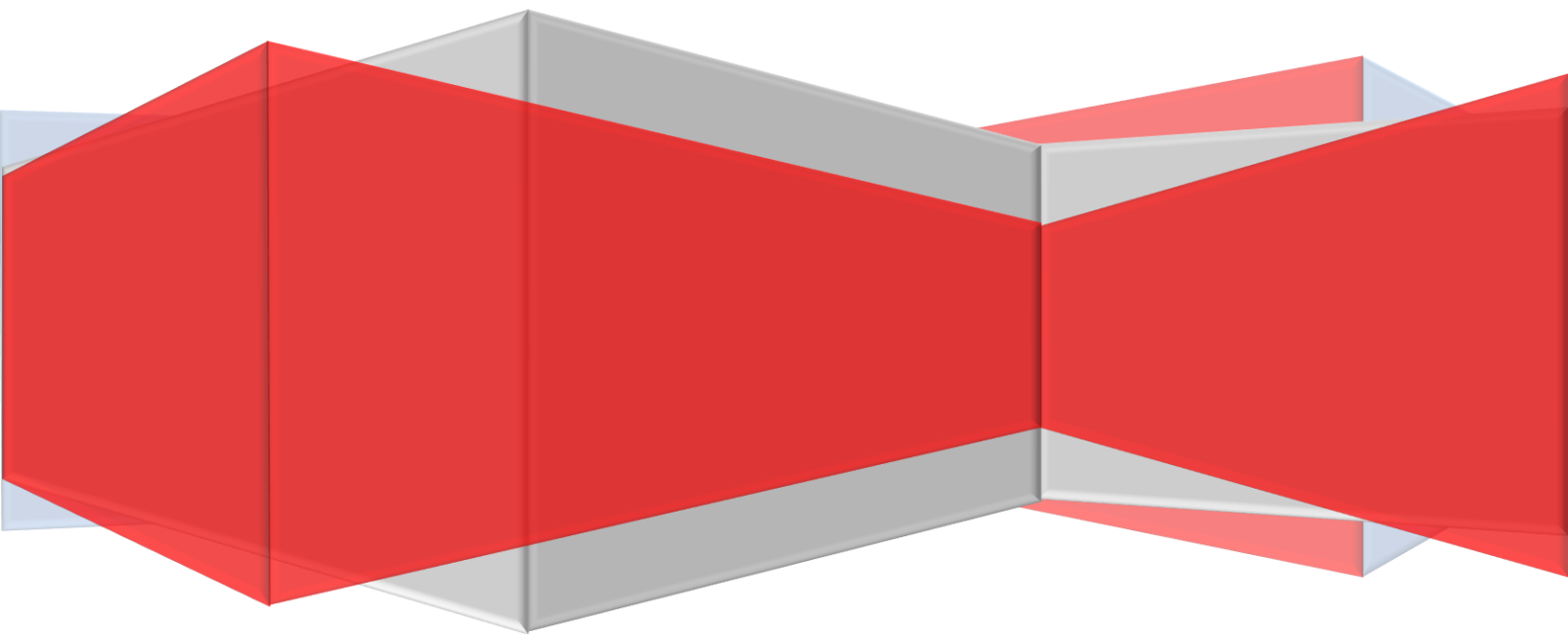**Cultivate school entrepreneurial mindset through holistic approach targeting teachers and pupils**

enterschoolmind

Additional Theories for PPT

IO5A8: 3.2 Planning and Management

Partner Responsible: DIMITRA

Coordinated by

MMC Mediterranean Management Centre

Partners

RINOVA innovate, create & regenerate

DIMITRA educational organization

FH | JOANNEUM University of Applied Sciences

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GRUPPO 4

Apostolos Varnavas Primary School

4th Primary School of Tyrnavos

Program	Erasmus+
Key Action	KA201 - Strategic Partnerships for school education - Cooperation for innovation and the exchange of good practices
Project Title	Cultivate School Entrepreneurial Mindset through a Holistic Approach Targeting Teachers and Pupils
Project Acronym	EnterSchoolMind
Project Agreement Number	2018-1-CY01-KA201-046906
Project Start Date	01/11/2018
Project End Date	31/10/2021

Intellectual Output 5: ISO certificated training materials for teachers: Development of entrepreneurial mindset for teachers Level 6
Activity 8: Review and finalization

1 | P a g e

Table of Contents

Intellectual Output 5: ISO certificated training materials for teachers: Development of entrepreneurial mindset for teachers Level 6
Activity 8: Review and finalization

2 | P a g e

Slide no	Additional Theories
16	**Smart Goals** What Does SMART Mean? SMART is an acronym that you can use to guide your goal setting. Its criteria are commonly attributed to Peter Drucker's Management by Objectives concept. The first known use of the term occurs in the November 1981 issue of Management Review by George T. Doran. Since then, Professor Robert S. Rubin (Saint Louis University) wrote about SMART in an article for The Society for Industrial and Organizational Psychology. He stated that SMART has come to mean different things to different people, as shown below. To make sure your goals are clear and reachable, each one should be: Specific (simple, sensible, significant). Measurable (meaningful, motivating). Achievable (agreed, attainable). Relevant (reasonable, realistic and resourced, results-based). Time bound (time-based, time limited, time/cost limited, timely, time-sensitive). Professor Rubin also notes that the definition of the SMART acronym may need updating to reflect the importance of efficacy and feedback. However, some authors have expanded it to include extra focus areas; SMARTER, for example, includes Evaluated and Reviewed. How to Use SMART Paul J. Meyer, businessman, author and founder of Success Motivation International, describes the characteristics of SMART goals in his 2003 book, "Attitude Is Everything: If You Want to Succeed Above and Beyond." We'll expand on his definitions to explore how to create, develop and achieve your goals: 1. Specific Your goal should be clear and specific, otherwise you won't be able to focus your efforts or feel truly motivated to achieve it. When drafting your goal, try to answer the five "W" questions: What do I want to accomplish? Why is this goal important? Who is involved? Where is it located? Which resources or limits are involved? Example Imagine that you are currently a marketing executive, and you'd like to become head of marketing. A specific goal could be, "I want to gain the skills and experience necessary to become head of marketing within my organization, so that I can build my career and lead a successful team."

Intellectual Output 5: ISO certificated training materials for teachers: Development of entrepreneurial mindset for teachers Level 6
Activity 8: Review and finalization

3 | P a g e

2. Measurable

It's important to have measurable goals, so that you can track your progress and stay motivated. Assessing progress helps you to stay focused, meet your deadlines, and feel the excitement of getting closer to achieving your goal.

A measurable goal should address questions such as:

How much?
How many?
How will I know when it is accomplished?
Example
You might measure your goal of acquiring the skills to become head of marketing by determining that you will have completed the necessary training courses and gained the relevant experience within five years' time.

3. Achievable

Your goal also needs to be realistic and attainable to be successful. In other words, it should stretch your abilities but still remain possible. When you set an achievable goal, you may be able to identify previously overlooked opportunities or resources that can bring you closer to it.

An achievable goal will usually answer questions such as:

How can I accomplish this goal?
How realistic is the goal, based on other constraints, such as financial factors?
Example
You might need to ask yourself whether developing the skills required to become head of marketing is realistic, based on your existing experience and qualifications. For example, do you have the time to complete the required training effectively? Are the necessary resources available to you? Can you afford to do it?

Tip:
Beware setting goals that someone else has power over. For example, "Get that promotion!" depends on who else applies, and on the recruiter's decision. But "Get the experience and training that I need to be considered for that promotion" is entirely down to you.

4. Relevant

This step is about ensuring that your goal matters to you, and that it also aligns with other relevant goals. We all need support and assistance in achieving our goals, but it's important to retain control over them. So, make sure that your plans drive everyone forward, but that you're still responsible for achieving your own goal.

A relevant goal can answer "yes" to these questions:

Does this seem worthwhile?
Is this the right time?
Does this match our other efforts/needs?

Intellectual Output 5: ISO certificated training materials for teachers: Development of entrepreneurial mindset for teachers
Level 6
Activity 8: Review and finalization

4 | P a g e

	Am I the right person to reach this goal?
	Is it applicable in the current socio-economic environment?
	Example
	You might want to gain the skills to become head of marketing within your organization, but is it the right time to undertake the required training, or work toward additional qualifications? Are you sure that you're the right person for the head of marketing role? Have you considered your spouse's goals? For example, if you want to start a family, would completing training in your free time make this more difficult?
	5. Time-bound
	Every goal needs a target date, so that you have a deadline to focus on and something to work toward. This part of the SMART goal criteria helps to prevent everyday tasks from taking priority over your longer-term goals.
	A time-bound goal will usually answer these questions:
	When?
	What can I do six months from now?
	What can I do six weeks from now?
	What can I do today?
	Resource:
	https://www.mindtools.com/pages/article/smart-goals.htm
	Additional:
	https://corporatefinanceinstitute.com/resources/knowledge/other/smart-goal/
	https://www.atlassian.com/blog/productivity/how-to-write-smart-goals
	How to write SMART Goals v2.pdf
23	**Eisenhower Matrix**
	The Eisenhower Matrix is a simple tool for considering the long-term outcomes of your daily tasks and focusing on what will make you most effective, not just most productive. It helps you visualize all your tasks in a matrix of urgent/important. All of your day-to-day tasks and bigger projects will fall into one of these four quadrants:
	• Urgent & Important tasks/projects to be completed immediately
	• Not Urgent & Important tasks/projects to be scheduled on your calendar
	• Urgent & Unimportant tasks/projects to be delegated to someone else
	• Not Urgent & Unimportant tasks/projects to be deleted
	In the real world, the distinction between urgent/non-urgent, important/not important is much murkier than under experimental conditions. Here's how Steven Covey breaks it down:
	Urgent matters are those that require immediate action. These are the visible issues that pop up and demand your attention NOW. Often, urgent matters come with clear consequences for not completing these tasks. Urgent tasks are unavoidable,

Intellectual Output 5: ISO certificated training materials for teachers: Development of entrepreneurial mindset for teachers
Level 6
Activity 8: Review and finalization

5 | P a g e

	but spending too much time putting out fires can produce a great deal of stress and could result in burnout. Important matters, on the other hand, are those that contribute to long-term goals and life values. These items require planning and thoughtful action. When you focus on important matters you manage your time, energy, and attention rather than mindlessly expending these resources. What is important is subjective and depends on your own values and personal goals. No one else can define what is important for you. Below is an in-depth look at each of the four quadrants of the Eisenhower Matrix to help you identify which tasks go in each and how to handle them accordingly. **Resource:** **https://todoist.com/productivity-methods/eisenhower-matrix** **Additional:** **https://www.mindtools.com/pages/article/newHTE_91.htm** Eisenhower-Box-Download.pdf
24	**Gantt Chart** The first Gantt chart was devised in the mid 1890s by Karol Adamiecki, a Polish engineer who ran a steelworks in southern Poland and had become interested in management ideas and techniques. Some 15 years after Adamiecki, Henry Gantt, an American engineer and project management consultant, devised his own version of the chart and it was this that became widely known and popular in western countries. Consequently, it was Henry Gantt whose name was to become associated with charts of this type. Originally Gantt charts were prepared laboriously by hand; each time a project changed it was necessary to amend or redraw the chart and this limited their usefulness, continual change being a feature of most projects. Nowadays, however, with the advent of computers and project management software, Gantt charts can be created, updated and printed easily Today, Gantt charts are most commonly used for tracking project schedules. For this it is useful to be able to show additional information about the various tasks or phases of the project, for example how the tasks relate to each other, how far each task has progressed, what resources are being used for each task and so on. A Gantt chart, commonly used in project management, is one of the most popular and useful ways of showing activities (tasks or events) displayed against time. On the left of the chart is a list of the activities and along the top is a suitable time scale. Each activity is represented by a bar; the position and length of the bar reflects the start date, duration and end date of the activity. This allows you to see at a glance:

Intellectual Output 5: ISO certificated training materials for teachers: Development of entrepreneurial mindset for teachers
Level 6
Activity 8: Review and finalization

6 | P a g e

	• What the various activities are • When each activity begins and ends • How long each activity is scheduled to last • Where activities overlap with other activities, and by how much • The start and end date of the whole project **Resource:** **https://www.gantt.com/** **Additional:** https://en.wikipedia.org/wiki/Gantt_chart https://www.mindtools.com/pages/article/newPPM_03.htm Gantt_charts.pdf
31	**Covey's theory of Effective People** **Better your business using the Covey seven habits of highly effective people** A look at Stephen Covey's background reveals a lifelong dedication to helping others control their destiny with uplifting and straight-forward guidance. His book "Seven Habits of Highly Effective People," is the most influential business book of the 20th century. He is a recipient of the International Man of Peace Award, the National Fatherhood Award, International Entrepreneur of the Year and eight honorary doctorate degrees. The Stephen Covey seven habits of highly effective people are among the most widely used management innovation strategies in recent years. The Covey model is an "inside-out" philosophy, meaning that change starts inside each of us and works its way out. He finds a person's character to be a collection of habits that consist of skill, knowledge and desire. Covey claims that effective people have seven important habits. The Covey seven habits of highly effective people are as follows: 1. The Covey model requires you to "be proactive." 2. Think of the future and "begin with the end in mind." 3. "Put first things first" when adopting Covey motivational theory. 4. Consider everyone's needs and desires to develop "win-win" situations. 5. Covey theory asks you to "seek first to understand and then to be understood." 6. "Synergize" for creative cooperation. 7. Continue to develop and learn as you "sharpen the saw" with Stephen Covey theory.

Intellectual Output 5: ISO certificated training materials for teachers: Development of entrepreneurial mindset for teachers
Level 6
Activity 8: Review and finalization

7 | P a g e

Grow from dependence to independence under the Stephen Covey management theory

Stephen Covey believed that all of our actions are the result of past conditioning and that we must change our habits, and who we are, in order to succeed with making large changes in our lives. We start our lives dependent upon others. The initial three habits of Stephen Covey management training take you from dependence to independence. Habit one calls managers to be proactive, rather than reactive, and take control of their environment. Habit two requires the manager to think of the future, always keeping in mind the desired outcome. The third habit means that a manager must first manage herself, implementing activities that accomplish the second   habit.

Rely on interdependence through the management theory of Stephen Covey

Once you accomplish the first three habits of the Stephen Covey seven habits of highly effective people, the next three habits allow you to become interdependent. In other words, managers become just as dependent upon their staff as their staff is dependent upon them. It's a mutually beneficial relationship; habit four is think win-win. To be successful at interdependence, you must have good communication with others to develop positive relationships, as habit five means you try to understand others before you get them to understand you. Then, the synergy of habit six means you must all work together to achieve mutual goals.

Improve yourself continually with the Covey Model

Habit seven, "sharpen the saw," means that you continually learn from your experiences in order to make yourself a better person. In 2004, Covey added habit eight to the mix, which allows you to go "from effectiveness to greatness." Covey believes that we should always aspire toward greatness, on personal, leadership and organizational levels, and that requires us to always act with integrity and inspire others to do the same.

- The renovation and growth of your company begins when you change the core elements of who you are. Once you determine to make the change, implement the Stephen Covey seven habits of highly effective people and refuse to give up, then innovation is sure to follow.

Resource:
https://www.business.com/articles/management-theory-of-stephen-covey/#:~:text=Grow%20from%20dependence%20to%20independence,our%20lives%20dependent%20upon%20others.
More:
https://en.wikipedia.org/wiki/The_7_Habits_of_Highly_Effective_People

7 Habits of Highly
   Effective.pdf

| 33 | **Personal Development Planning** |

Intellectual Output 5: ISO certificated training materials for teachers: Development of entrepreneurial mindset for teachers
Level 6
Activity 8: Review and finalization

8 | P a g e

	https://www.managers.org.uk/knowledge-and-insights/research/personal-development-planning/
	https://en.wikipedia.org/wiki/Personal_development_planning
	PersonalDevelopme ntPlanning.pdf

Intellectual Output 5: ISO certificated training materials for teachers: Development of entrepreneurial mindset for teachers
Level 6
Activity 8: Review and finalization

9 | P a g e