

Project result No. 2

***MODEL OF QUESTIONNAIRE SURVEY ON
CORE COMPETENCES***

realized within the project

TITTESI
***„Transfer of innovative training tools for entrepreneurial skills
improvement“***

**Lifelong Learning Programme
Leonardo da Vinci
LLP/LDV/TOI/2009/SK/93100533**

2010

Project partners:

Coordinator:

- P0 Slovak Chamber of Commerce and Industry – Prešov Regional Chamber, Slovakia
- P1 Istituto Formazione Operatori Aziendali / IFOA, Italy
- P2 Institute for Economic Promotion of the Austrian Federal Chamber of Commerce – Team International Know-how Transfer / WIFI, Austria
- P3 A-Omega, Ltd, Slovakia
- P4 Apeiron EU, Ltd., Slovakia
- P5 BWG, k.s., Slovakia
- P6 Elcom, Ltd., Slovakia
- P7 Ploskon AT, Ltd., Slovakia
- P8 Regada, Ltd., Slovakia

Project aim:

- Improvement of entrepreneurial skills of Slovak managers through the supporting training tools transferred from previous EU projects and adopting into Slovak environment

Project objective:

- Transfer, adopt, test and disseminate supporting training tools for the improvement of entrepreneurial skills

Target group:

- New and experienced managers in SME

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Vzdelávanie a kultúra
Program celoživotného vzdelávania

QUESTIONNAIRE – Key competencies of new and experienced managers and entrepreneurs

Aims of the survey

- The main aim of the survey is to detect the level of key competencies of Slovak managers and entrepreneurs by the analysis of their self-evaluation.
- The second aim of the survey is to recognize a desired level of competencies of Slovak managers and entrepreneurs and to find out what are the best methods and forms of education for improving these competencies according to them.

The survey will be realized in Slovak Republic.

Sample

The sample is composed from 30 new and 30 experienced managers and entrepreneurs from Slovak Republic.

Method of the survey: Questionnaire

Structure of the questionnaire

- The questionnaire consists of four parts:
 - A. Identification data
 - B. Actual competencies
 - C. Desired level of competencies
 - D. Methods and forms of achieving competencies

Questionnaire scale

The questionnaire scale is formed by four levels:

1	2	3	4
absolutely disagree	more disagree	more agree	absolutely agree

Questionnaire answers:

Please write a mark (X) to each answer.

Definition of terms

1. What is a key competence?

Key competencies represent a package of knowledge, skills and attitudes that all individuals need for personal fulfilment and development, social inclusion and employment. These should have been developed by the end of compulsory school or training, and should act as a foundation for further learning as part of Lifelong Learning.

Key competencies also apply across the full range of education and training contexts: general compulsory education, adult education and training, specific educational provision for groups at risk of social exclusion.

(Freely adapted from the Commission Staff Working Paper "Progress towards the common objectives in Education and Training – Indicators and benchmarks", Brussels, 21.1.2004 SEC (2004) 73)

2. Entrepreneurship

Entrepreneurship has an active and a passive component: the propensity to bring about innovation oneself, but also the ability to welcome and support innovation brought about by external factors. Entrepreneurship includes welcoming change, taking responsibility for one's actions (positive or negative), setting objectives and meeting them and having the motivation to succeed. It concerns also domains related to the business activity and the economic framework in general.

3. What is the difference between an entrepreneur and manager?

➤ **Entrepreneur**

- An entrepreneur is involved with the start-up process
- An entrepreneur assumes financial, material and psychological risks
- An entrepreneur is driven by perception of opportunity
- An entrepreneur initiates change
- An entrepreneur is his own boss
- An entrepreneur gets uncertain rewards

➤ **Manager**

- A manager with running the business over a long period of time
- A manager does not have to bear risks
- A manager by the resources he currently possesses
- A manager follows rules & procedures
- A manager is a hired employee
- A manager gets fixed rewards and salary

Sources:

IFOA: Leonardo da Vinci project: "K-Competencies"

(ref. no. 2004 I-04-B-F-PP-154061)

University of Delhi: B.A. Programme - Course Material

(<http://www.du.ac.in/bacourse.html>)

10 competencies for entrepreneurial success:

QUESTIONNAIRE – Key competencies of new and experienced managers and entrepreneurs

A. IDENTIFICATION DATA

Region:

- Košice
- Prešov
- Banská Bystrica
- Žilina
- Nitra
- Trenčín
- Bratislava
- Trnava

Highest required education:

- Elementary school
- Secondary school without school leaving exam („maturita“)
- Secondary school with school leaving exam („maturita“)
- University: - Bc – Mgr / Ing – PhD and more

Company: (source Eurostat, 2005)

- Mikro (less than 10 employees)
- Small (10 – 49 employees)
- Medium (50 – 249 employees)
- Big (more than 250 employees)

Capital

- The company is a part of a global network of companies in the world
- The company is a part of a global network of companies within Europe
- The company is not a part of global network of companies

Work position- specify:

- Less experienced manager (till 3 years of work experience)
- Experienced manager (more than 3 years of work experience)
- Beginning entrepreneur (till 3 years of work experience)
- Experienced entrepreneur (more than 3 years of work experience)

Number of years spent in leading position:

Field of activity: (You can give more than one answer)

- Human Resources
- Economics
- Technology/Development
- IT
- Production
- Logistics
- Commerce
- Quality
- Maintenance
- Other (specify).....

B. ACTUAL COMPETENCES

This questionnaire consists of **60 brief statements**. Read each statement and decide how well it describes you. Be honest about yourself. Please write a mark (X) to a scale on the right.

Serial number	Code of competence	Verbal expression of activity	Absolutely disagree	More disagree	More agree	Absolutely agree
1.	2/1	I often solve problems by other ways than it is usual.				
2.	7/2	I am not able to act according to challenges and new opportunities.				
3.	8/3	I am able to optimally perform also in stressful situations.				
4.	18/4	When starting a new task or project, I go to several different sources to get information to help me.				
5.	13/5	It bothers me when things are not done very well.				
6.	11/6	I can orient myself well in social and economic problems.				
7.	17/7	When working on a project, I divide responsibilities and competences to people in team according to their abilities.				
8.	10/8	I plan a large project by breaking it down into smaller tasks.				
9.	9/9	To reach the company aims, I take into consideration the need of cooperation with other departments or/and other companies.				
10.	3/10	If one approach to a problem does not work, I think of another approach.				
11.	6/11	I tell others when they have not performed as expected.				
12.	16/12	I get others to support my recommendations.				
13.	4/13	I do things by verified practices regardless of arisen concrete situation.				
14.	8/14	I usually do not solve crisis situations.				
15.	1/15	I do things that need to be done before being asked by others.				
16.	7/16	I understand the economic environment for business and I know to set managerial/entrepreneurial aims according to it.				
17.	20/17	I get to know people who may be able to help me to reach my aims.				
18.	18/18	I seek the advice of people who know a lot about the problems or tasks I am working on.				
19.	2/19	I can see thing from other point of view than others.				
20.	17/20	I often make decisions about changes in projects by my own.				
21.	12/21	I do not show an activity to work faster than it is necessary.				
22.	10/22	I think about the advantages and disadvantages of different ways of accomplishing things.				
23.	19/23	I build relations with costumers based on mutual trust.				
24.	5/24	I use to change my mind if others disagree strongly with me.				
25.	14/25	When I am doing a job for someone, I try to complete it on time and in high quality.				

Serial number	Code of competence	Verbal expression of activity	Absolutely disagree	More disagree	More agree	Absolutely agree
26.	2/26	I have problems with proposing of new solutions.				
27.	20/27	I do not spend much time thinking about how to influence others.				
28.	15/28	Information related with the company vision, strategies and aims I keep to myself because I do not consider it as necessary to give it to my colleagues.				
29.	1/29	I do things before it is clear that they must be done.				
30.	7/30	According to analysis realized in my company, I can take advantage of its strengths for new activities.				
31.	16/31	When something gets in the way of what I am trying to do, I keep on trying to accomplish what I want.				
32.	18/32	I take action without seeking information.				
33.	15/33	I choose the writing or verbal way of communication according to concrete situation.				
34.	14/34	I often take into consideration opinions and proposals of my subordinate workers and I give them feedback.				
35.	12/35	It bothers me when my time is wasted.				
36.	14/36	I do not think that it is convenient to involve my colleagues into planning process.				
37.	3/37	Once I have selected an approach to solve a problem, I do not change that approach.				
38.	5/38	When trying something difficult or challenging, I feel confident that I will succeed.				
39.	6/39	It is difficult for me to order people to do things.				
40.	9/40	I prefer to solve important tasks by my own.				
41.	13/41	I want the company I own to be the best of its type.				
42.	8/42	Under time pressure, I am able to make a decision.				
43.	12/43	I get the most I can out of the money I have to accomplish a project or task.				
44.	16/44	I cannot get people who have strong opinions or ideas to change their minds.				
45.	19/45	I am trying to accept suggestions regarding the quality from external and internal costumers.				
46.	17/46	When working on a project for someone, I ask many questions to be sure I understand what that person wants.				
47.	13/47	When something I have been working on is satisfactory, I do not spend extra time trying to make it better.				
48.	4/48	I react promptly by solving the problems.				
49.	11/49	I consider the organizational structure in today's times as a left-over.				
50.	10/50	I deal with problems as they arise, rather than spend time trying to anticipate them.				
51.	3/51	I am able to hold responsibility for approved decisions which can have an impact on damages and material losses.				
52.	5/52	I do things that are risky.				
53.	6/53	When I disagree with others, I tell them my opinion.				

Serial number	Code of competence	Verbal expression of activity	Absolutely disagree	More disagree	More agree	Absolutely agree
54.	15/54	Within the communication with my colleagues I accept the diversity of opinions and values.				
55.	20/55	In order to reach company aims, I think of solutions that benefit everyone involved in a problem.				
56.	19/56	I do not consider as important to solve arisen problems in cooperation with internal and external costumers and to take actions immediately.				
57.	1/57	I wait for direction from others before taking action.				
58.	4/58	I postpone organizational problems till it is not necessary to solve them.				
59.	9/59	I do not consider as priority to build relations among company departments.				
60.	11/60	I understand the law terminology to such an extent to be able to communicate with a lawyer.				

C. DESIRED LEVEL OF COMPETENCES

What are your aims/conceptions in reaching of the level in each expression of activities?
Please rate to what extent you would wish to have the activity accomplished.
Write a mark (X) to a scale on the right.

1 = the less desired level, 2 = higher, ..., 4 = the highest desired level

Serial number	Code of competence	Verbal expression of desired activity	1	2	3	4
1.	2/1	I would often like to solve problems by other ways than it is usual.				
2.	7/2	I would like to be able to act according to challenges and new opportunities.				
3.	8/3	I want to be able to perform optimally also in stressful situations.				
4.	18/4	I want to understand the importance of getting information form different sources when starting a new task or project.				
5.	13/5	I want to feel pleasantly when things are done as they should be.				
6.	11/6	I would like to orient better in social and economic problems.				
7.	17/7	When working on a project, I would like to divide responsibilities and competences to people in team according to their abilities.				
8.	10/8	I desire to plan a large project by breaking it down into smaller tasks.				
9.	9/9	To reach the company aims, I would like to take into consideration the need of cooperation with other departments or/and other companies.				

Serial number	Code of competence	Verbal expression of activity	1	2	3	4
10.	3/10	If one approach to a problem does not work, I would desire to think of another approach.				
11.	6/11	I would like to be able to tell others when they have not performed as expected.				
12.	16/12	I would desire to get others to support my recommendations.				
13.	4/13	I do not want to always do things by verified practices regardless of arisen concrete situation.				
14.	8/14	I want to solve crisis situations better.				
15.	1/15	I wish I could do things that need to be done even before being asked by others.				
16.	7/16	I wish I could understand the economic environment for business and afterward to set managerial/entrepreneurial aims according to it.				
17.	20/17	I would like to get to know people who may be able to help me to reach my aims.				
18.	18/18	I want to seek advice of people who know a lot about the problems or tasks I am working on.				
19.	2/19	I would like to see thing from other point of view than others.				
20.	17/20	I do not want to make decisions about changes in projects by my own.				
21.	12/21	I would like to show an activity to work faster than it is necessary.				
22.	10/22	I want to understand the advantages and disadvantages of different ways of accomplishing things.				
23.	19/23	I want to build relations with costumers based on mutual trust.				
24.	5/24	I do not want to change my mind even if others strongly disagree with me.				
25.	14/25	When I am doing a job for someone, I want to try to complete it on time and in high quality.				
26.	2/26	I would like to know how to propose new solutions.				
27.	20/27	I do not want to spend much time thinking about how to influence others.				
28.	15/28	Information related with the company vision, strategies and aims I do not want to keep to myself because I consider it as necessary to give it to my colleagues.				
29.	1/29	I desire to do things before it is clear that they must be done.				
30.	7/30	According to analysis realized in my company, I would like to take advantage of its strengths for new activities.				
31.	16/31	When something gets in the way of what I am trying to do, I would like to keep on trying to accomplish what I want.				
32.	18/32	I do not want to take actions without seeking information.				
33.	15/33	I wish I could better choose the writing or verbal way of communication according to concrete situation.				
34.	14/34	I wish to take into consideration opinions and proposals of my subordinate workers and I give them feedback.				
35.	12/35	I wish I could better spend my time.				
36.	14/36	I want to more involve my colleagues into planning process.				

Serial number	Code of competence	Verbal expression of activity	1	2	3	4
37.	3/37	Once I have selected an approach to solve a problem, I would like to be able to change this approach in case it is needed.				
38.	5/38	When trying something difficult or challenging, I wish I could feel more confident that I will succeed.				
39.	6/39	I wish that I could better order people to do things.				
40.	9/40	I prefer to solve important tasks in a team of colleagues.				
41.	13/41	I want the company I own/are working in to be the best of its type.				
42.	8/42	I wish I could make decisions also under time pressure.				
43.	12/43	I wish I could get the most I can out of the money I have to accomplish a project or task.				
44.	16/44	I wish I could get people who have strong opinions or ideas to change their minds.				
45.	19/45	I would like to improve in accepting suggestions regarding the quality from external and internal costumers.				
46.	17/46	When working on a project for someone, I would like to ask many questions to be sure I understand what that person wants.				
47.	13/47	Even when something I have been working on is satisfactory, I do want to spend extra time trying to make it better.				
48.	4/48	I wish I could react more promptly when solving the problems.				
49.	11/49	I do not want to consider the organizational structure in today's times or in future just as a left-over.				
50.	10/50	I do not want to deal with problems as they arise, but I wish to spend time trying to anticipate them.				
51.	3/51	I would like to be able to hold responsibility for approved decisions which can have an impact on damages and material losses.				
52.	5/52	Also in future I want to do things that are risky.				
53.	6/53	When I disagree with others, I want to be able to tell them my opinion.				
54.	15/54	Within the communication with my colleagues I want to accept the diversity of opinions and values.				
55.	20/55	In order to reach company aims, I wish I could think of solutions that benefit everyone involved in a problem.				
56.	19/56	I want to consider as important to solve arisen problems in cooperation with internal and external costumers and to take actions immediately.				
57.	1/57	I do not want to wait for direction from others before taking action.				
58.	4/58	I do not want to postpone organizational problems till it is not necessary to solve them.				
59.	9/59	I want to consider as my priority to build relations among company departments.				
60.	11/60	I would like to better understand the law terminology to such an extent that I could be able to communicate with a lawyer.				

D. METHODS AND FORMS OF ACHIEVING COMPETENCIES

**1. By what means and in which contexts have you acquired the items above?
Please rate the relevant means/contexts:
1 = the less important, 2 = more important, ... 8 = the most important item**

Means/Contexts of achieving the competences	Importance (1 – 8)
by secondary school/education	
by high school/university education	
by vocational training	
by own experience at workplace	
by training at workplace (schooling in relevant work position)	
by some kind of support on the job (mentoring, tutoring)	
by self-learning (reading of specialized literature, etc.)	
other (e.g. private life, hobbies, voluntary work, sports etc)	

**2. In what contexts do you use, perform it?
You can give more than one answer. Please, mark the answer by using X.**

none	
on the job, within my company	
on the job, in external relations to my company (e.g.clients, competitors)	
in my private life, in my interpersonal and social relations in general	
other (specify).....	

**3. Why would you like you have or update this competence?
You can give more than one answer. Please, mark the answer by using X.**

for fulfilling professional development	
to improve my career	
for my personal and cultural growth	
to improve my relationship with other people	
other (specify).....	

**4. Which most important obstacle do you expect during the acquisition/improvement of these competences?
You can give more than one answer. Please, mark the answer by using X.**

time	
money	
lack of self-motivation	
no access to internet	
insufficient offer of education institutions in my region	
other (specify).....	

5. According to you, what is the best way to acquire/improve mentioned competences?

Please rate the relevant means/contexts:

1 = the less important, 2 = more important, ... 10 = the most important item

	Importance (1 - 10)
Self-study, reading, searching of information, etc.	
Self-learning (distance learning, web based, computer, e-learning)	
Seminars and lectures (including national and international workshops and conferences)	
Skills trainings (for obtaining e.g. interpersonal skills)	
Combination of training and mentoring	
Combination of distance learning and counselling/mentoring	
Mentoring/Tutoring on the job	
Coaching on the job	
Work on common projects with other companies or work on project development in company	
other (specify).....	

Explanatory text to question No. 5:

Distance education, or distance learning is the process of creating an educational experience of equal quality for the learner to best suit their needs outside the classroom.

Mentoring refers to a personal developmental relationship in which a more experienced or more knowledgeable person helps a less experienced or less knowledgeable person. Mentoring is a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional development; mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less

A **tutor** is a person employed in the education of others, either individually or in groups. Tutorial is one method of transferring knowledge and may be used as a part of learning. More interactive and specific than a book or a lecture; a tutorial seeks to teach by example and supply the information to complete a certain task.

Coaching refers to the activity of a coach in developing the abilities of coachees or clients. Coaching tends to focus on the achievement by coachees of a goal or specific skill. Methodologies for coaching are positioned away from the directive or the facilitative, and rest on accompanying clients within a dialogue that will allow emerging patterns and solutions to surface. Coaching lies out of the scale between mentoring and training on one end, and psychotherapy and counselling at the other.

Thank you for filling the questionnaire.



SCORING SHEET

(1 point)	2 (points)	3 (points)	4 (points)
absolutely disagree	more disagree	more agree	absolutely agree

Evaluation within each competence:

Maximum level within each competence	= 12 points
Minimum level within each competence	= 3 points
Optimum level within each competence	= 9 points

Overall evaluation of managerial/entrepreneur competences:

Maximum rate of all competences	= 240 points
Minimum rate of all competences	= 60 points
Optimum rate of all competences	= 180 points

Evaluation of negatively formulated questions:

These questions are considered as positive, as following

When respondent answers	1,	then we count it as	4.
When respondent answers	2,	then we count it as	3.
When respondent answers	3,	then we count it as	2.
When respondent answers	4,	then we count it as	1.

No.	COMPETENCY ACCORDING THE QUESTIONS						TOTAL
1.	Initiative		+		-		
		1/15		1/29		1/57	=
2.	Innovation management		+		-		
		2/1		2/19		2/26	=
3.	Ability to solve problems and take risks		-		+		
		3/51		3/37		3/10	=
4.	Organisational flexibility		-		-		
		4/48		4/13		4/58	=
5.	Self-confidence		-		+		
		5/38		5/24		5/52	=
6.	Assertiveness		-		+		
		6/11		6/39		6/53	=
7.	Knows and acts on opportunities		-		+		
		7/16		7/2		7/30	=
8.	Stress management		-		+		
		8/3		8/14		8/42	=
9.	Networking and cooperation		-		-		
		9/9		9/40		9/59	=
10.	Systematic planning		+		-		
		10/8		10/22		10/50	=
11.	Knowledge from law and economics		-		+		
		11/6		11/49		11/60	=
12.	Efficiency orientation		-		+		
		12/35		12/21		12/43	=
13.	Concern for high quality of work		+		-		
		13/5		13/41		13/47	=
14.	People focus		+		-		
		14/25		14/34		14/36	=
15.	Interpersonal skills: Communication and Acceptance of differences		-		+		
		15/33		15/28		15/54	=
16.	Personal skills: Persistence and Persuasion		+		-		
		16/12		16/31		16/44	=
17.	Skills for project development and implementation		-		+		
		17/7		17/20		17/46	=
18.	Information seeking		+		-		
		18/4		18/18		18/32	=
19.	Customer sensitivity		+		-		
		19/23		19/45		19/56	=
20.	Use of Influence Strategies		-		+		
		20/17		20/27		20/55	=
TOTAL							

Evaluation of results achieved in each (partial) competence

Range	Verbal evaluation
12 - 11	Manager/Entrepreneurial achieves excellent level of specific competence.
10 - 9	Manager/Entrepreneurial achieves required level of specific competence.
8 - 7	Manager/Entrepreneurial achieves average level of specific competence.
6 - 5	Manager/Entrepreneurial achieves less than average level of specific competence.
4 - 3	Manager/Entrepreneurial achieves insufficient level of specific competence.

Total evaluation of managerial/entrepreneurial competences

Range	Verbal evaluation
240 - 220	Manager/Entrepreneurial achieves excellent level of managerial/entrepreneurial competences.
219 - 180	Manager/Entrepreneurial achieves required level of managerial/entrepreneurial competences.
179 - 140	Manager/Entrepreneurial achieves average level of managerial/entrepreneurial competences.
139 - 100	Manager/Entrepreneurial achieves less than average level of managerial/entrepreneurial competences.
99 - 60	Manager/Entrepreneurial achieves insufficient level of managerial/entrepreneurial competences.