

- Visegrad Fund



# FREELANCING

TRAINER MANUAL



STOWARZYSZENIE  
ROZWOJU I INTEGRACJI  
MŁODZIEŻY



- Visegrad Fund



# INTRODUCTION TO THE TOOLKIT

“This Trainer Manual on Freelancing is developed in the frames of “ProDeCoR: Professional Development as a COVID-19 Response” project funded by International Visegrad Fund in 2020. The project is implemented by Armenian Regional Youth NGO in partnership with Youth Development and Integration Association STRIM (Poland), ReCreativity Social Enterprise (Hungary), and Vice Versa Association (Czech Republic). Toolkit is designed for trainers, youth workers, teachers, employment sector practitioners and other educators that work with young people. It provides objectives and detailed guidelines on how to work with young people in order to build their competences in the post-COVID 19 labour market. The manual covers 6-8 hours of learning activities and additional learning materials provided for follow up/self- learning.

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- Future planning & freelance platforms
- Final evaluation

Project management  
Time management

# Session: Self-Development and Goal Setting

	<b>Themes</b>	User's Manual, success contract, freelancing
	<b>Goal</b>	Introduce participants to the mindset of becoming a freelancer and setting up a support system
	<b>Objectives</b>	<p>After the session participants will be able to:</p> <ul style="list-style-type: none"> <li>▶ Use a SMART goal</li> <li>▶ Create a mindset of how to be a freelancer</li> <li>▶ Develop a manual of guidebook on self-awareness, and use it as a guideline to enhance freelancing competencies</li> <li>▶ Become accountable in the process by respecting the contract with one's self</li> <li>▶ Work in pairs to help each other for a minimum 8 weeks period</li> </ul>
	<b>Group size</b>	20-24
	<b>Time required</b>	90 min
	<b>Overview / short description</b>	The activity aims at contributing to a better understanding of one's self and to becoming a freelancer. To develop a strong basis for awareness of one's self, to create a goal and gain accountability towards the self-contract path.
	<b>Materials needed</b>	Flip chart/if online: PPT, Jamboard/, markers, A4 papers, post-its, pen, pencils
	<b>Complexity</b>	Intermediate
	<b>References</b>	Benned.NÖ program: to support women in becoming freelancers in Hungary

Time	Steps
10 min	<p>Explain that this activity is about understanding the steps of becoming a freelancer concentrating on who an ideal freelancer is and what supports the path to reaching accountability in one's mindset.</p> <p>On a chart, present the 4 steps necessary to be a freelancer (1. Self-Development 2. Business plan 3. Branding &amp; Networking 4. Time and project management +1. Law &amp; Business forms</p> <p>Invite participants to come to the chart and add a colourful post-it/ add a dot to each paper which they are the most interested in during the module. Emphasise the fact that there exists an advance step when they choose the right form of business, lawyer and select a good accountant. For this you need a local expert to talk to.</p>
15 min	<p><b>b.</b> An Energizer about expectations on being a freelancer. Invite participants to give you examples, ideas about what makes a freelancer successful/ who a freelancer is. Collect the ideas onto a chart. In groups, discuss the results, as well as what their expectations are regarding being a freelancer.</p>
20 min	<p><b>c.</b> Introduce the Freelancers User's Manual</p> <p>Ask participants to write in their notebooks their own user's manual having in mind the idea as if they could give this document to any future collaborator, friend, or other participant, regarding how they work best.</p> <p>Questions to respond in the user's manual by the participant:</p> <ul style="list-style-type: none"> <li>- How do I work best, when do I feel good as a freelancer?</li> <li>- My biggest dream as a freelancer.</li> <li>- These are the things I do not wish to deal with during freelancing.</li> <li>- How do I learn best? What inspires me? What circumstances do I need, who shall support me?</li> <li>- My best competences.</li> <li>- I promise myself...a statement.</li> </ul>
20 min	<p><b>d.</b> Pick a buddy: Once ready, ask participants to pair up and so, they become buddies to support each other. These people commit to support each other for the upcoming 8 weeks to become freelancers. They are free to setup a support system by agreeing on rules, timelines and forms of helping each other.</p> <p>Invite the pairs to share their expectations as buddies and present the manuals together for 15 minutes. Address a couple of debriefing questions in the group afterwards.</p>
20 min	<p><b>e.</b> Writing the Success contract</p> <p>Ask participants to share their biggest goal as a freelancer. Show them the concept of a SMART goal and briefly elaborate it. If they say their goal is not yet precise, it is ok, this activity is to provide the first space for them to explore what a goal might look like. The goal can be modified during or after the module. Once the draft goal is ready invite them to write a contract with themselves regarding their success as a freelancer as if it has already been 2 months. Let them imagine their future freelance self is contracting with their recent self (to ensure taking responsibility and being accountant with self). The contract form can be as follows (recommendation), you may put it on a flipchart.</p> <ul style="list-style-type: none"> <li>- Goal of contract,</li> <li>- Terms,</li> <li>- Parties involved,</li> <li>- What is your goal?</li> <li>- Key steps towards the goal,</li> <li>- What will you give to the world with your goal?</li> <li>- What will you do when you are facing obstacles?</li> <li>- What competences will I use to reach my goal?</li> <li>- What are the top 3 values you follow?</li> <li>- Award (gift) if the goal has been met,</li> <li>- Sanctions if the goal has not been met,</li> <li>- Signatures.</li> </ul>
10 min	<p><b>f.</b> Once the contract is signed by the participant, ask debriefing questions.</p>

### Debriefing and evaluation

- a.** Debriefing for the 4 steps of becoming a freelancer:  
What made you select that session, why are you interested in that most? Which do you feel you have experienced and which is brand new to you?
- b.** Debriefing for picking a buddy:  
What was the most interesting thing that you learnt about your partner? In what ways will you support each other? What inspires you? What did you promise yourself?
- c.** Debriefing for the success contract.  
How was it to write a contract with yourself?  
Did you learn anything from this activity?  
What would you highlight about this contract?  
How will you ensure to keep it?
- d.** Final closing and evaluation of the workshop:  
What have you learnt? What are your takeaways?  
How is it relevant to everyday life and to our group?  
How do you feel?

### Tips for facilitator

Support participants to let their creativity gain space when thinking about their goals, show the SMART goal to encourage creating a challenging yet reachable goal. It is ok if the goal is not yet clear, the contract enables to gain accountability in the process.

### Handouts

- notebooks instead of papers, if possible, to write the manual and the contract in.
- write the SMART goals on a flipchart as follows: (Specific, Measurable, Achievable, Relevant and Time-Bound).

# Session: Business Plan

	<b>Themes</b>	Business model canvas plan, market research
	<b>Goal</b>	Raise participants' awareness on the importance of having a business plan and contribute to start writing it
	<b>Objectives</b>	<p>After the session participants will be able to:</p> <ul style="list-style-type: none"> <li>▶ Use a SMART goal</li> <li>▶ Identify what the key strategies to fill out a business plan are</li> <li>▶ Finalize a proper business plan</li> <li>▶ Understand the importance of planning and incorporating into their own process of freelancing</li> <li>▶ Learn how to implement their goal through business planning</li> </ul>
	<b>Group size</b>	20-24
	<b>Time required</b>	90 min
	<b>Overview / short description</b>	One of the most powerful tools to create a business is to fill out a business plan. Even if someone wishes to be a freelancer and work from projects to projects, it can be very useful. Usually a business plan takes 1-1,5 months to complete (30-50 pages), therefore this session aims to set out the framework and support in finalizing the plan after completing the course.
	<b>Materials needed</b>	Flip chart, markers, A4 papers, post-its, pen, pencils
	<b>Complexity</b>	Intermediate
	<b>References</b>	Babanics Írisz: E-book on becoming an entrepreneur

## Introduction and implementation

Time	Steps
10 min	<p><b>a.</b> Present the concept of this workshop. In this part participants will work in smaller groups and start filling out the business plan of their own. There will be 3 steps to follow, after each individual activity there is some time designed for sharing within the small groups, they work in. At the end of the session, there will be common sharing and discussion activities.</p> <p>The canvas has more questions, however it is better to highlight that the canvas can be covered in 3 steps:</p> <ol style="list-style-type: none"> <li>1. Goal setting (mission, story, if there is a product/service provide details)</li> <li>2. Market research</li> <li>3. Financial plan</li> <li>4. Law &amp; forms of freelancing. Please remind them that only a local accountant or a lawyer may give some useful information regarding the 4th step.</li> </ol> <p>Ask participants which part looks easy/ difficult to them, and in what sphere they have experience or lack clarity.</p>
75 min	<p><b>b.</b> Prepare 6 desks for the participants and invite them to pair up coming together in groups of 4. Each desk is given Business Model Canvas handouts and pens. Invite participants to start working individually and step by step and if they have any questions feel free to support each other. Remind them it is OK if they do not have all the answers.</p> <p>Step 1. Invite participants to fill out the part “What do you do?”(key activities), “Who do you help?” and “How do you help?”. Support the participants with questions like: How would you present it? Why is it useful? Who do you serve? Who is your target (remind them, there is no such thing as “I serve everybody”)? What problem do you solve and what is the solution?</p> <p>Allocate 15 minutes to completing the task, after which you can invite the participants to come together and present their own ideas within their smaller groups.</p> <p>Step 2. The same steps should be followed for completing the parts of “How do they know you?” “How do you interact?” and “How do they know you and how do you deliver?”. Bring examples of how you carry out your research. For instance, if you plan to sell burgers, you can conduct research on where “hungry people” are usually found. If you are a freelance translator, research on which platforms people offer their services on. Again, give them 15 minutes for their individual thinking, after which the participants shall share their research results in groups. Remind participants that there is no time to finalize all the sections, instead, show them the flipchart with the hints and invite them to complete their research by making a plan of how they will do it later (research key words, platforms, group names etc.) – handout.</p> <p>Step 3. Continue with the financial plan. The plan can be a “low cost style plan” which means they will tackle only the income and the expenses. Fill out the part “What do you give?” and “What do you get?”. Usually it is easier to complete the section of expected expenses first. Present the handout flipchart with key points asking whether there should be any additions made. Each discussion helps the participants to add any left out information and ideas to the business plan. Once the expenses list is ready, invite participants to think of the prices of their services/products, and guess the expected income per month. After which everyone individually prepares a plan and discusses it in 15 minutes. If there is enough time, they can start filling out the remaining “Who helps you?” part in the business canvas.</p>
5 min	<p><b>c.</b> Debrief to summarize the session.</p>

### Debriefing and evaluation

- a.** Debriefing for presenting the steps of a business plan:  
Have you ever written a business plan? If yes, how was it?  
What makes a business plan important?  
Which step seems easy/difficult?  
In which step do you have experience or lack clarity?  
Why do you think they are significant steps?  
How will you continue filling it out?  
Who inspired you during the sharing session?
- b.** Debriefing of the session  
How would you assess this activity? What are your takeaways?  
How satisfied are you with your plan? What will be your next step?

### Tips for facilitator

Participants can use their phones (with an access to internet) to carry out their market research and fill in the financial plan.

### Additional materials for participants and trainers

Prepare flipcharts for handouts and a business model canvas to be printed.

### Handouts

flipchart:

Take notes on business model canvas on them.

flipchart: list up the tips for market research

- google trends
- google ads key words
- interviews
- own google form
- Facebook groups
- amazon.com

flipchart: list the financial expenses

- taxes as a freelancer
- technical tools like laptop, phone, printer, pc programs, etc.
- webpage or platforms monthly registration
- if you have a product: direct material costs, direct labour costs, and manufacturing overhead costs.

Give out the printed Business model canvas

# Handouts

## Business Model Canvas

### 's Personal Business Model Canvas

Name: \_\_\_\_\_

Date:  /  /

Version:

<p><b>Who helps you</b> (Key Partners)</p> <p>Who helps you provide value to others? Do any partners supply Key Resources or perform Key Activities on your behalf? Could they?</p> <p><b>Key Partners could include:</b></p> <ul style="list-style-type: none"> <li>- Friends</li> <li>- Family members</li> <li>- Alumni from previous employers</li> <li>- Coaches</li> <li>- Professional association members</li> <li>- Mentors or coaches, etc.</li> </ul>	<p><b>What you do</b> (Key Activities)</p> <p>List several critical activities you perform at work each day. Which of these Key Activities does your Value Proposition require? Which activities do your Channels and Customer Relationships require?</p> <p><b>Consider how your activities may be grouped in the following areas:</b></p> <ul style="list-style-type: none"> <li>- Selling (Outlets, contacts, calling, advertising, etc.)</li> <li>- Selling (Outlets, contacts, calling, advertising, etc.)</li> <li>- Supporting (Administrative, scheduling, organizing, etc.)</li> </ul>	<p><b>How you help</b> (Value Propositions)</p> <p>What Value do you deliver to Customers? What are your unique strengths? Describe the specific benefits Customers enjoy as a result of your work.</p> <p><b>Consider whether your value provides:</b></p> <ul style="list-style-type: none"> <li>- Unique value</li> <li>- Extreme convenience or usability</li> <li>- Extreme enjoyment or a "fit" based "need"</li> <li>- Ability to avoid painful events, states, approvals, etc.)</li> <li>- Ability to enhance status</li> </ul>	<p><b>How you interact</b> (Customer Relationships)</p> <p>What types of relationships do your Customers expect you to establish? Describe the types of relationships you have in place now.</p> <p><b>Examples might include:</b></p> <ul style="list-style-type: none"> <li>- Personalized service</li> <li>- Personalized expert assistance</li> <li>- Concierge service to create "wow" experiences</li> <li>- Co-creation with customers</li> <li>- Self-service or automated services</li> </ul>	<p><b>Who you help</b> (Customer Segments)</p> <p>For whom do you create value? Who are your target customers? Who depends on your work in order to get their own jobs done? Who are your Customer's Customers?</p>
<p><b>Who you are &amp; what you have</b> (Key Resources)</p> <p>What do you get most excited about at work? What are your advantages? What are your unique skills? Describe a couple of your abilities (What you do naturally without effort) List some of your other resources: personal network, reputation, experience, physical capabilities, etc.</p>	<p><b>What you give</b> (Cost Structure)</p> <p>What do you give to your work, (time, energy, etc.)? What do you give up in order to work, (family, or personal time, etc.)? Which Key Activities are most "expensive" (learning, stressful, etc.)? <b>List well used hard costs associated with your work:</b></p> <ul style="list-style-type: none"> <li>- Personal transportation</li> <li>- Lack of personal or professional growth opportunities</li> <li>- Low recognition, social contribution</li> </ul> <p><b>Hard costs:</b></p> <ul style="list-style-type: none"> <li>- Transportation or travel costs</li> <li>- Unemployment insurance or travel expenses</li> <li>- Unemployment benefits, education, food, healthcare, or other costs</li> </ul>	<p><b>What you get</b> (Revenue Streams)</p> <p>For what Value are your Customers truly willing to pay? For what do they pay now? How do they pay now? How might they prefer to pay?</p> <p><b>Describe your primary and secondary Revenue Streams:</b></p> <ul style="list-style-type: none"> <li>- Salary or professional fees</li> <li>- Fee-based payments or retainer</li> <li>- Grants and funding</li> <li>- Grants and funding</li> <li>- Grants, stipends or other funding</li> <li>- Grants</li> </ul>	<p><b>How they know you &amp; how you deliver</b> (Channels)</p> <p>Through which Channels do your Customers want to be reached? How are you reaching them now? Which Channels work best?</p> <p><b>Channel options:</b></p> <ol style="list-style-type: none"> <li>1. Your own</li> <li>2. Existing</li> <li>3. New</li> <li>4. Other</li> <li>5. Other</li> </ol> <p>How do you get your customers to support Customers and ensure they are satisfied?</p>	<p><b>What you get</b> (Revenue Streams)</p> <p>Describe your primary and secondary Revenue Streams:</p> <ul style="list-style-type: none"> <li>- Salary or professional fees</li> <li>- Fee-based payments or retainer</li> <li>- Grants and funding</li> <li>- Grants and funding</li> <li>- Grants, stipends or other funding</li> <li>- Grants</li> </ul>

This canvas was developed in collaboration with the Center for Entrepreneurship at the University of California, Berkeley. The Personal Business Model Canvas is a derivative work from [BusinessModelGeneration.com](#) design, redesigned by TUDT (V.1.0)

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# Session: Brand and Networking



**Themes** Elevator pitch, Social media, marketing



**Goal** Introduce participants to brand management and professional networking



**Objectives** After the session participants will be able to:

- ▶ Use necessary tools to create a strong brand (personal or business) with key messages
- ▶ Develop their own elevator pitch for promotion
- ▶ Network to grow their opportunities



**Group size** 20-24



**Time required** 90 min



**Materials needed** Flip chart, markers, A4 papers, post-its, pen, pencils



**Complexity** Intermediate

## Introduction and implementation

Time	Steps
15 min	<p><b>a.</b> Create groups of 6 and introduce the questions to discuss for 7 minutes.            What crosses your mind when you think of the word “brand”? What is your own brand? What is a good brand and why? What makes you be a brand?            Theory: BRAND is “What people think and feel about you when you are not in the room”. Can you bring some brand examples? What does a brand consist of? What types of brand exist?            After a group discussion, invite all the participants back to a big circle asking what they found out during the discussion.</p>
10 min	<p><b>b.</b> Presentation on brand (flipchart handout). There are visual and verbal brands. The visual brand is about colours, design, logo, name of the brand, while the verbal brand contains your main message, marketing slogan and magnet message.</p>
20 min	<p><b>c.</b> Invite participants to write their own main message, marketing slogan and magnet message. Periodically check on the participants to help them if needed. You can ask them to share some examples in the bigger group after the given time is up.</p>
35 min	<p><b>d.</b> Present the concept of an elevator pitch explaining why it is important to use. Ask participants how to incorporate their business plan into a pitch by using the magnet message they just created. Invite participants to think over the process and create an elevator pitch (15 min) and present their magnet message to the group while they record it for quality purposes.</p>
10 min	<p><b>e.</b> Debriefing questions</p>

## Debriefing and evaluation

<p><b>a.</b> Questions for the video:            What did you like most about the video?            What is the message of the video?            How is it connected to freelancing?</p> <p><b>b.</b> Questions for group sharing:            What did you find out about brand? What makes a brand likeable? Why branding is important in freelancing? How would you describe yourself as a brand?</p> <p><b>c.</b> Questions for debriefing.            How would you describe the process of developing your own brand?            What makes your brand special?            Where can you use branding and how will it exactly appear on your social media platforms?            What did it feel like to be recorded while giving elevator pitch?            Where do you think you will try out elevator pitch?            Where can you network in your environment?</p>
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## Tips for facilitator

<p>Some people may have stage fear and get embarrassed while being recorded, so make sure you provide a safe space to tackle these feelings.</p>
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## Additional materials for participants and trainers

<p>Read more on elevator pitch. <a href="#">Link 1</a> <a href="#">Link 2</a></p>
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# Handouts

## Flipchart for branding

Verbal brand consists of:

1. Main message: Why are you special? What do you stand for? What do you believe in, what comes from heart, what is your “why”?
2. Marketing slogan: Telling people what you are doing and who you are doing it for.
3. Magnet message: main message + marketing slogan

Why + to whom + what + how

## Flipchart of elevator pitch

Get ready to talk about the following aspects within 30 seconds:

1. Who are you?
2. What do you do?
3. What makes you (or your product) unique?
4. How do you do it and who does it affect (serve)?
5. Call on action.

## Examples to share with participants

The problem is that work is chaotic no matter what industry you're in or how good you are at your job. But a good project management software can help improve productivity and communication. I haven't missed a deadline in years. If you're interested in how it can help your team, give me a call and I can take you through some numbers.

Great to meet you, I'm Kelly with Apollo Enterprises. We've been able to improve productivity and collaboration for teams all over the world. If you ever need help with project management, just reach out. I think we could make a huge impact on your company. I'll make sure to keep your contact information handy as well.

I'm Kelly, a specialist at Apollo Enterprises. I chose a career in project management because I had a passion for it, and now I can proudly say that I've been able to make a real difference in people's lives. That's why I'm looking to continue my career with an employer who shares those same values. I know my unique skills can make a big impact at your company because I've proven my results with a few key projects.

# Session: Time and Project Management

	<b>Themes</b>	Project management, Time management
	<b>Goal</b>	Participants will explore their time management style and implement project management tools in the process of freelancing
	<b>Objectives</b>	<p>After the session participants will be able to:</p> <ul style="list-style-type: none"> <li>▶ Use a follow-up system with trello</li> <li>▶ Create a 12 months business plan</li> <li>▶ Use various time management tools</li> <li>▶ Subscribe to freelance platforms</li> </ul>
	<b>Group size</b>	20-24
	<b>Time required</b>	90 min
	<b>Overview / short description</b>	As future freelancers, it is important to delegate and manage time well. Project management tools and various time management tips can tremendously and positively affect the work process. As expected, participants can plan their future outcomes more consciously and effectively.
	<b>Materials needed</b>	Flip chart, markers, A4 papers, pen, pencils For the game: handout
	<b>Complexity</b>	Intermediate
	<b>References</b>	T-Kit on Project Management

## Introduction and implementation

Time	Steps
15 min	<b>a.</b> Explain that the opening activity is about how fast you can complete the task. Give out the handout setting up the time. Wait until the last person realises that the list of task has a trick twist in it and not everything needs to be done. Ask questions regarding time management.
20 min	<b>b.</b> Present time management tools such as pomodoro. Theory: The technique has been around since the early 1990s and was invented by Francesco Cirillo, an entrepreneur and software developer, to help him focus on his studies during university studies. He had an idea to use a kitchen timer to track his work and study time. The timer was in the shape of a tomato, hence the name of this method was born. “Pomodoro” means “tomato” in Italian. The main concept behind the technique is to work in blocks of time, typically 25 minutes long (called Pomodoro sessions), followed by a 5-minute break. When you complete four Pomodoros, it's time for a longer break of 20 to 30 minutes. The cycle then repeats. Each Pomodoro session should demand your full attention on a single task, every break requires you to step away from your work to have a rest. Pareto principle – Let participants watch the video <a href="https://www.youtube.com/watch?v=F-l-BVqMiNI">https://www.youtube.com/watch?v=F-l-BVqMiNI</a>
15 min	<b>c.</b> Now ask participants to watch the projector and present trello as a great tool to collect steps, manage time and projects. Explain benefits and invite them to join via link. Present freelance platforms for signup. <a href="http://www.fiverr.com">www.fiverr.com</a> , <a href="http://www.upwork.com">www.upwork.com</a> , <a href="http://www.freelancer.com">www.freelancer.com</a> , <a href="https://contently.com/">https://contently.com/</a> , <a href="http://www.toptal.com">www.toptal.com</a>
35 min	<b>d.</b> Follow up: Invite participants to form groups of 4. Explain them how to create a 12-month plan regarding their freelance career in trello. Ask them to add “to do lists” for each 3-month period, creating a 4-step plan. Once ready, each participant can present their plans to the smaller group.
5 min	<b>e.</b> Final debriefing

## Debriefing and evaluation

<b>a.</b> Question for time management: What made this activity difficult or easy? How did you manage the task? What worked? How is it connected to freelancing? How can time management be improved in your life? How do you plan your days/weeks?
<b>b.</b> Question for time management tips: Which tool do you like? Which one have you been using? Which one would you like to try out and how will you do it? In what specific situation would it be useful?
<b>c.</b> Final evaluation (flipchart) Invite participants to have an A4 paper, draw around the hand palm. Add answers for each finger. THUMB – What went well? INDEX/POINTER FINGER – What would I like to underline as important and wish to know more about? MIDDLE FINGER – What could have been better? RING FINGER – What do I promise myself to use and how? PINKY FINGER – What was the best moment?

## Tips for facilitator

Login to trello and create an example to demonstrate
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## Additional materials for participants and trainers

Handout <a href="#">Link 1</a> <a href="#">Link 2</a>
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# Handouts

Follow directions  
(to be printed)

NAME \_\_\_\_\_ SCORE \_\_\_\_\_

1. Read everything carefully before doing anything.
2. Put your name in the upper right-hand corner of this page.
3. Circle the word NAME in sentence two.
4. In the lower left hand corner of your test paper, write the names of your favorite singer.
5. Put an "X" in each square.
6. Put a circle around each square.
7. Sign your name under the title of this paper.
8. After the title write, "yes, yes, yes."
9. Write the name of any country that begins with the letter "I" directly underneath your answer to #2.
10. Put an "X" in the lower left corner of this paper.
11. Draw a triangle around the "X" you just put down.
12. If you are the first person to reach this point, LOUDLY, call out, I AM THE FIRST PERSON TO REACH THIS POINT, AND I AM THE LEADER IN FOLLOWING DIRECTIONS."
13. On the back of this paper, multiply 96 by 4.
14. Draw a rectangle around the word "corner" in sentence four.
15. Loudly call out your first name when you get this far along.
16. If you have followed directions carefully to this point, call out, "I have."
17. Think of a number between 1 and 50. Double that number. Add 20. Add 6. Subtract 17. Subtract 9. Divide by 2. Write this number on your test paper directly underneath your answer to #11.
18. Put a circle around your answer and put a square around the circle.
19. Punch three small holes in the top of this paper with your pencil point.
20. Underline all even numbers on the left side of this paper.
21. Loudly call out, "I AM ABOUT TO FINISH. I HAVE FOLLOWED DIRECTIONS."
22. Now that you have finished reading everything, do only step 1 and 2! Keep busy so that others will continue to read without disturbance from you. Do not make any sign to give a clue to your having completed the assigned task.

# Handouts

Final evaluation on flipchart

