, requiring adaptation and change management.

Technology Selection Methods (Mentioned)

Multi-Criteria Decision-Making (MCDM)

A set of methods used to select the most suitable track and trace technology based on multiple criteria.

AHP (Analytic Hierarchy Process)

An MCDM method used to rank options by structured comparison.

ELECTRE

An MCDM method used to compare alternatives and support decision-making.

PROMETHEE

An MCDM method used to rank and select alternatives based on weighted criteria.

M33 Communication Plan & Cycle Glossary

Communication Plan

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A structured plan used to improve communication flow within an organization so work quality increases, projects are completed faster, workflow efficiency improves, and employees stay on the latest level of knowledge.

Communication Cycle

A six-step process that helps improve communication skills by structuring how to interact clearly, transparently, and effectively with others.

Communication Structure

The way communication is organized and exchanged between divisions, teams, and individuals within a company.

Smooth Communication Flow

A situation where communication works effectively, enabling better coordination, fewer misunderstandings, and faster project execution.

Added Value (in Communication)

The improvement in results and performance created when communication is organized and effective.

Workflow Efficiency

How effectively work progresses through processes, often improved through better communication planning.

Latest Level of Knowledge

Keeping employees up to date through good communication, ensuring everyone has current information.

Satisfaction (Employee Satisfaction)

Visible improvement in employee satisfaction when communication supports good performance and clarity.

Communication Cycle (Six-Step Process Terms)

Six-Step Process

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A structured sequence of six actions that guide how to prepare, deliver, and improve a message for maximum impact.

Clarify Your Aim

Step 1 of the cycle: defining the goal of your communication and what you want to achieve.

Organize Your Thoughts

A step in message preparation where you structure what you want to communicate.

Compose / Encode

Step 2 of the cycle: crafting the message by selecting language, tone, and the best way to communicate it.

Craft Your Message

Designing the content of the message so it is clear and appropriate for the audience and channel.

Language (Communication Language)

The words and style used to express the message, adapted to the situation and audience.

Transmit / Deliver

Step 3 of the cycle: sending or presenting the message to the audience in the most effective way.

Audience

The person or group receiving the message, whose needs must be considered during preparation.

Receive Feedback

Step 4 of the cycle: collecting reactions or responses from the audience; considered the key step for improvement.

Feedback

The audience's response to a message, used to evaluate clarity and effectiveness.

Analyze / Decode / Learn

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Step 5 of the cycle: interpreting feedback to learn, improve, and decide whether the message needs to be adjusted.

Decode

Understanding how the audience interpreted the message and what meaning they took from it.

Rewrite the Message

Adjusting the message content based on feedback to improve understanding and impact.

Change / Improve

Step 6 of the cycle: committing to behavioral and communication improvements based on what was learned.

Behavior Change (in Communication)

Improving communication habits and delivery style based on feedback and learning.

Cycle (Continuous Improvement)

Presenting communication as a repeated loop where feedback leads to ongoing improvement.

Maximizing the Impact

Designing and refining communication so it achieves the strongest possible effect on the audience.

When to Use the Communication Plan

Improve Communication Between Divisions

Using the plan to strengthen communication across different areas of the company.

Formal and Informal Interchanges

Both structured communication (formal) and casual/unscheduled communication (informal) that can deteriorate without planning.

Implement Earlier

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Applying the communication plan early to prevent communication problems from becoming serious.

When to Use the Communication Cycle

Everyday Work Communication

Applying the six-step process in daily situations where communication is needed.

Workplace Email Communication

Using the cycle to structure clear and effective emails to colleagues.

Job Training

Applying the cycle to deliver training to new team members effectively.

Presentation Delivery

Using the cycle to prepare and present messages to leadership or stakeholders.

Tips & Traps / Next Steps

Strong Bonds (Between Divisions)

Improving relationships across divisions so employees feel comfortable and communication becomes more open.

Ground Rules for Communication

Clear, easy-to-understand rules that guide how people should communicate within the organization.

Testing Your Communication Level

Evaluating communication effectiveness by applying steps 3–6 and checking how well the message is received.

Proofread (Ask Colleagues to Proofread)

Requesting colleagues to review a written message to improve clarity and effectiveness.

Practice a Presentation

Rehearsing communication in front of a group to receive feedback and improve delivery.

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Repeating and Learning

Continuous repetition of the cycle so communication skills improve over time.

M34 Data-Driven Decision Making (DDDM) Glossary

Data-Driven Decision Making (DDDM)

A way of making strategic business decisions using facts, metrics, and verified/analyzed data instead of intuition or gut feeling.

Data-Driven (Way of Working)

A working approach that values decisions supported by reliable data and analysis.

Facts

Objective information used to support decisions.

Metrics

Quantitative measures used to track performance or progress and support decision-making.

Verified Data

Data that has been checked for accuracy, completeness, and reliability before being used in decisions.

Analysed Data

Data that has been processed and interpreted to generate insights and support decisions.

Insights

Meaningful conclusions drawn from data analysis that help decision makers innovate and choose better actions.

Strategic Business Decisions

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High-impact decisions that shape an organization's direction, goals, objectives, and initiatives.

Goals / Objectives / Initiatives

Key organizational aims and actions that guide what the organization wants to achieve and how it plans to do it.

Key Concepts in DDDM

Data as “Fuel for Success”

A concept emphasizing that data is essential for organizations to innovate, compete, and improve decisions.

Decision Makers

People responsible for making business decisions who should be empowered to explore data and make predictions.

Predictions (Data-Based Predictions)

Forecasts or expected outcomes generated using data patterns and analysis rather than intuition.

Intuitive Decisions

Decisions made based on instinct or gut feeling instead of verified evidence.

Observation-Based Decisions

Decisions based only on personal observation without deeper data validation.

Governance (Data Governance)

Rules and practices that ensure data quality is reliable enough to support decisions.

Data Quality

The reliability of collected data (accuracy, consistency, completeness), which is necessary for effective DDDM.

Tools and Enablers

Business Intelligence (BI) Software

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Software that enables users to collect, format, analyze, and visualize data to support decision-making with less dependence on IT.

Democratization of BI

Making data analysis accessible to people without heavy technical backgrounds.

Technical Background (Heavy Technical Background)

Advanced technical skills that were previously required for data extraction and analysis (less needed today with BI tools).

IT Department Support

Support previously needed to produce reports and data analysis; reduced through modern BI tools.

Reports (Analytics Reporting)

Structured outputs that summarize and present data for analysis and decision-making.

DDDM Workflow Terms

Identify Priority Areas

Selecting the most important areas to focus on based on indicators and data results.

Indicators

Data points or metrics that managers monitor to guide attention and decisions.

Narrowing Down Priority Areas

Reducing focus to the most critical topics where action is needed.

Realistic Goals

Achievable targets defined once priority areas are clear.

Moving into Action

Turning analysis and goal setting into practical steps and implementation.

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Review Data

Examining data outputs to understand performance and trends.

Forming Hypotheses

Developing explanations or assumptions based on data that can be tested.

Creating Action Plans

Designing structured steps to achieve improvement based on data and hypotheses.

Positive Change

Improvement outcomes achieved through evidence-based decisions and action planning.

Benefits and Effects of DDDM

Smarter Decisions

Better decisions based on evidence rather than assumptions.

Innovation (Data-Driven Innovation)

Using insights from data to develop new ideas, improvements, and solutions.

Accelerated Decision Process

Faster decision-making enabled by easier access to analytics and reduced reporting delays.

Flexibility in Decision Making

The ability to adjust decisions quickly based on updated insights.

Efficiency Increase

Improved operational efficiency as a result of better analytics and decision-making (e.g., “30% efficiency increase”).

Departmental Autonomy

Teams gaining more independence to make decisions based on their own data insights.

Best Practice Example Terms (Organizations Mentioned)

Analytics Platform

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A unified system used to centralize analytics reporting and enable consistent data insights across an organization.

Predictive Analytics

Analytics that uses data patterns to predict future outcomes (e.g., student performance risk).

Performance Reviews

Structured evaluations of employee performance used as data sources for analysis.

Employee Surveys

Qualitative feedback data collected from employees to understand perceptions and performance drivers.

Qualitative Data

Non-numeric data such as opinions, explanations, and feedback (e.g., survey responses).

Regression (Statistical Testing)

A statistical method used to analyze relationships in data and identify differences between groups.

Quartiles (Top and Bottom Quartiles)

Dividing data into four parts to compare performance levels (e.g., best vs worst managers).

Customer Experience

Improving how customers interact with and perceive services, supported by data analysis.

Customer Churn

The loss of customers over time; DDDM helps reduce churn through targeted actions.

Retention Rates

The ability to keep customers over time, often improved using data-driven personalization.

Targeted Marketing

Marketing strategies tailored using customer segmentation data.

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Customer Segmentation

Grouping customers by factors like location, demographics, and buying behavior.

How to Implement DDDM (Implementation Terms)

Self-Service Model

A model where people can access and explore the data they need without heavy reliance on IT.

Security (Data Security)

Protecting data access and usage so sensitive information is not exposed.

Training and Development Opportunities

Programs that help employees build data skills and learn how to use analytics tools.

Data Skills

The ability to understand, interpret, and use data effectively.

Executive Advocacy

Visible support from senior leadership encouraging data-driven decision-making.

Community (Data-Driven Community)

A culture or group that supports DDDM behaviors and helps spread adoption.

M35 GROW Model (Coaching) Glossary

GROW Model

A structured coaching framework used for problem solving and goal setting, widely applied in corporate coaching and everyday life.

Coaching Session

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A structured conversation where a coach helps a person clarify goals, explore reality, identify options, and commit to actions.

Problem Solving

A process of identifying a problem, analyzing it, exploring solutions, and selecting actions to resolve it.

Goal Setting

The process of defining a desired outcome and creating a plan to achieve it.

Acronym

A word formed from initial letters of other words; “GROW” stands for Goal, Reality, Options, Will.

The Four Stages of the GROW Model

Goal (G)

The outcome the coachee wants to achieve; it should be clearly defined and agreed, ideally specific, measurable, and realistic.

Current Reality (R)

The coachee’s current situation and starting point; exploring reality helps clarify obstacles and missing information before choosing solutions.

Options (O)

Possible ways to move from the current reality to the goal; the coach helps generate and evaluate multiple alternatives.

Will (W)

The commitment and motivation to take action; the coach supports the coachee to decide what they will do, when they will do it, and how they will overcome obstacles.

Coaching Roles & Skills

Coach

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The person guiding the coaching conversation, helping the coachee explore solutions and commit to action.

Client (Coachee)

The person being coached, working through goals, challenges, and decisions.

Objective Facilitator

A coaching role where the coach remains neutral and supports the coachee by asking questions rather than giving advice.

Expert Knowledge (Leader as Coach Context)

When leaders coach team members, they may contribute expertise and guide choices aligned with organizational goals.

Guide the Selection of Options

Helping the coachee choose options that are best for the organization and rejecting harmful ones when necessary.

Coaching Yourself (Self-Coaching)

Using the GROW model personally to work through your own challenges and practice coaching skills.

Coaching Techniques & Communication Terms

Open Questions

Questions that encourage reflection and detailed answers rather than yes/no responses.

Closed Questions

Questions that can be answered with “yes/no,” often less useful for coaching exploration.

Effective Listening

Listening carefully so the coachee can do most of the talking and develop their own thinking.

Silence (Thinking Time)

A coaching technique where pauses are used intentionally to allow deeper reflection.

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Stock Questions

Prepared questions that can be reused as prompts in future coaching sessions for each stage of the GROW process.

Practical Terms in the GROW Journey Metaphor

Journey Metaphor

A comparison where the GROW model is like planning a journey: goal = destination, reality = current location, options = routes, will = commitment to travel.

Constraints

Limitations or barriers that restrict options and must be considered or removed to find solutions.

Benefits and Downsides

The positive and negative consequences of each option, used to evaluate alternatives.

Factors to Weigh Up Options

Criteria used to compare options and select the most effective one.

Obstacles

Difficulties that could prevent progress toward the goal and require planning to overcome.

Motivation

The internal drive to act and move forward toward a goal.

Commitment to Action

A clear agreement on next steps, deadlines, and accountability.

SMART Goals (Referenced in the Module)

SMART Goals

A goal-setting method ensuring goals are Specific, Measurable, Attainable, Relevant, and Time-bound.

Specific

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Goals should be clearly defined and not vague (focus on concrete actions).

Measurable

Goals should include indicators or feedback to track progress.

Attainable

Goals should be realistic and achievable; breaking down big goals into mini goals supports success.

Relevant

Goals should focus on improving behaviors/processes that influence outcomes.

Time-Bound

Goals need a timeframe so they don't get delayed indefinitely.

M36 Scenario Management Glossary

Scenario Management

A strategic planning method used to create flexible long-term plans by exploring different possible futures.

Scenario Planning

A structured approach to build scenarios by combining what we know with key uncertainties, to support better decisions.

Scenarios

Plausible future situations that describe how different factors may combine and impact an organization.

Flexible Long-Term Plans

Strategic plans designed to adapt to change and uncertainty instead of relying on a single forecast.

Systems Thinking

Understanding how multiple factors interact in complex ways, including non-linear feedback loops that can create unexpected outcomes.

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Drivers for Change / Assumptions

Key forces and assumptions that influence future developments and shape scenario creation.

Mini-Scenarios

A first set of scenario drafts (up to 9) that are later reduced into the most relevant 2–3 scenarios.

Future-Open Thinking

Identifying alternative developments and integrating them into decision-making processes.

Strategic Thinking

Identifying future success potential and using it to develop and implement visionary strategies.

System Disruptions

Potential disruptions in contextual environments that can affect the viability of systems, projects, or organization

M37 Stress Management & Resource Building Glossary

Stress Management

The approach of identifying, preventing, and reducing stress factors to protect health and improve performance at work.

Stress

A subjective, intense, and uncomfortable state of tension that feels important, long-lasting, and not fully manageable.

Stressors

Sources or triggers of stress that can come from areas such as the person, roles, social environment, tasks, organization, or culture.

Resources (Personal & Organisational)

Helpful factors people and organizations use to cope with difficulties and achieve goals (e.g., self-efficacy, optimism, social support, knowledge).

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Resource Building

Strengthening and using resources to improve coping capacity and support wellbeing and performance.

Subjective Assessment (of Stress)

The idea that stress reactions vary from person to person depending on how the situation is perceived and what resources are available.

Work-Related Stress Factors

Stress drivers linked to working conditions such as workload, time pressure, or organizational demands.

Organisational Stress Factor Assessment

A method where individual stress/resource results are accumulated anonymously and analysed to identify common organizational stress issues.

Preventive vs Mending Interventions

Two types of organizational actions: prevention for “smouldering” issues, and mending actions for urgent problems.

Organisational Development (Link to Stress Management)

Connecting stress management and resource building with organizational growth and improvement frameworks (e.g., CAF, EFQM).

M38 Balanced Scorecard (BSC) Glossary

Balanced Scorecard (BSC)

A strategic planning and management system used to align activities with strategy and monitor performance.

Strategic Planning and Management System

A framework that turns strategy into operational actions and performance monitoring.

Vision and Strategy Alignment

Ensuring business activities support the organization’s long-term direction and goals.

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Performance Measurement Framework

A structured approach to measure performance using multiple types of indicators (not only financial ones).

Financial Measures (Perspective)

Metrics answering: *"How do we look to shareholders?"*

Customer Measures (Perspective)

Metrics answering: *"How do customers see us?"*

Internal Business Processes (Perspective)

Metrics answering: *"What must we excel at?"*

Learning and Growth (Perspective)

Metrics answering: *"How can we continue to improve and create value?"*

KPIs (Key Performance Indicators)

The key metrics defined to track progress and evaluate strategic performance.

Feedback and Learning (Continuous Improvement)

Using performance results to learn, adjust strategy, and improve outcomes over time.

M39 FMEA (Failure Mode and Effects Analysis) Glossary

FMEA (Failure Mode and Effects Analysis)

A structured method to identify potential failures in a product/process, evaluate their effects, and reduce risk before failures occur.

Failure Mode

The way a product or process can fail.

Effect of Failure

The consequence or impact caused when a failure mode happens.

Risk (in FMEA)

The relative level of risk associated with a failure mode and its effects.

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Severity (S)

How serious the consequences of the failure effect would be (rated 1–10).

Occurrence (O)

How likely/frequent the failure mode is expected to happen (rated 1–10).

Detection (D)

How likely it is that the failure will be detected before it reaches the customer (rated 1–10).

Risk Priority Number (RPN)

A prioritization score calculated as $RPN = S \times O \times D$, used to rank failure modes.

Design FMEA (DFMEA)

An FMEA focused on product design failures that could cause malfunctions, reduced lifetime, or safety hazards.

Process FMEA (PFMEA)

An FMEA focused on process failures that may affect product quality, reliability, customer satisfaction, or safety/environment.

M40 Cause & Effect Diagram (Fishbone / Ishikawa) Glossary

Cause-and-Effect Diagram

A structured tool to identify the possible causes of a problem (effect) in a logical way.

Fishbone Diagram

A common name for the cause-and-effect diagram, based on its “fish skeleton” shape.

Ishikawa Diagram

Another name for the same tool, named after Kaoru Ishikawa (developed in the 1940s).

Effect (Problem / Outcome)

The issue you are analyzing (written at the “head” of the fishbone).

Causes (Main Categories)

The main groups of potential reasons contributing to the effect.

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Sub-Causes

More specific contributors that sit under each main cause category.

Common Cause Categories (6M Framework)

Typical categories used to structure analysis: **People, Processes, Equipment, Materials, Environment, Management.**

Root Cause Analysis

The process of examining branches to identify the most likely causes that explain the effect.

Prioritization of Causes

Selecting and focusing on the most critical or likely causes to investigate further.

Cause Validation / Testing

Confirming suspected causes using evidence (data collection, experiments, historical data, Five Whys, pilots, statistical analysis).

M41 Customer Relationship Management Glossary

Customer Relationship Management (CRM)

A strategy (and also a tool) to work closely with customers, strengthen relationships, and anticipate market trends.

Customer Management

Processes and practices used to manage customer relationships and customer-related information.

Client & Stakeholder Focus

Keeping the organization aligned around customer needs and expectations rather than internal assumptions.

Durable Customer Relationships

Building long-term relationships with customers to increase loyalty and retention.

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Customer Data Sharing (Internal Alignment)

Keeping the whole organization informed about clients by reporting and sharing useful customer data.

CRM as a Strategy (Not Just Software)

CRM is not only a software solution; it must be driven by customer engagement strategy.

Information Overload (Too Much Data)

A CRM trap: collecting data that is not used or does not support decisions or service improvements.

Market Prediction (Using CRM Data)

Using customer information and analysis to predict market changes and trends.

Customer Requirement Matrix

A tool to link customer requirements (importance) with process activities, helping prioritize improvements.

Customer Satisfaction Analysis

A tool to understand customer perceptions and expectations using feedback (surveys/interviews) to guide improvement actions.

M42 Stress Management Methodology Glossary

Stress Management Process

A structured process to manage stress at both organisational and individual level.

Stress Management Policy

A formal policy that defines commitment, goals, and responsibilities to reduce workplace stress and protect employee wellbeing.

Stress (Definition)

A subjective, intensive and uncomfortable state of tension caused by the perception that an important situation is not fully manageable.

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Resilience

The psychological power of resistance that helps people cope with high strain and recover from disturbances.

Resources

Factors a person can rely on when handling stress, coming from different sources (personal or environmental).

Stressors (Workplace Stressors)

Work-related demands that create stress (e.g., tasks, workflow, team climate, organisational communication).

Stress Factor Assessment Tool

An online self-assessment that identifies stress level, stress sources, and resources, and generates individual reports.

Organisational Performance Assessment (EFQM-based)

A complementary assessment (e.g., EFQM Excellence Model) used to identify organisational issues that may contribute to stress.

Interventions (Stress Reduction & Resource Building)

Actions developed to reduce stressors and strengthen resources, including self-intervention and organisational measures.

Evaluation & Follow-Up (Repeat Assessment)

Repeating the assessment over time to track trends and verify whether interventions reduce stress and improve engagement.

M43 Background Knowledge (Stress & Resilience) Glossary

Health (WHO Definition)

A state of complete physical, mental, and social wellbeing — not only the absence of illness.

Occupational Health

Workplace health and safety focused on preventing hazards and risks, covering physical, mental, and social health.

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Stress

A subjective, intensive, uncomfortable state of tension caused by the perception that an important situation is not fully manageable.

Stressors

Sources of stress that can come from the person, roles, social environment, tasks, organization, culture, or technical environment.

Resilience

Psychological resistance: the ability to recover from extreme strain and not be negatively affected by risky situations.

Resources

Valuable personal or external factors that help people cope with stress (e.g., self-esteem, money, social support).

Transactional Model of Stress (Lazarus & Folkman)

Stress happens when a person perceives an imbalance between environmental demands and their coping resources.

Job Demands–Resources Model (JD-R Model)

A model explaining how job demands can cause exhaustion, while resources buffer stress and support wellbeing.

Coping Strategies

Cognitive and behavioural efforts to manage stress, including **problem-focused coping** and **emotion-focused coping**.

Recovery

The process of reducing negative stress effects and “recharging” wellbeing and performance through relaxation methods

M44 Background Knowledge (Stress & Resilience) Glossary

Stressors (Demands)

Stimuli from the environment that produce stress responses in most individuals.

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Stress

The non-specific response of the human body to any demand made on it.

Strain

The negative responses and consequences of stress (e.g., anxiety, burnout, cardiovascular diseases).

Resources

Aspects people use to cope with stressors and reduce their negative impact.

Eustress

Positive stress (temporary) that can increase performance.

Distress

Negative stress that leads to harmful consequences and strain.

General Adaptation Syndrome (GAS)

A stress theory (Selye, 1956) describing stages of stress response: **Alarm** → **Resistance** → **Exhaustion**.

Transactional Model of Stress (Lazarus & Folkman)

Stress occurs when a person perceives an imbalance between environmental demands and available coping resources.

Job Demand–Control Model (Karasek)

Stress is more likely when job demands are high and the scope of action/control is low.

Job Demands–Resources Model (JD-R Model)

A model explaining how high job demands increase strain and deplete resources, impacting motivation and creating organizational costs.

M45 General Information on Resources

Glossary

Resources

Valuable personal or external factors that help people cope with difficulties, handle stressors, and reach goals.

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Personal Resources

Aspects of the self linked to the belief that a person can control and influence their environment successfully (e.g., self-efficacy).

Resource Sources (Different Origins)

Resources can come from different sources such as person, roles, social environment, technical environment, tasks, organization, or culture.

Resilience

Psychological power of resistance: the ability to recover easily from extreme strain and not be negatively influenced by risky situations.

Resistance

The ability to cope with stressful situations and handle one's own resources economically.

Buffer Effect (Resources as a Buffer)

Resources reduce negative stress outcomes by influencing the link between stressors, appraisal, and reactions.

Transactional Model of Stress (Lazarus & Folkman)

Stress occurs when a person perceives an imbalance between environmental demands and their available resources to cope.

Job Demands–Resources Model (JD-R Model)

A model explaining how resources buffer the relationship between job demands and exhaustion, supporting engagement and commitment.

Social Support (as a Resource)

A key anti-stress resource that provides informational, instrumental, emotional, and mental support through one's network.

Eisenhower Matrix (Time Management Tool)

A practical coping tool to prioritize tasks based on urgency and importance to reduce stress and improve planning.

M46 Principles of Health and Safety at Work Glossary

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Health and Safety at Work

A set of principles to protect workers' wellbeing, covering health (physical, mental, social) and safety (personal and community) in all work settings.

Physical Health (Workplace Context)

Physical wellbeing supported by safe working conditions, including ergonomic equipment and correct ergonomic practices.

Mental Health (Workplace Context)

Psychological wellbeing influenced by workload, stress, clarity of roles, and work conditions.

Social Health / Social Wellness at Work

Wellbeing supported through relationships, friendships, and social activities that improve satisfaction and work wellbeing.

Personal Safety

Protection of the individual worker from physical and mental strain through safe environments and prevention measures.

Community Safety

Safety at work understood as collective wellbeing, where working conditions support everyone and reduce shared risks.

Risk Assessment

A structured process to identify and reduce workplace risks (including ergonomic risks) to improve safety and productivity.

Job Demands-Resources Model

A model explaining that stress arises when job demands (e.g., workload, time pressure, role ambiguity) exceed available resources (e.g., support, coping strategies, job control).

Work-Life Flow (WLF)

A positive balance/flow between work, home, and social life that supports wellbeing and can be assessed using specific tools.

At-Risk Populations

Groups that may face higher health and safety risks at work (e.g., people with disabilities, women, parents, and carers) and may need tailored support and mitigating strategies.

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M47 Physical Health Glossary

Physical Health

The condition of your body, including everything from absence of disease to fitness level.

Lifestyle Factors

Daily habits that influence physical health, especially diet, physical activity/sedentary time, and behaviours.

Balanced Diet

A varied diet with foods from all food groups in the right proportions to meet energy and nutrient needs.

High Sugar and High Fat Foods

Foods linked to higher risk of weight gain/obesity and diseases such as cardiovascular disease and Type 2 diabetes.

Physical Activity

Body movement that improves cardiovascular health, strength, sleep, energy, and mental wellbeing.

WHO Physical Activity Recommendations

Adults should do at least **150 min/week moderate** activity or **75 min/week vigorous**, plus strength training **2 days/week**.

Sedentary Behaviour

Low-movement activities such as sitting or desk work, associated with higher risk of chronic disease and reduced physical function.

Sleep Hygiene

Habits that improve sleep quality, such as getting morning light and avoiding late eating, stimulants, and screen light at night.

Alcohol and Tobacco Use (Health Impact)

Alcohol can harm health through toxicity and disruption of sleep/eating/stress management; tobacco is a major preventable risk factor for chronic disease.

SMART Goal (3-Month Action Plan)

A goal-setting method: **Specific, Measurable, Attainable, Relevant, Time-based**, recommended with follow-ups over 3 months.

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M48 Change, Flexibility & Adaptability

Glossary

VUCA World

A context defined by volatility, uncertainty, complexity, and ambiguity, where change is constant and unpredictable.

Volatility

Unstable and fast change in the environment.

Uncertainty

Lack of knowledge about what will happen or what change will take place.

Complexity

A situation with many parts and variables interacting at the same time.

Ambiguity

When causal relationships are unclear or do not exist, making outcomes hard to predict.

Flexibility

The ability to adjust behaviour and actions when facing change.

Adaptability

The ability to navigate change effectively, whether it comes from inside yourself or from the external environment.

Information (as a Solution to VUCA)

A key way to handle uncertainty by gathering knowledge and understanding what is happening.

Preparation (as a Solution to VUCA)

A key way to handle volatility and unpredictability by planning ahead and getting ready for change.

SMART Goal (3-Month Action Plan)

A goal-setting method (Specific, Measurable, Attainable, Relevant, Time-based) to create an action plan for the next 3 months.

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M49 Communication & Empathy

Glossary

Soft Skills

Non-technical, transferable skills (e.g., communication, teamwork, problem solving) that are important in all jobs and life situations.

Developing Soft Skills (Practice + Reflection)

Soft skills can be learned and improved through continuous practice, reflection, observation, and guidance.

Communication (Relational)

Communication happens between two or more people and is present in all relationships.

Communication (Contextual)

Communication should adapt to the context, situation, channel, and the people involved.

7 C's of Communication

Principles for effective communication: **Clear, Correct, Complete, Concrete, Concise, Considered, Courteous.**

Clear Communication

A message with a clear purpose and understandable content.

Concise Communication

A message that is short, simple, and focused on key points.

Courteous Communication

Communication that is friendly, professional, respectful, open, and honest.

Empathy

A way to interact and understand others; it can be used as a communication tool to improve relationships.

SMART Goal (3-Month Action Plan)

A goal-setting method to apply learning in the next 3 months: **Specific, Measurable, Attainable, Relevant, Time-based.**

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M50 Self-Reflection & Self-Awareness

Glossary

Self-Reflection

The act of allocating time daily to analyze yourself; it supports the development of self-awareness.

Self-Awareness

The subjective knowledge you have of your mental state, emotions, beliefs, sensations, desires, and personality.

Liquid Modernity

A world of constant political, social, environmental, and economic change that impacts organizations and individuals.

Skills' Needs (Challenge Group)

The organizational challenge of lacking multi-skilled agents needed to understand and lead in changing environments.

Unethical Behaviours (Challenge Group)

Workplace issues such as corruption, discrimination, racism, or harassment that require stronger ethical agency.

Ethical Agency

Personal and interpersonal demonstration of normatively appropriate conduct and the promotion of ethical behavior in others.

Individual Leadership (Challenge Group)

A leadership limitation: individuals alone may struggle to predict outcomes in complex environments.

Collective Leadership

Leadership shared between parties where responsibility and contributions are distributed across the group.

Internal vs External Self-Awareness

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- **Internal:** how you see yourself and your impact on others
- **External:** how you understand how others view you

SMART Goal (3-Month Action Plan)

A goal-setting method: **Specific, Measurable, Attainable, Relevant, Time-based**, recommended with a 3-month deadline and monthly follow-up.

M51 Emotion Regulation Glossary

Emotion Regulation

The process by which individuals influence which emotions they have, when they have them, and how they experience and express them.

Automatic vs Controlled Regulation

Emotion regulation can happen automatically or deliberately (controlled), and it can be conscious or unconscious.

Work-Life-Flow (WLF)

A balanced daily flow between work and life, supported by effective emotion regulation strategies.

Three Components of Emotion Regulation

The core elements of emotion regulation: **identifying, processing, and expressing emotions**.

Emotion Regulation Strategies

Common ways people manage emotions (e.g., distraction, suppression, rumination, worry, reappraisal, acceptance, mindfulness).

Constructive vs Destructive Strategies

Constructive strategies support wellbeing and recovery, while destructive ones increase negative spillover and stress.

Mindfulness

An emotion regulation strategy associated with lower negative affect and higher positive affect.

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Emotion Suppression

A strategy linked to higher negative affect, stress, and exhaustion compared to more constructive strategies.

Cognitive Reappraisal

Reframing how you think about a situation; linked to better detachment from work and less work rumination after work.

Self-Soothing

A self-regulation strategy where individuals use behaviors to calm themselves and reduce the toxic effects of negative emotions