

## Implementation of an instrument to analyze and develop competences

DE/11/LLP-LdV/TOI/147447

<http://www.adam-europe.eu/adam/project/view.htm?prj=8572>

## Project Information

Title: Implementation of an instrument to analyze and develop competences

Project Number: DE/11/LLP-LdV/TOI/147447

Year: 2011

Project Type: Transfer of Innovation

Status: completed

Country: DE-Germany

Marketing Text: The "Lohnwertmethode" (method based on the value of wages) from the Netherlands - applied already 4000 times - could be the key to less unemployment. The instrument to analyze and develop competencies was transferred to Germany, Bulgaria, Greece, Italy, Hungary & Spain. It is based on dialogue and the employee's strength as well as workplace related individual competence development.

Summary: As a result of the worst economic crisis since world war II the unemployment rate in many countries of the European Union has increased significantly over the last years. On the contrary the unemployment rate in the Netherlands is the lowest of all EU countries. Reason enough for the INKAS project partners to take a closer look: Among other aspects the Netherlands manage to reintegrate the unemployed into the labour market rather quickly. The sooner the reintegration is facilitated, the less the social security systems are challenged financially – that was recognized by the Dutch communities, therefore an adequate instrument has been developed. Aim of the project is to match the job-related human resource management with the requirements of the job market and to explore neglected competences of new employees by the transfer of this instrument into other European countries. A related focal point is the reconcilability of learning and occupational activity, especially when it comes to the requirements for conducive conditions at the work place.

Description: With help of the LWM companies are able to measure the competences of an employee as well as the amount to which they fulfill their job requirements. This is mirrored by the so called wage value. In other words: Companies in the Netherlands can be sure that they pay for the actual skills of their staff members. The concept of the LWM is based on 3 principles: 1. on the dialog between management and staff, which is supervised by a professional adviser, 2. on the focal point being the strengths instead of the weaknesses of the personnel and 3. on the workplace related adjustment of the individual competence development. From the organisation's view former unemployed can be employed on a much more flexible basis, individually adjusted to the specific employability of the new employee. To ensure a successful innovation transfer, the LWM shall be adjusted to the cultural and judicial frames of the particular country. The goal was to develop a marketable product, which can be offered Europe-wide. To reach this goal the LWM has been implemented in the 6 EU-countries (Bulgaria, Germany, Greece, Italy, Spain and Hungary) and the experiences have been evaluated. The aim was a further improvement and the adaption of the LWM to the country-specific circumstances. With the help of 6 workshops, which lasted 2 1/2 days and were hold in the different countries to explore and systemize the problems and potentials in conjunction with the implementation of this method.

At first professional counselors were trained to perform the LWM. This training included a theoretical part in which all participants got to know the method and the underlying conception of competence and a practical part with in which the participants conducted interviews and used the method, together with experienced Dutch consultants. The trained counselors have implemented the LWM in four countries. This was done in three phases: First, companies have been obtained, which were willing to participate in the project. Together with these, trained consultants started the test phase I with at least five competency assessment interviews according to the principle of the LWM. Objective of this phase was to familiarize the project partners and local actors (e.g. officers, employees) with the method and each other. This phase I has already taken place in Bulgaria, Italy and Germany. It has become clear that the Dutch method cannot be easily transferred to other European countries, but must be specifically adapted to the circumstances of

## Project Information

each country. The principle of focusing on strengths and skills-based pay, however, is estimated to be successful by the project partners. To make this adjustment, in the second step workshops have been conducted to uncover what potentials and restrictions lie in the implementation of the LWM in each country. For this purpose, the project partners have organized workshops in which each national partner and representatives of the project management of the IAW exchanged the labor market situation of each country, as well as experience in the implementation of the LWM. These workshops have been conducted in Greece, Bulgaria and Italy. Further implementation of the LWM in Europe has been continued in the second half of the project in which the employees, who had already been questioned before, again underwent a measurement of competencies after six months. It was focused on the competencies, which after the first measurement were seen as improvable. The implementation of the LWM was concluded with an analysis of the potentials and restrictions in the partner countries.

The sustainability of the project was and is ensured by several different activities. During the participation in this project employees in promoted employment have experienced esteem by the consultants and the superior and it became apparent, that they showed an enormous increase in motivation after the measurement of competencies. You can assume that the participants of this project benefit from a long-term improvement of the relation to their superior and from their own increase in motivation as a reaction to the consultation. A newsletter had been made and was sent in the context of the project. After receiving the newsletter, several recipients showed interest in the project idea as well as in the results and the content of the final conference. E.g. the following organizations showed interest: the Konrad-Adenauer Stiftung e.V., the Hochschule Kempen, the German Society for Sociology, the ManpowerGroup (Greece), Be Creativ-Training and Consulting, ver.di, the Gesellschaft für innovative Beschäftigungsbeförderung GmbH (G.I.B.), the PEAG Transfer GmbH, the Institut für Arbeitsmarkt- und Berufsforschung (IAB), the TraQ GmbH, the HWR Berlin, the Forschungsinstitut zur Zukunft der Arbeit GmbH (IZA), the University Maastricht, the University Bremen, the University Duisburg-Essen and the Landeskoordination Integration NRW.

Moreover, organizations from further countries reported that they are interested in cooperation in the context of a follow-up project. The related organizations are the Swedish Chamber of Commerce and the further education centre Ptuj in Slovenia.

The more than 30 interested organizations, that wanted to take part in the INKAS project from the beginning but could not be admitted, wanted to be informed about the project results as well. In some cases cooperation in a follow-up project is possible. The documents of the INKAS project that are possessed at the present are made available for lecturers of the Hochschule der Bundesagentur für Arbeit in Schwerin and Mannheim.

Furthermore, there have been conversations with represents of the Landschaftsverband Westfalen-Lippe, in order to use the findings of the project. This involves in particular qualifying the employees of the Integrationsfachdienst, that are responsible for the integration of disabled adolescents. The qualification should be made with the help of the modules. The Integrationsfachdienste are third party-services, that are involved according to the § 109 SGB IX in the implementation of measures for the participation in working life of disabled and severely disabled people or people who are threatened by disability.

In addition to that, the G.I.B., that supports North Rhine-Westphalia with the implementation of the SGB II in NRW, has a great interest in educating their employees as well as external consultants with the help of the project results.

In addition to that, the participants of the workshops in each EU nations that belong to regional policy and public authorities were interested in using the LWM and left their contact information because they wished for information on similar follow-up projects. These persons have the knowledge about the advantages of the LWM e.g. after the workshop in Spain. They took this knowledge into their organizations and they are very interested in improving the employment. This leads to the conclusion

## Project Information

that the named target group collected new ideas for its organizations and wants to use the LWM e.g. in a modified form.

The potential and resistance analysis as well as the experience reports, that refer to the situations in five selected EU nations (Bulgaria, Germany, Greece, Italy, Spain and Hungary), are starting points for the future professional use of the LWM in these EU nations.

The modules that have been developed in the INKAS project can be used for the competencies development of multiplicators (employees of the personnel department, executives from the middle management, consultants). Furthermore, the results of the project contribute to the teaching content of the scientific further education programme „Master of Arts in Organizational Management“. This concerns especially the module “Personnel development for executives from the perspective of innovations“. A business concept is developed in connection with the modules. It is the objective to ensure the dissemination of the product results in the long-term. It should be noted that the German project partner EWIBO has a great interest in using the modules. The organization signaled that there is a great need of consultant trainings in which the modules can and should be used. Moreover, the documents regarding the modules are made available for lecturers of the Hochschule der Bundesagentur für Arbeit in Schwerin and Mannheim.

In this context it should be emphasized, that two professors of the university could be won as reviewers for the articles of the book „European labour market strategies put to test“. The publication in the LIT publishing company will be completed after the end of the project and will be made available for the broad public. The publication focusses the challenges of the European Community that labor market strategies face because of the high unemployment and the limited financial resources. These challenges fit to several target groups. In the first part of the book the different European labour market concepts and situations are described. Following up on this, the instruments, which can be used in the context of the respecting labour market strategy, are presented and discussed. In the final part, practical examples are given.

Furthermore, it is planned to inform about the project results on national and international congress even after the end of the project. Mr. Dr. Kröll's participation in the international congress of the ESREA Research Network with the title “Working Life and Learning”, which will take place in Osnabrück, is already planned. A corresponding paper is already accepted by the congress management.

The homepage will be available even after the end of the project in order to disseminate information about the project and to offer products for downloading. On the homepage there are many project results for free download. Presentations, a newsletter, articles, press releases and other data are fully available. You can also find all relevant documents in the ADAM-database for free download.

In consequence to the successful cooperation with the project partners the project “InnoWeit” has been proposed and approved. This project wants to find out, how further trainings can be designed, in which employees learn how to develop and realize new ideas. The objective of the project is to find out, which competencies development measure is suitable for which country.

- Themes:
- \*\*\* Utilization and distribution of results
  - \*\*\* Labor market
  - \*\*\* Quality
  - \*\*\* Lifelong learning
  - \*\*\* Recognition, transparency, certification
  - \*\*\* Vocational guidance
  - \*\*\* Enterprise, SME
  - \*\*\* Equal opportunities
  - \*\*\* Continuous training
  - \*\* Intercultural learning
  - \*\* Sustainability
  - \*\* ICT
  - \*\* Social dialog
  - \*\* Access for disadvantaged
  - \* Higher education

## Project Information

Sectors: \*\*\* Administrative and Support Service Activities  
\*\*\* Other Service Activities  
\*\* Public Administration and Defence; Compulsory Social Security  
\*\* Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles  
\*\* Accommodation and Food Service Activities  
\*\* Human Health and Social Work Activities  
\*\* Information and Communication  
\* Manufacturing  
\* Education

Product Types: CD-ROM  
DVD  
evaluation methods  
modules  
procedure for the analysis and prognosis of the vocational training requirement  
program or curricula  
website  
teaching material

Product information: An essential product of the project is an instrument for the measurement of competences, which is adjusted to the country-specific circumstances.

Keywords: measurement of competencies, Lohnwert, promoted employment relationship

Projecthomepage: <http://inkas.iaw.ruhr-uni-bochum.de/>

## Project Contractor

Name: Institute for Work Science of the Ruhr-University Bochum  
City: Bochum  
Country/Region: Nordrhein-Westfalen  
Country: DE-Germany  
Organization Type: university/Fachhochschule/academy  
Homepage: <http://www.iaw.rub.de/puq>

## Contact Person

Name: Dr. Martin Kröll  
Address: Universitätsstr. 150  
City: Bochum  
Country: DE-Germany  
Telephone: 0049-234-32-23293  
Fax: 0049-234-30-2393  
E-mail: [martin.kroell@rub.de](mailto:martin.kroell@rub.de)  
Homepage: <http://www.iaw.rub.de/kroell.html>

## Coordinator

Name: Institute for Work Science of the Ruhr-University Bochum  
City: Bochum  
Country/Region: Nordrhein-Westfalen  
Country: DE-Germany  
Organization Type: university/Fachhochschule/academy  
Homepage: <http://www.iaw.rub.de/puq>

## Contact Person

Name: Dr. Martin Kröll  
Address: Universitätsstr. 150  
City: Bochum  
Country: DE-Germany  
Telephone: 0049-234-32-23293  
Fax: 0049-234-30-2393  
E-mail: [martin.kroell@rub.de](mailto:martin.kroell@rub.de)  
Homepage: <http://www.iaw.rub.de/kroell.html>

## Partner

### Partner 1

Name: Nikolaos Raptakis & SIA O.E. - iniochos.Simvouleftiki (eniochos.CONSULTING)  
City: Iraklion  
Country/Region: Kriti  
Country: EL-Greece  
Organization Type: SME - small and medium-sized enterprise (up to 250 employees)  
Homepage: <http://www.eniochos.com>

### Partner 2

Name: Pécs-Baranyai Kereskedelmi és Iparkamara  
City: Pécs  
Country/Region: Dél-Dunántúl  
Country: HU-Hungary  
Organization Type: chamber  
Homepage: <http://www.pbkik.hu>

### Partner 3

Name: MSC-Datentechnik  
City: Bocholt  
Country/Region: Nordrhein-Westfalen  
Country: DE-Germany  
Organization Type: SME - small and medium-sized enterprise (up to 250 employees)  
Homepage: <http://www.msc-datentechnik.de>

### Partner 4

Name: EUROCULTURA  
City: Vicenza  
Country/Region: Veneto  
Country: IT-Italy  
Organization Type: others  
Homepage: <http://www.eurocultura.it>

---

## Partner

### Partner 5

Name: Activa Prospect Research & Solutions, S.L.  
City: CERDANYOLA DEL VALLÈS  
Country/Region: Cataluna  
Country: ES-Spain  
Organization Type: others  
Homepage: <http://www.activapropect.cat>

### Partner 6

Name: GABROVSKA TARGOVSKO-PROMISHLENA PALATA  
City: Gabrovo  
Country/Region: Severen tsentralen  
Country: BG-Bulgaria  
Organization Type: public institution  
Homepage: <http://www.chamber-gabrovo.com>

### Partner 7

Name: Activa B. V.  
City: Enschede  
Country/Region: Overijssel  
Country: NL-Netherlands  
Organization Type: continuing training institution  
Homepage: <http://www.activa.nl>

### Partner 8

Name: EWIBO - Entwicklungs- und Betriebsgesellschaft der Stadt Bocholt mbHgs- und Betriebsgesellschaft der Stadt Bocholt mbH  
City: 46395 Bocholt  
Country/Region: Nordrhein-Westfalen  
Country: DE-Germany  
Organization Type: others  
Homepage: <http://www.ewibo.de>

## Project Files

All project partners - kick off meeting.JPG

<http://www.adam-europe.eu/prj/8572/prj/All%20project%20partners%20-%20kick%20off%20meeting.JPG>

Kick off meeting1.JPG

<http://www.adam-europe.eu/prj/8572/prj/Kick%20off%20meeting1.JPG>

Photos from the Kick-off meeting

Kick off meeting2.JPG

<http://www.adam-europe.eu/prj/8572/prj/Kick%20off%20meeting2.JPG>

## Products

- 1 Press releases
- 2 Final conference
- 3 Dissemination documents
- 4 Workshops
- 5 Quality management
- 6 Kick-off conference
- 7 Modules
- 8 Potentials and resistances

## Product 'Press releases'

Title: Press releases

Product Type: distribution methods

Marketing Text: The publication shall contribute to the distribution of the project idea and the project in order to inform the interested and scientific public as well as the project partners. It also aims to address organisations and companies, which deal with the recruitment of employees.

Description: Press releases about the project in the languages of the partner countries.

Target group: Scientific public, Chamber of Industry and Commerce, employer and employees, NGOs, institutions of training and development

Result: The LWM shall gain more awareness.

Area of application:

Homepage:

Product Languages: Greek  
German  
Dutch  
Bulgarian  
Spanish  
Hungarian

## product files

bulgarisch.pdf

<http://www.adam-europe.eu/prj/8572/prd/23/1/bulgarisch.pdf>

deutsch.pdf

<http://www.adam-europe.eu/prj/8572/prd/23/1/deutsch.pdf>  
German version of the press release

griechisch.pdf

<http://www.adam-europe.eu/prj/8572/prd/23/1/griechisch.pdf>  
Greek version of the press release

niederlaendisch.pdf

<http://www.adam-europe.eu/prj/8572/prd/23/1/niederlaendisch.pdf>  
Dutch version of the press release

Press article in Bulgaria.JPG

<http://www.adam-europe.eu/prj/8572/prd/23/1/Press%20article%20in%20Bulgaria.JPG>

Press article in Bulgaria - No 2.JPG

<http://www.adam-europe.eu/prj/8572/prd/23/1/Press%20article%20in%20Bulgaria%20-%20No%202.JPG>

Press release workshop in Spain - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/23/1/Press%20release%20workshop%20in%20Spain%20-%20german%20edition.pdf>

Press release workshop in Spain - spanish edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/23/1/Press%20release%20workshop%20in%20Spain%20-%20spanish%20edition.pdf>

## **product files**

spanisch.pdf

<http://www.adam-europe.eu/prj/8572/prd/23/1/spanisch.pdf>  
Spanish version of the press release

ungarisch.pdf

<http://www.adam-europe.eu/prj/8572/prd/23/1/ungarisch.pdf>  
Hungarian version of the press release

## Product 'Final conference'

Title: Final conference

Product Type:

Marketing Text: The terminal conference of the project takes place.

Description: The project partners met in order to evaluate the project as well as to talk about and to reflect the process in the different countries.

Target group: Project partner and interested scientific public

Result: The presentations of the partners and external contributors as well as the invitation to the conference is located in the download area.

Area of application: Development of competencies

Homepage:

Product Languages: English  
German

### product files

Conference European labour market strategies put to test - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/1/Conference%20European%20labour%20market%20strategies%20put%20to%20test%20-%20german%20edition.pdf>

Conference invitation for partners.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/1/Conference%20invitation%20for%20partners.pdf>

### External speakers' presentations

Dr Ebert's presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/3/Dr%20Ebert%27s%20presentation%20-%20english%20edition.pdf>

Dr Ebert's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/3/Dr%20Ebert%27s%20presentation%20-%20german%20edition.pdf>

Dr Künn's presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/3/Dr%20K%C3%BCnn%27s%20presentation%20-%20english%20edition.pdf>

Dr Künn's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/3/Dr%20K%C3%BCnn%27s%20presentation%20-%20german%20edition.pdf>

Dr Mehli's presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/3/Dr%20Mehlis%27%20presentation%20-%20english%20edition.pdf>

Dr Mehli's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/3/Dr%20Mehlis%27%20presentation%20-%20german%20edition.pdf>

## product files

Dr Zijlstra's presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/3/Dr%20Zijlstra%27s%20presentation%20-%20english%20edition.pdf>

Dr Zijlstra's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/3/Dr%20Zijlstra%27s%20presentation%20-%20german%20edition.pdf>

Mrs Lott's presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/3/Mrs%20Lott%27s%20presentation%20-%20english%20edition.pdf>

Mrs Lott's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/3/Mrs%20Lott%27s%20presentation%20-%20german%20edition.pdf>

## Modules' presentations

Module presentation by Ben Vos - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/4/Module%20presentation%20by%20Ben%20Vos%20-%20german%20edition.pdf>

Module presentation by EWIBO - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/4/Module%20presentation%20by%20EWIBO%20-%20english%20edition.pdf>

Module presentation by EWIBO - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/4/Module%20presentation%20by%20EWIBO%20-%20german%20edition.pdf>

Module presentation by Leif Klemm - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/4/Module%20presentation%20by%20Leif%20Klemm%20-%20english%20edition.pdf>

Module presentation by Leif Klemm - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/4/Module%20presentation%20by%20Leif%20Klemm%20-%20german%20edition.pdf>

## Partners' presentations

Bulgarian presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/2/Bulgarian%20presentation%20-%20english%20edition.pdf>

Bulgarian presentation - german editon.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/2/Bulgarian%20presentation%20-%20german%20editon.pdf>

German presentation by EWIBO - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/2/German%20presentation%20by%20EWIBO%20-%20english%20edition.pdf>

German presentation by EWIBO - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/2/German%20presentation%20by%20EWIBO%20-%20german%20edition.pdf>

Greek presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/2/Greek%20presentation%20-%20english%20edition.pdf>

Greek presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/2/Greek%20presentation%20-%20german%20edition.pdf>

## **product files**

Hungarian presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/2/Hungarian%20presentation%20-%20english%20edition.pdf>

Hungarian presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/2/Hungarian%20presentation%20-%20german%20edition.pdf>

Spanish presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/2/Spanish%20presentation%20-%20english%20edition.pdf>

Spanish presentation - german edition1.pdf

<http://www.adam-europe.eu/prj/8572/prd/24/2/Spanish%20presentation%20-%20german%20edition1.pdf>

## Product 'Dissemination documents'

Title: Dissemination documents

Product Type: distribution methods

Marketing Text: The documents, which describe the LWM and provide more information can be found in the download area.

Description: Poster, newsletter, flyer, article, arguments for interested organizations

Target group: Interested and scientific public, project partner as well as organisations in the partner countries, which want to take part in the LWM, scientific publishers.

Result: The existing methods of contribution shall raise awareness of the LWM and provide more information about the methodology for interested parties.

Area of application:

Homepage:

Product Languages: English  
German  
Bulgarian  
Spanish

## product files

Arguments for participation in the pilot project INKAS - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Arguments%20for%20participation%20in%20the%20pilot%20project%20INKAS%20-%20english%20edition.pdf>

Arguments for participation in the pilot project INKAS - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Arguments%20for%20participation%20in%20the%20pilot%20project%20INKAS%20-%20german%20edition.pdf>

Baranya Gazdasága 2013.04.30 - television report in INKAS in Bulgaria.mp4

<http://www.adam-europe.eu/prj/8572/prd/25/1/Baranya%20Gazdas%3%A1ga%202013.04.30%20-%20television%20report%20in%20INKAS%20in%20Bulgaria.mp4>

Dr Kröll's article - bulgarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Dr%20Kr%C3%B6ll%27s%20article%20-%20bulgarian%20edition.pdf>

Dr Kröll's article - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Dr%20Kr%C3%B6ll%27s%20article%20-%20english%20edition.pdf>

Dr Kröll's article - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Dr%20Kr%C3%B6ll%27s%20article%20-%20german%20edition.pdf>

Dr Kröll's article - greek edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Dr%20Kr%C3%B6ll%27s%20article%20-%20greek%20edition.pdf>

Dr Kröll's article - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Dr%20Kr%C3%B6ll%27s%20article%20-%20hungarian%20edition.pdf>

## product files

Dr Kröll's article - italian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Dr%20Kr%C3%B6ll%27s%20article%20-%20italian%20edition.pdf>

Dr Kröll's article - spanish edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Dr%20Kr%C3%B6ll%27s%20article%20-%20spanish%20edition.pdf>

Dr Martin Kröll's presentation at the INAP conference in Johannesburg.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Dr%20Martin%20Kr%C3%B6ll%27s%20presentation%20at%20the%20INAP%20conference%20in%20Johannesburg.pdf>

INKAS short information - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/INKAS%20short%20information%20-%20english%20edition.pdf>  
Flyer

INKAS short information - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/INKAS%20short%20information%20-%20german%20edition.pdf>  
Flyer

Newsletter INKAS - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Newsletter%20INKAS%20-%20english%20edition.pdf>

Poster INKAS - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Poster%20INKAS%20-%20german%20edition.pdf>

Project Short Info - greek edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/25/1/Project%20Short%20Info%20-%20greek%20edition.pdf>

## Product 'Workshops'

Title: Workshops

Product Type: procedure for the analysis and prognosis of the vocational training requirement

Marketing Text: The workshops aimed to interchange more information about the specific employment market and the involved companies and organisations. Based on that potentials and resistances regarding the LWM are worked out. This shall result in important impulses for the country-specific adaptation of the LWM.

Description: Documents from the country workshops.

Target group: Ambassadors of employment agencies, recruiters of companies, managers and their staff, who were involved in the application of the LWM, experts for questions of developing competencies

Result: Reports about the experiences and findings from the workshops in the following countries: Greece, Bulgaria, Spain, Hungary and Italy. The workshops distributed to a better understanding and quality management. Besides they have a double function on the one hand they shall inform interested people about the LWM, e.g. the job management, chambers as well as companies and on the other hand they provide the possibility to reflect with experts the country-specific potentials and resistances with regards to the use of the LWM.

Area of application: Employment agency, selected companies and institutions

Homepage:

Product Languages: Italian  
Hungarian  
German  
English  
Bulgarian

### product files

#### Workshop in Bulgaria

Address for participants.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/3/Address%20for%20participants.pdf>

Certificate for participants.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/3/Certificate%20for%20participants.pdf>

Conference binder cover.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/3/Conference%20binder%20cover.pdf>

Dr Kröll's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/3/Dr%20Kr%C3%B6ll%27s%20presentation.pdf>

GBCCI presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/3/GBCCI%20presentation.pdf>

ISV's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/3/ISV%27s%20presentation.pdf>

## **product files**

Johan Vos' presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/3/Johan%20Vos%27%20presentation.pdf>

Kristina Burova's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/3/Kristina%20Burova%27s%20presentation.pdf>

Lena Eneva's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/3/Lena%20Eneva%27s%20presentation.pdf>

Workshop program Bulgaria.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/3/Workshop%20program%20Bulgaria.pdf>

## **Workshop in Germany**

Birgit Beckermann's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/7/Birgit%20Beckermann%27s%20presentation.pdf>

Dr Kröll's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/7/Dr%20Kr%C3%B6ll%27s%20presentation.pdf>

EWIBO presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/7/EWIBO%20presentation.pdf>

Jobcenter Bocholt's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/7/Jobcenter%20Bocholt%27s%20presentation.pdf>

Johan Vos' presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/7/Johan%20Vos%27%20presentation.pdf>

Nacional agency's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/7/Nacional%20agency%27s%20presentation.pdf>

Ralf Kulesa's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/7/Ralf%20Kulesa%27s%20presentation.pdf>

Workshop program.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/7/Workshop%20program.pdf>

## **Workshop in Greece**

Center of Continuing Education's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/5/Center%20of%20Continuing%20Education%27s%20presentation.pdf>

Despina Tsalavouti's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/5/Despina%20Tsalavouti%27s%20presentation.pdf>  
Organisational Development and Reintegration of Unemployed

Dr Martin Kröll's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/5/Dr%20Martin%20Kr%C3%B6ll%27s%20presentation%20-%20german%20edition.pdf>

## product files

### Eniochos Consulting's presentation by Athanasios Vourlas - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/5/Eniochos%20Consulting%27s%20presentation%20by%20Athanasios%20Vourlas%20-%20german%20edition.pdf>  
Labour Market Situation in Greece

### Eniochos Consulting's presentation by Athanasios Vourlas - greek edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/5/Eniochos%20Consulting%27s%20presentation%20by%20Athanasios%20Vourlas%20-%20greek%20edition.pdf>  
Project Implementation in Greece

### Ioannis Meramveliotakis' presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/5/Ioannis%20Meramveliotakis%27%20presentation.pdf>

### Manolis Tzouvelekas' presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/5/Manolis%20Tzouvelekas%27%20presentation.pdf>  
Personnel Assessment in the Public Sector

### Workshop program Greece.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/5/Workshop%20program%20Greece.pdf>

### Carina Ampitaki's presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/5/%CE%9Carina%20%CE%9Aampitaki%27s%20presentation.pdf>  
Personnel Management and Local Actions

## Workshop in Hungaria

### Beáta Stemler's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Be%C3%A1ta%20Stemler%27s%20presentation%20-%20german%20edition.pdf>

### Beáta Stemler's presentation - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Be%C3%A1ta%20Stemler%27s%20presentation%20-%20hungarian%20edition.pdf>

### Dr Martin Kröll's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Dr%20Martin%20Kr%C3%B6ll%27s%20presentation%20-%20german%20edition.pdf>

### Dr Martin Kröll's presentation - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Dr%20Martin%20Kr%C3%B6ll%27s%20presentation%20-%20hungarian%20edition.pdf>

### Fogd a Kezem's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Fogd%20a%20Kezem%27s%20presentation%20-%20german%20edition.pdf>

### Fogd a Kezem's presentation - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Fogd%20a%20Kezem%27s%20presentation%20-%20hungarian%20edition.pdf>

### Invitation to the workshop.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Invitation%20to%20the%20workshop.pdf>

### János Keresnyei's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/J%C3%A1nos%20Keresnyei%27s%20presentation%20-%20german%20edition.pdf>

### János Keresnyei's presentation - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/J%C3%A1nos%20Keresnyei%27s%20presentation%20-%20hungarian%20edition.pdf>

### Johan Vos' presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Johan%20Vos%27%20presentation%20-%20german%20edition.pdf>

## **product files**

Johan Vos' presentation - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Johan%20Vos%27%20presentation%20-%20hungarian%20edition.pdf>

László Janovics' presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/L%C3%A1szl%C3%B3Janovics%27%20presentation%20-%20german%20edition.pdf>

László Janovics' presentation - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/L%C3%A1szl%C3%B3Janovics%27%20presentation%20-%20hungarian%20edition.pdf>

Mr Kispéter's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Mr%20Kisp%C3%A9ter%27s%20presentation%20-%20german%20edition.pdf>

Mr Kispéter's presentation - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Mr%20Kisp%C3%A9ter%27s%20presentation%20-%20hungarian%20edition.pdf>

Péter Garai's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/P%C3%A9ter%20Garai%27s%20presentation%20-%20german%20edition.pdf>

Péter Garai's presentation - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/P%C3%A9ter%20Garai%27s%20presentation%20-%20hungarian%20edition.pdf>

Péter Tótsimon's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/P%C3%A9ter%20T%C3%B3tsimon%27s%20presentation%20-%20german%20edition.pdf>

Péter Tótsimon's presentation - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/P%C3%A9ter%20T%C3%B3tsimon%27s%20presentation%20-%20hungarian%20edition.pdf>

Special Pécs' presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Special%20P%C3%A9cs%27%20presentation%20-%20german%20edition.pdf>

Special Pécs' presentation - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Special%20P%C3%A9cs%27%20presentation%20-%20hungarian%20edition.pdf>

Tünde Lovász's presentation - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/T%C3%Bcnde%20Lov%C3%A1sz%27s%20presentation%20-%20hungarian%20edition.pdf>

Workshop program.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/4/Workshop%20program.pdf>

## **Workshop in Italy**

Bernd Faas' presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Bernd%20Faas%27%20presentation%20-%20english%20edition.pdf>

Bernd Faas' presentation - italian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Bernd%20Faas%27%20presentation%20-%20italian%20edition.pdf>

## **product files**

Chamber of Commerce's presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Chamber%20of%20Commerce%27s%20presentation%20-%20english%20edition.pdf>

Dr Martin Kröll's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Dr%20Martin%20Kr%C3%B6ll%27s%20presentation%20-%20german%20edition.pdf>

Dr Martin Kröll's presentation - italian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Dr%20Martin%20Kr%C3%B6ll%27s%20presentation%20-%20italian%20edition.pdf>

Johan Vos' presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Johan%20Vos%27%20presentation%20-%20german%20edition.pdf>

Johan Vos' presentation - italian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Johan%20Vos%27%20presentation%20-%20italian%20edition.pdf>

Maria Theodossiou's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Maria%20Theodossiou%27s%20presentation%20-%20german%20edition.pdf>

Maria Theodossiou's presentation - italian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Maria%20Theodossiou%27s%20presentation%20-%20italian%20edition.pdf>

Patto Sociale's presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Patto%20Sociale%27s%20presentation%20-%20english%20edition.pdf>

Patto Sociale's presentation - italian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Patto%20Sociale%27s%20presentation%20-%20italian%20edition.pdf>

Studio Centro Veneto's presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Studio%20Centro%20Veneto%27s%20presentation%20-%20english%20edition.pdf>

Toni Brunello's presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Toni%20Brunello%27s%20presentation%20-%20english%20edition.pdf>

Workshop program - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Workshop%20program%20-%20german%20edition.pdf>

Workshop program - italian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/6/Workshop%20program%20-%20italian%20edition.pdf>

## **Workshop in Spain**

Anna Sheverdina's presentation - spanish edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/2/Anna%20Sheverdina%27s%20presentation%20-%20spanish%20edition.pdf>

Dr Martin Kröll's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/2/Dr%20Martin%20Kr%C3%B6ll%27s%20presentation%20-%20german%20edition.pdf>

Dr. Martin Kröll's presentation - spanish edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/2/Dr.%20Martin%20Kr%C3%B6ll%27s%20presentation%20-%20spanish%20edition.pdf>

## **product files**

Johan Vos' presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/2/Johan%20Vos%27%20presentation%20-%20german%20edition.pdf>

Johan Vos' presentation - spanish edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/2/Johan%20Vos%27%20presentation%20-%20spanish%20edition.pdf>

Workshop Barcelona program.pdf

<http://www.adam-europe.eu/prj/8572/prd/26/2/Workshop%20Barcelona%20program.pdf>

## Product 'Quality management'

Title: Quality management

Product Type: evaluation methods

Marketing Text: The affected employees develop problem solutions and suggestions for improvement from their area of responsibility for defined problems and weak points.  
During the project work elements of the quality circle were instantly integrated in the work of the project steering group.

Description: Questionnaires developed for continuous improvement of the project activities.

Target group: Project partners and project team members

Result: The effectiveness and efficiency of the methods, which were conducted during the project, is ensured and the development potentials are used.

Area of application: Project intern

Homepage:

Product Languages: Spanish  
German  
Bulgarian

### product files

#### Consultors' training

Exercise for competence analysis.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/5/Exercise%20for%20competence%20analysis.pdf>

Handbook for the implementation of the Lohnwert method.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/5/Handbook%20for%20the%20implementation%20of%20the%20Lohnwert%20method.pdf>

Training for competence understanding.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/5/Training%20for%20competence%20understanding.pdf>

Training for Starr method.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/5/Training%20for%20Starr%20method.pdf>

Evaluation report.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/1/Evaluation%20report.pdf>

Field report Bulgaria.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/1/Field%20report%20Bulgaria.pdf>

Field report Germany.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/1/Field%20report%20Germany.pdf>

Field report Greece.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/1/Field%20report%20Greece.pdf>

## **product files**

Field report Hungary.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/1/Field%20report%20Hungary.pdf>

Field report Italy.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/1/Field%20report%20Italy.pdf>

Field report Spain.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/1/Field%20report%20Spain.pdf>

Potentials and resistances analysis.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/1/Potentials%20and%20resistances%20analysis.pdf>

## **Evaluation of consultants' work during the LWM implementation phases**

Evaluation of consultant's work for employees - bulgarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/3/Evaluation%20of%20consultant%27s%20work%20for%20employees%20-%20bulgarian%20edition.pdf>

Evaluation of consultant's work for employees - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/3/Evaluation%20of%20consultant%27s%20work%20for%20employees%20-%20hungarian%20edition.pdf>

Evaluation of consultant's work for employees - italian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/3/Evaluation%20of%20%20consultant%27s%20work%20for%20employees%20-%20italian%20edition.pdf>

Evaluation of consultant's work for employees - spanish edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/3/Evaluation%20of%20consultant%27s%20work%20for%20employees%20-%20spanish%20edition.pdf>

Evaluation of consultant's work for employers - bulgarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/3/Evaluation%20of%20%20consultant%27s%20work%20for%20employers%20-%20bulgarian%20edition.pdf>

Evaluation of consultant's work for employers - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/3/Evaluation%20of%20%20consultant%27s%20work%20for%20employers%20-%20hungarian%20edition.pdf>

Evaluation of consultant's work for employers - spanish edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/3/Evaluation%20of%20%20consultant%27s%20work%20for%20employers%20-%20spanish%20edition.pdf>

Evaluation of consultant's work - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/3/Evaluation%20of%20consultant%27s%20work%20-%20german%20edition.pdf>

## **Workshop evaluation**

Evaluation Project Workshop Crete.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/2/Evaluation%20Project%20Workshop%20Crete.pdf>

## **product files**

Workshop evaluation questionnaire - bulgarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/2/Workshop%20evaluation%20questionnaire%20-%20bulgarian%20edition.pdf>

Workshop evaluation questionnaire - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/2/Workshop%20evaluation%20questionnaire%20-%20german%20edition.pdf>

Workshop evaluation questionnaire - hungarian edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/2/Workshop%20evaluation%20questionnaire%20-%20hungarian%20edition.pdf>

Workshop evaluation questionnaire - spanish edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/27/2/Workshop%20evaluation%20questionnaire%20-%20spanish%20edition.pdf>

## Product 'Kick-off conference'

Title: Kick-off conference

Product Type: description of new occupation profiles

Marketing Text: The first meeting of the project partners for the project takes place.

Description: The project partners met in order to be informed about the LWM and to develop project schedule.

Target group: Project partners

Result: Tasks were distributed to the project partners and they acquainted with the topic. Furthermore it was advised about the country-specific use of the LWM, after presenting the employment market situation of the different countries.

Area of application: Competencies development

Homepage:

Product Languages: English  
German

## product files

Activa B.V. presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/28/1/Activa%20B.V.%20presentation.pdf>

Athanasios Vourlas' presentation - greek partner.pdf

<http://www.adam-europe.eu/prj/8572/prd/28/1/Athanasios%20Vourlas%27%20presentation%20-%20greek%20partner.pdf>

Bernd Faas' presentation - italian partner.pdf

<http://www.adam-europe.eu/prj/8572/prd/28/1/Bernd%20Faas%27%20presentation%20-%20italian%20partner.pdf>

Berta Pongiluppi's presentation - spanish partner.pdf

<http://www.adam-europe.eu/prj/8572/prd/28/1/Berta%20Pongiluppi%27s%20presentation%20-%20spanish%20partner.pdf>

Darina Baycheva's presentation - bulgarian partner.pdf

<http://www.adam-europe.eu/prj/8572/prd/28/1/Darina%20Baycheva%27s%20presentation%20-%20bulgarian%20partner.pdf>

Eszter Nagy's presentation - hungarian partner, english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/28/1/Eszter%20Nagy%27s%20presentation%20-%20hungarian%20partner%2C%20english%20edition.pdf>

Eszter Nagy's presentation - hungarian partner, german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/28/1/Eszter%20Nagy%27s%20presentation%20-%20hungarian%20partner%2C%20german%20edition.pdf>

Eurocultura presentation.pdf

<http://www.adam-europe.eu/prj/8572/prd/28/1/Eurocultura%20presentation.pdf>

EWIBO presentation - german partner.pdf

<http://www.adam-europe.eu/prj/8572/prd/28/1/EWIBO%20presentation%20-%20german%20partner.pdf>

## **product files**

Project coordinator's presentation - english edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/28/1/Project%20coordinator%27s%20presentation%20-%20english%20edition.pdf>

Project coordinator's presentation - german edition.pdf

<http://www.adam-europe.eu/prj/8572/prd/28/1/Project%20coordinator%27s%20presentation%20-%20german%20edition.pdf>

## Product 'Modules'

Title: Modules

Product Type: modules

Marketing Text:

Description:

Target group:

Result:

Area of application:

Homepage:

Product Languages: German

## product files

Qualification LWM module for consultants by Mrs Elisabeth Schmeinck.pdf

<http://www.adam-europe.eu/prj/8572/prd/29/1/Qualification%20LWM%20module%20for%20consultants%20by%20Mrs%20Elisabeth%20Schmeinck.pdf>

Qualification module by Dr Martin Kröll and Mr Johan Vos.pdf

<http://www.adam-europe.eu/prj/8572/prd/29/1/Qualification%20module%20by%20Dr%20Martin%20Kr%C3%B6ll%20and%20Mr%20Johan%20Vos.pdf>

Qualification Module for executives by Dr Martin Kröll and Mr Leif Klemm.pdf

<http://www.adam-europe.eu/prj/8572/prd/29/1/Qualification%20Module%20for%20executives%20by%20Dr%20Martin%20Kr%C3%B6ll%20and%20Mr%20Leif%20Klemm.pdf>

## Product 'Potentials and resistances'

Title: Potentials and resistances

Product Type:

Marketing Text:

Description:

Target group:

Result:

Area of application:

Homepage:

Product Languages: German

### product files

Kröll (2014) Potential- und Widerstandanalyse.pdf

<http://www.adam-europe.eu/prj/8572/prd/30/1/Kr%C3%B6ll%20%282014%29%20Potential-%20und%20Widerstandanalyse.pdf>

## Events

### Closing conference

Date 20.06.2013

Description Projekt review with all partner organizations at the Ruhr-University in Bochum

Target audience

Public Closed event

Contact Information Anna Sheverdina, Institute for Work Science, Ruhr-University Bochum

Time and place 20.06.2013, Bochum, Germany

### 2nd test phase LWM Spain

Date 10.06.2013

Description The 9th LWM test phase takes place in Spain.

Target audience

Public Closed event

Contact Information Anna Sheverdina, Institute for Work Science, Ruhr University Bochum

Time and place 10.-14.06.2013

### Workshop Hungary

Date 26.03.2013

Description 6th country workshop of the INKAS project takes place

Target audience

Public Closed event

Contact Information Dr. Martin Kröll, Institute for Work Science, Ruhr-University Bochum

Time and place 26.03.-28.03.2013, Pecs, Hungary

## Events

### Workshop Spain

Date 06.03.2013

Description 5th country workshop of the INKAS project takes place

Target audience

Public Closed event

Contact Information Anna Sheverdina, Institute for Work Science, Ruhr-University Bochum

Time and place 06.03.-08.03.2013, Barcelona, Spain

### Workshop Germany

Date 23.01.2013

Description 4th country workshop of the INKAS project takes place

Target audience

Public Closed event

Contact Information Dr. Martin Kröll, Institute for Work Science, Ruhr-University Bochum

Time and place 19.01.-21.01.2013,Bocholt,Germany

### 1st Test phase LWM Spain

Date 19.11.2012

Description The 6th test phase of the LWM takes place in Spain

Target audience

Public Closed event

Contact Information Anna Sheverdina, Institute for Work Science, Ruhr-University Bochum

Time and place 19.-23.11.2012

## Events

### Test phase LWM Hungary

Date 01.10.2012

Description The 4th test phase of the LWM takes place in Hungary

Target audience

Public Closed event

Contact Information Dr. Martin Kröll, Institute for Work Science, Ruhr-University Bochum

Time and place October 2012, Hungary

### Test phase LWM Germany

Date 01.09.2012

Description 5th test phase of the LWM takes place in Germany

Target audience

Public Closed event

Contact Information Dr. Martin Kröll, Institute for Work Science, Ruhr-University Bochum

Time and place until September 2012, Bocholt, Germany

### Workshop Italy

Date 04.07.2012

Description The 3rd country workshop of the INKAS project takes place in Italy

Target audience

Public Closed event

Contact Information Maria Theodossiou, Institute for Work Science, Ruhr-University Bochum

Time and place 04.07.-08.07.2012, Vicenza, Italy

## Events

### 2nd test phase LWM Italy

Date 18.06.2012

Description The 2nd LWM test phase takes place in Italy

Target audience

Public Closed event

Contact Information Maria Theodossiou, Institute for Work Science, Ruhr-University Bochum

Time and place 18.-20.06.2012 and 9.-13.07.2012, Italy

### Workshop Bulgaria

Date 05.06.2012

Description The 2nd country workshop of the INKAS project takes place

Target audience

Public Closed event

Contact Information Kristina Burova, Institute for Work Science, Ruhr-University Bochum

Time and place 06.06.-08.06.2012, Gabrovo, Bulgaria

### Test phase LWM Greece

Date 01.05.2012

Description The 1st test phase of the LWM takes place in Greece

Target audience

Public Closed event

Contact Information Dr. Martin Kröll, Institute for Work Science, Ruhr-University Bochum

Time and place May 2012, Crete, Greece

## Events

### Workshop Greece

Date 18.04.2012

Description The 1st country workshop of the INKAS project takes place

Target audience

Public Closed event

Contact Information Dr. Martin Kröll, Institute for Work Science, Ruhr-University Bochum

Time and place 18.04.-20.04.2012, Heraklion, Crete

### 1st test phase LWM Italy

Date 11.04.2012

Description The 3rd test phase of the LWM takes place in Italy

Target audience

Public Closed event

Contact Information Maria Theodossiou, Institute for Work Science, Ruhr-University Bochum

Time and place April 2012, Vicenza, Italy

### 2nd test phase LWM Bulgaria

Date 02.04.2012

Description The 2nd LWM test phase takes place in Bulgaria

Target audience

Public Closed event

Contact Information Kristina Burova, Institute for Work Science, Ruhr-University Bochum

Time and place 02.04.-06.04.2012, Gabrovo, Bulgara

## Events

### 1st test phase LWM Bulgaria

Date 27.03.2012

Description The 2nd test phase of the LWM takes place in Bulgaria

Target audience

Public Closed event

Contact Information Kristina Burova, Institute for Work Science, Ruhr-University Bochum

Time and place April 2012, Gabrovo, Bulgaria

### Kick-off event

Date 24.11.2011

Description Kick-off event with all project partners

Target audience All project partners

Public Closed event

Contact Information Dr. Martin Kröll, Institute for Work Science, Ruhr-University Bochum

Time and place 24.11.2011-25.11.2011, Ruhr-University Bochum

### Training for LWM consultants

Date 18.11.2011

Description Training for LWM consultants

Target audience

Public Closed event

Contact Information Dr. Martin Kröll, Institute for Work Science, Ruhr-University Bochum

Time and place 18.11.2011, Bochum, Germany