

# Communic8

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## Communi8 Manual - what is that?

It is not a normal pdf document, or rare toolbox it is a creative example of work of people from eight European countries who spent one week improving their communication competences and finding its importance in their everyday private and professional lives.

After gaining the knowledge they summarized all the information and experience and created this Manual in purpose of promotion of action and also to transfer the results in pleasant and interesting way.

## How was the manual created?

At the end of each course everybody try to think about what they have learned, what competences gained and what happens when they return to their homes, whether this knowledge, these experiences will be used by them and that after such intense days will not forget what they have learned. On the wave of such thoughts, participants decided on the most important content provided during the week spent in Rabka. After the brainstorm they decided how the manual should look, how to help others learn the things that they had a chance to experience during the course and with a little help from trainers they created the amazing tool you now have a chance to read.

I personally hope that after reviewing this material, you will at least partly feel the atmosphere conducive to work and learn, which accompanied participants of the project for the whole week.

*Agnieszka Kusek*



Training course **Communic8** brings together to **Rabka Zdrój** between **10-17 September 2014**, 24 experienced leaders, trainers, youth workers, project managers from Albania, Bosnia & Herzegovina, Slovakia, Slovenia, Republic of Macedonia, Lithuania, Poland and Serbia. The main aim is to focus on very important subject as **communication in different aspects** of it and its importance in future employment and youth work.

   | 10-17 .09.2014 / RABKA ZDRÓJ

# About the project

Training course called **Communic8** brought together to Rabka Zdrój between 10-17 September 2014, 24 experienced leaders, trainers, youth workers, project managers from Albania, Bosnia & Herzegovina, Slovakia, Slovenia, Republic of Macedonia, Lithuania, Poland and Serbia. The main aim was to focus on very important subject as communication in different aspects of it and its importance in future employment and youth work. Starting from the simplest human communication and its varieties as verbal and nonverbal, computer mediated communication, through social and marketing communication up to cross-cultural, but also to point out to the participants how important communication is in order to disseminate and exploit the results of their projects. By using non-formal education methods we emphasized to our participants significance of dialogue on each level of their life, starting with their closest people, but also during job interviews and formal meetings, projects management and implementation as well as on intercultural European level.

Participants were also involved in different activities through the methodology of non-formal education such as simulations, role-playing, open space discussions, brainstorming, ice-breakers and reflection groups. The procurement of such competences will be helpful for young people to apply it in their everyday life, traveling- meeting representatives of other religions and countries which is increasingly common in the old continent - when searching for a job, which is extraordinarily important during the incredibly high unemployment rate in Europe.



## Beyond Barriers- ALBANIA

Beyond Barriers Association, is a national association of young disabled and other disadvantage youngsters, is a voluntary, non-profit, non-governmental organization that protects the rights and interests of young people. Our final goal is: To integrate young people with disadvantage in society. To promote a social model for disability vice versa of existent medical model in Albania. For us a social model is an essential step for an equal participation, mainstreaming and equal opportunities for all young disabled regardless of the type or degree of disability. Our working areas include: Human rights, education, professional courses, training, infrastructure, employment, counseling, youth exchanges in and abroad country. Our association is developing projects and programs in local and European level. Our association has created the first local volunteer centre in Albania and since 2011 is working to promote volunteerism, human rights, participation and active citizen to youngsters in Tirana. We are active in organizing trainings, youth exchanges, partnership building activities, seminars, EVS project in European level etc.



## Omladinski savjet Istocna Ilidza- Bosnia & Hercegovina

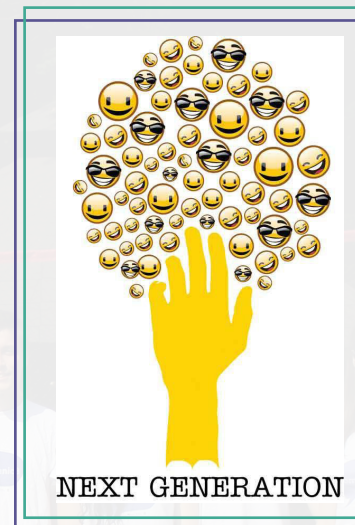
Youth Council East Ildža is local, non government organizations which implements youth politics of Municipalty East Ildža, but also works with other NGO on providing better life conditons for youth people in this municipalty and wider.

About 30 young , successful people are involved in this Youth Council. Main objectives of Youth Council East Ildža are educated young people, and involved young people. So, our dvelopment directions are focused on these three areas: educations for young people, health and youth.



## Youth Council Next Generation – FYMOR

Youth Organization Next Generation is non - profit, NGO founded by people with previous experience in other Ngo's familiar with the program YIA. Our mission is to create opportunities for young people, promote exchanges between students from different countries, summer and winter camps for better understanding of culture and traditions of other nations. The main goal of the organization is to give non-formal educational possibilities to the young people, in different fields, in local and international level; to promote the idea of volunteerism and to connect young people without reference to their nationality, religion, political, economic or social status. We are trying to help and give the right resources and basics knowledge to young people for future employment and promote the idea of entrepreneurship for people with fewer opportunities.. Also providing Training and financial support for young individuals for better development of the democracy and values of civil society.



## Non-formal learning club „WE”- LITHEUNIA

WE conception – a non-formal learning club aimed at development of personal learning space for heart (soul). WE vision – to promote the turning of „the everlasting learning engine“ with the aim to learn and live building a harmony. WE mission – to inspire people for personal and professional changes which would encourage a wish for knowledge.

WE aim – to stimulate people to share their experience, knowledge, skills and feelings with adults who have worse learning possibilities (without basic qualification or secondary education, with weak basic competences (social, personal and other), those who do not know about their rights, working in turns, nursing invalid, having depressive illness, growing children, etc.) and in this way to inspire them for self-development. To increase possibilities and scope for non-formal adults' learning aiming to enhance desirability of non-formal learning. WE initiatives: educational programs for children, youth, adults and senior ,methodical seminars, consultations, national/international conference, community events, active leisure time and promotion of wellness, promotion of sharing culture.





## CET PLATFORM- SERBIA

CET platform was established as a group of experts with the aim to provide support, assistance, services and expertise in the field of the development of civil society and democratic institutions, civic values, and non-formal education for all citizens, especially young people. CET also deals with advocacy in public policy issues. CET organizes events (round tables, debates, seminars and workshops) on the issues of activism, education, promotion and exchange in the field of human rights, and development of local, regional, European and international relations and cooperation. CET especially promotes the development of creativity, innovation, entrepreneurship, and sustainable development (of civil society).



## MAGNA CARTA- SLOVAKIA

Magna Carta is an international non-profit and non-governmental organization (NGO) working with young people's potential and motivation in order to raise their personal development through leisure activities, active use of free time, non-formal education and informal learning. Magna Carta NGO was founded in 2013 by highly motivated individuals with previous experiences with European programs from Slovakia and immediately took place at youth work fields in both countries.

Mission of Magna Carta is to work with potential of young people and to give an every adolescent an opportunity to become leader and change maker in his/her community in order to live in the world where young generation will apply the skills of change making to solve complex problems of our societies. Vision is the world where every adolescent can learn and apply the critical skills of social responsibility, empathy, team work, leadership and change making to be successful in the modern world. Together with success we also prefer to develop in young people ethical and moral principles, like added value. We believe young people potential is a movement for future, for better tomorrow. In order to fulfill our vision we are providing new opportunities in the field of personal and professional development for young people. We are trying to bring excellence to youth work and personal development to young individuals. We are focus on active and innovative non-formal education and informal learning, development of leadership skills of young people, organizing projects beneficial to the public and additionally making bridges of friendship and cooperation between two seemingly different countries and nations like Slovakia and Turkey are. We offer our innovative way of thinking in project management, cooperation in youth field, project consulting, personal coaching and various types of youth projects, trainings, seminars, workshops, conferences in national and international level.

We believe in ourselves and we are encouraging young generation: „Believe in yourself. Be miserable or motivate yourself. Don't believe you have to be better than everybody else. Just believe you can be better than you ever thought you could be. Whatever has to be done, it's always your choice.“



## RCP, razvojni center Ptuj – SLOVENIA

RCP- provides advisory services for start-ups, exploitation of calls at local, national and European level, we present the various job opportunities and workshops that give participants more knowledge in their own presentation to potential employers. We are also advising on the preparation of business plans and market analysis. For achieving our goals we cooperate with the economic sector, local Youth Council, Youth Centre and other non-govermental organisations.



## SMIT „CREATOR” – POLAND

SMIT „CREATOR” was found in 2011 by active young people with extensive international experience and different expertise. It's a non-government, non-political, non-religious organization from Krakow working in the fields of project management, research and training for and with youth. SMIT CREATOR's main purpose is to exchange creative ideas, promotion of values, tradition and art in the countries of Europe and beyond. It aims to contribute to intercultural dialogue and exchange, creating a common ground for cooperation with scientific, cultural and educational fields at an international level.



# What does communication mean

## What does communication mean?

Process of exchange facts, ideas, opinions, and means that individuals share the meaning and understanding of each other.

The goal of communication is to convey information—and the understanding of that information—from one person or group to another person or group. This communication process is divided into three basic components: A sender transmits a message through a channel to the receiver. (Figure shows a more elaborate model.) The sender first develops an idea, which is composed into a message and then transmitted to the other party, who interprets the message and receives meaning. Information theorists have added somewhat more complicated language. Developing a message is known as encoding. Interpreting the message is referred to as decoding.

The other important feature is the feedback cycle. When two people interact, communication is rarely one-way only. When a person receives a message, she responds to it by giving a reply. The feedback cycle is the same as the sender-receiver feedback noted in Figure. Otherwise, the sender can't know whether the other parties properly interpreted the message or how they reacted to it.

Feedback is especially significant in management because a supervisor has to know how subordinates respond to directives and plans. The manager also needs to know how work is progressing and how employees feel about the general work situation.

## Types of communication based on the communication channels used are:

### 1. Verbal Communication

- Oral Communication
- Written Communication

### 2. Nonverbal Communication

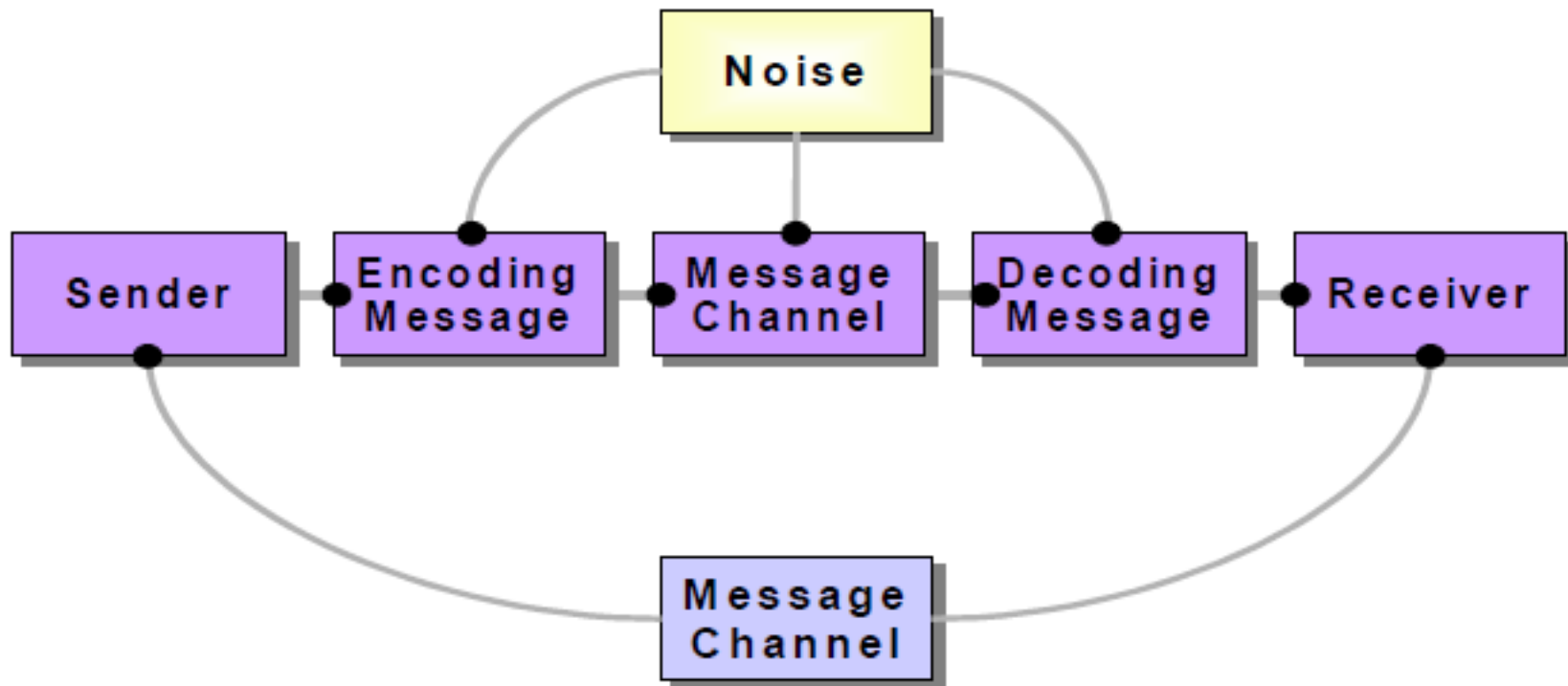
Nonverbal communication have the following three elements:

- Appearance
- Speaker: clothing, hairstyle, neatness, use of cosmetics
- Surrounding: room size, lighting, decorations, furnishings
- Body Language  
facial expressions, gestures, postures
- Sounds  
Voice Tone, Volume, Speech rate

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Source: <http://www.notesdesk.com/notes/business-communications/types-of-communication/>  
<http://www.cliffsnotes.com/more-subjects/principles-of-management/communication-and-interpersonal-skills/the-communication-process>

## The Communication Process



The 7 Cs provide a checklist for making sure that your meetings, emails, conference calls, reports, and presentations are well constructed and clear – so your audience gets your message.

### According to the 7 Cs, communication needs to be:

1. Clear.
2. Concise.
3. Concrete.
4. Correct.
5. Coherent.
6. Complete.
7. Courteous.

#### 1. Clear

When writing or speaking to someone, be clear about your goal or message. What is your purpose in communicating with this person? If you're not sure, then your audience won't be sure either.

To be clear, try to minimize the number of ideas in each sentence. Make sure that it's easy for your reader to understand your meaning. People shouldn't have to „read between the lines” and make assumptions on their own to understand what you're trying to say.

#### 2. Concise

When you're concise in your communication, you stick to the point and keep it brief. Your audience doesn't want to read six sentences when you could communicate your message in three.

Are there any adjectives or “filler words” that you can delete? You can often eliminate words like “for instance,” “you see,” “definitely,” “kind of,” “literally,” “basically,” or “I mean.”

Are there any unnecessary sentences?

Have you repeated the point several times, in different ways?

#### 3. Concrete

When your message is concrete, then your audience has a clear picture of what you're telling them. There are details (but not too many!) and vivid facts, and there's laser-like focus. Your message is solid.

#### 4. Correct

When your communication is correct, it fits your audience. And correct communication is also error-free communication. Do the technical terms you use fit your audience's level of education or knowledge? Have you checked your writing for grammatical errors? Remember, spell checkers won't catch everything. Are all names and titles spelled correctly?

#### 5. Coherent

When your communication is coherent, it's logical. All points are connected and relevant to the main topic, and the tone and flow of the text is consistent.

#### 6. Complete

In a complete message, the audience has everything they need to be informed and, if applicable, take action. Does your message include a „call to action,” so that your audience clearly knows what you want them to do? Have you included all relevant information – contact names, dates, times, locations, and so on?

#### 7. Courteous

Courteous communication is friendly, open, and honest. There are no hidden insults or passive-aggressive tones. You keep your reader's viewpoint in mind, and you're empathetic to their needs.

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Source: [http://www.mindtools.com/pages/article/newCS\\_85.htm](http://www.mindtools.com/pages/article/newCS_85.htm)

## 7 C's of Communication



Read more: [www.toolshero.com](http://www.toolshero.com)

NEW UPDATES





# Ineffective communication

Listed below are 10 examples of ineffective communication that are commonly seen in the workplace. See which of these examples resonate with you and think about what you would do to communicate more effectively.

**1. Not listening:** There's nothing more likely to annoy people in the work place if they are not listened to. You often see people ask – 'How are you?' without bothering to listen to the answer. If you're asking questions or issuing instructions it's important to listen to what's being said in order to give the appropriate response

**2. Failing to ask for clarification:** There's nothing wrong in not understanding something, but it's a poor strategy not to ask for clarification if you need it.

**3. Speaking at the wrong level:** In order to communicate effectively, it's important to speak at the right level of the audience. Work colleagues neither appreciate being patronised or having someone talk about things they have no understanding of.

**4. Using jargon:** Can you remember starting a new job and everyone seems to be speaking another language. This is often because people pepper their language with jargon and acronyms that people are not familiar with. Don't make assumptions that people will know.

**5. Being critical and negative:** If you have a default attitude where you are always negative or critical of other people's suggestions, ideas, plans or work, it can have a detrimental effect on individual and team relationships.

**6. Using sarcasm:** Sarcasm irritates and humiliates people, nor is it conducive to having good relationships with colleagues. Careless words can hurt people. Avoid using it.

**7. Using excessive anger:** Some people think that shouting and screaming at others is an acceptable way to behave, but it isn't. Apart from if you do it regularly you could quite easily be accused of bullying it is not conducive to any message that you are trying to convey being heard and acted upon.

**8. Communicating in an emotional state:** Whether you're angry or upset about something, it's always better to delay communicating with other people in case you say or write something that is either inappropriate or you later regret. Having to retract things can be very difficult.

**9. Using poor non-verbal communication:** It's very easy to upset people by using poor non-verbal communication, with gestures such as pointing fingers to emphasise a point or expressions such as raised eyebrows to express disbelief or invading someone else's personal space.

**10. Being insincere:** If your body language is at odds with your verbal communication, it can annoy and confuse people and lead to a possible breakdown in working relationships.

This is not an exhaustive list of ineffective communication examples but they are some of the most common. Being aware of the way you communicate and the impact that it has on others is an important part of maintaining successful working relationships and developing long term career success.

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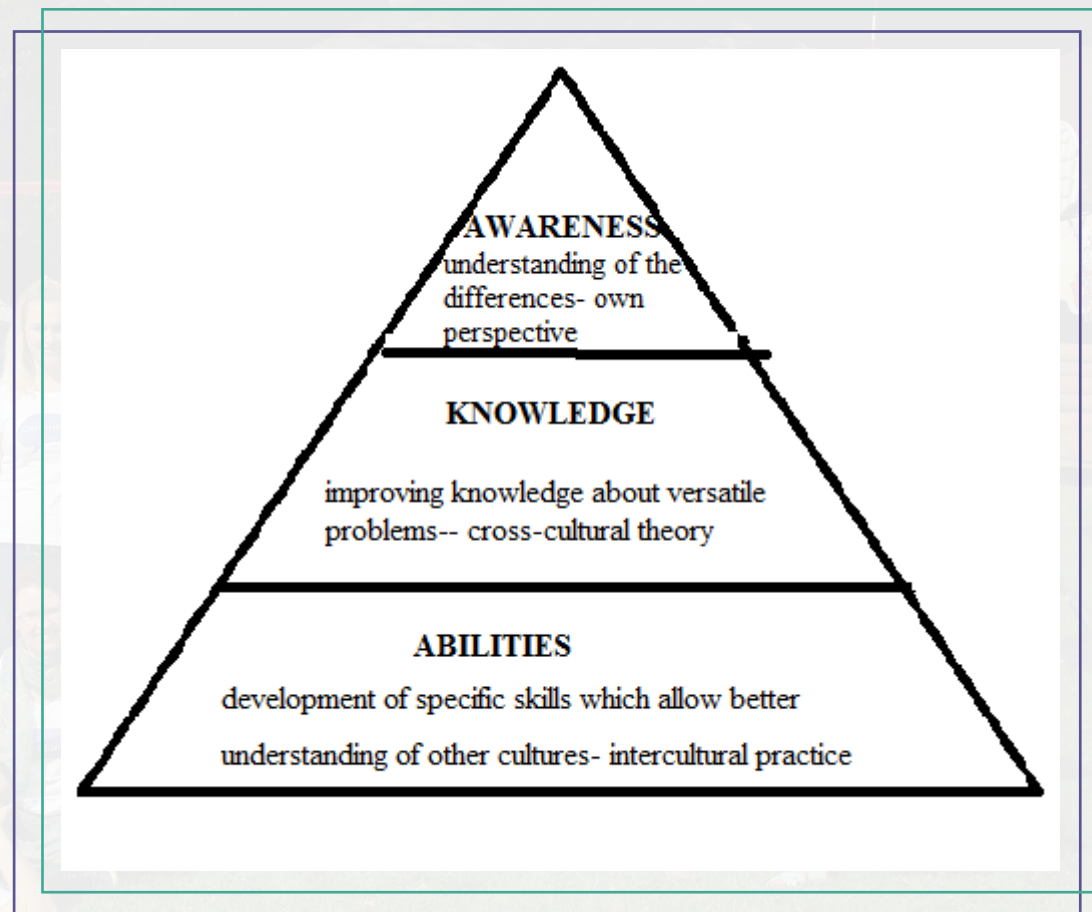
Article Source: <http://www.streetarticles.com/workplace-communication/10-examples-of-ineffective-communication-in-the-workplace>

# Intercultural competences - how to communicate in modern Europe

The world today is characterized by an ever growing number of contacts resulting in communication between people with different linguistic and cultural backgrounds. This communication takes place because of contacts within the areas of business, military cooperation, science, education, mass media, entertainment, tourism.

While thinking of companies or NGO very often people working there together are from different countries or regions, which means from different cultures also. Each of these individuals brings a unique set of experiences and values to the workplace, many of which can be traced to the culture in which they grew up and now operate. Businesses that are able to facilitate effective communication—both written and verbal—between the members of these various cultural groups will be far better equipped to succeed than will those organizations that allow conflicts that arise from internal cultural differences to fester and harden. The failure to address and resolve culturally based conflicts and tensions will inevitably show up in the form of diminished performance and decreased productivity. Differences in culture reflect themselves in a variety of ways. For instance, one cultural norm may have a significantly different conception of time than another, or a different idea of what constitutes appropriate body language and personal space when engaged in conversation. Communication is one of the most important functions to master in order for any business to be successful in today's increasingly competitive markets, particularly for firms and ngo's doing business internationally. A firm's profitability is in part determined by its business communication strategies and skills.

That is why it is so important to develop cross-cultural competences :



Traits that make for competent communicators:

flexibility, tolerating high levels of uncertainty, reflectiveness, emotional intelligence, mediation skills, open-mindedness, sensitivity, adaptability engaging in divergent and systems-level thinking, knowledge about cultures.

## Basic tools for improving intercultural competence

The following are ways to improve communication competence:

- Display of interest: showing respect and positive regard for the other person.
- Orientation to knowledge: Terms people use to explain themselves and their perception of the world.
- Empathy: Behaving in ways that shows you understand the world as others do.
- interaction management: A skill in which you regulate conversations.
- Task role behaviour: initiate ideas that encourage problem solving activities.
- Relational role behaviour: interpersonal harmony and mediation.
- Tolerance for ambiguity: The ability to react to new situations with little discomfort.
- Interaction posture: Responding to others in descriptive, non-judgemental ways.



**We can not forget that we can also be a minority one day, work, study in a different place so working on those competences are crucial for everyone. Without those building something new above boundaries is almost impossible.**

# How to communicate online- social media CV

It seems pretty obvious to most observers that our social networks have changed in the past few decades thanks to technology. The widespread use of cell phones, the increasing affordability of air travel, the rise of the Internet, and the advent of social media have changed the way we work, the way we live, and the way we communicate. We do not really have to go out to spend times with our friends, we can send them sms and they will get our massager quicker than we would reach their door bell even if they were our next- door neighbors, if we want to see them we can use any kind of video- conference.

It would be very convenient to say that communication in XXI century is as easy as breathing, but are we fully conscious of the up and downsizes of it? Of course it is fast but it is also very dangerous for both our private and personal lives.

## **We have to be aware of different online hazards as:**

- cyberbullying is the use of information technology to repeatedly harm or harass other people in a deliberate manner.
- Virtual strangers- who can be burglars, sexual predators or simply people who want to harm us in any way
- Damaged Reputations- we post things very easily on social media and we sometimes forget that it not only visible for our families or coworkers but it can be also used by our competitors. All the data can be manipulate- we have to be aware of it.

**Damaged reputation can not only destroy our families but also our career. How?**

One in six job seekers credit social media with helping them land their current job and 92% of employers use some form of social media in their recruiting. That's why it's so important anyone currently looking for a job maintain a social media resume. It is important to remember that all the accounts we have and data on it should be unequivocal, we can be working on facebook and be on holidays on twitter because they will find out it and or fire us or simply not hire us.

Social media help us communicate with employers, a social media resume can help you network with others in your field, can provide links so potential employers can see your past projects firsthand, and can be updated instantaneously. While LinkedIn is currently the most popular site when it comes to social media resumes, you may also consider creating one on WordPress, Tumblr, ResumeSocial.com, Razume.com, Ziggs.com or VisualCV.com. And, while you can't really set up a resume on Twitter or Facebook, don't forget to maintain them and keep them professional as well and keep it unequivocal with your traditional paper CV which is also part of our computer-mediated communicate for recruiters.

# How to communicate online- social media CV

Remember about some indispensable rules about the traditional CV: tailor your CV to the job you are applying for start with your personal profile - a short paragraph at the beginning of your CV that covers the key skills and experiences you have reverse chronology- always put your last achievement, job on the top short summaries- describe your duties on specific position, recruiter has to know what do you mean by project-manager

Hobbies and interests -if you want to include a section on hobbies and interests then only include things that might differentiate you in a positive light from other applications, or those which are connected to a job

Don't forget to run a spell check- remember it has to be clear and immaculate, it's your first impression

Also remember that times of one page CV are over, if you need more space go for it, it is good that you are experienced and have something to brag about. If you are sending it by email you can use Georgia font- it is said it is the one which facilitates reading on the desktop.

If you want to mark out think of video CV, they are getting more and more popular, also you can be asked to create one during the recruitment process to check your creativity or working on time pressure. Have fun with it and show your personality. Even as a social media person, you'll have to interact with the offline world, just Make sure your resume shows your personality and represents who you really are. Also, don't bore job recruiters. For those instances – if you are job hunting – you may want to make a resume T-shirt, which would have your resume on the back and something silly or informative on the front, go for it job market is very competitive just be sure not to just rehash what's on your traditional resume.

Try to communicate only like it was in reality do not act like someone else, be aware that many people do it, so do not let anyone harm you and don't destroy your life with stupid joke because it is in internet- you can be always spotted. Use internet as a friend who can help you and have fun online.

Advertising is a form of communication to a specific recipient, which through various means and forms can cause a variety of reflections, reactions, emotions, change beliefs in order to induce him to purchase certain goods or services. But the most important role of advertising is to make the buyer burned into consciousness the image of the product or brand. Therefore, usually accompanied by advertising primarily persuasive goal, to which they are subordinate to other goals such information or esthetic.

That is why this type of communication is mainly one way, receiver does not have a chance to ask for more details, or ask for clarification and people end up with deformed picture of reality. The most important part of the advertisement is promise. Because nothing draws all the senses, as the hope of gain. For the customer, the product becomes more interesting when combined with his life. The promise is a kind of bridge between something abstract and a specific situation the person.

Therefore, advertisers are wary of proposing the recipient an advantage contrary to his expectations, or too general, avoid creating and exchanging obvious hyperboles customer benefits of the product. The promise is achieved only after the intended target when the client sees it as an opportunity of his own satisfaction.

Advertisements always consist of the same rules while creating them :

- the appropriate target
- sense of identity
- unforgettability
- creating an appropriate atmosphere

We should always remember that up to the moment we are not meeting with our future employer our CV is also our advertisement. That is why we should follow those rules while conducting our way to employment and follow what psychology of marketing gives us as a clue, also at the same time not forgetting advertising messages that are addressed to us are created, and although we cannot ask a TV spot for details we should ask ourselves why this advertisement is influencing us so much.

## INTRODUCTION

The objective of the Dissemination Plan is to identify and organise the activities to be performed in order to promote the commercial exploitation of the project's results and the widest dissemination of knowledge from the project. The plan is expanded in two directions: towards the marketing activities in order to enhance the commercial potential of the system and towards the notification of project's results in the scientific, EC and general RTD sector. Dissemination is a horizontal activity and concentrates on disseminating the results of VERITE project itself to a wide range of existing or potential stakeholders. Special attention will also be paid to the transfer of knowledge to Eastern European countries through, conference presentations in these countries. The VERITE project aims to address issues relating to the preservation of digital resources at both the strategic and practical level. The practical experience and guidance to emerge from the project work will be of relevance to an array of stakeholders within EC and beyond and will be of value across different sectors and internationally. To fulfill these aims, the VERITE project will work through various carefully focused groups and committees through formal and informal mechanisms. Clear channels of communications between the project partners themselves as well as with the wider community will play a crucial role in the success of the project. The internal communication infrastructure must include provision of convenient and appropriate mechanisms for facilitating the free flow of information (strategy, administrative and practical) across VERITE project sites as appropriate to the development of an extensively distributed but coherently managed single project.

## BUILDING AN INFORMATION AND COMMUNICATIONS INFRASTRUCTURE FOR VERITE

The VERITE project will establish an infrastructure for communications (and therefore dissemination) by building a robust framework in which dialogue and interaction can take place. This applies equally to internal and external communication.

### 1) Establishing stable conduits within and without the VERITE community

These will be used to disseminate information about and solicit input into the VERITE project work. Contact can be maintained and facilitated by: Electronic mailing lists  
**Internal Lists:** An electronic mailing list has been established for the VERITE project which aims to provide a mechanism for internal project communications. Currently this includes members of the project team from each partner site.

**External Lists:** Digital archiving covers many areas and it may be difficult to reach all stakeholders without using several existing lists to communicate to the wider community. Although there may be advantages to establishing a new overarching list, VERITE will aim to use existing mailing lists for its external communications.

### Focus Groups

The VERITE proposal mentions the use of focus groups as a mechanism for external communication. It suggests that the „purpose of these groups will be to provide a feedback loop for formative evaluation, as a means of involving all the stakeholders in the project; and as a means of communication and dissemination“. Regular focus groups will be organised to solicit input from the wider VERITE community.

### Working Groups

Similarly internal project working groups can be used to manage project work and provide an effective mechanism for formative project evaluation. The work of these groups will focus on specific practical issues.

### 2) Developing a publications programme

At a minimum this will comprise:

- targeted informational literature designed to raise awareness about
- VERITE, and its activities
- instructional literature derived from experience across VERITE. Such
- literature may include: methodological guidelines, strategic guides to good practice (including organisational and financial, implications for SMEs.

## 3) Developing effective mechanisms for disseminating material

### The worldwide web

In addition to its use of electronic mailing lists, VERITE is currently establishing a web presence. The pages will include:

- information about VERITE and its activities including contact details, background information, working papers, events (seminars, workshops, conferences) etc.
- instructional materials as discussed above (the web in this respect acts as a principal means of publication);
- frequent news and updates to keep the community informed

For internal communication, the web site may also be used by VERITE as the principal means of distributing administrative, policy, and procedural documents for use by members of VERITE. Where necessary, documents and sets of documents may be accommodated on password protected pages and thus made accessible to selected individuals and/or groups.

### Printed publications

VERITE may wish to maintain printed copies of selected informational/ publicity and/or instructional materials for distribution either freely or on a cost-recovery basis.

### Promoting dissemination, advocacy and other events

Conferences, workshops, seminars will be organised by the VERITE projects to:

- raise awareness about VERITE activities, resources, etc.;
- act as training venues e.g. for disseminating instructional material as required by a particular stakeholding community or communities;
- act as fora for more public discussion of research, development, collections, standards, or other strategic and substantive issues of interest to VERITE and the wider community

- In addition, VERITE hopes to supplement such events with those which attempt to address issues from an integrative, cross-sectoral, or horizontal perspective not necessarily available to any one of its stakeholder communities. Where appropriate VERITE hopes to work with other programmes and organisations on these type of events.

## Supported and Assisted Dissemination

VERITE plans also to hold a series of dissemination events specifically aimed at SMEs towards the end of the project. This event (or series of events) will provide on-site support for institutions concerned about digital preservation and developing sensible long term strategies for access and preservation of electronic materials. The project will bring its knowledge and experience to these events as a way of providing support and hands-on assistance to SMEs within the context of their local situation. These events may be based around the experience of the VERITE test-site libraries.

## COMMUNICATING WITH THE VERITE STAKEHOLDING COMMUNITIES

VERITE will identify those communities which have a crucial stake in its activities and for each stakeholding community so identified, the project will:

- assess its communication needs (contributions and uses) of the VERITE project;
- identify the information and materials/resources necessary to maximise its use of and/or contribution to VERITE activities;
- evaluate where and into what VERITE activities, input may be most appropriately solicited from the community's members.

The following groups have been identified as VERITE project stakeholders:

1. Regional development officers
2. Suppliers of digital information
3. Management consultants
4. National and regional information services
5. SMEs managers
6. Professional associations serving any of the communities listed above



## Appendix A

### Ten Elements of an Effective Dissemination Plan

After you have developed your dissemination policy statements, you are ready to turn your attention to more specific dissemination planning. Remember that your dissemination planning should start at the beginning of your research activities, not at the end. While some details of the dissemination effort will be suggested in your original proposal and refined as you progress through your research, your dissemination plan goals and objectives should be clarified at the beginning of your research project in consultation with your VERITE project officer. This approach will allow you to meet your dissemination challenge in a timely manner.

- 1. Goals:** Determine and document the goals of your dissemination effort for your proposed project.
- 2. Objectives:** Associate each goal with one or more objectives that clarifies what you are trying to accomplish through your dissemination activities.
- 3. Users:** Describe the scope and characteristics of the „potential users” that your dissemination activities are designed to reach for each of your objectives.
- 4. Content:** Identify, at least, the basic elements of the projected content you have to disseminate to each of the potential user groups identified.
- 5. Source(s):** Identify the primary source or sources that each potential user group is already tied into or most respects as an information source. Consider ways to partner with these sources in your dissemination efforts.
- 6. Medium:** Describe the medium or media through which the content of your message can best be best delivered to your potential users and describe the capabilities and resources that will be required of potential users to access the content for each medium to be used.
- 7. Success:** Describe how you will know if your dissemination activities have been successful. If data is to be gathered, describe how, when, and who will gather it.
- 8. Access:** Describe how you will promote access to your information and how you will archive information that may be requested at a later date. Consider that most people will use your project-related information when they perceive

a need for it – not necessarily when you have completed your research project.

**9. Availability:** Identify strategies for promoting awareness of the availability of your research-based information and the availability of alternate available formats.

**10. Barriers:** Identify potential barriers that may interfere with the targeted users’ access or utilization of your information and develop actions to reduce these barriers.

### Possible Issues Related to Dissemination Strategizing

#### *User Groups*

- Limited user readiness to change
- Widely divergent format and level of information needed
- Multiple levels of contextual information needed
- Less than clear relevance to own needs
- Variety of dissemination media preferred
- Limited number of information sources trusted

#### *Source*

- Low level of perceived competence
- Limited credibility of experience
- Suspicion regarding motive
- Lack of sensitivity to user concerns
- Limited relationships to other sources trusted by users

#### *Content*

- Low confidence in quality of research and development methodology
- Limited credibility of outcomes
- Restricted comprehensiveness of outcomes
- Unclear utility and relevance for users
- Non-user friendly format
- Costs or equipment required to access
- Lack of statistical power in research design, procedures, and data analyses

# Dissemination Plan

## Context

- Limited applicability to current issues in the field
- Competing knowledge or products
- General economic climate and circumstances
- Lack of relationship between outcomes and existing personal knowledge or products

## Medium

- Limited physical capacity to reach intended users
- Long timeframes required to access
- Unclear accessibility and ease of use
- Lack of flexibility
- Limited reliability
- Cost effectiveness
- Limited clarity and attractiveness of the information „package”

## Training Events and Product Development

Dissemination planning provides an opportunity for dissemination goals, strategies, and activities to be conceptualized and carefully considered. In your planning process, it is important to remember that training events, such as:

- conferences,
- workshops,
- academic courses,
- meetings,

## Computer-based discussion lists, and products, such as:

- reports,
- journal articles,
- video tapes,
- newsletters, and
- websites

are primary tools that may or may not help you reach your dissemination goals with certain target audiences. A thoughtful dissemination plan allows you to move beyond the simple listing of events and products as your dissemination strategy. The most effective dissemination outreach efforts are not designed in broad-brush fashion to equally reach any and all of your designated target audiences through a single training event or product.



## Advantages:

- can strengthen your organization and build loyalty,
- generate referrals.
- give you the opportunity to connect personally with your target group, and build community awareness.
- help you network with relevant stakeholders
- help you work on your own professional development, share ideas; unplanned connections you make can lead to innovation, opportunities, and important partnerships.

## How to plan it:

### *Step 1: Identify Your Objective or Goal*

The first and most important step in planning a successful event is to think carefully about why you want to host it. You need to set a meaningful goal and use it to guide your decisions.

### *Step 2: Identify Your Target*

Once you've identified your goals, think carefully about your guest list. Typically, you'll invite your target group, but you can also use events to reach out to potential stakeholders, potential partners, or other groups that are important to your organization.

### *Step 3: Choose a Time and Venue*

Your event's time and location will have a big impact on how many people attend. When you choose a venue, look at the options from your guests' perspective. Make sure that the location is safe and well-lit, with plenty of parking and good accessibility. To encourage attendance, hold the event in a popular, easy-to-travel-to location, near public transportation hubs. The venue also needs to align with your organization, target market, and event goals. Take time to brainstorm the hurdles that people might have to overcome to attend, and come up with a strategy to address each one. Remember, you want to make it as easy as possible for people to attend your event.

Make sure that you have several potential dates and times for your event, so that you have an alternative if your first choice is unavailable. Avoid national or regional holidays, and check that no other major events (such as a sports championship or a competitor's conference) are scheduled for the same day.

special dietary requirements. To help plan ahead, ask guests to indicate their preferences when they RSVP.

### *Step 6: Promote*

Use sites like LinkedIn , Twitter , Facebook, and YouTube® to promote your event. You can also advertise it on your organization's website or blog, or through targeted emails or newsletters.

As you organize your guest list and send out invitations, do realize that only a small proportion of people will be able to attend – sometimes 20 percent of your target audience, or even much lower. You may have to invite a lot of people to get the attendance you want!

## During the Event

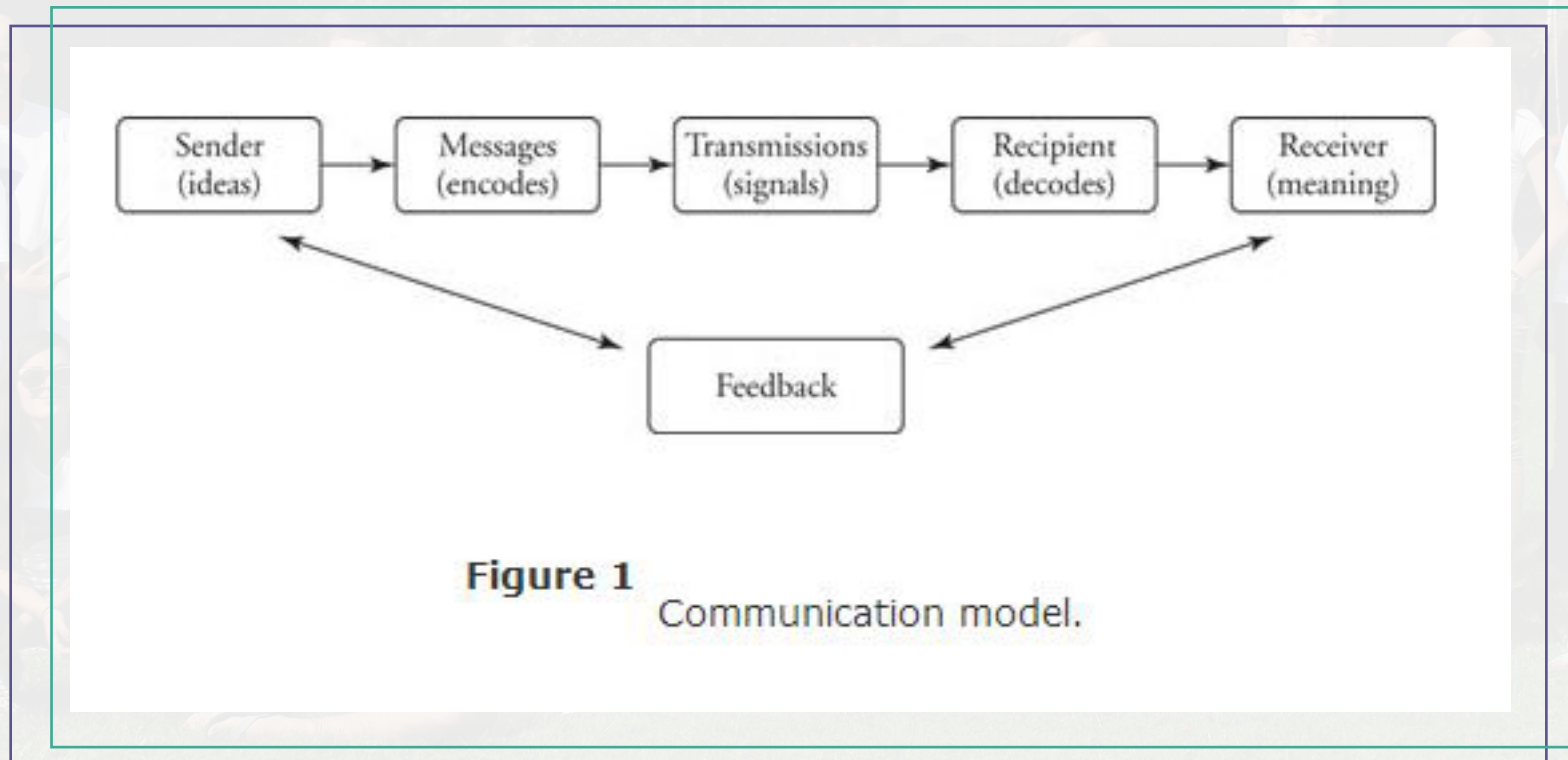
If you're the host, arrive at the venue with plenty of time available to supervise the setup, deal with any problems, and ensure that everything is properly organized. As guests arrive, greet them personally and thank them for attending. Station people near the door to take coats, pass out drinks and hors d'oeuvres, and answer any questions that guests have. Remember, your goal is to make people feel comfortable and welcome as soon as they arrive – after all, you want to ensure that everyone has a great experience!

If you have handouts, gifts, or other promotional materials, don't give them to guests when they arrive, as they may not want to carry them around. Set up a table near the exit with these materials, or pass them out later in the event.

If you want your guests to attend a lecture or training session that's longer than 15 or 20 minutes, make sure that chairs and refreshments are available. Create effective presentation visuals so that guests can engage with what they're learning, and read our article on [Delivering a Great Presentation](#) , so that you can run informative, interesting sessions.

After the event, get feedback from all attendees. You could send out a questionnaire, comment card, email, letter, or survey. Thank guests for coming, and invite them to share what they liked and disliked about the event. Their feedback will help you measure the success of your efforts, and improve future events.

With the time it takes to plan and organize an event, it can be easy to forget why you wanted to host it in the first place. Things can change during the planning process, people can get swept up in the excitement of the event, and you can lose sight of your overall goal.



**Figure 1** Communication model.

# Photos



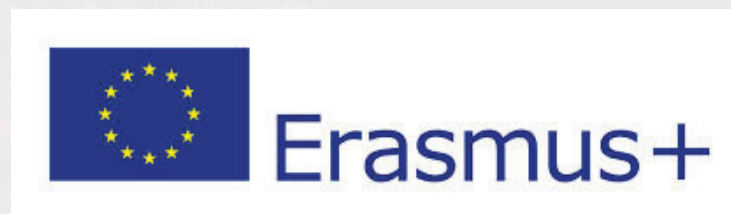
# Photos



# Photos



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