

Virtualni sastanci i rad na daljinu

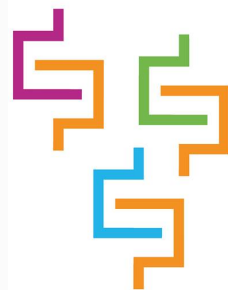
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jasenka.gojsic@isoropia.hr

"Zajedno činimo dobro"
28. travanj 2022.



Sadržaj radionice

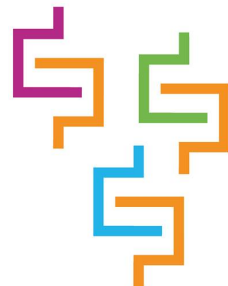
- Stvaranje virtualnog timskog prostora i kulture
- Online timski sastanci putem ZOOM platforme
- Google kalendari
- Google drive: organizacija datoteka i dodjela pristupa
- Praćenje projekata i procesa korištenjem Trello alata
- Kako voditi tim na daljinu



Raspored

16:00 do 20:00

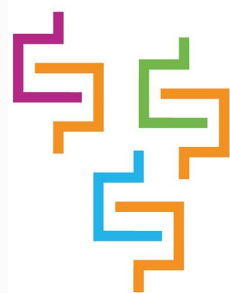
pauze prema dogovoru



Rad na daljinu

= rad koji ne ovisi niti o mjestu, niti o vremenu kad se obavlja, no ima jasno postavljene zadatke, rokove, resurse i način izvještavanje

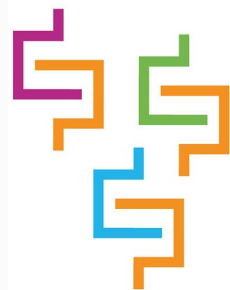
- od kuće, na putu, iz privremnog ureda ili parka
- u bilo koje doba dana
- nužno zahtjeva mrežnu, računalnu, informacijsku i organizacijsku infrastrukturu



Preduvjeti

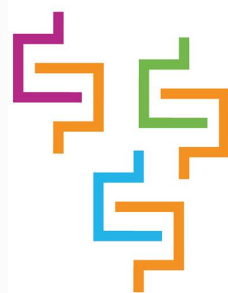
Za motiviranje ljudi za rad na daljinu ključno je osigurati:

- kompetencije potrebne za rad na daljinu
- zadovoljenje motivacijskih faktora
- upravljanjačke mehanizme
- infrastrukturu



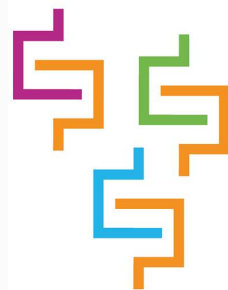
1. preduvjet: kompetencije i osobine nužne za rad na daljinu

- komunikacija: pisana i uživo u virtualnom okruženju
- prilagodljivost bez kompromitiranja integriteta zadatka
- produktivnost
- samousmjeravanje i motiviranje
- pouzdanost
- disciplina
- preuzimanje inicijative i znatiželja



2. preduvjet: motivacijski faktori

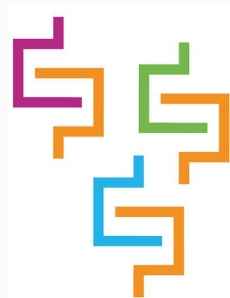
- pristup ljudima, IT podršci i komunikacijskim alatima
- održavanje suradnje sa suradnicima i nadređenima
- neprekinuta povratna informacija i poticaj
- mogućnost učenja i razvoja
- menadžer koji miče prepreke
- prepoznavanje i respekt za ideje, mišljenje i doprinos; biti čujen
- emocionalna i psihološka podrška
- jasna vizija i očekivanja



2. preduvjet: motivacijski faktori

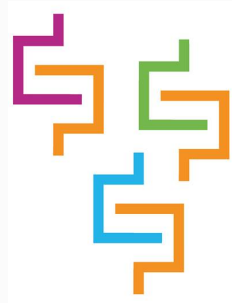
Povezanosti

- prostor za "check-in"
- redoviti informativni sastanci
- "otvorena soba"
- društvena mreža
- redoviti susreti s nadređenim "jedan na jedan"
- uključenost u planiranje, kreiranje i donošenje odluka
- pripadnost, identitet, vrijednosti
- sudjelovanje u zajedničkoj misiji stvaranja boljeg svijeta



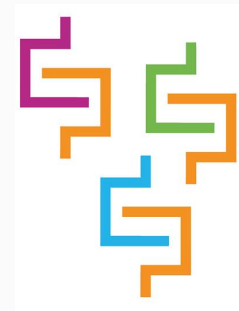
3. preduvjet: upravljački mehanizmi

Petodjelni model upravljanja

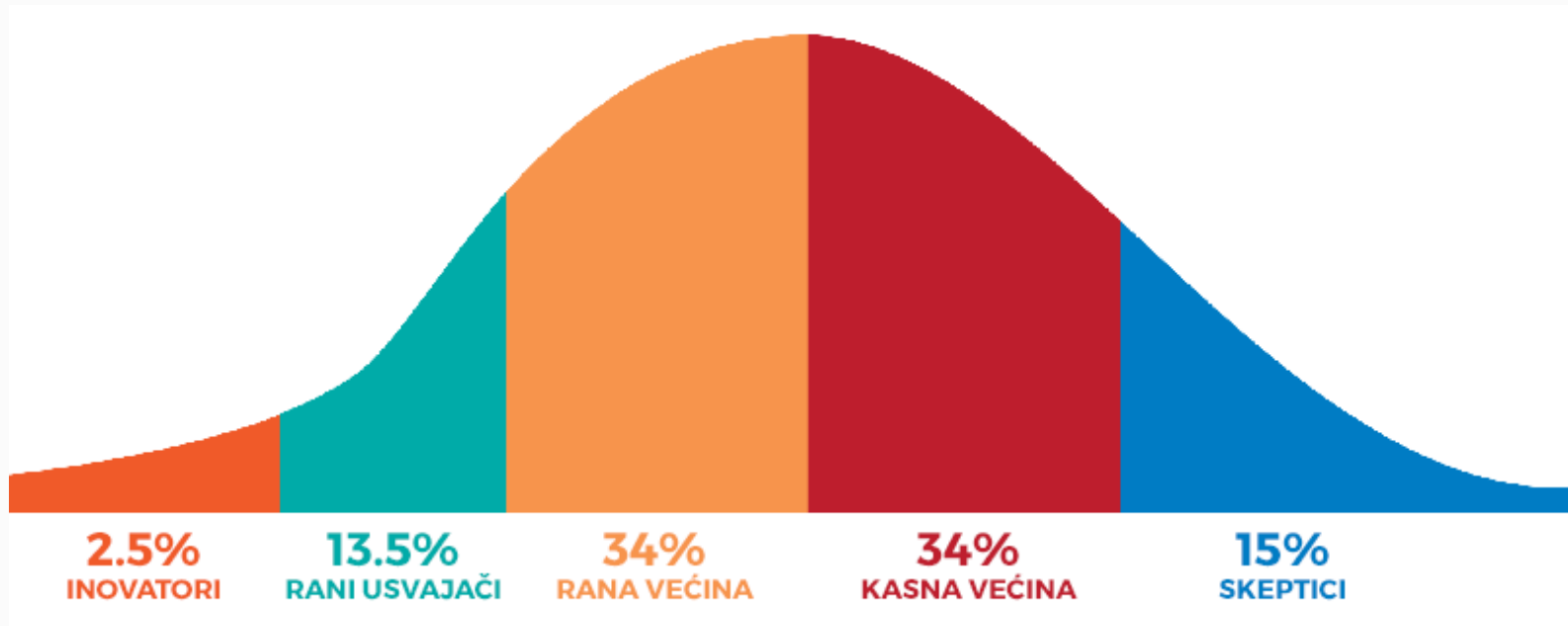


4. preduvjet: infrastruktura

- pouzdana mreža
 - VPN za siguran pristup resursima
 - vlastito računalo
 - pristup mailovima, internim webovima, datotekama i podacima
-
- prostor za nesmetan rad
 - anatomska stolica

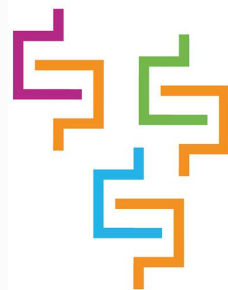


Prihvaćanje inovacija



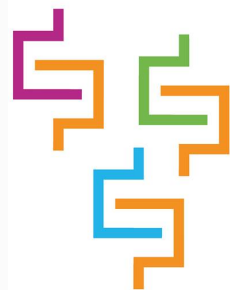
Primjenimo model na prihvaćanje promjena.

Kako pristupiti svakoj grupi?



Prilagodite očekivanja

- Inovatori: oni su odavno usvojili rad na daljinu, i sada im trebaju samo procedure i pravila; njih pitajte za savjet, a obavezno za mišljenje o sustavu (IT, procedure, organizacija)
- Rana usvajivači: usvojit će sve što radi; neka prvi isprobaju svaki alat
- Rana manjina: traže pouzdana rješenja
- Kasna većina: kad se više ne može čekati, budu
- Skeptici: možda čak nikada ne usvoje inovaciju



Alati

zoom

- video komunikacija u timu
- održavanje prezentacija
- telekomunikacijska podrška zajedničkom radu

google

- google drive: pohrana dokumenata
- google doc: kreiranje zajedničkih dokumenata
- google sheet: kreiranje zajedničkih tablica

- google kalendar

trello

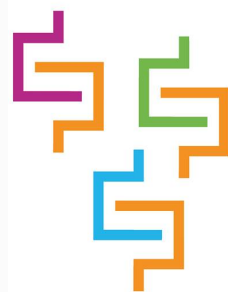
- praćenje aktivnosti

slack

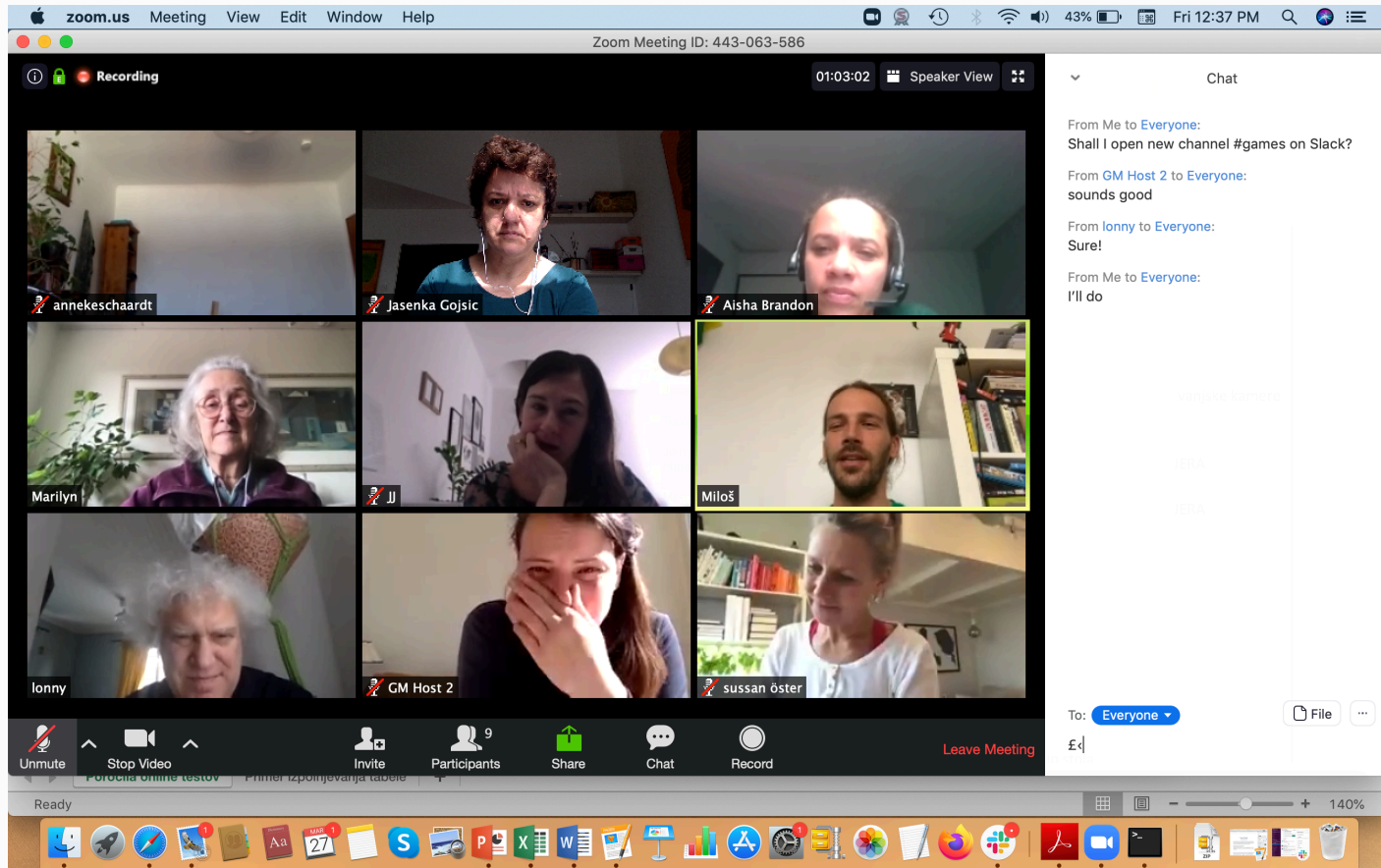
- "timska mreža"
- alternativa mailu
- komunikacija s otvorenim i ograničenim pristupom

wonder

- neformalno druženje



ZOOM



The screenshot shows a Zoom meeting window on a Mac OS desktop. The title bar indicates the meeting ID is 443-063-586 and the time is 12:37 PM on a Friday. The meeting is in progress, with a timer showing 01:03:02. The interface is set to Speaker View. There are nine participants visible in a 3x3 grid. The chat window on the right shows a conversation about opening a new Slack channel. The bottom toolbar includes controls for Unmute, Stop Video, Invite, Participants (9), Share, Chat, and Record. The macOS dock at the bottom contains various application icons.

Meeting ID: 443-063-586

01:03:02 Speaker View

Recording

Participants: 9

Chat

From Me to Everyone: Shall I open new channel #games on Slack?

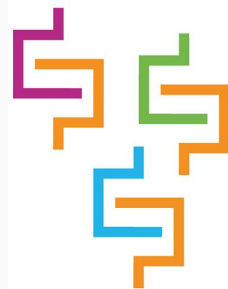
From GM Host 2 to Everyone: sounds good

From lonny to Everyone: Sure!

From Me to Everyone: I'll do

To: Everyone

File



ZOOM



Home



Chat



Meetings



Contacts

Search



Upcoming

Recorded



501-467-5085

My Personal Meeting ID (PMI)

Today

Kako voditi tim na daljinu

10:00 AM - 11:45 AM

Meeting ID: 192-419-546

Kako voditi tim na daljinu

10:00 AM - 11:45 AM

Meeting ID: 192-419-546

Start

Copy Invitation

Edit

Delete

Join from a Room

[Show Meeting Invitation](#)

Upcoming Recorded +

501-467-5085

My Personal Meeting ID (PMI)

Today

Kako voditi tim na daljinu

10:00 AM - 11:45 AM

Meeting ID: 192-419-546

Schedule a Meeting

Topic

Ivana Radoš's Zoom Meeting

Date

3/31/2020

8:30 AM

to

3/31/2020

9:00 AM

 Recurring meeting

Time Zone: Europe/Zagreb

Meeting ID

 Generate Automatically Personal Meeting ID 501-467-5085

Password

 Require meeting password

Video

Host On OffParticipants On Off

Audio

 Telephone Computer Audio Telephone and Computer AudioDial in from United States [Edit](#)

Calendar

 iCal Google Calendar Other Calendars

Advanced Options

Cancel

Schedule

 Novo

Ožujak 2020 < >

P	U	S	Č	P	S	N
24	25	26	27	28	29	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

Sastanak sa...

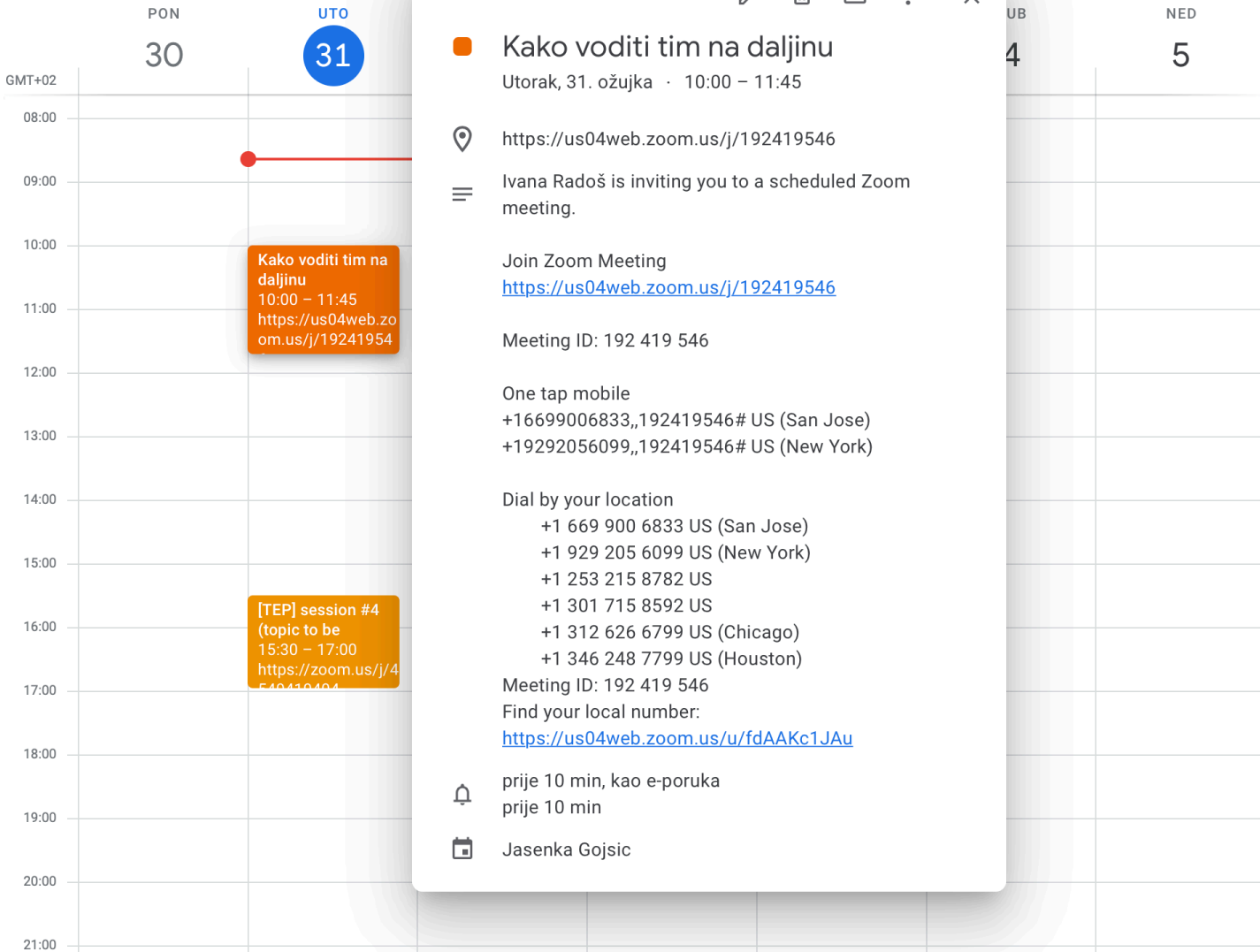
Pretražite osobe






Moji kalendari ^

- Jasenka Gojsic
- E+ TransfLearning
- Podsjetnici
- Rođendani
- Tasks


Ostali kalendari + ^


- HUBees
- Praznici u Hrvatskoj
- Transformative Edge Prog...



Kako voditi tim na daljinu
Utorak, 31. ožujka · 10:00 – 11:45

 <https://us04web.zoom.us/j/192419546>

 Ivana Radoš is inviting you to a scheduled Zoom meeting.


Join Zoom Meeting
<https://us04web.zoom.us/j/192419546>


Meeting ID: 192 419 546

One tap mobile
+16699006833,,192419546# US (San Jose)
+19292056099,,192419546# US (New York)

Dial by your location
+1 669 900 6833 US (San Jose)
+1 929 205 6099 US (New York)
+1 253 215 8782 US
+1 301 715 8592 US
+1 312 626 6799 US (Chicago)
+1 346 248 7799 US (Houston)

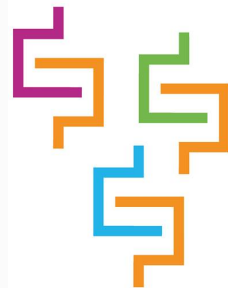
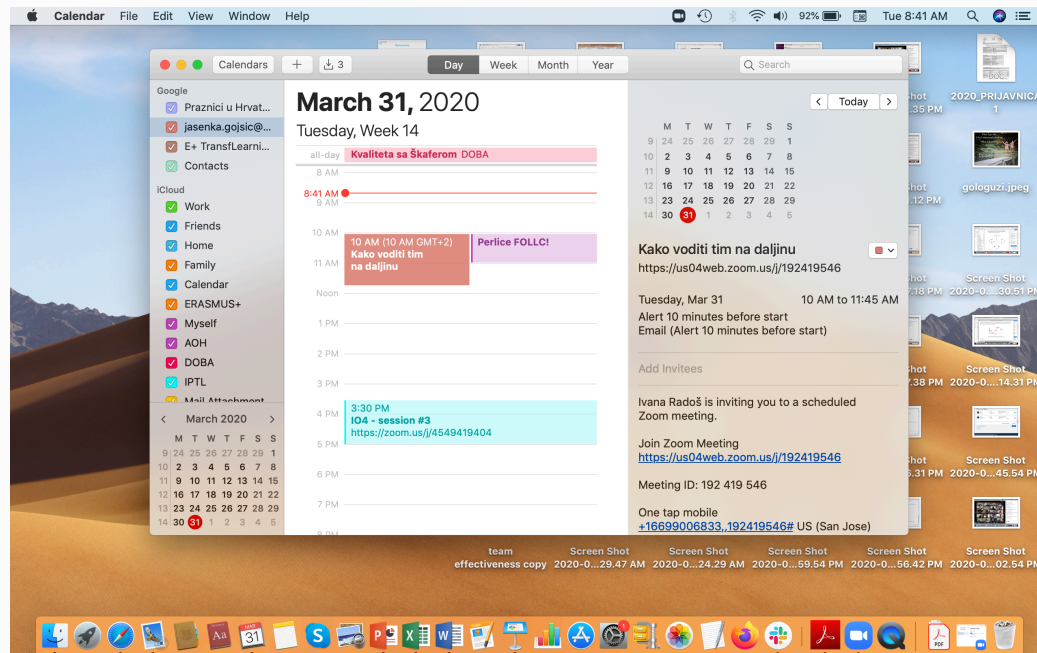
Meeting ID: 192 419 546
Find your local number:
<https://us04web.zoom.us/j/192419546>

 prije 10 min, kao e-poruka
prije 10 min

 Jasenka Gojsic

Google kalendar

- integracija sa ZOOM aplikacijom
- kalendari za različite timove, projekte ili vrste aktivnosti
- sinkronizacija s drugim kalendarima



G- Suite

The screenshot displays the Gmail web interface. On the left is the navigation sidebar with options like Compose, Inbox, Starred, Snoozed, Important, Sent, Drafts, and a user profile for Jasenka. The main area shows an 'Unread' section with a message 'Woohoo! You've read all the messages in your inbox.' followed by an 'Everything else' section containing a list of emails. A G Suite app launcher is open on the right, showing icons for Account, Drive, Gmail, Docs, Sheets, Slides, Calendar, Chat, Meet, Google+, Sites, and Contacts. At the bottom, a browser notification indicates a new tab was opened for a Google HR page.

Navigation Sidebar:

- Compose
- Inbox
- Starred
- Snoozed
- Important
- Sent
- Drafts (7)
- Jasenka

Unread Section:

Woohoo! You've read all the messages in your inbox.

Everything else Section:

Sender	Subject	Date
Marilyn Mehlmann	Re: [TL CORE] Our participants' material - Thank you! It's we	
Marilyn Mehlmann	Re: [TL CORE] Our participants' material - I don't have anythi	
Empowerment Institu.	Personal and Planetary Frequency Raising Meditation Class	
Ursel Biester	Re: credits to authors - Thank you Jasenka, very ok. On Mon	
Ursel Biester	Re: Admin work - Hi Jasenka, I checked your real-spending	
me	PROBA Kako voditi tim na daljinu - Vidimo se u 21:30 na http	
Google kalendar	Obavijest: PROBA Kako voditi tim na daljinu pon 2020.03.30. 21:30 - 23:15 (CEST) ...	9:21 PM
Tatjana Tomazin	Re: pitanje - Super, hvala!!!! Če ne moreš biti Sonce, bodi skromen planet. (Glas tiš...	Mar 30
Tatjana Tomazin	Re: pitanje - Hvala! Pitati ću Sabine ako je petak obavezan, pa ti javim. Čuvaj se i ti ...	Mar 30
Ivana Radoš	sutrašnji webinar - Nisu mi svi potvrdili, Ovo su sigurni: tomlav.martinovic@merk...	Mar 30
Tatjana Tomazin	pitanje - Jasenka, zdravo! Nadam se, da si dobro i svi tvoji. Dali ti možda znaš ako ...	Mar 30
Neža Krek	Re: [TL CORE] Our participants' material - let's address it tomorrow in the session ...	Mar 30
	Re: The Book. Section D - Dears. I am also going through this now. and will insert t...	Mar 30

G Suite App Launcher:

- Account
- Drive
- Gmail
- Docs
- Sheets
- Slides
- Calendar
- Chat
- Meet
- Google+
- Sites
- Contacts

Browser Notification:

Open "https://www.google.hr/intl/en/about/products?tab=mh" in a new tab

Google drive

The screenshot displays the Google Drive interface. At the top, there is a search bar labeled 'Search Drive' and a 'G Suite' profile icon. The main content area shows a shared folder 'KA2 BuCaTaL' with a list of items. The first item, '0_Core Documents', is highlighted with a blue border. The left sidebar shows navigation options like 'My Drive', 'Shared with me', and 'Storage (84% full)'. The right sidebar contains various utility icons.

Name ↑	Owner	Last modified	File size
0_Core Documents	Ursel Biester	Oct 25, 2018 Ursel Biester	–
1_Partner Meetings (transnational meeting...	Ursel Biester	Sep 19, 2018 Ursel Biester	–
2_Logos and images	Ursel Biester	Oct 25, 2018 Ursel Biester	–
3_Board	Ursel Biester	Jan 23, 2019 Ursel Biester	–
4_Project Management	Ursel Biester	Oct 25, 2018 Ursel Biester	–
5_Intellectual Outputs	Ursel Biester	Oct 1, 2019 Marilyn Mehlmann	–
6_Learning Events (LTTAs)	Ursel Biester	Oct 25, 2018 Ursel Biester	–
7_Multiplier Events_World Cafes	Ursel Biester	Oct 25, 2018 Ursel Biester	–
8_Dissemination	Ursel Biester	Oct 25, 2018 Ursel Biester	–
9_Project Evaluation	Ursel Biester	Oct 25, 2018 Ursel Biester	–
10_Library	Ursel Biester	Dec 20, 2018 Ursel Biester	–
file storage structure	Ursel Biester	Jan 23, 2019 Ursel Biester	–

Google doc

The screenshot shows a Google Docs interface. At the top, the document title is "new outline for section D" with a star icon. The menu bar includes "File", "Edit", "View", "Insert", "Format", "Tools", "Add-ons", and "Help". A "See new changes" button is visible. The toolbar contains various editing tools like undo, redo, bold, italic, underline, text color, background color, and list creation. The document content is as follows:

1

D. YOUR OWN EVENT

Introduction

Authors: Neža Krek and Jasenka Gojšić

You may already have a great "transformative edge" and would love to sharpen it further, or maybe you have just embarked on an exploration of "transformative edge" in adult education? Amazing! The world needs more practitioners like you. We believe this can be a very good way to teach for the future.

People living in this time need to embrace constant change and erratic transformations. Being facilitators of those processes means learning alongside our participants, and taking the opportunity to equip all of us with insights, tools, feelings of confidence to live with awareness, intention and care.

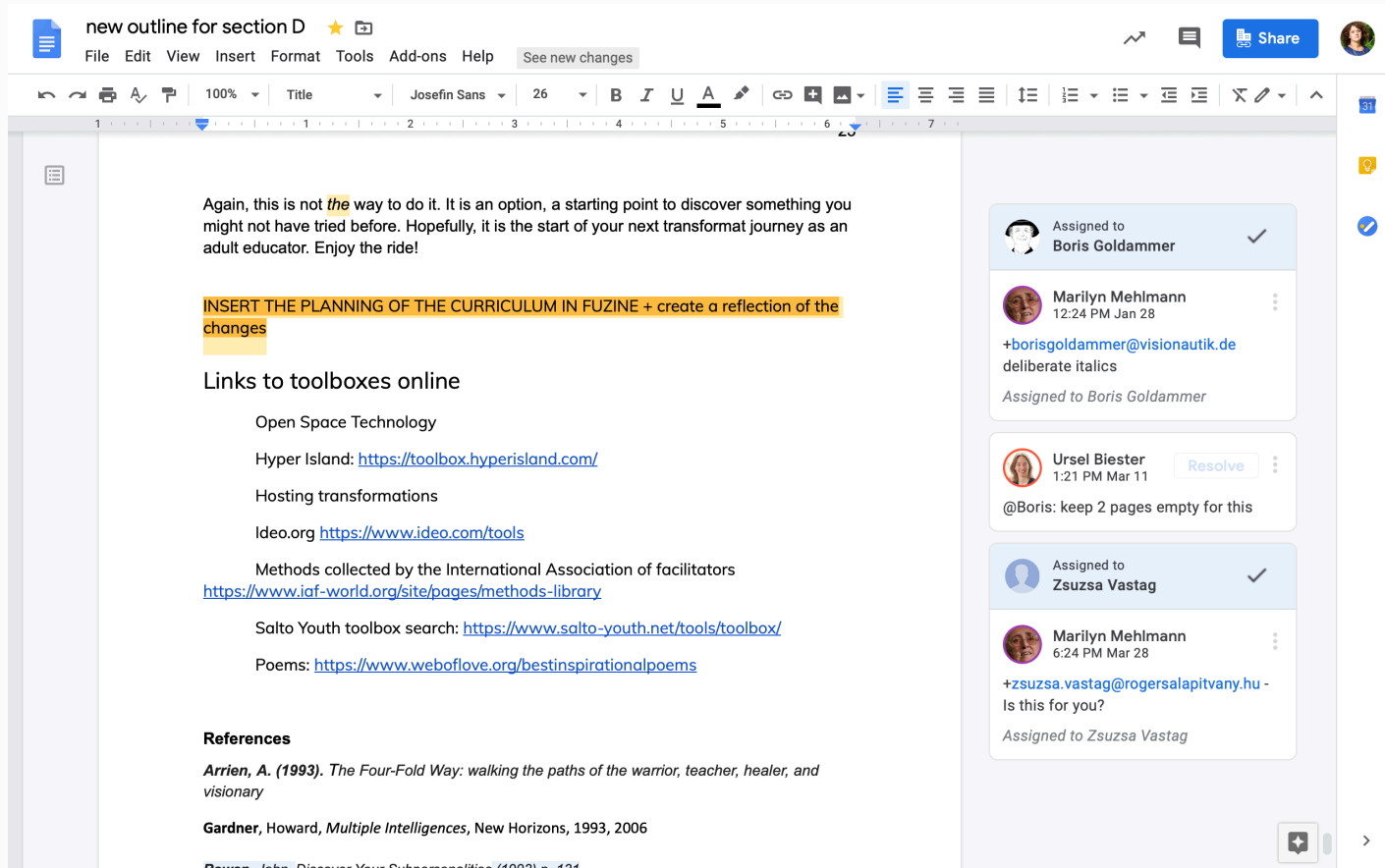
Everything you will read in this chapter can be applied to any subject. Sometimes it may be a bit hard to envision but with some imagination and resourcefulness, it is possible. And whenever you hear a nagging voice in your head insisting: *'This won't work for me. I tried something similar and it didn't work!'* we invite you to flip it around and challenge yourself with 'HOW can this apply to me? How can I PLAY with this?'

This section of the book is dedicated to helping you design, prepare, and deliver a facilitated process that will enhance the chance for transformation to happen. It will also help you become creative about how to nourish the transformation your participants will go through after you are long gone from their learning process.

How to read this section

On the right side of the document, there is a sidebar with a "Share" button, a profile picture, and a "31" icon. At the bottom right, there is a "Share" button with a plus icon and a right arrow.

GDoc - pridruživanje zadatka



The screenshot shows a Google Docs interface for a document titled "new outline for section D". The main text area contains the following content:

Again, this is not *the* way to do it. It is an option, a starting point to discover something you might not have tried before. Hopefully, it is the start of your next transformat journey as an adult educator. Enjoy the ride!

INSERT THE PLANNING OF THE CURRICULUM IN FUZINE + create a reflection of the changes

Links to toolboxes online

- Open Space Technology
- Hyper Island: <https://toolbox.hyperisland.com/>
- Hosting transformations
- Ideo.org <https://www.ideo.com/tools>
- Methods collected by the International Association of facilitators <https://www.iaf-world.org/site/pages/methods-library>
- Salto Youth toolbox search: <https://www.salto-youth.net/tools/toolbox/>
- Poems: <https://www.weboflove.org/bestinspirationalpoems>

References

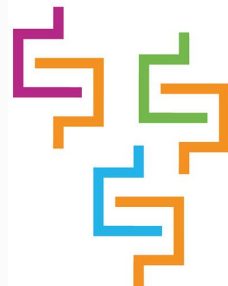
Arrien, A. (1993). *The Four-Fold Way: walking the paths of the warrior, teacher, healer, and visionary*

Gardner, Howard, Multiple Intelligences, New Horizons, 1993, 2006

Rowan, John. Discover Your Subpersonalities (1993) p. 131

The right sidebar displays a task list with the following items:

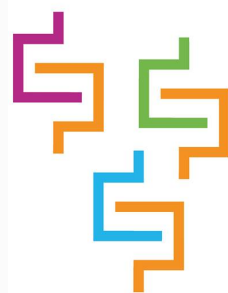
- Assigned to Boris Goldammer (checked)
- Marilyn Mehlmann (12:24 PM Jan 28): +borisgoldammer@visionautik.de deliberate italics (Assigned to Boris Goldammer)
- Ursel Biester (1:21 PM Mar 11): @Boris: keep 2 pages empty for this (Resolve)
- Assigned to Zsuzsa Vastag (checked)
- Marilyn Mehlmann (6:24 PM Mar 28): +zsuzsa.vastag@rogersalapitvany.hu - Is this for you? (Assigned to Zsuzsa Vastag)



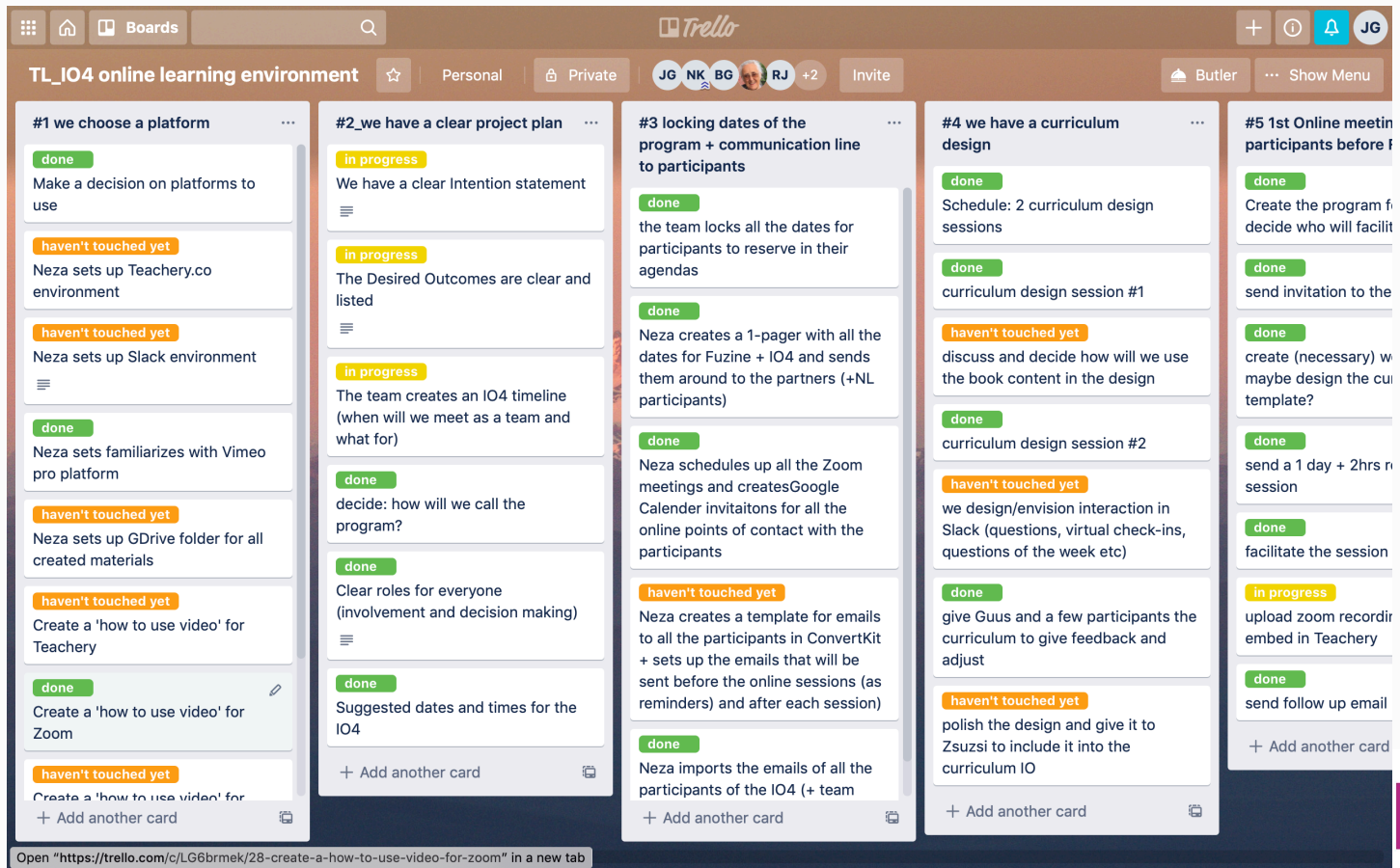
Trello

trello.com

- za praćenje projektnih ili uredskih aktivnosti
- dodjela odgovornosti
- semafor statusa
- veza na dokumente na oblacima



Trello - ploča



The screenshot shows a Trello board for 'TL_IO4 online learning environment'. The board is organized into five columns, each representing a different stage of the project. Each column contains several cards with text descriptions of tasks and their current status. The status labels are color-coded: green for 'done', yellow for 'in progress', and orange for 'haven't touched yet'. The board interface includes a top navigation bar with search, home, and board icons, and a bottom status bar with a URL.

#1 we choose a platform

- done: Make a decision on platforms to use
- haven't touched yet: Neza sets up Teachery.co environment
- haven't touched yet: Neza sets up Slack environment
- done: Neza sets familiarizes with Vimeo pro platform
- haven't touched yet: Neza sets up GDrive folder for all created materials
- haven't touched yet: Create a 'how to use video' for Teachery
- done: Create a 'how to use video' for Zoom
- haven't touched yet: Create a 'how to use video' for

#2 we have a clear project plan

- in progress: We have a clear Intention statement
- in progress: The Desired Outcomes are clear and listed
- in progress: The team creates an IO4 timeline (when will we meet as a team and what for)
- done: decide: how will we call the program?
- done: Clear roles for everyone (involvement and decision making)
- done: Suggested dates and times for the IO4

#3 locking dates of the program + communication line to participants

- done: the team locks all the dates for participants to reserve in their agendas
- done: Neza creates a 1-pager with all the dates for Fuzine + IO4 and sends them around to the partners (+NL participants)
- done: Neza schedules up all the Zoom meetings and creates Google Calendar invitations for all the online points of contact with the participants
- haven't touched yet: Neza creates a template for emails to all the participants in ConvertKit + sets up the emails that will be sent before the online sessions (as reminders) and after each session)
- done: Neza imports the emails of all the participants of the IO4 (+ team)

#4 we have a curriculum design

- done: Schedule: 2 curriculum design sessions
- done: curriculum design session #1
- haven't touched yet: discuss and decide how will we use the book content in the design
- done: curriculum design session #2
- haven't touched yet: we design/envision interaction in Slack (questions, virtual check-ins, questions of the week etc)
- done: give Guus and a few participants the curriculum to give feedback and adjust
- haven't touched yet: polish the design and give it to Zsuzsi to include it into the curriculum IO

#5 1st Online meeting participants before

- done: Create the program for decide who will facilitate
- done: send invitation to the
- done: create (necessary) w maybe design the curriculum template?
- done: send a 1 day + 2hrs recording session
- done: facilitate the session
- in progress: upload zoom recording embed in Teachery
- done: send follow up email

Open "https://trello.com/c/LG6brmek/28-create-a-how-to-use-video-for-zoom" in a new tab



Trello kartica

The screenshot displays a Trello card titled "Beyond a single event: creating spaces for community transformation" within a "Draft (1500 words)" list. The card's description includes a URL and a discussion about adding content to "section D". A "Members" modal is open, showing a search bar and a list of board members: Jasenka Gojsic, Marilyn Mehlmann, Neža Krek, and Ursel. The card's activity shows a reply from Ursel and a reply from Marilyn Mehlmann. The right sidebar contains various options like "Join", "Labels", "Checklist", "Due Date", "Attachment", "Cover", "Get Power-Ups", "Move", "Copy", "Make Template", "Watch", "Archive", and "Share".

Beyond a single event: creating spaces for community transformation
in list [Draft \(1500 words\)](#)

MEMBERS

SUGGESTED

- Join
- Feedback

ADD TO CARD

- Members
- Labels
- Checklist
- Due Date
- Attachment
- Cover

POWER-UPS

- Get Power-Ups

ACTIONS

- Move
- Copy
- Make Template
- Watch
- Archive
- Share

Desc

<https://drive.google.com/drive/folders/1jrPILv5iWIPv-r300d4CYACAD1lu2okw>

Diego [fbVvbeW_FKmcPDEbMkH](#) comment by Diego.

BOARD MEMBERS

- JG Jasenka Gojsic (jasenkagojsic)
- Marilyn Mehlmann (marilynme... ✓)
- NK Neža Krek (neakrek)
- Ursel (ursel)

Activ

Ursel @m... add it as a box or extra to section D? Please mind that Neza and Jasenka are not using this Trello board. @marilyn

Ursel Dec 13, 2019 at 1:23 PM

I like the content. Could we add it as a box or extra to section D? Please mind that Neza and Jasenka are not using this Trello board. @marilyn

Marilyn Mehlmann Dec 5, 2019 at 11:13 AM

@ursel - what do you think?

Jasenka Gojsic Dec 1, 2019 at 10:35 PM

Trello veza s Gdoc

The screenshot shows a Google Docs interface. At the top, the document title is "Creating spaces for community transformation". Below the title is a menu bar with options: File, Edit, View, Insert, Format, Tools, Add-ons, Help. A "See new changes" button is visible. On the right side, there is a "Share" button and a user profile picture. The main editing area contains the following text:

**Beyond a single event:
Creating spaces for community transformation**
Diego Galafassi

Researchers are not just knowledge makers or more conservatively, knowledge holders, and educators are not just knowledge transmitters (dominant paradigm in Western knowledge systems); we are all transformation makers and facilitators, and hence consciously or not, changing our own roles, identities and values in the process.

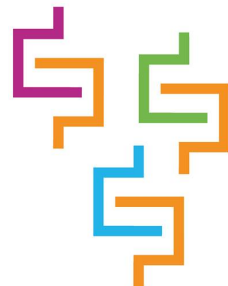
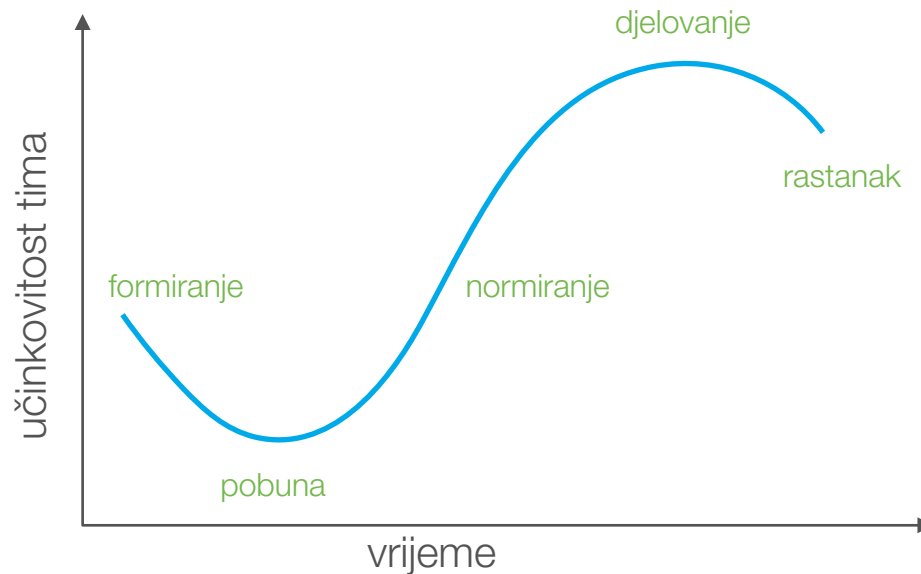
Research on transformative spaces in the making
I was part of a team of 15 researchers who analysed nine case studies, all examples of cutting-edge action-oriented research on transformations from the Global South. The aim was to explore how to create spaces for developing initiatives and approaches that can contribute to large-scale, systemic transformations that strengthen the relationship between people and planet. This includes challenging the status quo to help address social and power inequalities. Indeed, these are issues that are arguably central to any social-ecological change process, and are particularly salient to the conditions of transformation.

We conclude that transformative spaces, through designing the engagement and dialogues in ways that involve and consider emotions and allowing for empathy, further contribute to humanizing the solutions. We argue this is a distinguishing feature of the co-created outcomes of transformative spaces, that they are immediately socially relevant, and neither impersonal nor apolitical. In other words, we can help create or support the seeds for transformation when these seeds are weak or completely lacking.

Transformative spaces allow for a reflection on the broadening and shifting roles of researchers in both North and South research communities. Another insight has been

Timska kultura

- tim je dio šireg organizacijskog okruženja
- norme ponašanja unutar tima mogu biti jedinstvene
- timska kultura ovisi o fazi razvoja tima



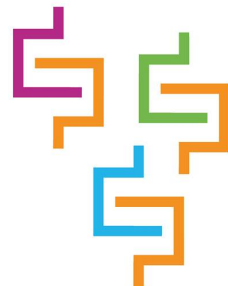
Timski duh

- Postoji li jasan zajednički cilj?
- Jesu li aktivnosti koje tim provodi međusobo zavisne?
- Ovisе li članovi tima jedan o drugom?
- Cijeni li se različitost unutar tima?
- Postoje li zajedničke vrijednosti i rituali koje tim njeguje?



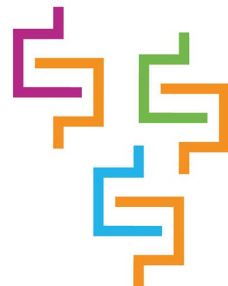
Timska kultura

- Postoji li međusobno poštovanje članova tima?
- A povjerenje?
- Poštuju li se u timu osobne potrebe članova tima?
- Održava li se timska komunikacija redovito?
- Njeguje li se otvorena komunikacija?
- Jesu li konflikti prilika za učenje i širenje perspektive?
- Preuzimaju li se rizici slobodno ili sa strahom?
- Tko, kako i kada donosi odluke?



Sastanci

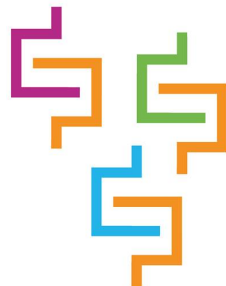
- razlog - tko poziva i zašto?
- sudionici - tko sve mora biti prisutan?
- vrijeme i mjesto - redovito ili po potrebi?
- trajanje - dovoljno vremena + rezerva
- dnevni red - kako nastaje?
- rezultati susreta - što s njima?
 - odluke
 - zadaci
 - kreirani materijali



Sastanci

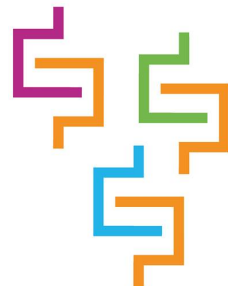
- timski informativni: redoviti, kratki, za sve
- za donošenje odluka: svi ključni dionici i donositelji odluka, dovoljno vremena za diskusiju, iscrpna priprema
- radni, kreativni, planski: naručitelj, izvođač i korisnik; obilje vremena, kreativno okruženje, dostup do svih potrebnih materijala

- 1 na 1 - redoviti tjedni sastanci s neposrednim rukovoditeljem: osjećaj podrške, viđenosti, sigurnost
- tjedno okupljanje svih zaposlenih: informacije, dijeljenje znanja, proslave



Virtualni sastanci

- odnosi prije efikasnosti
- uključena kamera - stvaranje povjerenja
- rad u grupama
- snimanje ili ne?
- ključna je priprema svih sudionika
- alati:
 - Doodle za ugovaranje sastanaka
 - white board
 - predlošci za pozive i zapisnike



Faze razvoja tima

Formiranje (*forming*)

- uzbuđenje i strah
- nesigurnost i potraga za "svojim mjestom"
- definiranje ciljeva
- raspodjela odgovornosti, postavljanje strukture

Normiranje (*norming*)

- odabir ciljeva
- povezivanje sa strategijom i kaskadiranje do pojedinog radnika
- vremenska dimenzija
- razina izazova
- definicija i mjerenje uspjeha

Pobuna (*storming*)

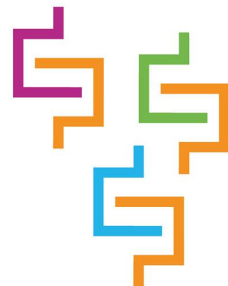
- dokumentiranje procesa
- korištenje *key performance indicators*
- KPI evaluacije
- diskusija rezultata
- posljedice zbog neispunjenih ciljeva

Djelovanje (*performing*)

- svjest o talentima na najvišoj razini

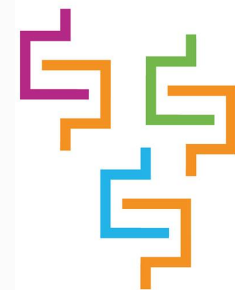
Rastanak (*adjourning*)

- korištenje lean tehnika
- uvođenje lean procesa



Ljudske potrebe

- biti viđen i čujen
- biti cijeli
- biti prihvaćen, baš kakav jesi
- biti dio cjeline
- biti dio nečeg većeg



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Borenović, I. (2017) Šta je difuzija inovacija i zašto je to važno za vaš biznis? Dohvatljivo na: <https://www.mojafirma.rs/baza-znanja/sta-je-difuzija-inovacija-i-zasto-je-to-vazno-za-vas-biznis/> [1.4.2020.]

Filipović, A. (2019.) [Vodič o uspješnom radu u timu](#). Zagreb: [cx.hr](#) portal, dostupno na <https://www.cx.hr/iskustvo-zaposlenika/timski-rad/> [30.3.2020.]

Veingerl Čič, Ž. (2020.) [Vođenje zaposlenih koji rade od kuće](#). Maribor: DOBA, Dostupno na <https://www.doba.hr/doba-znanja/vodzenje-zaposlenih-koji-rade-od-kuce> [30.3.2020.]

