

WINBIZ Toolkit

Project Result 2



Co-funded by
the European Union

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PROJECT NUMBER: 2021-1-PT01-KA220-ADU-000033741

NAME PROJECT: Women's Innovative Business Incubation Zone

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About the Winbiz project

The Winbiz project aims to promote gender equality and support migrant women in entrepreneurship. The project is funded is a collaboration between organizations in six European countries: Italy, Portugal, Romania, Germany, Greece and North Macedonia.

The project offers aims to offer various resources and tools such as an online course, a mentoring program to help women entrepreneurs in the partner countries to develop their business skills and knowledge. It also aims to provide a platform for networking and collaboration among women entrepreneurs, business organizations, and policy-makers.

The Winbiz project aims to address the gender gap in entrepreneurship, particularly when it comes to migrant women, and empower them to succeed in the business world, recognizing the role they play in driving economic growth and creating employment opportunities.

What is the Winbiz Toolkit?

The WINBIZ Toolkit for Trainers is part of Project Result 2 of the WINBIZ project and it aims to support the professional development of operators who are engaged in tutoring, guiding, and coaching the project's target group, migrant women. The toolkit comprises open methodologies, tools, and training materials that have been compiled by the partnership and validated through the implementation of coaching circles with trainers.

This toolkit is designed as a resource for the professional development and training for operators engaged in guiding and coaching migrant women and its main goal is to function as an adequate operational tool for the support and coaching of the participants in the WINBIZ blended training course (PR3) and project work (PR4).

The Toolkit focuses on the different stages and challenges that a trainer/operator may find during the blended training course, providing adequate resources to guide trainers, each topic including OER-type resources such as guidelines, infographics, videos, links, interactive exercises, self-assessment questionnaires, and other training content. The following topics will be addressed:

- How to use these OERs – guidelines for trainers
- How to engage with the participants
- How to keep the conversation alive
- How to communicate with the target groups (migrant women)
- How to engage with participants in blended learning
- Diversity training (being aware of people's situations and challenges faced)
- Creating engagement (dynamic, interactive lessons)

- Dealing with setbacks/ how failing helps us evolve in our practice

With the comprehensive coverage of different topics in this Toolkit, trainers will be able to improve their practice and provide the best possible support to migrant women.

Winbiz Toolkit

How to use these OERs – guidelines for trainers

This chapter provides trainers and operators with guidelines on how to effectively use the Open Educational Resources (OERs) included in the WINBIZ Trainers/Tutors Toolkit. The resources it contains explain the importance of OERs in supporting the coaching and guidance of migrant women and provide tips on how to adapt and customize OERs to meet the specific needs of the target group. The chapter includes a trainer’s guide, an infographic and a video.

OER TRAINER’S GUIDE V 1.1 – Competency framework in Open Educational Resources

Type of OER: **PDF Instructional guide**

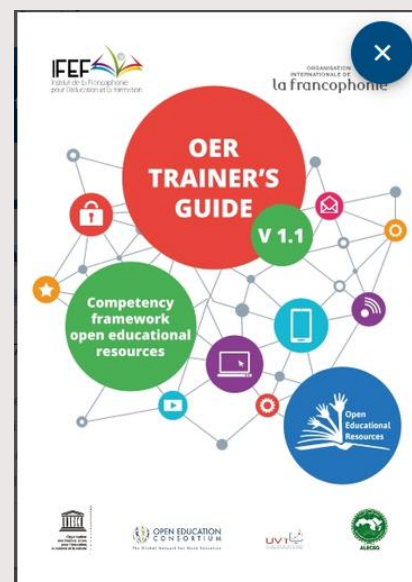
Link: <https://unesdoc.unesco.org/ark:/48223/pf0000266161>

Author: International Organisation of La Francophonie (IOF)

Description: The guide aims to provide trainers and educators with a framework for building their capacity to create and use Open Educational Resources (OERs). It includes a competency framework that outlines the essential skills and knowledge needed to effectively develop, use, and promote OERs, as well as practical tips and examples of how to apply these competencies in practice.

Suggested use:

The guide can be a helpful tool for introducing the topic to trainers – they can always consult it for good advice for implementing any give OER, and also for understanding its purpose. The guide's competency framework could help identify and develop the skills and knowledge necessary for effective OER-based training and support of migrant women.



A quick guide to Open Educational Resources (OERs)

Type of OER: **Infographic**

Link:

https://archivesaccessibilityworkshop.commons.gc.cuny.edu/files/2019/05/GSU_Quick_OER_Guide.png

Author: Georgia State University

Description: This is an infographic concerning OER and it explains every step of its creation, and what elements should be within.

Suggested Use: This infographic is a good way to introduce the concept of OER to trainers.

A Quick Guide to Open Educational Resources (OERs)

What are OERs?

- FREELY AVAILABLE**
Most are legal to copy, adapt, and redistribute semester after semester.
- PD**
OPEN
"Open" means openly licensed, meaning they are in the public domain or the copyright holder has abridged rights to eliminate barriers to access/use/derivative works.
- CC**
CC LICENSED
Often contains a creative commons license. Check each resource for use rights.
creativecommons.org/licenses

Why are OERs and other types of affordable content important?

- 1**
Course materials are freely available on the **FIRST DAY OF CLASS**
- INCREASES**
in Retention, Completion, and Grade Point Averages
- COST SAVINGS**
In 2016-17, \$36 million dollars in textbook costs for students across the Cal State system
als.csuprojects.org
- INNOVATIVE TEACHING**
Increases opportunities for creativity, collaboration and

Affordable content beyond OERs

- LIBRARY SUBSCRIBED RESOURCES**
Academic Journal Quarterly
- OPEN ACCESS CONTENT**
Such as Directory of Open Access Journals

OER Projects

- REPLACE**
a high-cost textbook with a free textbook
- CREATE**
new course materials
- PUBLISH**
an open textbook
- REVISE**
existing OER to meet current needs
- DEVELOP**
course templates based on OER to facilitate use
- USE**
library resources in place of textbooks

Created by our friends at Georgia State University Library and reused under CC-BY-NC

An Introduction to OER

Type of OER: **Video**

Link: <https://www.youtube.com/watch?v=5FNFJhOEQMQ>



Author: David Wiley

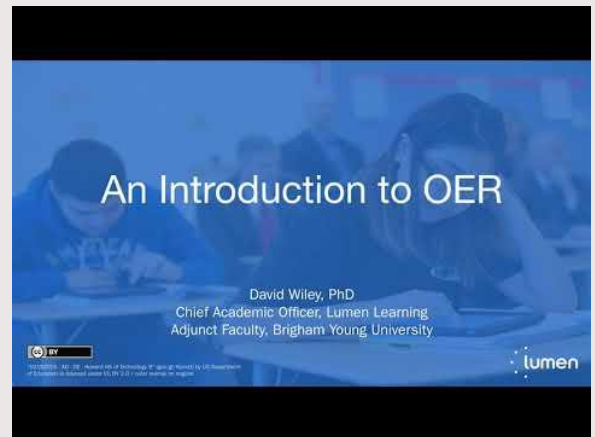
Description:

This video provides a brief overview of open educational resources (OER), including:

1. The definition of OER,
2. Cost savings associated with OER, and
3. Difference in student learning associated with OER.

The slides shown in the video are licensed under a CC BY license and are available for download from:

<https://docs.google.com/presentation/d/1N19JxVK7LT8RIXWcxbZ7fNdndxEh9zpwXIy2kRyOSq4/edit#slide=id.p>



Suggested Use: This video shows the great potential of OERs as a powerful, cost-effective learning tool.

How to engage with the participants

This chapter provides resources and guidance to help trainers effectively engage with migrant women participants during the blended training course and project work. The chapter includes practical tips and strategies for building rapport and establishing a positive learning environment, such as active listening, asking open-ended questions, and using inclusive language. It also covers how to use interactive and participatory teaching methods to keep participants engaged and motivated, such as group discussions, case studies, and role-playing activities. Additionally, the chapter addresses common challenges that trainers may encounter when engaging with migrant women participants, such as cultural and language barriers, and provides guidance on how to overcome these challenges and ensure that all participants feel included and valued.

Audience Engagement Strategies for Your Presentation [6 TIPS THAT WORK]



Type of OER: **Video**

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

Author: Adriana Girdler

Description: This video provides useful tips on engagement activities for a presentation/session/meeting.

The video includes tips for the following topics:

- How to engage an audience in a speech, including what works and what does not
- Public speaking tips that helps the author getting through each presentation she does
- Ways to engage an audience that actually work
- Fun ways to engage an audience including a fun beach ball activity
- Her secret public speaking techniques and strategies

Suggested use:

The video can be used to introduce the topic to the trainers and it can also help them to improve the sessions in case participants' level of interest is not the desirable.



Toolkit for Best Practices in Participant Engagement

Type of OER: **PDF Toolkit**

Link: https://tdin.ca/res_documents/TDIN%20Toolkit.pdf

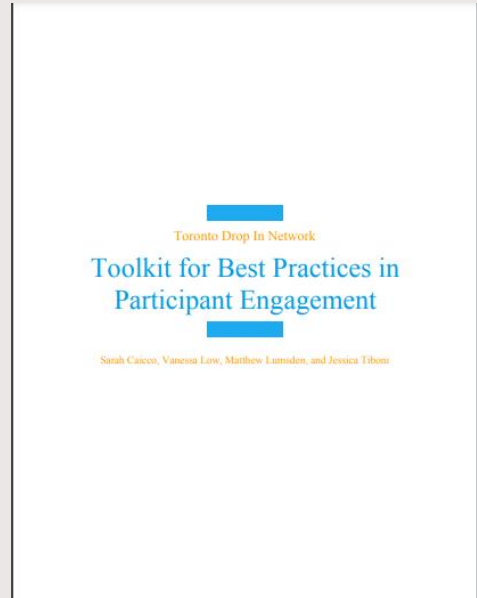
Authors: Sarah Caicco, Vanessa Low, Matthew Lumsden, and Jessica Tiboni

Description: The toolkit presents recommendations that are based on findings from focus groups, interviews, and a survey that was conducted among drop-in staff and volunteers.

The authors aimed to facilitate a larger conversation that highlights positive engagement methods, rather than create a best practice standard. Given the limited financial and time resources, it is difficult to bring together the commonalities experienced in different drop-ins. Thus, the authors relied on positive feedback detailing practices that are currently working well in different drop-ins. They primarily used the literature review as further confirmation of these practices.

The toolkit aims to communicate engagement strategies that work within the network of drop-ins and can be adapted to diverse resources and organizations. These strategies are supported by both grey literature and peer-reviewed research. The authors hope that this toolkit will provide a useful sector-wide best practice framework for involving people who go to drop-ins in short and long-term program design and delivery, conflict resolution, and community building.

Suggested use: The strategies and recommendations presented in the toolkit can be adapted and applied to the context of the Winbiz project to enhance participant engagement and promote effective communication with the target group. For example, the toolkit's suggestions for community building and conflict resolution could be particularly useful for trainers working with migrant women who may face unique challenges and barriers to participation. Additionally, the focus on lived experience and context aligns with the Winbiz project's goal of supporting the professional development of operators and creating a more inclusive learning environment for all participants.



How to Engage an Audience When You Might Be Losing Them [Infographic]



Type of OER: **Infographic**

Link: https://www.duarte.com/wp-content/uploads/DeliveryTroubleShooting_V23_SP-01-1.jpg

Author: Nicole Lowenbraun

Description: This infographic contains tips on how to connect with a disengaged audience as one delivers her/his/their presentation.

Suggested use: When trainers feel their audience is not engaged, they can consult this infographic for checking some good advice.

How to keep the conversation alive

This chapter provides tips and strategies for keeping conversations engaging and flowing smoothly. It includes resources that highlight the importance of active listening, asking open-ended questions, and avoiding distractions. The chapter is a useful resource for trainers looking to improve their communication skills and to avoid pitfalls that have a negative influence in the flow of classes/conversations.

Keeping a Conversation Going

Type of OER: **Video**

Link: <https://www.youtube.com/watch?v=lcnzD7iJAMs>

Author: Jennifer Horton

Description: This informational video provides useful tips for WINBIZ trainers on how to keep a conversation alive during the blended training course with migrant women. The video includes tips on body language signs that indicate engagement or disinterest, as well as topics that are relevant and interesting for the target group. By using the strategies and techniques presented in the video, trainers can create a more engaging and interactive learning experience for the participants, and ultimately improve the effectiveness of the training program.



Suggested use: All trainers should be introduced to this video before starting the sessions.

Keeping a conversation going (British Council Exercise)

Type of OER: Exercise

Link: <https://learnenglish.britishcouncil.org/skills/speaking/b1-speaking/keeping-a-conversation-going>

Author: British Council

Description: This exercise is designed to help learners practice and improve their conversational skills. The exercise includes an audio recording of a conversation between two people, followed by a series of multiple-choice questions that test the learners' comprehension of the dialogue. The questions focus on identifying conversational strategies used by the speakers to keep the conversation going, such as using open-ended questions, showing interest through body language and verbal cues, and sharing personal experiences. The exercise also includes a section where learners can practice their own conversational skills by answering open-ended questions and discussing their opinions on various topics. It aims to help learners develop their ability to engage in natural and meaningful conversations.

Suggested use: Along with the video mentioned above, trainers can improve their skills on how to keep a conversation alive by completing this drill (it also includes golden tips).

Moving the Conversation Along

Type of OER: PDF Guide

Link: <https://hr.uw.edu/leadershipcafe/wp-content/uploads/sites/20/2019/05/Interpersonal-Skills-Moving-the-Conversation-Along.pdf>



Author: University of Washington

Description: The Moving the Conversation Along guide provides practical advice and strategies to improve one's interpersonal communication skills. The guide covers various aspects of communication, including how to initiate conversations, maintain momentum, and conclude them effectively. It includes tips on body language, active listening, and using open-ended questions to keep the conversation flowing. The guide

also explores common barriers to effective communication, such as misunderstandings and distractions, and provides solutions for overcoming them. It contains 3 practical examples on how to keep a conversation going.

Suggested use: This guide can be used to improve trainers' knowledge in the topic and the examples can be implemented in-class.

How to communicate with the target groups (migrant women)

This chapter provides guidance and resources for trainers to effectively communicate with migrant women. The chapter covers various communication strategies, such as using plain language, active listening, and cultural sensitivity, to ensure that the target group can understand and engage with the information being shared. The ultimate goal is to help trainers effectively engage with migrant women in a sensitive way and to promote their integration in society.

New start. European culture and values training for a smooth integration of migrants and refugees:
Adult Educator handbook for European training of migrants and refugees

Type of OER: Handbook

Link: <http://www.acitassoc.org/new-start/new-start-english/>

Author: This project was co-funded within the Erasmus+ programme. The resources were created by A.C.I.T., ciape, Wisamar Bildungsgesellschaft and Bridges Programmes.

Description: The New Start project develops teaching and learning materials for migrants and refugees. With this, it aims to support the integration process of migrants and refugees throughout European countries. Furthermore, a handbook with teaching material was created to support teachers, trainers and those working in organisations supporting migrants and refugees in their work. It contains information about the units and different teaching techniques, tested in practice and prepared for direct use.



Suggested use: Especially on the first pages of the handbook, some recommendations can be found on how to communicate with migrated people and what to consider in day-to-day teaching.

Migrant women: labels that define us

Type of OER: Video

Link: <https://www.youtube.com/watch?v=F3abYkPKmWI>



Author: Michele Levoy for TEDx Talks

Description: Michelle Levoy talks about:

- the life situation of migrated women
- how the western narrative about migration got shaped over the decades

Suggested use: This video can be watched by individuals who are interested in understanding the challenges faced by undocumented migrant women and the relationship between migration

terminology and their life circumstances may find this video informative. It explores the struggles of these women and provides insights on how to influence the discourse surrounding migration, thereby potentially improving the lives of migrant women.

Guide to Allyship

Type of OER: Website/Blog

Link: <https://guidetoallyship.com/>

Author: amélie.studio

Description: An essential step in ensuring a learning environment where everybody can thrive is building a successful relationship with your (marginalized) learners. Every person is different and even if we can identify certain hurdles people belonging to a group might share, it is always important to consider the life reality of the individuals in your course. A “one serves all” educational approach cannot be effective.

This guide is a great tool that helps

- to learn about your own privileges
- to acknowledge the struggles of others
- to create a respectful and supportive learning environment for the people you work with

Suggested use: This guide can be used by trainers looking to create a learning environment that is supportive of their trainees.

Integr8 – Harnessing the potential of migrant women as integration experts

Type of OER: Interactive online course

Link: <https://integrateproject.eu/elearning>



Author: This project was co-funded by the EU and its resources are created by Meath Partnership, CARDET, ISQ Formação, University of Pitesti, Learning Unlimited, FormAzione Co&So Network, Jugend am Werk Steiermark

Description: This is an online course for adult educators and learners alike. Module 3 „Effective Communication“ helps reflect on one’s own communication skills and helps to develop an appreciation for intercultural communication. It contains the following units:

- Unit 1: Personal Communication Style
- Unit 2: Non-verbal Communication
- Unit 3: Becoming an Effective Listener

Suggested use: The resources provided can be utilized either individually or within a learning group. The critical aspect is to maintain honesty regarding one's communication methods and to be open to reflecting on any underlying assumptions or prejudices while also being receptive to learning new skills.

How to engage with participants in blended learning

This chapter offers resources with information on how trainers can engage with participants in blended learning in order to maximize learning and results. The resources cited contain specific strategies that will help trainers achieve their goals.

“How do I ensure students are engaged with each other and the content in a hybrid and/or remote learning environment?”

Type of OER: Website

Link: <https://practices.learningaccelerator.org/problem-of-practice/how-do-i-ensure-students-are-engaged-with-each-other-and-the-content-in-a-hybrid-and-or-remote-learning-environment>

Author: The Learning Accelerator

Description: This comprehensive section will give powerful and effective advice to the trainers who are looking for implementing an engaging hybrid and/or remote learning environment. This includes a set of concrete, common practices and related strategies captured from educators working in classrooms from across the United States.

Suggested use: During the preparation of blended-learning sessions, trainers must refer to some of the advice stated in this guide.



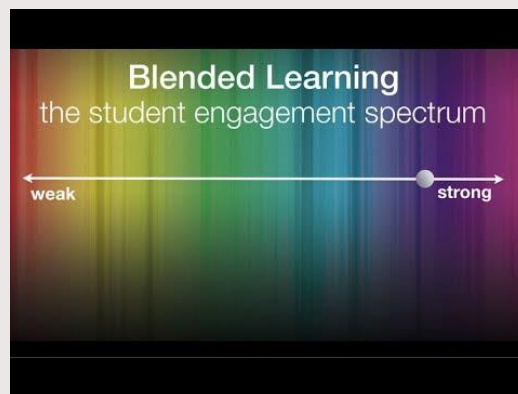
Blended Learning: The Art of Engagement

Type of OER: Video

Link: <https://www.youtube.com/watch?v=sIQ5YezCg2g>

Author: Michelle Pacansky-Brock

Description: This video will help to clarify what are the factors that promote strong student engagement in blended learning, as well as providing the answer to the question “have the factors changed or has the way we implement engagement the factor that has transformed?”.



Suggested use: During the preparation of blended-learning sessions, trainers may refer to some of the advice stated in this video.

5 Effective Blended Learning Strategies

Type of OER: Article + Infographic

Link: <https://edynamiclearning.com/5-effective-blended-learning-strategies/>

Author: EDynamicLearning.com

Description: This article provides an overview of different blended learning strategies that educators can use to enhance the learning experience for their students. The article begins by explaining what blended learning is and why it is becoming increasingly popular in education today. It also describes five effective blended learning strategies, including the flipped classroom model, project-based learning, the station rotation model, the lab rotation model, and the individual rotation model. For each strategy, there is a detailed explanation of how it works, the benefits it offers, and examples of how it has been successfully implemented in classrooms. The article concludes by emphasizing the importance of choosing the right blended learning strategy to meet the specific needs of the learners and achieve the desired learning outcomes.

Suggested use: During the preparation of blended-learning sessions, trainers may refer to some of the advice stated in this guide.

Diversity training

This chapter is designed to help Winbiz trainers understand and navigate the complex issues of diversity and inclusion in learning. It provides a range of resources to help trainers design and delivering engaging training sessions in a more inclusive way.

Diversity, Equity, and Inclusion Toolbox

Type of OER: Teaching Resources

Link: https://sc.edu/about/offices_and_divisions/cte/teaching_resources/dei_toolbox/index.php

Author: Center for Teaching Excellence, University of South Carolina



Description: The Diversity, Equity, and Inclusion (DEI) Toolbox offers a variety of materials, including videos, articles, handouts, and activities, that can be used by educators to promote a more inclusive and equitable learning environment. The materials cover a range of topics, such as creating an inclusive syllabus, addressing

microaggressions, and promoting cultural awareness. The toolbox is designed to support educators in developing their knowledge and skills in DEI and implementing best practices in the classroom. The resources can be used individually or in a group setting, and are suitable for educators at all levels of experience.

Suggested use: As an introduction of the topic to the trainers.

Improving Cultural Competence

Type of OER: Video

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

Author: Dawn Elise Snipes

Description: This video explores the concept of cultural competence and its importance in multicultural counseling. It defines key terms such as race, ethnicity, and culture, and highlights the problems that arise when cultural competence is limited. The video is primarily designed for those in a learning environment and it also provides valuable reminders, practical information, and relevance to





real-time practice situations. This video can help trainers better understand the importance of cultural competence in counseling.

Suggested use: This video can be used to introduce the topic to the trainers.

Improving Cultural Competence 2

Type of OER: Video

Link: <https://www.youtube.com/watch?v=ht701H1cj1A>

Author: Dawn Elise Snipes

Description: This video explores the concept of worldview, which refers to the set of assumptions that guide how we perceive and interpret the world. Our worldview is shaped by various factors, such as cultural groups, family history, geography, and life experiences. Even if two people come from similar backgrounds, they may have different worldviews due to their unique life experiences.



It's important to not make assumptions about people based on shared backgrounds, as everyone's worldview is unique. This video also discusses the various influences on our worldview, including values, attitudes, beliefs, and behaviors, which also affects how we approach the concept of time. Overall, this video provides insight into the complex and varied nature of worldview and encourages viewers to approach others with an open mind and without making assumptions.

Suggested use: This video can be used to introduce the topic to the trainers.

5 Courses to Boost Your Social Awareness

Type of OER: Courses

Link: <https://soulcastmedia.com/5-courses-to-boost-your-social-awareness/>

Author: Soulcast Media Team

Description: This resource is a set of five courses aimed at improving social awareness in communication. These courses cover topics such as developing social awareness, mastering non-verbal communication, being socially aware, communicating with confidence, and social awareness. They can be useful for the Winbiz project as effective communication is a critical skill for success in any business environment. By improving social awareness people can build more productive and

positive relationships. The courses are designed to help participants develop empathy, active listening skills, and the ability to communicate confidently and effectively in various settings.

Suggested use: This video can be used to introduce the topic to the trainers.

Creating Economic Opportunities for Women

Type of OER: Video

Link: <https://www.youtube.com/watch?v=7QTvVGID38Y>

Author: Emil Danholt, Lene Sjorslev, Dr. Sophia Huyer

Description: This video discusses how technology training can lead to increased economic opportunities for women, from becoming community technology leaders to entrepreneurs. The video also highlights the role of men in supporting women's access to technology and online workforce opportunities, which can lead to increased family income. As a result, women can afford



more internet access and become further educated and empowered. This video highlights the importance of technology and education in creating economic opportunities for women, which is a key focus area of the Winbiz project.

Suggested use: The video can be used either individually or as a group in a learning environment to understand the fundamental principles of bridging the gender digital divide and promoting economic opportunities for women.

Creating engagement

This chapter provides tools to increase engagement in the classroom and create dynamic and interesting lessons. The resources contained in this section offer practical advice for trainers and how they can increase student engagement in the classroom.

Poll Everywhere

Type of OER: Interactive tool

Link: <https://www.polleverywhere.com/>

Author: Poll Everywhere

Description: Poll Everywhere is a polling software that can be used as a formative feedback tool in live class sessions or as part of an asynchronous lesson. Instructors can post questions of various question types: multiple choice, openended, wordcloud, Q&A (up and down voting), ranking order, survey, or clickable images (where students click on a specific area of an image for their answer).

Answers can be displayed in real time. Students do not need an account to respond, they can visit the website on their phone or computer, or text a number to receive a link to the question on their phones.

Suggested use: The facilitator can pose different questions along the class and stir the conversation around the answers.

Teach teachers how to create magic

Type of OER: Video

Link: <https://www.youtube.com/watch?v=H3ddtbeduoo>

Author: Christopher Emdin

Description: In the video "Teach teachers how to create magic," the speaker emphasizes the importance of storytelling and offers a vision for creating engaging and lively classrooms. By incorporating storytelling into lesson plans, teachers can capture the attention and imagination of their students, leading to deeper understanding and retention of the material. The speaker encourages educators to be creative in their approach and to think outside the box to make learning a fun and interactive experience.



Suggested use: To be seen by the trainers before starting the sessions.

Seven Ways to Increase Student Engagement in the Classroom

Type of OER: Infographic

Link: <https://readinghorizons.website/blog/seven-ways-to-increase-student-engagement-in-the-classroom/>

Author: Reading Horizons

Description: The infographic titled "Seven Ways to Increase Student Engagement in the Classroom" provides educators with practical tips to help increase student participation and motivation in learning. The infographic is divided into seven sections, each highlighting a different strategy to promote engagement. The strategies include creating a positive learning environment, using technology and multimedia, providing opportunities for collaboration and group work, offering choices and autonomy, using games and simulations, providing immediate feedback, and making learning relevant and real-world. The infographic presents statistics and examples to support each strategy, and concludes with a reminder that engaged students are more likely to succeed academically and socially.



Suggested use: To be read by the trainer before starting the sessions.

Dealing with setbacks/ how failing helps us evolve in our practice

This chapter explores the idea that setbacks and failures can actually be opportunities for growth and development. The chapter provides insights into how to reframe setbacks as learning experiences and leverage them to improve performance in the future. The resources mentioned aim to guide trainers to support their learners in overcoming setbacks and cultivating resilience.

The best way to deal with failure

Type of OER: Article

Link: <https://theconversation.com/the-best-way-to-deal-with-failure-84418>

Author: Selin Malkoc

Description: This article explores the emotional and psychological impact of failure and how individuals can cope with it. It begins by stating that failure is inevitable, but it doesn't have to be negative if handled correctly. The article explains how failure can be perceived as a learning opportunity and a way to develop new skills and knowledge, suggesting that individuals should reframe their mindset towards failure and focus on their long-term goals. Practical tips for managing failure are provided, such as setting realistic expectations and reflecting on past successes.

Suggested use: This article can be used to improve trainers' knowledge in the topic and help them to improve the sessions in case participants' level of interest is not at the desirable level.

Fail Fast, Fail Forward, Fail Openly: The Need to Share Failures in Development

Type of OER: Article

Link: <https://journal.trialanderror.org/pub/failfast/release/4>

Author: Rebecca C. Sindall, Dani J. Barrington

Description: This article discusses the importance of embracing failure in the design education process. It highlights how failure is often viewed negatively in society and how this can hinder creativity and innovation. The authors argue that by encouraging students to fail fast and learn from their mistakes, design educators can cultivate a culture of experimentation, risk-taking and growth mindset. It also provides insights into various case studies and pedagogical approaches that can help design educators incorporate failure as a valuable tool in the learning process.



Suggested use: This resource can be used to introduce the topic to the trainers and to improve trainers' knowledge in the topic.

How to Learn From Failure. Organizational Creativity, Learning, Innovation and the Benefit of Failure
Type of OER: Article

Link: <https://rbr.business.rutgers.edu/sites/default/files/documents/rbr-020108.pdf>

Author: Riccardo Leoncini

Description: This paper presents an overview of the role of failure in creativity, learning, and innovation. It explores the relationships between failure and these concepts and discusses the critical role that failure plays in driving innovation. The paper highlights how embracing failure can lead to more innovative outcomes and provides insights into how individuals and organizations can utilize failure as a tool for driving success.

Suggested use: This article can be used to introduce the topic to the trainers and to improve trainers' knowledge in the topic.



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