



fitManagers
ENHANCING NON-PROFESSIONAL COMPETENCES

**FIT-MNG: ENHANCING NON-PROFESSIONAL
COMPETENCES OF MANAGERS TO BETTER
PERFORM AT WORK AND REDUCE WORKPLACE
ABSENCE”**

Progress Report

Public Part

Project information

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Executive Summary

The Fit-Managers project aims at reducing the effects of stress at work through the development of an innovative training program based on the health-sport-nutrition-attitudes diamond. The training program will help managers acquire competences to become fit. Being fit to face the business environment, managers will reveal their full potential at work.

1 out of 10 workers suffer serious alterations caused by stress during the working life. Stress is more persistent and dangerous for those workers with higher position, namely managers and executive managers.

However, studies show that organizations investing in the development of non-professional competences increase work productivity by about 20% over a year. Being fit, healthy and well-fed contributes to good performances and better adapting to an increasingly challenged business environment

The Managerial Community broadly accept that business success is the result of professional and non-professional competences. Being fit, healthy (physically and mentally) and well-feed contributes to perform well on managerial position and better adapt to an increasingly challenged business environment.

The development of those non-professional competences is not an easy task. The relatively new “Business Coaching” has achieved a considerable success in improving the business effectiveness through the enhancement of professional competences. However, and despite current research trends, there is not a systematic and integrated training to teach managers how to develop non-professional competences.

OUTPUT/RESULT/PRODUCT

1. Develop a Training Programme to help managers on how to develop non-professional competences
2. Train a seminal group of trainers-coachers on delivering the Training Programme.
3. A first generation of trainers equipped with the abilities to devise a Training Programme to develop the non-professional competences of managers.
4. A tested group of managers with a certificate on developing non-professional skills.

IMPACT

1. Reduce the absenteeism, staff turnover, deterioration of individual relations within companies and working teams
2. Qualified professionals with new learning abilities to adapt themselves to job market and develop new qualifications.

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1. Project Objectives

In general terms the project aims to reduce the effect of stress at work through the development of an innovative training programme on how to teach Managers (medium level and executives) to deal with stress.

In order to achieve this aim, the project will pursue the following specific objectives:

1. Analysing the state of the art around the Stress at work effects, needs and current research to fully understand the present.
2. Designing a Training Programme that meet the manager's needs, depart from current research and address the effects of Stress at work.
3. Testing the Training Programme on final users (medium managers and executives) and future trainers
4. Identifying further steps for the project and setting up an Online Network-Community on the topic.

NEEDS ADDRESSED

The training market does not have a Training product that efficiently addresses the effects of Stress at work or the available product is reserved and oriented to a limited number of managers. The well-know coaching offers tailored solutions to single managers at high price.

Beside, traditional coaching focus on emotional, behavioural and psychological issues, but current research demonstrate that Health, being fit and well-feed could decisively contribute to combat Stress at Work.

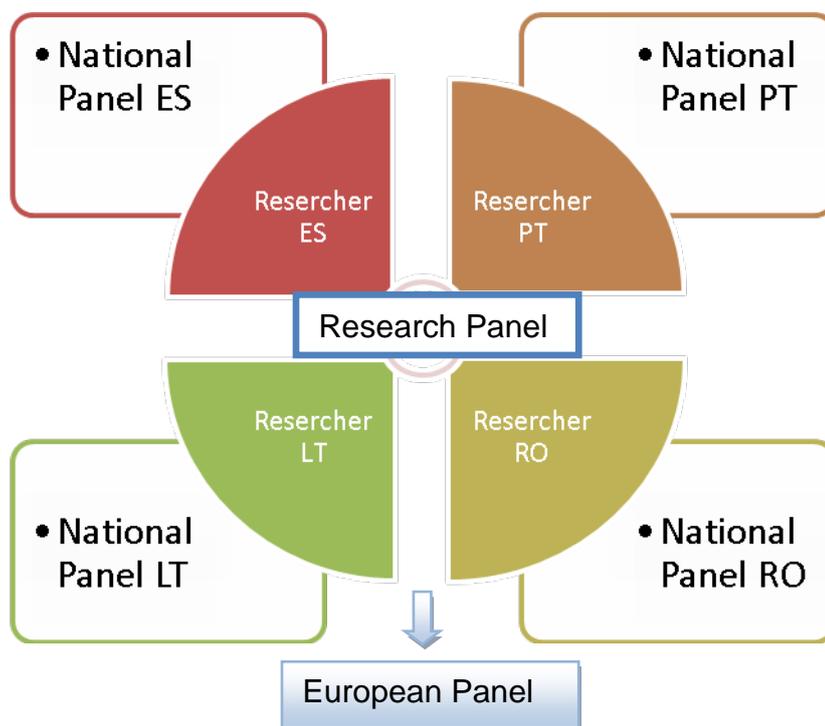
This project aims to develop a Training Programme that makes medium managers and low executives benefit from a tested product that will help them to develop non-professional competences in the HEALTH-SPORT-NUTRITION-ATTITUDES diamond.

The managers with these non-professional competences will be better equipped to deal with Stress at Work and, ultimately, will have a positive effect on productivity and EU GDP.

2. Project Approach

The project began on with the Study Stress at Work carry out by CEC-Managers in cooperation with members of the European Social Dialogue. The Spanish representative of managers reach the conclusions that the market does not offer an integrated solution to tackle stress effects on work.

The project pursues a direct impact on manager's performance at work, increasing its competences to deal with the negative effects of stress on their work. To achieve this, the project is counting on the following elements:



- Online approach: the project applies the online approach from the very beginning. It allows partners to interact in a Web 2.0 environment and, more important, the interaction between partners and members of the National and European Panels.
- National and European Panels: these groups are becoming the best path to reach the enterprises and their managers.

These National Panels have participated in the project from the very first day, feeding partners with info on Managers needs (in the case of enterprises) and current trend on research (in the case of research institutions).

These National Panels had a consultative role for partners during the research stage and they will keep their key role until the project reaches a final product and act as dissemination and exploitation of result vectors,

- European Panel: The European Representative of Managers (CEC-Managers) is setting up a European Panel of enterprises, research institutions and representatives of managers in 16 EU countries that will act in similar terms that National Panels.
- Online Network-Community: Building on the previous, this online group is facilitating the accessibility to potential users of the Training Programme.

All these elements constitute a guarantee that managers and the enterprises in which they work will fully participate of the project results.

3. Project Outcomes & Results

Our major project outcomes in the reporting period include the following:

(a) report on the survey on managers needs on how to deal with stress in the context of their companies. In the research stage of the project each partner country in the project (Portugal, Lithuania, Romania and Spain) developed a survey addressed to executive and middle managers, with the objective to know the managers needs on how to deal with stress in the context of their companies.

The survey was answered by 160 managers from partner countries.

It includes a description of the survey methodology used as a common framework by all participating organizations; the survey tools and the research results.

(b) report on the research carried out among research institutions, researchers or experts about how good health, nutrition, sport and attitude habits can reduce stress, how managers can be trained to have these good habits, and how to develop the training program for managers. Each country (Spain, Portugal, Lithuania and Romania) has carried out interviews with the members of the national panel of experts, using the guide elaborated for this purpose.

(c) the website www.fitmanagers.eu, which includes all essential information about the project, its objectives, the implementing partnership, the activities and dissemination actions. Nevertheless in order to multiply the participation in the manager's online community all the information is available once the participants are registered.

d) dissemination materials were produced in order to share information about our project and our products:

- newsletter issue 1, available at <http://www.fitmanagers.eu/page/newsletter-project>
- newsletter issue 2, available at <http://www.fitmanagers.eu/page/newsletter-project>
- FIT-MNG project flyer which is available in English at <http://www.fitmanagers.eu/page/brochure-project>

Furthermore in order to maximize the dissemination effects of the flyer it has been translated into in Spanish, French and German.

Here is a list of all the detailed products delivered so far and the responsible partners of all of them:

WORK PACKAGES	RESPONSIBLE PARTNER
WP1 RESEARCH STAGE	P1 – CCP
1.1. Guidelines for WP1	IFI
1.2. Set research, national and european panels	CCP, FEPSET, KTU, ELITE. CEC (European)
1.3. Questionnaires to collect info in national panels	IFI- Research panel
1.4. National surveys	CCP, FEPSET, KTU, ELITE - Research panel
1.5. Survey report	IFI- Research panel

1.6. National researches (interviews) and national reports	CCP, FEPSET, KTU, ELITE - Research panel
1.7. Research report (general)	IFI- Research panel
1.8. European panel conclusions	CEC - European panel, IFI
WP2 DEVELOPMENT STAGE	P6 – ELITE TRAINING
2.1. Guidelines for WP2	IFI- Research panel
2.2. Tentative content of the training program	IFI- Research panel
WP5 MANAGEMENT AND COORDINATION	P1 – CCP
5.1. Management and coordination plan	IFI
5.2. Financial management plan	IFI
5.3. Technical and financial units	CCP-IFI
5.4. Technical and financial reports	CCP- ALL PARTNERS
WP6 FOLLOW UP MEETINGS OF THE PARTNERSHIP	P2 – IFI
6.1 Agenda and minutes Kick of meeting	
6.2 Agenda and minutes Second meeting	
6.3 Agenda and minutes Third meeting	
WP 7 QUALITY PLAN	
7.1. Monitoring and evaluation plan	KTU - External evaluator
7.2. Monitoring and evaluation system	KTU
7.3. External evaluation reports	KTU - External evaluator
WP8 INFORMATION AND DISSEMINATION	P3 – CEC
8.1. Information and communication plan	CEC
8.2. First brochure	CEC
8.3. First newsletter	CEC
8.4. Second newsletter	CEC
8.3. Dissemination events (seminars, press conf.)	CCP, CEC, FEPSET, KTU, ELITE
WP9 PROJECT WEBSITE	P2 – IFI
9.1. Design the website	CCP-IFI
9.2. Animate website	ALL PARTNERS
WP10 EXPLOITATION OF RESULT PLAN	P6 – ELITE TRAINING
10.1 Exploitation of result plan	ELITE-CEC

4. Partnerships

The different tasks of the project were assigned to partners according to its expertise and experience:

1.- Confederación de Cuadros - Project Leader:

As promoter of the project and active organisation on helping managers to solve its working problems they lead the WP 1 and the WP 5 - Management and Coordination and WP6 - General Meetings

2.- IFI - Project Coordinator:

As training provider, European consultancy firm and e-learning technological expert, it coordinates all the aspects of project activities (WP1 to WP4) and is responsible for WP8 - Project Website. Also, it will be responsible of bringing the technical expertise to develop the online aspects of the Training Programme.

3.- CEC-Managers - Dissemination partners:

They bring in its broad network of contacts across the EU to coordinate the WP 7 Information and Communication. Also, they will contribute to the Exploitation of results and Coordinate with Project Coordinator in the development of the website.

4.- FEPSET:

As a training provider, it will lead on WP3 where the training programme will be tested. Also, and due to its interdisciplinary and objective approach to EU projects, it will be responsible of WP4.

5.- KTU:

As University-Research Institution and, because its experience on LLP and other EU projects, it leads on the WP7-Quality Plan.

6.- Elite training

As company specialised in coaching and competences development, it is leading on WP 2 and because of its platform of contacts from other EU projects and experience in project valorisation, it is responsible of WP 10 - Exploitation of Results.

The Consortium represents all the actors involved in the battle against Stress:

Representatives of the Managers: Partner 1 and Partner 3 are legal representatives of the managers, encompassing a network of 16 EU countries and gathering more than 1.5 million managers across the EU.

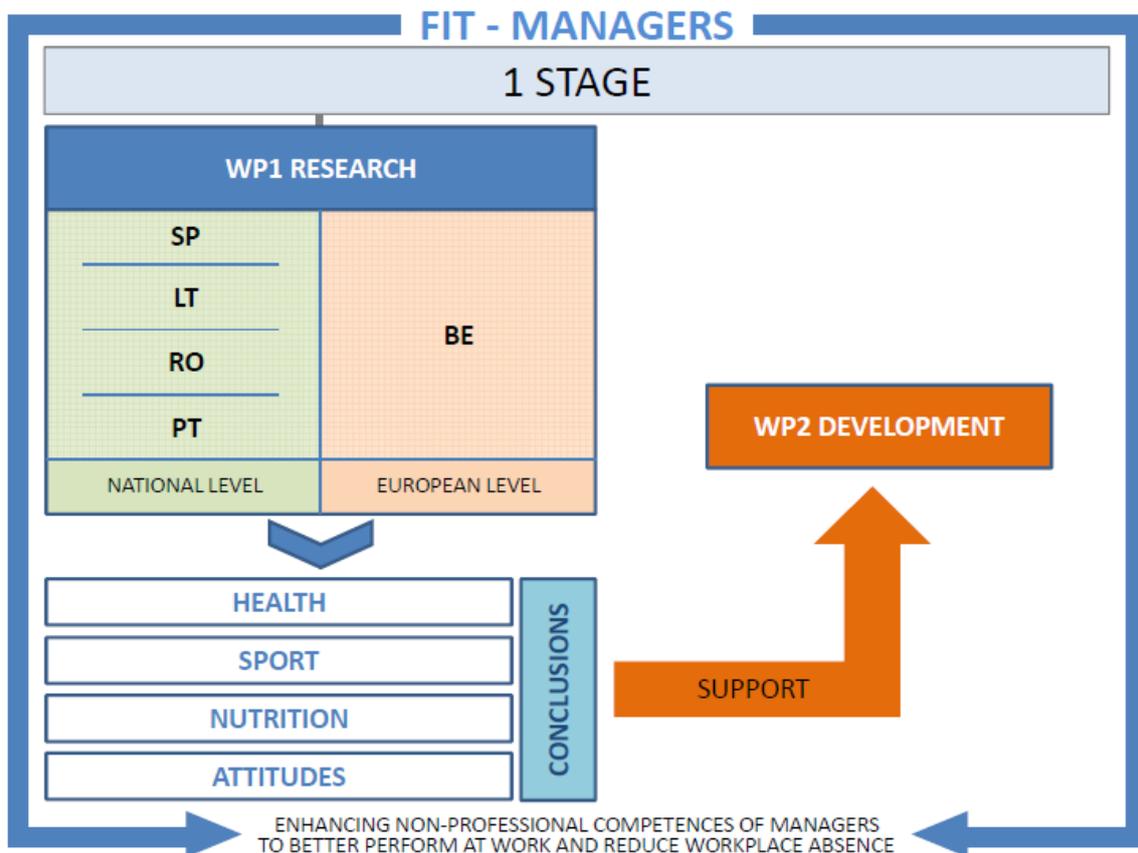
Training Providers: Partner 2 and Partner 4 are specialised on delivering training courses, many of them on online format. Beside, they are engage in LLP project, being Partner 2 a specialised firm on managing EU projects and animate transnational partnerships.

Research Institution: Partner 5 is a faculty which research topic is about the development of non-professional competences of managers. They also have participated in several EU projects on the topic.

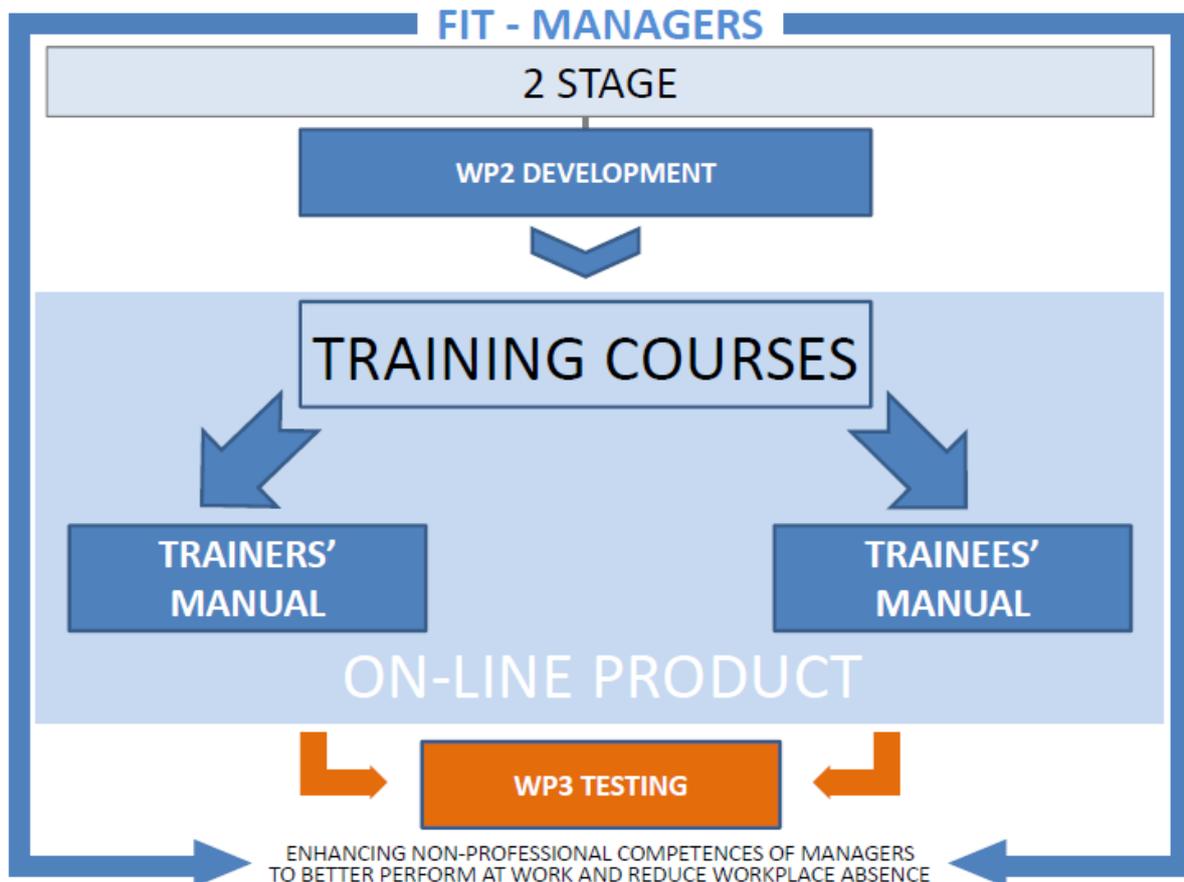
Service to Enterprises: Partner 6 is a Romanian enterprise specialised on delivering services and training to large companies.

5. Plans for the Future

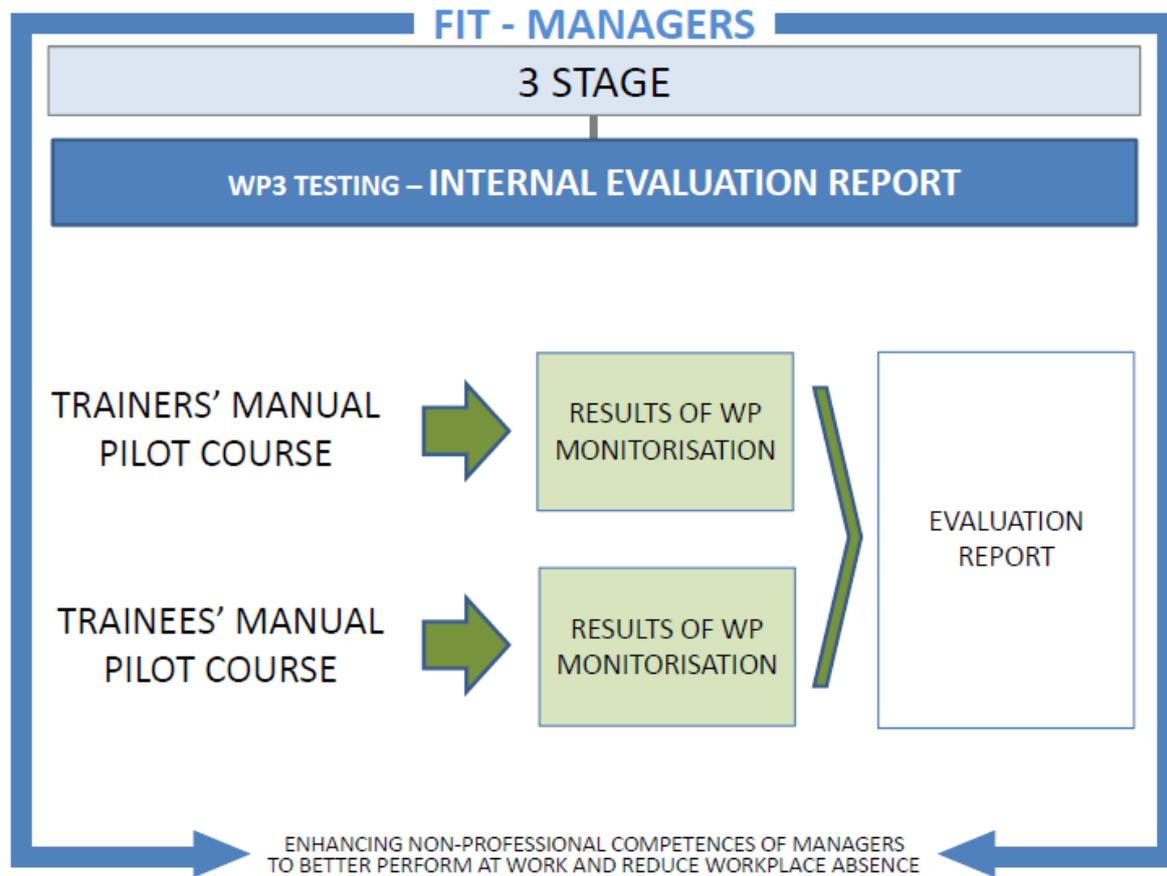
WP1 (Research stage) has been fully dedicated to set a Research, National and European Panel as 3 level forums through which Stress has been analysed. This analysis has occurred on the needs dimension (asking enterprises-managers on how Stress affects their work) and on mapping the current research (asking research institutions).



WP 2 (Development of the training) has already started and it will be dedicated to elaborate a Training Programme (Trainees Manual + Trainer Manual) and provided an electronic solution for it.



During WP3 (Testing stage) both the Trainees Manual and the Trainer Manual will be tested on real future potential users of the Training Programme.



WP4 (Evaluation and valorisation) will evaluate and prepare the steps for future developments and extension of services and /or products to tackle Stress.

Horizontal WP will continue during the second year as they have been developed during the first year (WP5 -Coordination and Management, WP6 -Follow up meetings, WP 7-Quality plan)

Within WP8 Information and Dissemination two more seminars will be held until the end of the project together with WP10-Exploitation of results, in order to multiply the effects of the project impact.

6. Contribution to EU policies

Concerning the Policy Framework, the European Social Forum carried out an in depth study on the effects of Stress at Work, concluding on the importance of impact of Stress on productivity. As result, the Consortium signed an Agreement that included the need to further develop elements to help workers to deal with Stress to reduce its effects on EU labour market.

Additional research supported the premises of the seminal study and added that those enterprises with aggressive and advanced policies to combat Stress effects at Work considerably increase its outputs.

Despite some training products address the effects of Stress at Work, they are oriented to high class managers and executives and focus on behavioural and psychological variables. The traditional coaching focused on professional competences, but does not bring in a holistic view to tackle Stress.

The context clearly states that Stress is a European problem that affects more than 18 millions workers and cost more than 2.000 M€ a year. The European Confederation of Managers and their national federations are sensible to the effects of stress on managers.

The training products on the market do have a private origin and are not available for the public in general. This project wants to propose a solution at the European-level that result in a wide European solution to tackle Stress among medium level managers.

INTERDISCIPLINARITY: The partnership brings together different organisations and actors to facilitate the development of a highly innovative solution to reduce the effects of Stress at Work. In fact, the Research Panel put together different fields of expertise

TRANS-NATIONALITY: The partnership brings together organisations that represent all the corners of the European Union. Beside, the project leader participates in an organisation that is a network of networks and that have presence in 16 EU countries.

TRANS-SECTORAL: the nature of the project leader organisations and the partner 3 is a multisectorial organisation that groups managers for all the sectors and all of them are called to benefit for the resulting projects.

PROJECT'S VALORISATION: The setting up of National and European Panels will finalise on the setting up of an Online Network-Community that will canalise the exploitability of products on EU Countries. In addition at this, the partner 3 responsible of the Information and Communication Activities is active on 16 EU countries.

7. Extra Heading/Section

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