

**Identification and analysis of productive contexts and
main values in which companies need to perform their
activities,
in Austria, Denmark, Greece, Italy & Spain**



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1. Introduction

'NEW TEACHERS FOR NEW COMPETENCES: Tools to help the Teachers to develop, mobilize and valorize the Transversal Competences in their Learners requested by the Companies acquired through Informal Learning' is a Leonardo da Vinci project co-funded by the EU in the Transfer of Innovation strand. As the title indicates, the project partners of this trans-national project want to provide didactic resources to qualify the trainers in the development, valorisation and transfer informal competences requested by the companies to their learners.

The purpose of this document is to identify and analyse the specific contexts in which the companies and their workers perform their professional activity in the partner countries, i.e. in Austria, Denmark, Italy, Greece and Spain, and to identify the main values needed by the companies in their workers to perform their professional activity in term of competitiveness.

The research methodology that all partners followed for this activity combines desk research and survey based on questionnaires. Information was gathered regarding the entrepreneurial context in all partner countries. The key elements that were examined are:

- sectors with highest job offer;
- statistics for unemployment;
- prerequisites for job interviews

The survey questionnaires aimed to identify the main values needed by the companies. A list of transversal competences was sent to 120 companies, in all partners countries, and the managers were requested to rate the importance of the abilities, skills and knowledge of a new potential employee in their company. A map indicating the link between the competences, the activities and the values will give us a clear overview of the most important needs of the companies currently.

2. Entrepreneurial context in Austria

The following pages are going to describe the current situation in the labour market of Austria. They will give an overview on both employment and unemployment factors.

2.1. Sectors with highest job offer in Austria

The Austrian Chamber of Commerce evaluated that the majority of dependent employees in 2011 worked in the crafts and trade sector with overall 648.019 persons. Followed by the commerce sector with 467.870 dependent employees and the industry sector with 422.462 employees. So these 3 sectors: crafts and trade, commerce and industry in total employed approx. 1,500.00 persons which are 38% of the total workforce 2011.¹

2.2. Statistics for unemployment in Austria

Austria holds the lowest unemployment rate these days, i.e.

http://diepresse.com/home/wirtschaft/international/754026/Arbeitslosigkeit_Oesterreich-weiter-niedrigste-Rate-in-EU :

Unemployment annual average 2011 ²			
Criteria	Dimension	Present Value	Change from past year in absolute figures or %
Unemployed persons	1.000	179,0	-9,1
Unemployment rate	%	4,2	-0,3
Long term unemployed	%	1,1	0,1
Unemployment persons (15 to 24 years)	%	8,3	-0,5
Unemployment rate for elderly (55 to 64 years)	%	3,2	1,0

¹ Quoted from:

<http://wirtschaftsblatt.at/home/1240441/Gewerbe-und-Handwerk-bietet-Oesterreichern-die-meisten-Jobs>, on the 27th of August 2012

² Quoted from:

http://www.statistik.at/web_de/statistiken/arbeitsmarkt/arbeitslose_arbeitssuchende/index.html, on the 27th of August 2012

2.3. Prerequisites for job interviews in Austria

It is recommended to meet the requirements of published job profiles at least in the respect to have the education/ qualification and experience for the job the employers ask for. However, it is not a guarantee to be invited.

If unemployed persons receive financial support from the state's labour office ('Arbeitsmarktservice') they are obliged to go to proposed job-interviews, otherwise they lose their financial supports and claims associated to these.

In most cases, to fulfil the formal criteria it is also important to distribute an up-to-date CV. We find more frequently Europass-CV's being used and sent to the potential employers. It seems quite interesting that lately a discussion regarding diversity discrimination based on letters of applications and CV's started in Austria. It was stated that it would be more objective to leave out age, sex and name in the application, so the potential employer is not unconsciously influenced and selects the best applicant for the offered job. However, this has not become a regulation yet.

Latest regulations foresee that the salary/wage that the person who starts in the new job will earn must be published in the add.

2.4. References/ Links - Austria

<http://wirtschaftsblatt.at/home/1240441/Gewerbe-und-Handwerk-bietet-Oesterreichern-die-meisten-Jobs>, on the 27th of August 2012

http://www.statistik.at/web_de/statistiken/arbeitsmarkt/arbeitslose_arbeitssuchende/index.html

3. Entrepreneurial context in Denmark

The following pages are going to describe the current situation in the labour market of Denmark. They will give an overview on both employment and unemployment factors.

3.1. Sectors with highest job offer in Denmark

The following sectors with the highest job offer are currently following industries:

- 12.7% increase in hotel and catering industry (TV 2 News 19/6)
- Hospital construction and tunneling Rødby Denmark-Fehmarn Germany, approx. 28,000 new jobs over 8-10 years.
- Engineering industry and commerce, small increase in the coming years.

3.2. Statistics for unemployment in Denmark

Unemployment is falling in Denmark, we have 161,800 unemployed at present, it corresponds to approx. 6.2 percent of the total workforce. The figures are for April- May 2012.

The number of employees in the private is increasing (5000 jobs) and simultaneously decreases workers in the public sector (about 4,000 jobs).

3.3. Prerequisites for job interviews in Denmark

Go to a job interview in Barcelona, London or Berlin – and get paid for the air plane ticket.

Young people between 18 and 30 years can now get grants for travelling for interview in another EU country.

A generous offer from the European Commission to get unemployed young people to search more than one million job vacancies in Europe.

During this year and next year it is planned that 5000 young people need support to find a job in another EU country.

Info: http://ec.europa.eu/danmark/eu-politik/alle_emner/beskaeftigelse/2012/120521_eures-job_da.htm

3.4. References/ Links - Denmark

Statistics Denmark - www.dst.dk

Uddannelsesguiden - www.ug.dk

Danmarks statistik - www.dst.dk

4. Entrepreneurial context in Greece

The following pages are going to describe the current context of the labour market in Greece. They will give an overview on both employment and unemployment factors.

4.1. Sectors with highest job offer in Greece

Among the sectors that suffered heavy losses from the crisis are the sectors of construction and manufacturing. From the beginning of the current economic crisis, the loss of jobs is continuous, not divided proportionally to all sectors, but is divided depending on the resistance of each branch.

In terms of employment context, we can identify specific sectors that produce internationally tradable goods and services and which withstand the crisis and have relatively small losses in employment and could thus be considered as potential ways out of the crisis, as it is highlighted in the study of Kostas Kanellopoulos, executive of the Bank of Greece.

These sectors are for example the agriculture, which has increased and maintained its employment, the food and beverages sector, the pharmaceuticals, and the hotels and restaurants, which are sectors closely linked with tourism.

During the last three years of crisis it was recorded that 346,500 people were hired per year, equivalent to 7.8% of employment. Several of the job positions were in hotels and restaurants (71,000), construction (53 800) and trade (47,000).

Besides these branches, that apparently make a lot of seasonal hiring, measurable recruitment each year shows the agriculture (31,000), the food and beverages sector (10 200) and education (23 200). These developments in recruitment indicate that the labor market in some sectors is dynamic and flexible depending on the needs of businesses, and if there is recovery of the requested production or (international) competitiveness of Greek products, these sectors can be leaders and create new jobs.

Moreover, much higher than average (7.8%) is the recruitment rate in hotels & restaurants (23%) and in sectors more closely associated with the industry of entertainment and recreation (11.5%), construction (15 , 5%) and those associated with mining (8.8%). In this industry many small businesses operate without any organized internal labor markets and with some seasonality, and therefore relatively high mobility.

On the contrary, the rate of recruitment is quite low for banks and insurance (2.6%), electricity (5%) and in most sectors of manufacturing. The report of the BoG shows that small businesses or local units with size up to 19 employees, have a much higher rate of recruitment also because small firms dominate in terms of employment in the Greek economy, 77% of recruitment is done in units up to 19 people.

4.2. Statistics for unemployment in Greece

770,369 people are registered as unemployed in the records of the Manpower Employment Organization in the month of February 2012. 335,721 are men (rate 43.58%) and 434,648 are women (56.42%). This figure is up by 1.13% over the next month. 63.16% of registered unemployed corresponds to the age group of 30-54 years and 27.12% to the age group under 30 the and 9.72% to the age group over 55 years. 46.85% of registered unemployed has educational level of secondary education, 36.66% has educational level of compulsory education (up to third school), 15.32% has educational level of higher education and 1.16% has no education.

The recruitment announcements in February 2012 were 40,194, showing a decrease of 8.35% over the previous month (43.856) and a decrease of -12.05% compared to February 2011 (45 702). Redundancies were 21.783 (a decrease of -23.74% over the previous month and increased by 1.43% compared to February 2011) and the voluntary retirements were 16.751 (a decrease of -17.59% over the previous month and decreased by -4.70% compared to February 2011).

4.3. Prerequisites for job interviews in Greece

An academic degree is very important to secure a job, however the competitiveness among candidates is growing continuously and the selection of new employees has become a competition of skills. The most important skills that are required from companies are:

- The communication in both written and spoken in our native language, and in a foreign language is a very important skill which includes the requirements of most vacancies advertised.
- Teamwork and ability to operate in an environment that requires cooperation and achieving team goals.

- Interpersonal skills and interaction in everyday life with different set of people and activities.
- Organizational skills, good time management and integration of competencies through priorities.
- Flexibility in taking responsibilities and in changes that will result in the conditions of work.
- Ethics and integrity in the personality of a worker. We need to create such an image that inspires trust, confidence, honesty and integrity.
- Ability to use a computer and new technologies. Familiarity with the latest developments in softwares and programs relevant to our work.
- Creativity is being able to think beyond the ordinary, or as expressed in English "think and act Out of the box". To be creative one must be able to discover new and innovative ways of thinking and ways of doing things.
- Information management has to do with our ability to know how we can find and retrieve the information we need when we need it. This means that we must have the ability to utilize the resources available (people, forms or technological means).
- Self control is the ability to be able to effectively manage different situations both professionally and personally.
- Customer Service. In today's competitive environment, a particularly important feature is to have a high sense and understanding of customer service. Caring is not enough. We should be ready to do more to maintain a high satisfaction level.
- This means we need to create such an image that inspires trust, confidence, honesty and integrity

4.4. References/ Links - Greece

Manpower Employment Organization - <http://www.oaed.gr>

The bank of Greece - <http://www.bankofgreece.gr>

Recruitment workforce companies –

<https://candidate.manpower.com>

<http://www.randstad.gr/>

5. Entrepreneurial context in Italy

The following pages are going to describe the current context of the labour market in Italy. They will give an overview on both employment and unemployment factors.

5.1. Sectors with highest job offer in Italy

The upgrading of the professional demand for labor is confirmed not only in the growth of intellectual and scientific figures, but also considering that the top five most popular occupations are two profiles closely linked to innovation and development of technology, with around 7 thousand requests for information and telematic and 2,400 mechanical engineers.

Factors that must find their best achievement through the vehicle of marketing in dealing with the market more than 3 thousand recruitments. In addition, confirming that orientation of companies to the better business efficiency stand in fifth position also specialists for the management and control with almost 2 thousand recruits.

More opportunities for young people will turn out, however, only in occupations related to information (Computer and electronic) and in finance (specialists in accounting and problems financial), where more than half of the assumptions will be considered suitable for young people leaving the educational system.

The qualitative evolution of labor demand is also reflected through new ways in which occupations are carried out, the most challenging to more simple. In the face of these changes, however, there is no a quickly change of skills, which, being a mix of knowledge and individual skills, they can not be changed without significant adjustment costs. As consequence skills, being often transversal and not just “specific occupation” may be spent in different jobs and in different sectors. This implies that the investment on knowledge and monitoring of skills needs is the first step for the development of training policies and employment in dealing with the most recent developments in the organization of work in the corporate world, so to foster a smaller mismatch between the skills of owners (the workers) and work requiring them.

5.2. Statistics for unemployment in Italy

In absolute terms, more than 631thousand hiring of employees companies expect to make in 2012, 25% fewer than in 2011. In addition to the economic environment, this marked

slowdown of revenue could have affected a certain wait linked to the outcomes of the reform of the labor market. This is also confirmed by the simultaneous reduction of the expected outputs (-18%), which stops at 762 thousand: it is looming an increasing static employment in enterprises, as both the entry rate (5.5%) than that of output (6.7%) showed a downward trend, particularly evident in the last year (they were, respectively, 9.5% and 8, 5% in 2008). The weakness in the progress of revenue is also the main driver of the negative balance between income and expenditure (-130 510 units), which is less marked than that found in the two years 2009-2010, when the contraction was triggered on the company activities, resulting in negative balance of 213 thousand respectively and 178 thousand jobs. The context, however, tends to further penalize the weakest areas of the country, starting from the south (over 42 thousand jobs less, with a rate of -1.7%)

In Basilicata, employment fall has focused almost exclusively in the industrial sector, where more than 1,600 places work have been lost. Only slightly lower in terms absolute, the contraction of buildings (nearly 1,500 employees less) which is, however, a relative decrease much more pronounced and equal to 7.7%. Against the trend, however, the tertiary non-commercial that, throughout three-year period, has created additional employment for more than 900 units, accounting for +2.5%. More oriented to the trend stationarity the commercial sector (+0.9%), while employment in agriculture has been negative with less 600 units (-2.1%).

5.3. Prerequisites for job interviews in Italy

In recruitment and selection of staff it seems, stronger preference for informal channels (ie direct knowledge primarily and personal recommendations), used in 2010 by more than six companies on ten, and for internal tools, consisting of databases that the same companies have constructed on the basis of CVs collected over time, used by other little more than two out on ten enterprises. The uncertain economic climate pushes companies to exercise extreme caution in the selection of new candidates: direct knowledge, perhaps occurred in a previous period of employment or internship, and the relationship of trust resulted from it become so rewarding for recruitment.

The other tool for the recruitment is represented by Employment Centres which offer to those who are unemployed and who have made a declaration of immediate availability for work, an orientation interview and proposals for membership initiatives to job placement, training or retraining through the following services:

- Information service aims to facilitate a direct connection between people seeking employment and the labor market. It allows to have a lot of information tools enhancing the ability to move into the labor market and professions.
- Orientation service is aimed at those who wish to explore beyond the knowledge gained, their attitudes and their skills.
- Service to meet supply and demand allows people to find jobs and businesses to find the skills required. It is embodied in the collection and classification of questions (vacancies) and jobs and research and matching between demand and offerings based on the characteristics of individual positions.
- Advisory Service provides expert information to businesses about the local labor market, the current legislation, the legislation on labor relations, contracts

5.4. References/ Links - Italy

www.provincia.potenza.it

www.bas.camcom.it

<http://excelsior.unioncamere.net/index.php>

6. Entrepreneurial context in Spain

The following pages are going to describe the current context of the labour market in Spain. They will give an overview on both employment and unemployment factors.

6.1. Sectors with highest job offer in Spain

Energy, Technology, Packaging, Logistics and Retail.

Nowadays the specialized business profiles demand continues growing up in the technology and telecommunication area, industrial packaging, industrial automation and transportation as well as logistics sector.

The retail sector companies and the Internet offer career opportunities for IT profiles, especially for the posts of traffic manager and for the developer.

However, the e-commerce has been, however, one of the sectors that has experienced the greatest growth in recent times and has prompted the creation of new job descriptions, such as online marketing coach.

6.2. Statistics for unemployment in Spain

The unemployment in Spain reached the figure of 4.615.269 people in June 2012. This means an unemployment rate of 24,8%.

http://www.sepe.es/contenido/estadisticas/datos_avance/datos/datos_2012/AV_SISPE_1206.pdf (junio 2012)

6.3. Prerequisites for job interviews in Spain

Human resources staff deal to infer from the CVs current information related to motivation, activity and expected interests; It is mandatory to meet the requirements inherent to the job (knowledge, skills, competences, specific experience and potential transference).

During the interviews, the goal is to analyze in deep the personality features and personal qualities.

6.4. References/ Links - Spain

http://www.sepe.es/contenido/observatorio/tendencias/pdf/actividades/2012_05/Tendencia_FichaCNAE_Mayo2012.pdf

http://www.sepe.es/contenido/observatorio/tendencias/pdf/ocupaciones/2012_05/Boletin_Ocupaciones_Nacional_Mayo12.pdf

<http://www.laboris.net/static/prensa20120215-page-personnel-sectores-ofrecen-opportunidades-profesionales.aspx> Page Personnel – Belonging to Michael Page International, a leading International recruitment consultancy. (15-2-2012)

7. Identification of main values needed by the companies

Feedback from Austria

21 Austrian entrepreneurs took part in this poll. Sixteen out of these twenty-one companies work in the tertiary and five in the secondary sector. Three companies of the tertiary sector companies were public service offices. The activities of the companies in this sector were training, HR, security, trade, restaurant, print shop and passenger transportation. The activities of the companies from the secondary sector were planning and construction as well as manual labour. Eight companies had between 1 and 10 employees, two companies between 11 and 20, one company between 20 and 50 employees and the remaining ten companies count more than 50 employees working for them.

The four skills with the best ratings by all respondents are all in the area of Personal qualities and attributes. Entrepreneurs agreed that “assertiveness” and “positive vision” are the most important skills. The skill that received the lowest ratings was “commitment to continuous learning”.

Sectorial differences/specialities

It is remarkable that the results change quite significantly when we look at the results in each sector. When only looking at the results from the tertiary sector we find that the skill “Reflexivity, self-awareness and self-confidence” does rank equally high as “Willingness and desire to work”. The least important stays the same.

The results from the secondary sector reveal that there are 3 skills in the field of HR and Interpersonal skills that become equally important as “Willingness and desire to work and to learn” these are: “Motivating oneself and others”, “Interaction and collaboration with peers and colleagues” and “cooperation and team working”. The least important for the companies in this sector is “managing online activities – new technologies” with an average of 1.67.

Analyzing the results of small versus bigger companies the results do not change as much. The only significant observation is that bigger companies find more skills “important” and “very important” than smaller companies so that the average skill importance ratings of big companies are about 0.2 points higher than the ones from smaller companies.

Conclusions

Although this survey is only a small probe of skills required by entrepreneurs it shows how important personal attributes and qualities are. No matter from which angle we looked at the results, we found that this area contained the skills that these people look for in their employees. Nevertheless there are some skills that reach remarkably high results in other areas as well.

We suggest really taking a close look at these figures and taking them into account in the further development of the project.

Feedback from Denmark

20 firms' needs have been investigated after the financial crisis. The companies are geographically located throughout Denmark. 19 of the companies work in the tertiary sector (3 in services, 14 in trade, 2 in public authorities) and 1 in the secondary sector (manufacture). 8 of the companies had between 1 and 10 employees, 4 companies between 11 and 20 employees, 4 companies had between 20 and 50 employees and 4 companies more than 50.

Here by follows the identification of the main values demanded by firms in Denmark summer 2012.

Personal qualities/ attributes; Word keeping-reliability on colleagues, responsibility, willingness and desire to work and to learn.

Communication; communicate own ideas, cooperation and team working

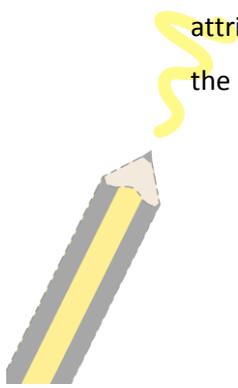
Research and planning; giving priorities to tasks, managing time and respect deadlines,

Management; stress management, acting proactively

Feedback from Greece

The feedback of 20 Greek entrepreneurs has been collected. 12 of the companies work in the tertiary sector (offering services) and 8 in the secondary sector (construction and manufacture). Fifteen companies had between 1 and 10 employees and five companies between 11 and 20.

The skills with the best ratings by the respondents are in the area of Personal qualities and attributes and in the area of communication skills. The skills that received the lowest ratings was in the area of leadership and management skills.



Most valuable skills/competences (rated with 3.15/4) are:

- Managing time and respect deadlines
- Word keeping - Reliability on colleagues
- Satisfying customer needs - dealing with complaints - listening to feedback

Less valuable skills/competences are:

- Dealing with conflicts demonstrating control and assertiveness
- Dealing with environmental crisis, sustainable development, efficient use of resources
- Seeking for supports, negotiation

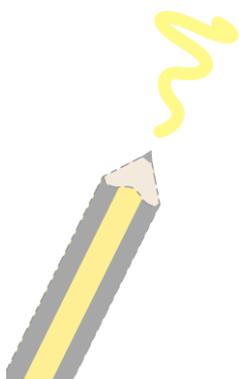
However, even the less valuable skills/ competences are rated with high scores (2.7/4), confirming that the companies, especially the small ones, need employees with very wide range of competences who could have high performance in multi-task job positions.

Feedback from Spain

30 companies have participated in the survey regarding the skills and competences most valued for the employees. 11 of the companies work in the tertiary sector and 19 in the secondary sector (manufacture). 3 companies had between 1 and 10 employees, 13 had between 10 and 20 employees, 9 companies had between 20 and 50 employees and 5 companies more than 50.

The identification of the main values demanded by companies in Spain are:

- Responsibility
- Oriented to outcomes
- Willingness and desire to work and to learn
- Managing time and respect deadlines
- Giving priorities to tasks



Less important skills seem to be “Developing new markets potentially abroad”, “Managing and developing networks” and “Interaction with people with different cultural background - fighting discrimination”.

Feedback from Italy

11 companies participated in the survey of the project. 5 of the companies work in the tertiary sector (services) and 6 in the secondary sector (manufacture and construction). 4 of the companies had between 1 and 10 employees, 1 company between 11 and 20 employees, 3 companies had between 20 and 50 employees and 3 companies more than 50.

Here by follows the identification of the main values demanded by firms in Italy 2012.

Personal qualities/ attributes; Responsibility, willingness and desire to work and to learn.

Communication; Written and oral expression and understanding

Human Relations and Interpersonal Skills; Satisfying customer needs - dealing with complaints - listening to feedback, Active building of relationships with all stakeholders (fellow, clients, partners, etc.)

Research and planning; Updating knowledge and information, managing time and respect deadlines,

Management; Overcoming difficulties – Flexibility, Stress management

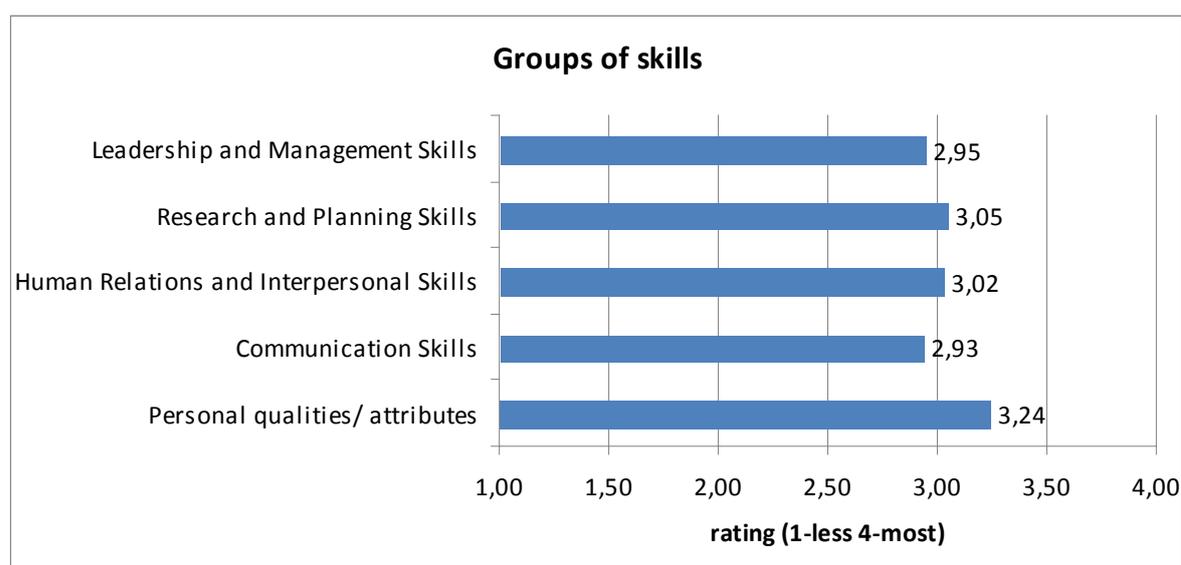


8. Conclusions

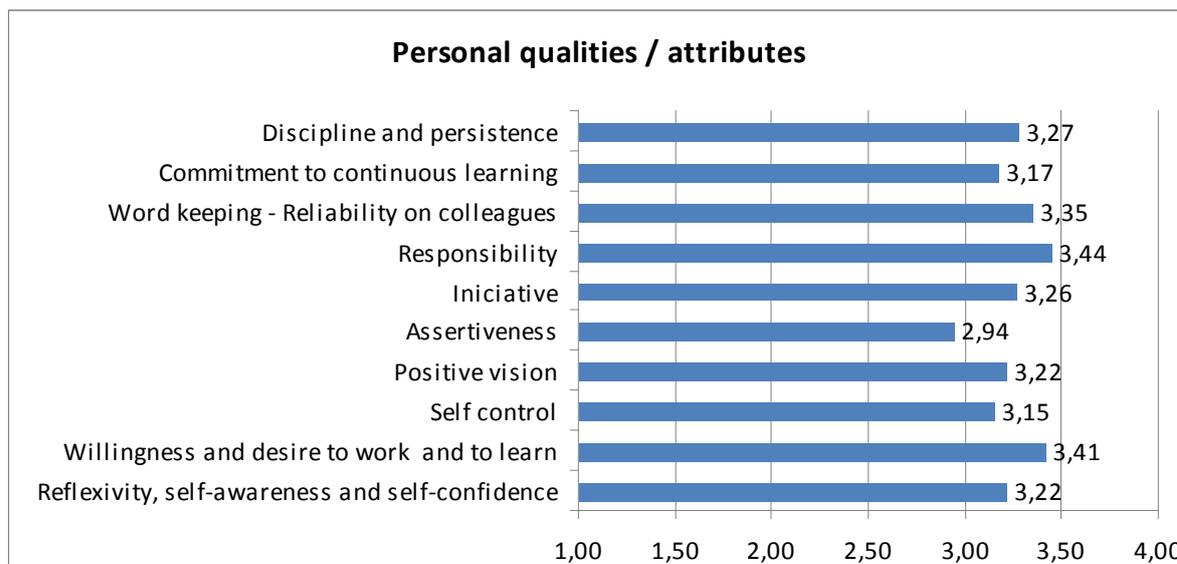
Based on the surveys that took place in all 5 participant countries, the companies demand a very wide variety of skills and competences from their employees. There have been no competences evaluated as not important for a company. The scores for all the competences are above the average.

The differences of the results among countries, sector of activity and size of the company are evident but not very significant. For example, we could notice that bigger companies have rated with higher scores more competences than the smaller companies.

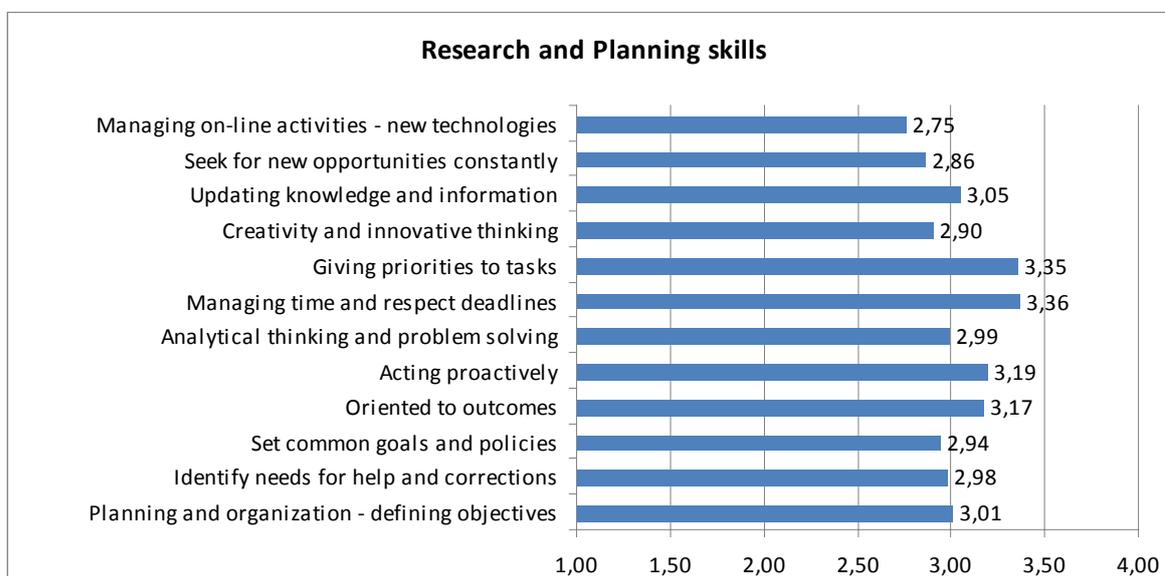
The group of skills that draws more attention in all countries is “Personal qualities/ attributes”.



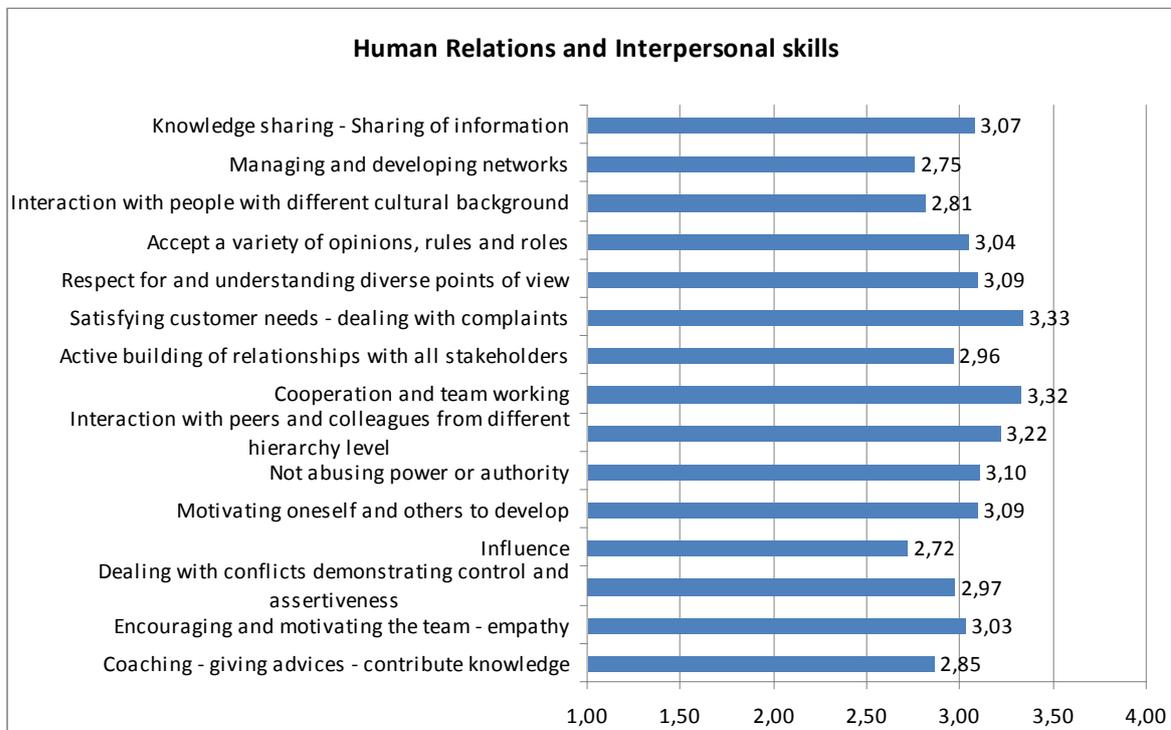
Especially “responsibility” and “willingness and desire to work and to learn” are the competences most appreciated and valuable.



Research and planning skills are also important values for a company. Among them, the skills related to time management (such as “Managing time and respect deadlines”, “Giving priorities to tasks”, “Acting proactively”, “Oriented to outcomes”) are the most urgently demanded. Moreover, competences related to entrepreneurial spirit such as “updating knowledge and information”, “planning and organization”, “analytical thinking and problem solving”, “identify needs for help and corrections” are highly rated.



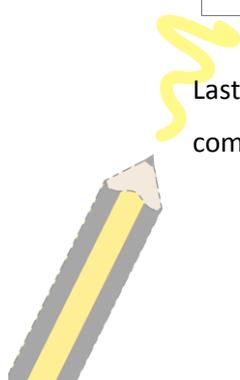
Human relations and interpersonal skills are more appreciated in bigger companies. However, “cooperation and team working” as well as “Satisfying customer needs - dealing with complaints” are essential competences for all companies, regardless their sector and/or their size.



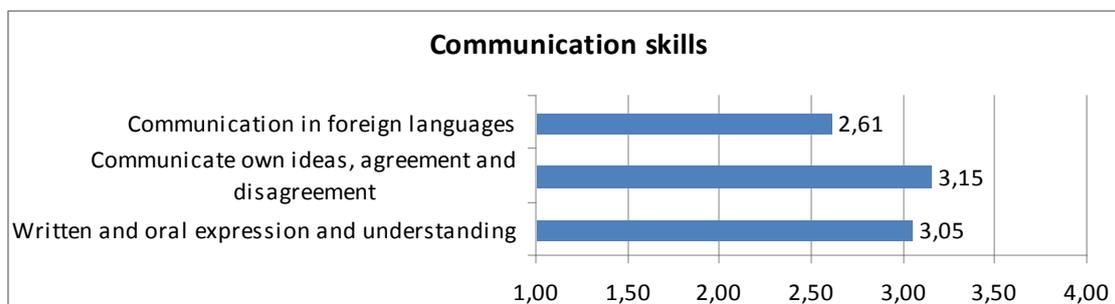
Leadership and management skills are an important issue as well. The competences that seem more useful to the employers are “stress management”, “overcoming difficulties” and “delegating tasks”.



Last but not least are the communication skills. The employee is expected to be able to communicate his/her own ideas, agreement and disagreement and express him/herself in written



and in oral form. Another aspect of communication skills very important for companies nowadays, is the networking, which demands a wide variety of skills such as - Sharing of information, knowledge sharing, new thinking etc.



To sum up the most important competences (from all groups of competences) are:

Responsibility
Willingness and desire to work and to learn
Managing time and respect deadlines
Word keeping - Reliability on colleagues
Giving priorities to tasks
Satisfying customer needs - dealing with complaints
Cooperation and team working
Discipline and persistence
Initiative
Reflexivity, self-awareness and self-confidence
Positive vision
Interaction with peers and colleagues from different hierarchy level
Overcoming difficulties - Flexibility
Stress management
Acting proactively
Commitment to continuous learning
Oriented to outcomes
Self control
Communicate own ideas, agreement and disagreement
Not abusing power or authority
Motivating oneself and others to develop
Respect for and understanding diverse points of view
Knowledge sharing - Sharing of information
Written and oral expression and understanding
Updating knowledge and information
Accept a variety of opinions, rules and roles
Encouraging and motivating the team - empathy



Planning and organization - defining objectives

Delegating tasks and controlling the results
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Based on the results of the survey, the partnership agreed and decided to develop, as learning outcomes, the following key aspects for enterprises:

1. **Communication**

Related competences (most demanded):

- "Satisfying customer needs - dealing with complaints",
- "Interaction with peers and colleagues from different hierarchy level",
- "Written and oral expression and understanding",
- "Communicate own ideas, agreement and disagreement",
- "Respect for and understanding diverse points of view"

2. **Entrepreneurial spirit**

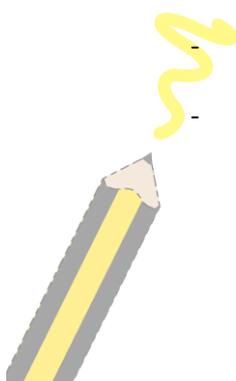
Related competences (most demanded):

- "Discipline and persistence",
- "Overcoming difficulties – Flexibility",
- "Initiative",
- "Stress management",
- "Oriented to outcomes",
- "Planning and organization - defining objectives"

3. **Personal attributes**

Related competences (most demanded):

- "Responsibility",
- "Reflexivity, self-awareness and self-confidence",
- "Self control",
- "Positive vision"



4. **Networking**

Related competences (most demanded):

- “Knowledge sharing - sharing of information”,
- “Updating knowledge and information”,
- “Commitment to continuous learning”,
- “Willingness and desire to work and to learn”

5. **Time management**

Related competences (most demanded):

- “Managing time and respect deadlines”,
- “Giving priorities to tasks”,
- “Acting proactively”,
- “Delegating tasks and controlling the results”

6. **Team work and collaboration**

Related competences (most demanded):

- “Word keeping - Reliability on colleagues”,
- “Cooperation and team working”,
- “Not abusing power/ authority”,
- “Motivating oneself and others to develop “,
- “Encouraging and inspiring the team - motivation – empathy”,
- “Accept a variety of opinions rules and roles”



9. Project Partnership

This document has been elaborated by:



Project Promoter:

University of Oviedo, Spain



Coordinator:

Fundación Metal Asturias, Spain



Fondo Formación Euskadi, Spain



BEST Institut für berufsbezogene
Weiterbildung und Personaltraining
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