CAWI
MANAGERS IRELAND

INTRODUCTION

The research among managers was conducted to gain insights into the competencies and skills deemed essential in the modern workplace. The participants, a diverse group of 100 managers, provided their perspectives on various skills ranging from technical to soft skills, and their importance in the context of employee performance and workplace dynamics.

Participant Demographics:

- **Gender:** The gender distribution among the participants was relatively balanced, with females representing 54% and males 46%.
- **Residence:** The managers were almost evenly split between urban (53%) and rural (47%) living environments, suggesting a wide range of experiences and workplace contexts.
- **Education:** A significant majority of the participants had completed secondary education (66%), while 29% held a Bachelor's degree or equivalent, and 5% had a Master's degree. None of the participants held a Doctorate degree.
- **Professional Experience:** The managers' professional experience varied, with 11% having 0-5 years, 34% with 5-10 years, 45% with 11-15 years, and a smaller group of 10% with over 15 years of experience.

This demographic data provides a backdrop for understanding the managerial perspectives on employee competencies. The varied educational backgrounds and levels of experience among the managers contribute to a rich and nuanced understanding of the skills valued in different workplace settings. The research findings are expected to inform the development of training programs that align with the identified competencies, ensuring that employees are well-equipped to meet the challenges of the modern labor market.

SURVEY

1. What is your gender?
o Female
o Male
o Other

2. Where do you currently live?
o City
o Village
o Another residential area

3. What is your highest completed education?
o Secondary education
o BA Degree or Equivalent
o MA Degree or Equivalent
o Doctorate degree

4. Professional experience in years
o 0-5 years
o 5-10 years
o 11-15 years
o over 15 years

5.   In your opinion, are technical skills of employees important in the work performed at your workplace?
o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

6. In your opinion, are time and task management skills important in terms of employee competence at your workplace?

o Not necessary

o Somewhat necessary

o Moderately necessary

o Necessary

o Crucial

7. In your opinion, are communication skills, including non-violent and transformative communication, important from the point of view of the competences of employees at your workplace?

o Not necessary

o Somewhat necessary

o Moderately necessary

o Necessary

o Crucial

8. In your opinion, are the skills of working as part of a team are important from the point of view of employee competences?

o Not necessary

o Somewhat necessary

o Moderately necessary

o Necessary

o Crucial

9. As a manager do you think programming skills of employees are important at your workplace?

o Not necessary

o Somewhat necessary

o Moderately necessary

o Necessary

o Crucial

10. As a manager, do you think conflict solving skills of employees are important at your workplace?

o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

11. As a manager, do you think self-presentation skills of employees are important at your workplace?

o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

12. As a manager, do you think working under pressure are important skills of employees at your workplace?

o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

13. Do you think that the ability to work with the MS OFFICE is an important skill of employees?
o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

14. Do you think that the ability to use online meeting programs such as Zoom, Click Meeting, Teams, Google Meet, Skype is an important skill of employees in your team?
o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

15. Do you think delegating tasks is an important skill of employees in your team?
o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

16. Do you think analytical skills are an important as a set of skills of employees in your team?
o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

17. Do you think that the ability to motivate others is important skill of employees in your team?
o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

18. In your opinion, are the skills of organizing and motivating others are important skills of employees at your workplace?
o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

19. In your opinion, is the ability to work under pressure important from the point of view of the competences of the employees in your team?
o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

20. In your opinion, are negotiation skills important from the point of view of the competences of employees in your team?
o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

21. In your opinion, are creative thinking skills important from the point of view of the competences of employees in your team?
o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

22. In your opinion, are the skills of working in a virtual team important from the point of view of the competences of the employees in your team?

o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

23.   Do you think that stress coping skills are important from the point of view of the competences of employees in your team?

o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

24.   Do you think that skills of dealing with difficult customers are important from the point of view of the competences of employees in your team?

o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

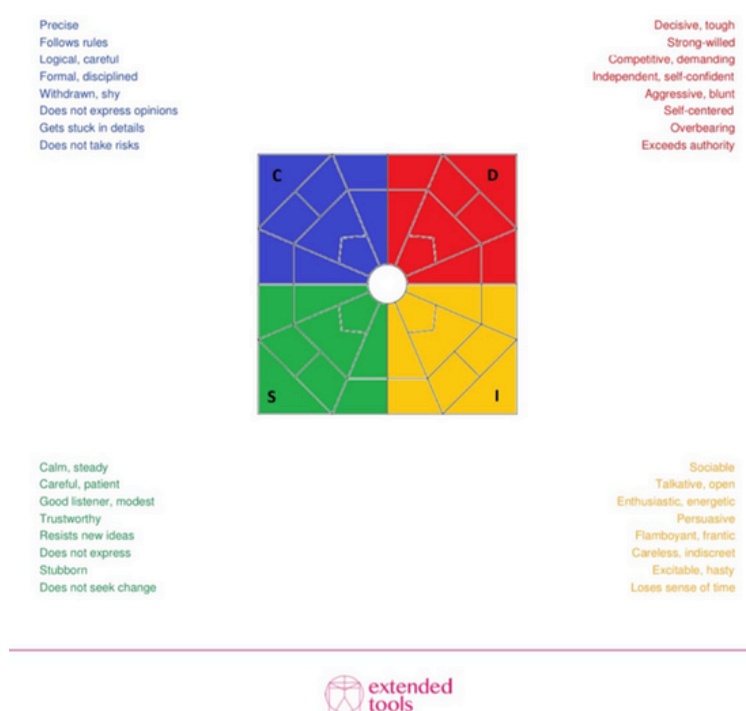25.   1.   Watch the videos and choose the employee with the most preferable style for your team.

o D style https://youtu.be/5J1AVh47c4c?si=qSiKekXMgCTQ9jQB
o I style https://youtu.be/j_5zpwByIbY?si=7EWxjTZ2MLSx4uW-
o S style https://youtu.be/Qg17KT2gtqI?si=7p1a4tWNLeZN0yqT
o C style https://youtu.be/ccBw74BP4oc?si=-BdSAveZgDPu_PKs
o None of the above
o Characteristics from each of the styles

26. From the image below choose the most desirable set of characteristics of your future staff / team member

Precise
Follows rules
Logical, careful
Formal, disciplined
Withdrawn, shy
Does not express opinions
Gets stuck in details
Does not take risks

Decisive, tough
Strong-willed
Competitive, demanding
Independent, self-confident
Aggressive, blunt
Self-centered
Overbearing
Exceeds authority

C   D

S   I

Calm, steady
Careful, patient
Good listener, modest
Trustworthy
Resists new ideas
Does not express
Stubborn
Does not seek change

Sociable
Talkative, open
Enthusiastic, energetic
Persuasive
Flamboyant, frantic
Careless, indiscreet
Excitable, hasty
Loses sense of time

extended tools

o D Red
o I Yellow
o S Green
o C Blue
o None of the above
o From each set some characteristics

27. Do you think multitasking is important as a skill of employees at your workplace?
o Not necessary
o Somewhat necessary
o Moderately necessary
o Necessary
o Crucial

28. Is the ability to work in a global multicultural environment important from the point of view of the competences of employees at your workplace?

o Not necessary

o Somewhat necessary

o Moderately necessary

o Necessary

o Crucial

29. In your opinion the ability to write e-mails, prepare memos and write projects are important from the point of view of the competences of employees at your workplace?

o Not necessary

o Somewhat necessary

o Moderately necessary

o Necessary

o Crucial

30. From your point of view, which employee competencies are more importantat iat your workplace?

o Hard Skills - technical and those that include specialist knowledge, knowledge of foreign languages, ability to operate computer programs or a cash register. Hard skills are those easy to define. You have them or do not have them. There are defined as hard competence.

o Soft Skills - these are psychosocial skills, e.g. communication skills, creativity, dynamism of action, or flexibility
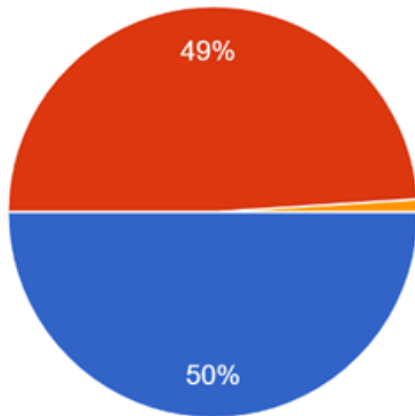
o 50/50

SURVEY RESULTS

1. What is your gender?

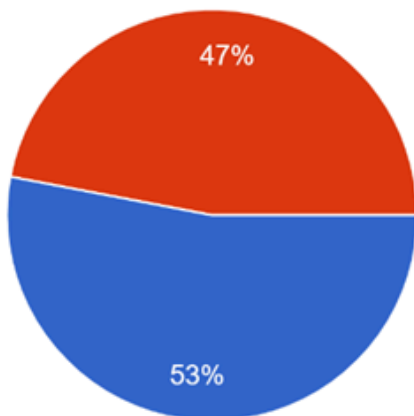Female - 54
Male - 46
Other – 0

2. Where do you currently live?
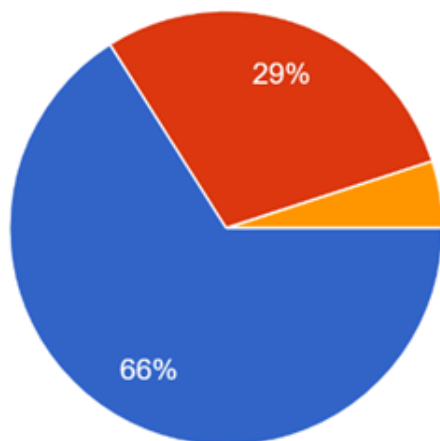

City – 53
Village – 47
Another residential area – 0

DIALOG of Transformation
Certified Service EDU SMART Training Centre
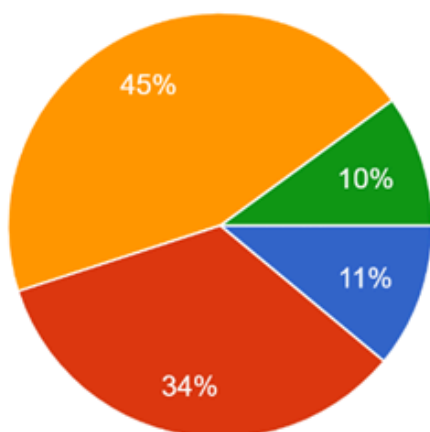UKPRN 10066595

PROJEKT TARNÓW

FEDE
Fundacja Energia dla Europy

3.What is your highest completed education?

Secondary education
BA Degree or Equivalent
MA Degree or Equivalent
Doctorate degree

Secondary education - 66
BA Degree or Equivalent - 29
MA Degree or Equivalent – 5
Doctorate degree – 0

4.Professional experience in years
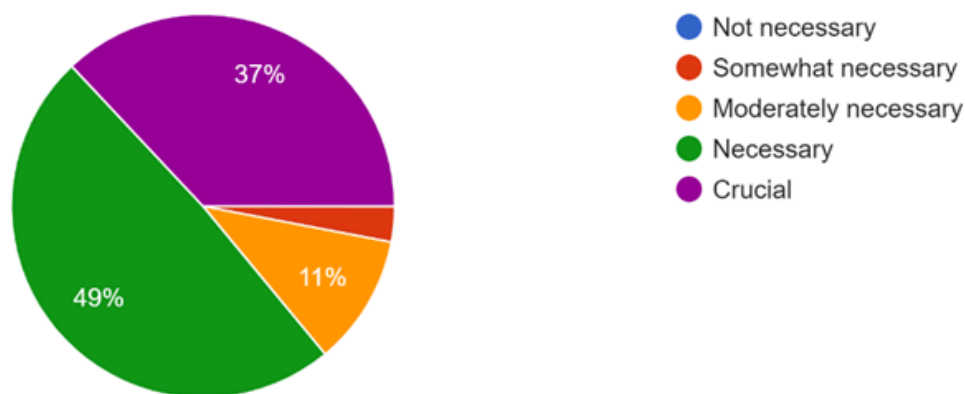

0-5 years
5-10 years
11-15 years
over 15 years

0-5 years - 11
5-10 years - 34
11-15 years - 45
over 15 years – 10

5.In your opinion, are technical skills of employees important in the work performed at your workplace?

Not necessary - 0
Somewhat necessary - 3
Moderately necessary - 11
Necessary - 49
Crucial – 37

Results: The survey results from managers indicate a strong emphasis on the importance of technical skills in the workplace, with a majority considering them either necessary (49) or crucial (37). A smaller group views these skills as moderately necessary (11), and very few see them as somewhat necessary (3).

Conclusions: Technical skills are evidently valued highly by managers, suggesting that these competencies are integral to the performance and productivity of employees in their respective workplaces.

Recommendations: Given the importance placed on technical skills, training programs should be designed to enhance these competencies among employees. The curriculum should cover both foundational and advanced technical skills relevant to the industry. Hands-on training and practical exercises should be included to ensure that employees can apply these skills effectively in their work. Additionally, staying abreast of technological advancements and updating the training content accordingly will be crucial to maintaining a skilled and competitive workforce.

6.In your opinion, are time and task management skills important in terms of employee competence at your workplace?

Legend:
- Not necessary
- Somewhat necessary
- Moderately necessary
- Necessary
- Crucial
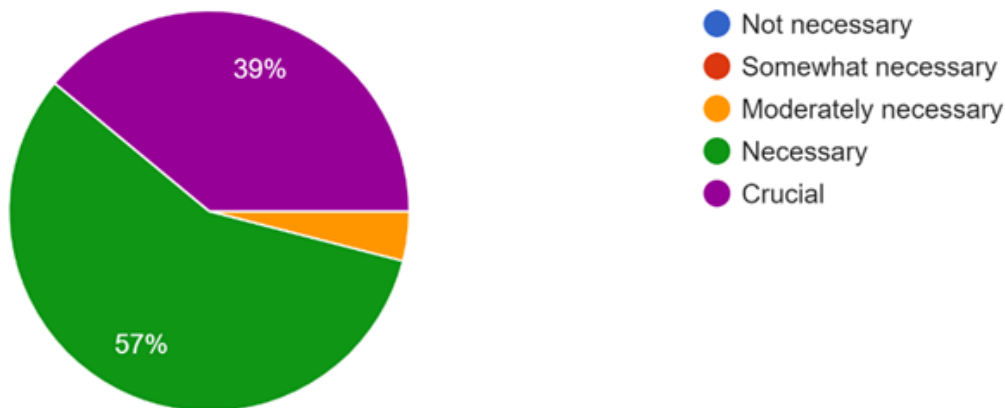
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 4
Necessary - 57
Crucial – 39

Results: The survey data from managers indicates that time and task management skills are highly valued in the workplace, with the majority of managers considering them necessary (57) or crucial (39) for employee competence. Only a small number view these skills as moderately necessary (4), and none find them to be somewhat necessary or not necessary at all.

Conclusions: Time and task management skills are clearly essential competencies as perceived by managers, reflecting their importance in ensuring efficiency and productivity in the workplace.

Recommendations: Training programs should prioritize time and task management skills, focusing on practical applications that can enhance workplace productivity. The curriculum should include strategies for prioritizing tasks, setting realistic deadlines, and using digital tools to track and manage work. Interactive workshops and simulations can provide employees with hands-on experience in managing their time and tasks effectively. It's also important to tailor the training to different roles within the company, as these skills are universally applicable but may manifest differently depending on the job.

7.In your opinion, are communication skills, including non-violent and transformative communication, important from the point of view of the competences of employees at your workplace?

- Not necessary
- Somewhat necessary
- Moderately necessary
- Necessary
- Crucial
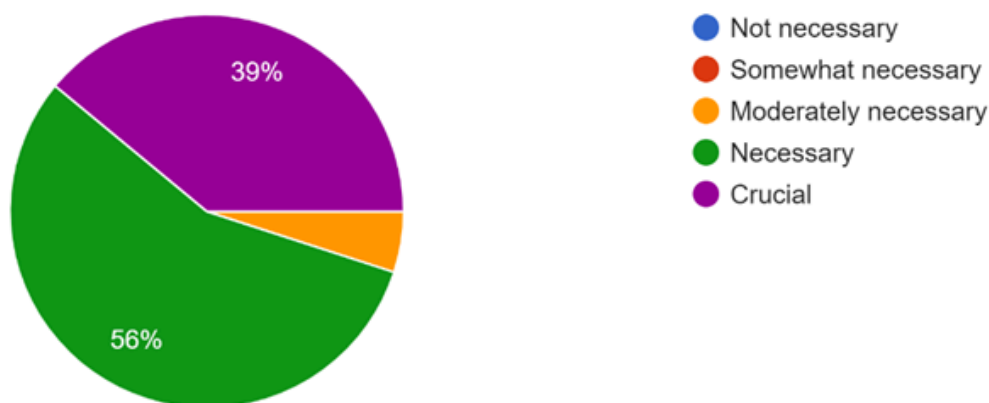
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 5
Necessary - 56
Crucial – 39

Results: The survey results from managers reveal a strong consensus on the importance of communication skills, including non-violent and transformative communication, with most managers considering them necessary (56) or crucial (39) for employee competencies. Only a small number view these skills as moderately necessary (5).

Conclusions: Communication skills are evidently crucial in the workplace, as indicated by the managers' responses. These skills are essential for effective teamwork, conflict resolution, and overall workplace harmony.

Recommendations: Training programs should emphasize the development of advanced communication skills. This includes non-violent communication techniques, which focus on empathy and understanding, and transformative communication, which aims to resolve conflicts and build stronger relationships. Role-playing exercises can be effective in practicing these skills, and ongoing support and resources should be provided to ensure employees can continue to develop their abilities. Additionally, incorporating feedback mechanisms, such as peer reviews and self-assessment tools, can help employees identify areas for improvement and track their progress.

8. In your opinion, are the skills of working as part of a team are important from the point of view of employee competences?

Not necessary
Somewhat necessary
Moderately necessary
Necessary
Crucial
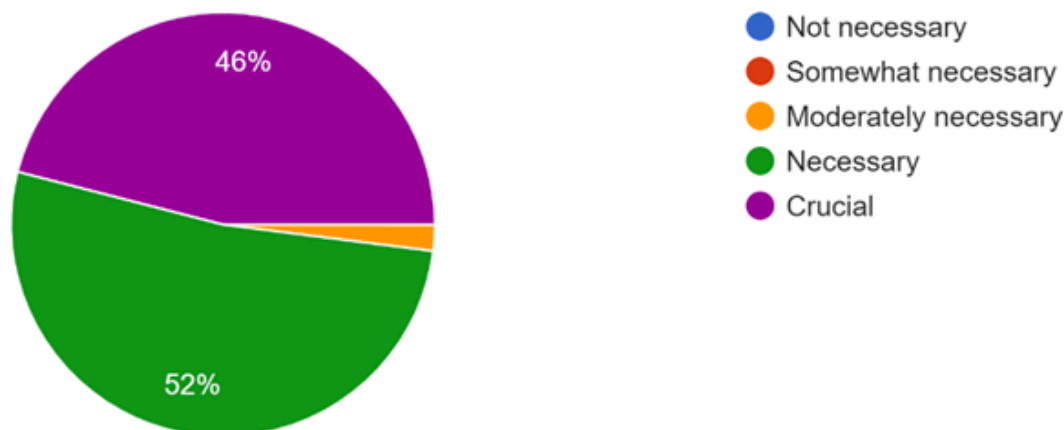
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 2
Necessary - 52
Crucial – 46

Results: The survey results from managers strongly indicate that teamwork skills are vital, with an overwhelming majority considering them necessary (52) or crucial (46) for employee competencies. Only a minimal number view these skills as moderately necessary (2).

Conclusions: Teamwork skills are evidently critical in the workplace, as indicated by the managers' responses. These skills are essential for collaborative work environments and successful project execution
.
Recommendations: Training programs should prioritize teamwork skills, emphasizing practical applications and real-world scenarios. Interactive workshops that teach effective collaboration, conflict resolution within teams, and leveraging diverse strengths can be beneficial. It's also important to tailor the training to different roles within the company, as these skills are universally applicable but may manifest differently depending on the job. Continuous feedback mechanisms and follow-up training sessions can help reinforce these skills and ensure they are being applied effectively in the workplace.

9. As a manager do you think programming skills of employees are important at your workplace?
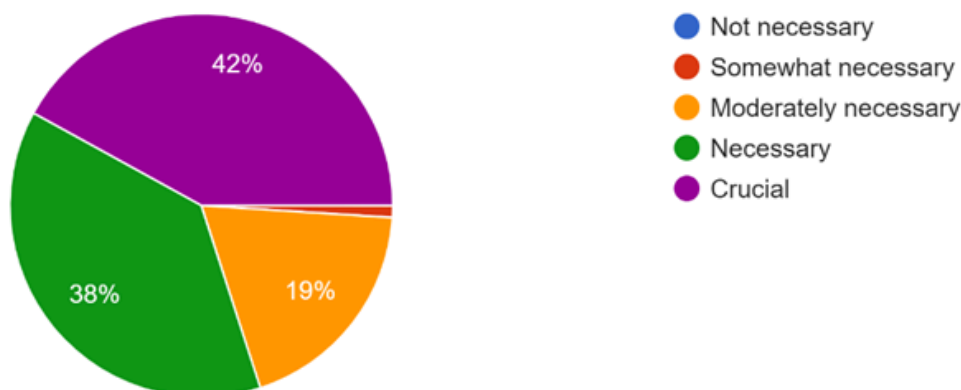
Not necessary - 0
Somewhat necessary - 1
Moderately necessary - 19
Necessary - 38
Crucial – 42

Results: The survey among managers shows a strong inclination towards the importance of programming skills at the workplace, with a significant number considering them crucial (42) or necessary (38). A smaller group views these skills as moderately necessary (19), and only one sees them as somewhat necessary.

Conclusions: Programming skills are evidently important in the modern workplace, with a majority of managers recognizing their significance for employee competencies and the operational success of the company.
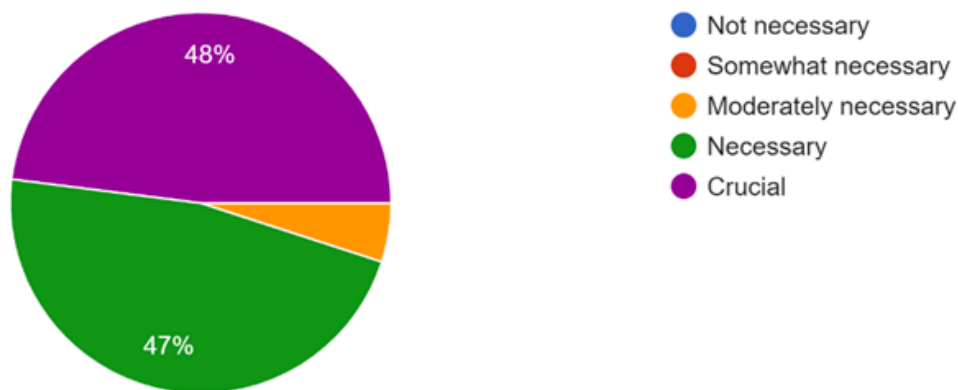
Recommendations: Given the importance of programming skills, training programs should be developed to cater to varying levels of expertise, from beginners to advanced programmers. The curriculum should include contemporary programming languages and technologies relevant to the industry. Practical, hands-on exercises that reflect real-world scenarios can enhance learning outcomes. Additionally, providing pathways for continuous learning and upskilling can help maintain a competitive edge in the rapidly evolving tech landscape.

10. As a manager, do you think conflict solving skills of employees are important at your workplace?

Legend:
- ● Not necessary
- ● Somewhat necessary
- ● Moderately necessary
- ● Necessary
- ● Crucial

48%
47%

Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 5
Necessary - 47
Crucial – 48

Results: The survey among managers highlights the importance of conflict resolution skills, with a significant majority considering them crucial (48) or necessary (47) at the workplace. Only a small number view these skills as moderately necessary (5).

Conclusions: Conflict resolution skills are evidently critical in the workplace, as indicated by the managers' responses. These skills are essential for maintaining a harmonious and productive work environment.

Recommendations: Training programs should incorporate conflict resolution modules that teach negotiation, empathy, and problem-solving strategies. Role-playing scenarios can help employees practice these skills in a controlled environment. It's also beneficial to include sessions on understanding different personality types and communication styles to prevent conflicts. Regular workshops can ensure these skills remain sharp and are adapted to evolving workplace dynamics.

11. As a manager, do you think self-presentation skills of employees are important at your workplace?

Legend:
- ● Not necessary
- ● Somewhat necessary
- ● Moderately necessary
- ● Necessary
- ● Crucial
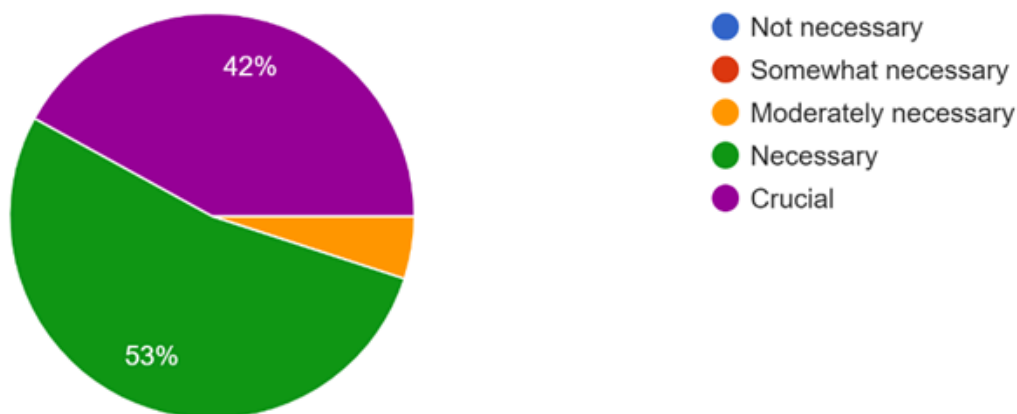
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 5
Necessary - 53
Crucial – 42

Results: The survey among managers underscores the importance of self-presentation skills, with a majority considering them necessary (53) or crucial (42) at the workplace. A small number view these skills as moderately necessary (5).

Conclusions: Self-presentation skills are evidently important in the workplace, as indicated by the managers' responses. These skills are essential for creating positive impressions and effective interpersonal interactions.

Recommendations: Training programs should focus on enhancing self-presentation skills, including public speaking and professional etiquette. Offer personal branding workshops to help employees understand how to present themselves effectively in various professional contexts. Encourage role-playing exercises to practice self-presentation scenarios. Provide constructive feedback to employees to improve their self-presentation continuously.

12. As a manager, do you think working under pressure are important skills of employees at your workplace?

Legend:
- Not necessary
- Somewhat necessary
- Moderately necessary
- Necessary
- Crucial
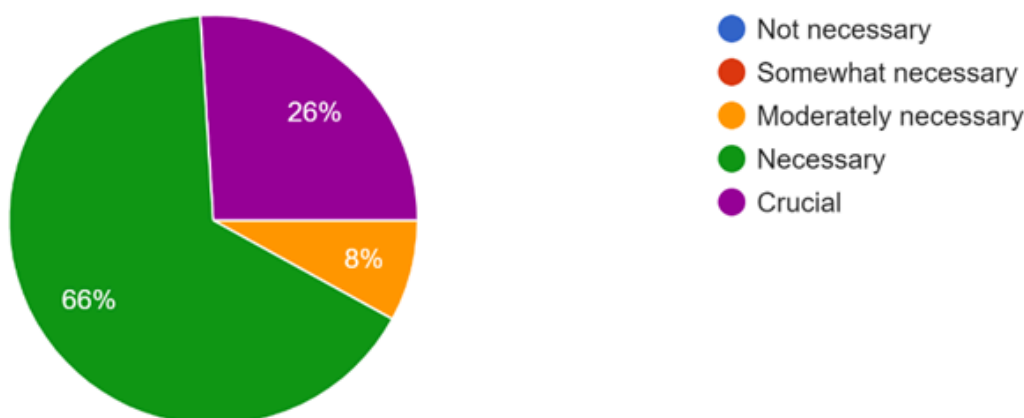
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 8
Necessary - 66
Crucial – 26

Results: The survey among managers reveals that working under pressure is a highly valued skill, with the majority considering it necessary (66) or crucial (26) at the workplace. A smaller group views it as moderately necessary (8).

Conclusions: The ability to work under pressure is evidently a key competency in the workplace, as indicated by the managers' responses. This skill is essential for maintaining performance and meeting deadlines in high-stress situations.
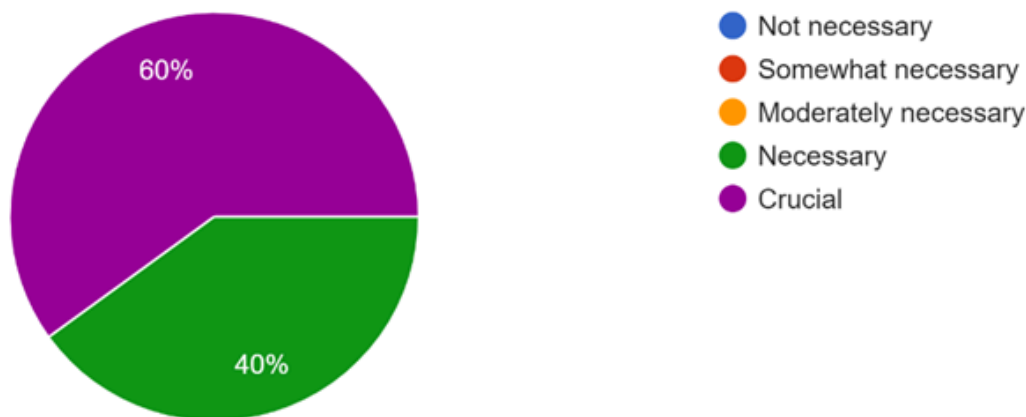
Recommendations: Training programs should include stress management techniques and exercises that simulate high-pressure situations. This can prepare employees to perform effectively under challenging conditions. Encourage the development of a supportive work environment where employees feel comfortable seeking assistance when needed. Regularly evaluate the workplace atmosphere and provide resources to help employees manage stress and pressure.

13. Do you think that the ability to work with the MS OFFICE is an important skill of employees?

Legend:
- Not necessary
- Somewhat necessary
- Moderately necessary
- Necessary
- Crucial

Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 0
Necessary – 40
Crucial – 60

Results: The survey among managers indicates a unanimous agreement on the importance of MS Office skills, with all respondents considering them either necessary (40) or crucial (60) for their employees.

Conclusions: The ability to work with MS Office is evidently a critical competency in the workplace, as indicated by the managers' responses. This skill is essential for a wide range of business operations and professional tasks.

Recommendations: Training programs should ensure that all employees are proficient in MS Office, covering various applications such as Word, Excel, PowerPoint, and Outlook. The curriculum should include both basic and advanced features, tailored to different job roles. Practical exercises that reflect real-world business scenarios can enhance learning outcomes. Additionally, providing resources for continuous learning and updates on new features can help maintain a high level of proficiency.

14. Do you think that the ability to use online meeting programs such as Zoom, Click Meeting, Teams, Google Meet, Skype is an important skill of employees in your team?

- 🔵 Not necessary
- 🔴 Somewhat necessary
- 🟠 Moderately necessary
- 🟢 Necessary
- 🟣 Crucial
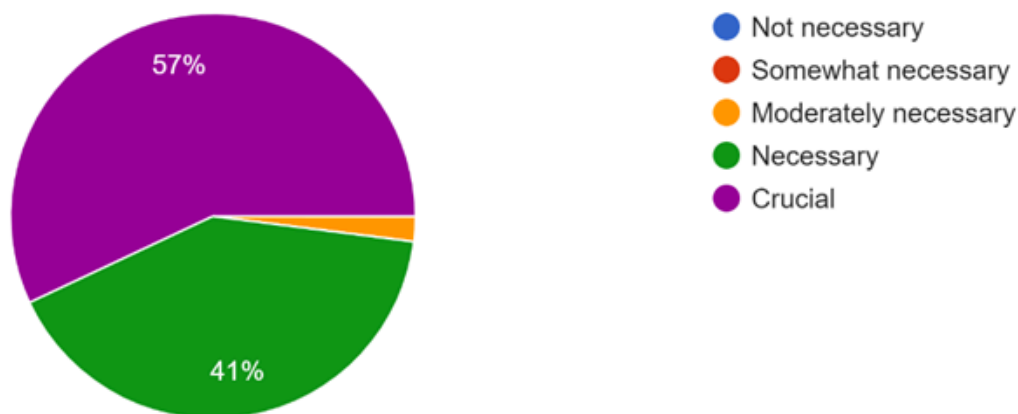
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 2
Necessary – 41
Crucial – 57

Results: The survey among managers clearly indicates that the ability to use online meeting programs is highly valued, with a majority considering it crucial (57) or necessary (41) for their teams. Only a small number view it as moderately necessary (2).

Conclusions: The ability to use online meeting tools is evidently a critical competency in the modern workplace, as indicated by the managers' responses. This skill is essential for effective communication and collaboration in an increasingly digital work environment.
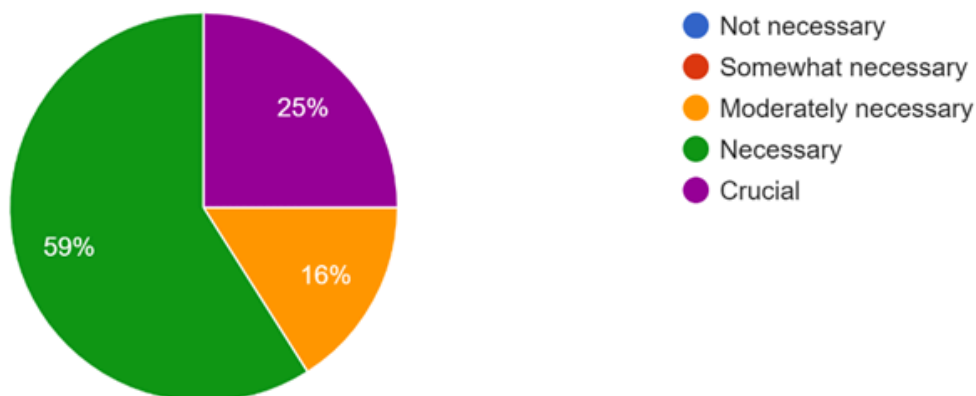
Recommendations: Training programs should include comprehensive modules on using various online meeting tools such as Zoom, Teams, Google Meet, and Skype. The curriculum should cover the basics of setting up and joining meetings, managing participants, and sharing content. Interactive exercises that simulate virtual meetings can provide practical experience. It's also beneficial to teach best practices for virtual communication and engagement. Regular assessments and feedback will help ensure these skills are being applied effectively in the workplace.

15. Do you think delegating tasks is an important skill of employees in your team?

Legend:
- Not necessary
- Somewhat necessary
- Moderately necessary
- Necessary
- Crucial

Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 16
Necessary – 59
Crucial – 25

Results: The survey among managers indicates that the skill of delegating tasks is highly valued, with most managers considering it necessary (59) or crucial (25) for their teams. A smaller group views it as moderately necessary (16).

Conclusions: Delegation is evidently a key competency in the workplace, as indicated by the managers' responses. This skill is essential for efficient task management and leadership within teams.

Recommendations: Training programs should focus on developing effective delegation skills. This includes teaching how to identify the right tasks to delegate, choosing the appropriate team members for those tasks, and communicating expectations clearly. Role-playing exercises can provide practical experience in delegation. It's also beneficial to include strategies for follow-up and feedback to ensure tasks are completed satisfactorily. Regular assessments and feedback will help ensure these skills are being applied effectively in the workplace.

16. Do you think analytical skills are an important as a set of skills of employees in your team?
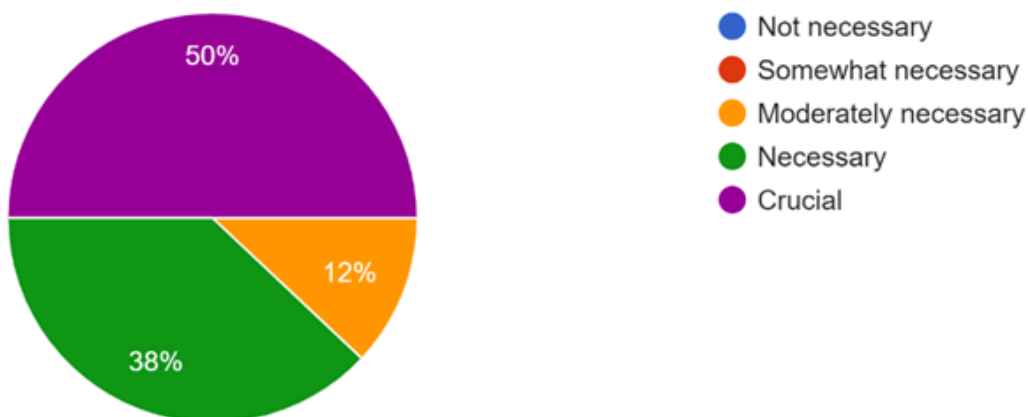
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 12
Necessary – 38
Crucial – 50

Results: The survey among managers reveals that analytical skills are highly regarded, with a majority considering them crucial (50) or necessary (38) for their teams. A smaller group views these skills as moderately necessary (12).

Conclusions: Analytical skills are evidently critical in the workplace, as indicated by the managers' responses. These skills are essential for problem-solving, decision-making, and data-driven analysis.

Recommendations: Training programs should prioritize analytical skills, focusing on data interpretation, problem-solving techniques, and decision-making processes. The curriculum should include practical exercises that allow employees to analyze real-world data sets and make informed decisions. It's also beneficial to teach the use of analytical tools and software that are relevant to the industry. Regular assessments and feedback will help ensure these skills are being applied effectively in the workplace.

17. Do you think that the ability to motivate others is important skill of employees in your team?
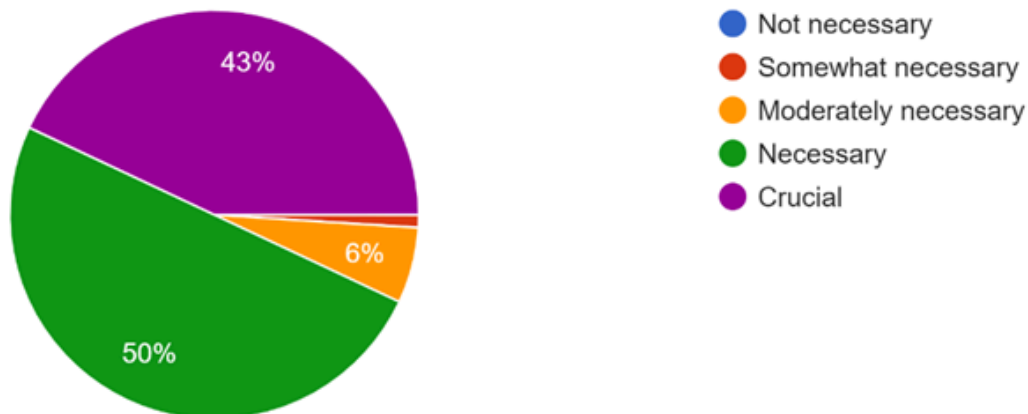
Not necessary - 0
Somewhat necessary - 1
Moderately necessary - 6
Necessary – 50
Crucial – 43

Results: The survey among managers shows that the ability to motivate others is highly valued, with most considering it necessary (50) or crucial (43) for their teams. A smaller group views it as moderately necessary (6), and only one sees it as somewhat necessary.

Conclusions: Motivational skills are evidently important in the workplace, as indicated by the managers' responses. These skills are essential for leadership, team cohesion, and overall productivity.

Recommendations: Training programs should include modules on motivational techniques, emphasizing the importance of inspiring and engaging team members. Interactive sessions that involve goal setting, positive reinforcement, and recognition of achievements can be effective. Tailoring content to different levels of experience and positions within a company will ensure broad applicability. Regular feedback sessions and opportunities for participants to practice motivational skills in a supportive environment will reinforce learning outcomes.

18. In your opinion, are the skills of organizing and motivating others are important skills of employees at your workplace?
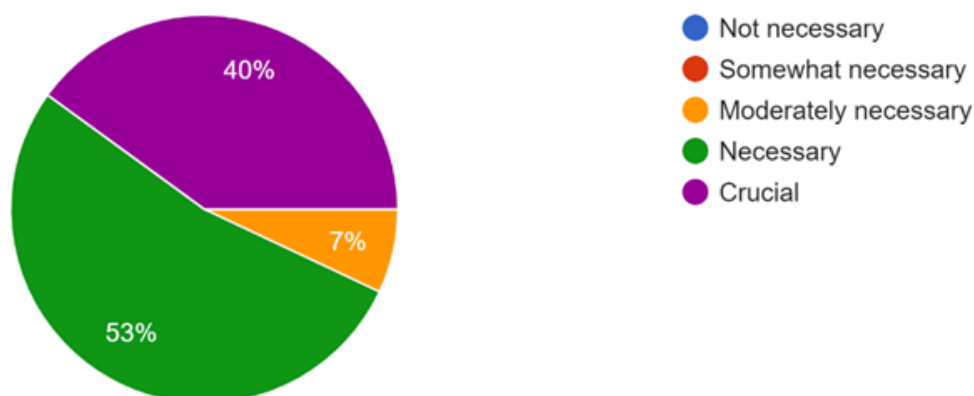
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 7
Necessary – 53
Crucial – 40

Results: The survey among managers shows a strong consensus on the importance of skills in organizing and motivating others, with most managers considering them necessary (53) or crucial (40) for their employees. A smaller group views these skills as moderately necessary (7).

Conclusions: Organizational and motivational skills are evidently critical in the workplace, as indicated by the managers' responses. These skills are essential for leadership, team cohesion, and driving performance.

Recommendations: Training programs should focus on organizational and motivational skills, providing tools and strategies for effective team management. Include modules on goal setting, delegation, and fostering a positive work environment. Offer leadership development opportunities and encourage mentorship practices. Regularly assess the impact of these skills on team performance and adjust training accordingly.

19. In your opinion, is the ability to work under pressure important from the point of view of the competences of the employees in your team?
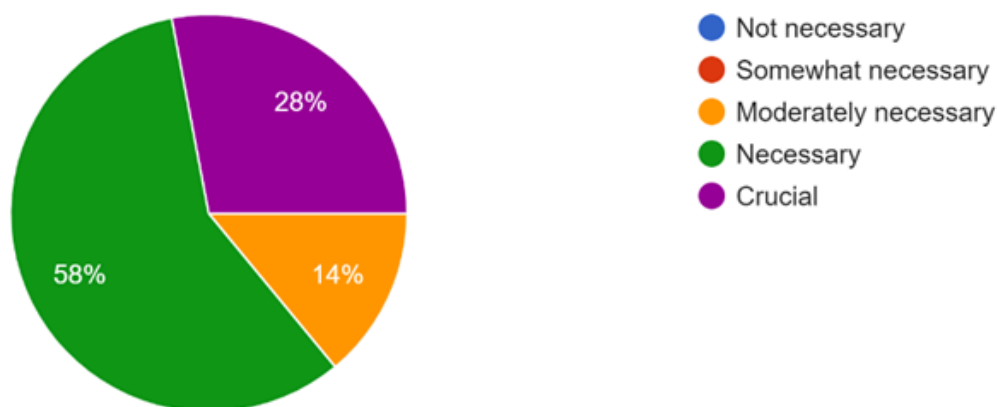
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 14
Necessary – 58
Crucial – 28

Results: The survey among managers indicates that the ability to work under pressure is a highly valued skill, with most managers considering it necessary (58) or crucial (28) for their teams. A smaller group views it as moderately necessary (14).

Conclusions: The ability to work under pressure is evidently a key competency in the workplace, as indicated by the managers' responses. This skill is essential for maintaining performance and meeting deadlines in high-stress situations.
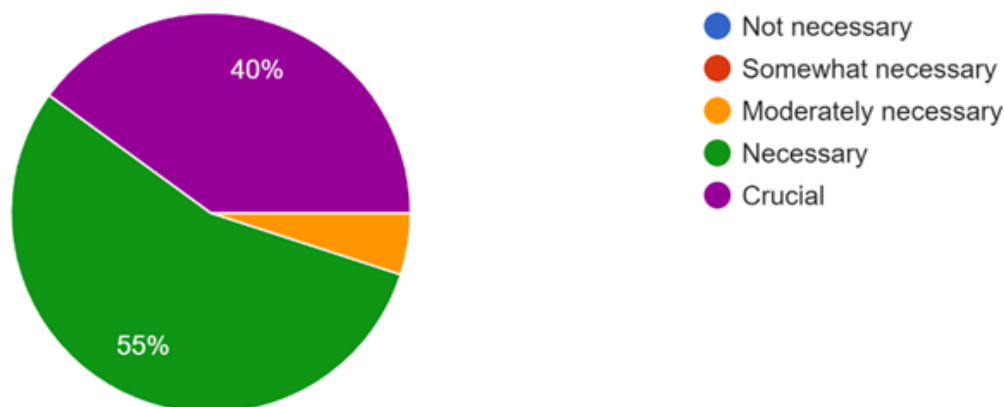
Recommendations: Training programs should include stress management techniques and exercises that simulate high-pressure situations. This can prepare employees to perform effectively under challenging conditions. Encourage the development of a supportive work environment where employees feel comfortable seeking assistance when needed. Regularly evaluate the workplace atmosphere and provide resources to help employees manage stress and pressure.

20. In your opinion, are negotiation skills important from the point of view of the competences of employees in your team?

NNot necessary - 0
Somewhat necessary - 0
Moderately necessary - 5
Necessary – 55
Crucial – 40

Results: The survey among managers reveals that negotiation skills are highly regarded, with most considering them necessary (55) or crucial (40) for their teams. A small number view these skills as moderately necessary (5).

Conclusions: Negotiation skills are evidently important in the workplace, as indicated by the managers' responses. These skills are essential for decision-making, conflict resolution, and achieving favorable outcomes in various business interactions.

Recommendations: Training programs should focus on developing negotiation skills, which are vital for a wide range of positions. Include modules that cover negotiation strategies, understanding different negotiation styles, and how to reach mutually beneficial agreements. Role-playing exercises can be effective in practicing these skills, and ongoing support and resources should be provided to ensure employees can continue to develop their abilities. Additionally, incorporating feedback mechanisms, such as peer reviews and self-assessment tools, can help employees identify areas for improvement and track their progress.

21. In your opinion, are creative thinking skills important from the point of view of the competences of employees in your team?
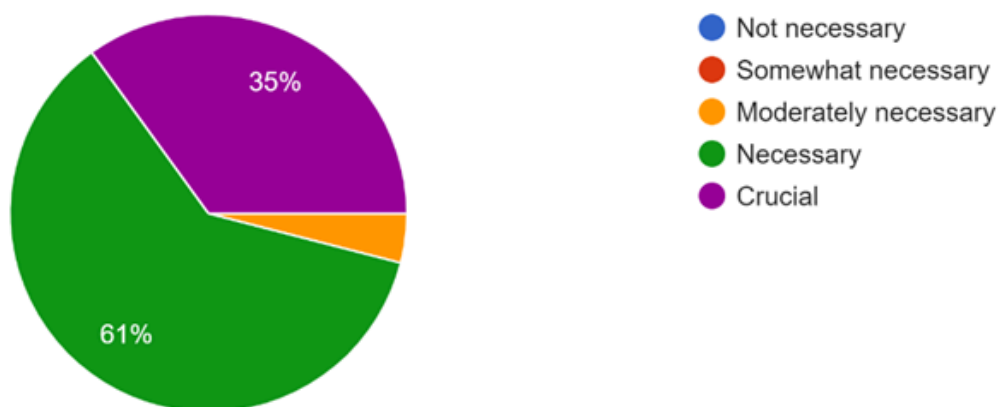
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 4
Necessary – 61
Crucial – 35

Results: The survey among managers shows a strong consensus on the importance of creative thinking skills, with most considering them necessary (61) or crucial (35) for their teams. Only a small number view these skills as moderately necessary (4).

Conclusions: Creative thinking skills are evidently important in the workplace, as indicated by the managers' responses. These skills are essential for innovation, problem-solving, and adapting to new challenges.

Recommendations: Training programs should foster creative thinking through exercises that challenge conventional approaches and encourage innovation. Include brainstorming sessions, design thinking workshops, and scenario planning activities. Tailor the training to various job roles, ensuring relevance and applicability. Encourage a culture of curiosity and experimentation, where new ideas are welcomed and explored. Provide tools and techniques to help employees think outside the box and develop novel solutions to complex problems.

22. In your opinion, are the skills of working in a virtual team important from the point of view of the competences of the employees in your team?
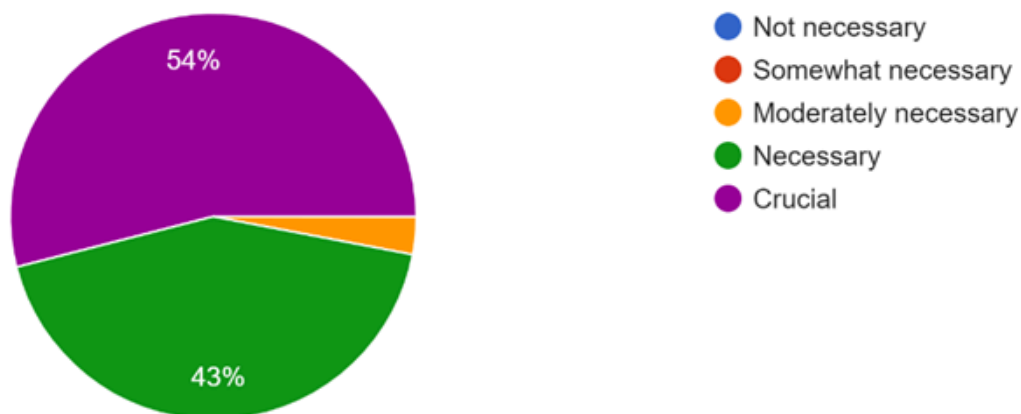
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 3
Necessary – 43
Crucial – 54

Results: The survey among managers indicates that skills for working in virtual teams are highly valued, with most considering them crucial (54) or necessary (43) for their teams. Only a small number view these skills as moderately necessary (3).

Conclusions: The ability to work effectively in virtual teams is evidently a critical competency in the modern workplace, as indicated by the managers' responses. This skill is essential for successful collaboration in an increasingly remote and digital work environment.

Recommendations: Training programs should emphasize virtual teamwork skills, including effective online communication, digital collaboration tools, and remote project management. Interactive virtual team-building exercises can simulate real-world scenarios, enhancing the learning experience. It's also beneficial to include best practices for virtual meetings and maintaining team cohesion in a digital environment. Regular assessments and feedback will help ensure these skills are being applied effectively in the workplace.

23. Do you think that stress coping skills are important from the point of view of the competences in your team?
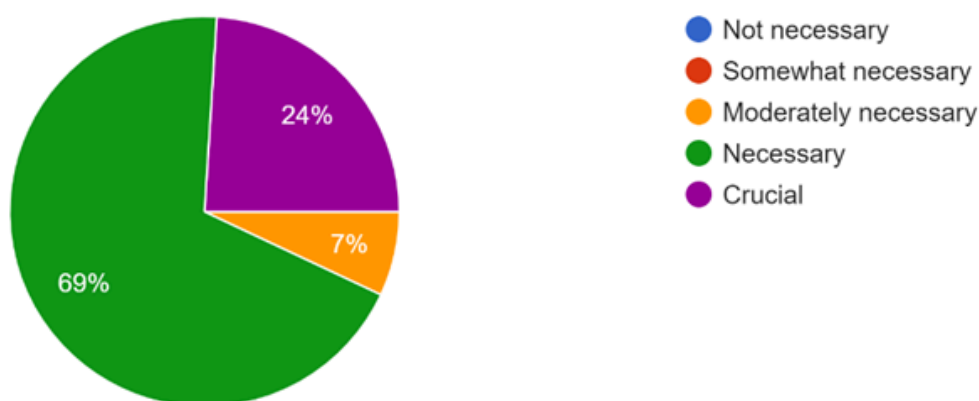
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 7
Necessary – 69
Crucial – 24

Results: The survey among managers indicates that stress coping skills are considered highly important, with the majority finding them necessary (69) or crucial (24) for their teams. A small number view these skills as moderately necessary (7).

Conclusions: Stress coping skills are evidently critical competencies in the workplace, as indicated by the managers' responses. These skills are essential for maintaining employee well-being and productivity under pressure.

Recommendations: Training programs should incorporate stress management techniques that cater to a variety of workplace scenarios. Techniques could include mindfulness, time management, and relaxation exercises. It's also beneficial to provide resources for mental health support and to create an open dialogue about stress and coping mechanisms in the workplace. Regular workshops and follow-up sessions can help reinforce these skills and ensure they are being applied effectively.

24. Do you think that skills of dealing with difficult customers are important from the point of view of the competences of employees in your team?
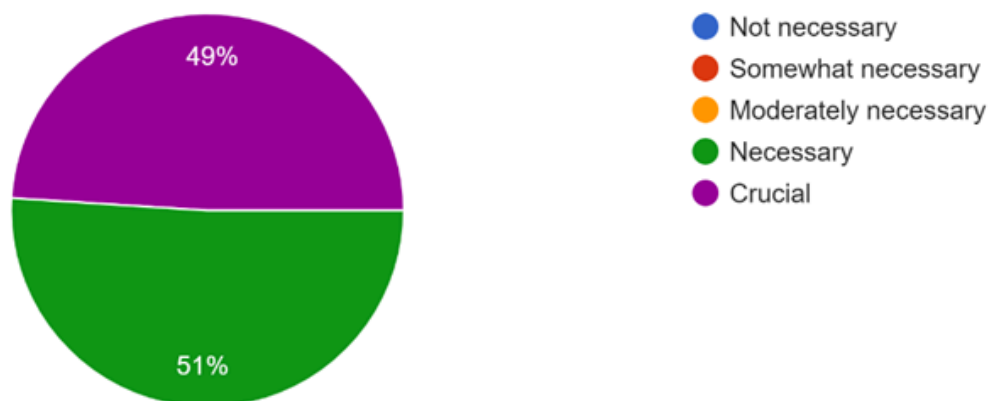
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 0
Necessary – 51
Crucial – 49

Results: The survey among managers shows unanimous agreement on the importance of dealing with difficult customers, with all respondents considering it either necessary (51) or crucial (49) for their teams.

Conclusions: The ability to handle difficult customers is evidently a critical competency in the workplace, as indicated by the managers' responses. This skill is essential for maintaining high-quality service standards and customer satisfaction.
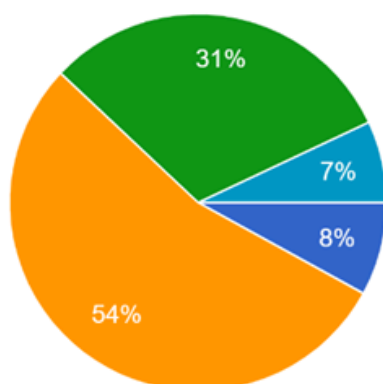
Recommendations: Training programs should focus on customer service skills, particularly in dealing with challenging situations. Role-playing exercises that simulate difficult customer interactions can provide valuable practice. Training should also cover effective communication strategies, empathy, and problem-solving techniques. Regular assessments and feedback will help ensure these skills are being applied effectively in the workplace.

25. Watch the videos and choose the employee with the most preferable style for your team.

D style https://youtu.be/5J1AVh47c4c?si=qSiKekXMgCTQ9jQB - 8
I style https://youtu.be/j_5zpwByIbY?si=7EWxjTZ2MLSx4uW- - 0
S style https://youtu.be/Qg17KT2gtqI?si=7p1a4tWNLeZN0yqT - 54
C style https://youtu.be/ccBw74BP4oc?si=-BdSAveZgDPu_PKs - 31
None of the above - 0
Characteristics from each of the styles – 7

Results: The survey among managers regarding preferred employee styles for their teams shows a strong preference for the S style (54), followed by the C style (31). The D style is less favored (8), and the I style did not receive any votes. A small number of managers (7) prefer characteristics from each of the styles.

Conclusions: The S style, characterized by steadiness, teamwork, and supportiveness, is highly valued among managers for team dynamics.
The C style, associated with compliance, accuracy, and analytical thinking, is also well-regarded. The preference for a mix of characteristics suggests a desire for versatile employees who can adapt to various roles.

Recommendations: Training programs should emphasize the development of skills associated with the S and C styles, such as collaboration, supportiveness, attention to detail, and analytical thinking. Incorporating a variety of teaching methods that cater to these styles can create a more dynamic and adaptable workforce. It's also beneficial to include training that fosters flexibility and the ability to integrate various working styles, ensuring employees can work effectively in diverse team settings.

26. From the image below choose the most desirable set of characteristics of your future staff / team member

- ● D Red
- ● I Yellow
- ● S Green
- ● C Blue
- ● None of the above
- ● From each set some characteristics
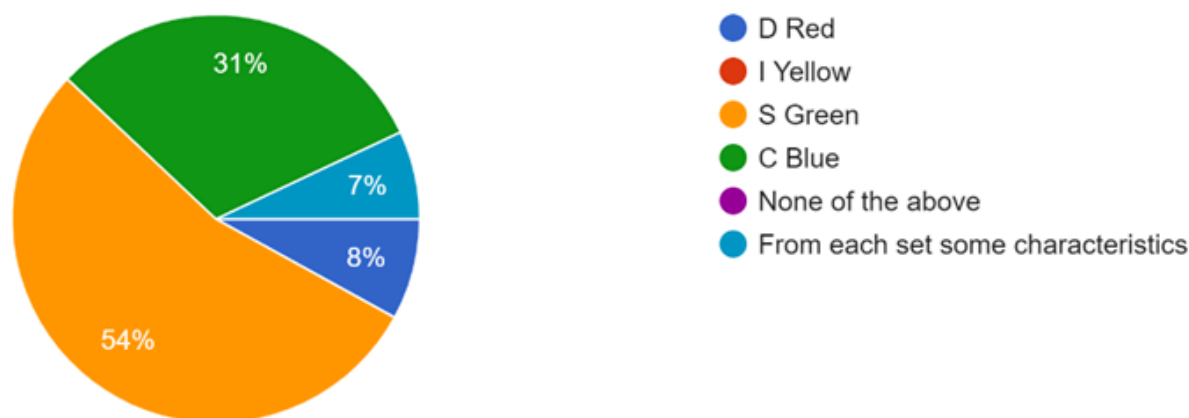
D Red - 8
I Yellow - 0
S Green - 54
C Blue - 31
None of the above - 0
From each set some characteristics – 7

Results: The survey among managers regarding the desirable characteristics for future staff or team members shows a strong preference for the S Green style (54), followed by the C Blue style (31). The D Red style is less favored (8), and the I Yellow style did not receive any votes. A small number of managers (7) prefer a combination of characteristics from all styles.

Conclusions: The S Green style, associated with qualities like cooperation, reliability, and calmness, is highly valued by managers for team dynamics. The C Blue style, which includes analytical, systematic, and detail-oriented traits, is also preferred. The interest in a mix of characteristics from all styles indicates a desire for adaptable employees who can bring a diverse range of strengths to the team.

Recommendations: Training programs should be designed to cultivate the S Green and C Blue characteristics, focusing on teamwork, reliability, analytical skills, and attention to detail. Additionally, incorporating elements that encourage adaptability and the integration of various working styles can create a versatile and effective workforce. Training should also include opportunities for employees to develop a broad skill set that aligns with the diverse preferences of managers.

27. Do you think multitasking is important as a skill of employees at your workplace?
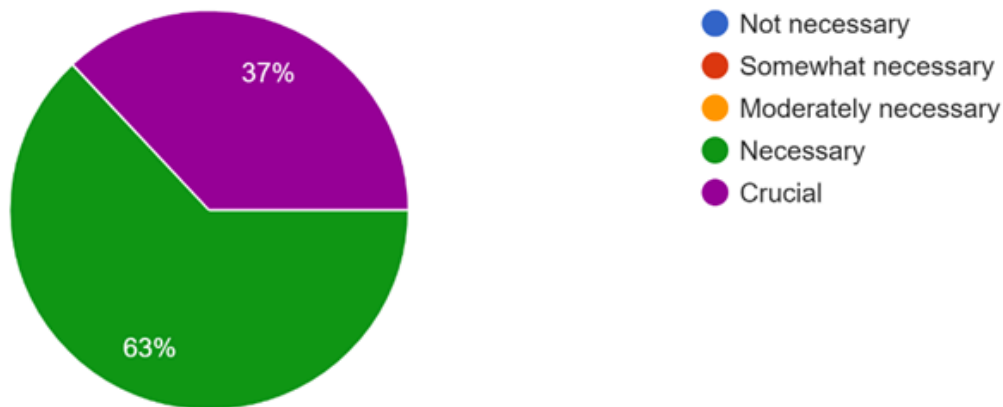
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 0
Necessary – 63
Crucial – 37

Results: The survey among managers indicates that multitasking is unanimously considered an important skill at the workplace, with all respondents finding it either necessary (63) or crucial (37).

Conclusions: Multitasking is evidently a critical competency in the workplace, as indicated by the managers' responses. This skill is essential for managing multiple tasks efficiently and effectively in today's fast-paced work environment.

Recommendations: Training programs should include modules that enhance multitasking abilities, focusing on techniques for prioritizing tasks and managing time effectively. Interactive exercises that simulate a multitasking environment can provide practical experience. It's also beneficial to teach strategies for minimizing distractions and maintaining focus when handling multiple responsibilities. Regular assessments and feedback will help ensure these skills are being applied effectively in the workplace.

28. Is the ability to work in a global multicultural environment important from the point of view of the competences of employees at your workplace?

Legend:
- Not necessary
- Somewhat necessary
- Moderately necessary
- Necessary
- Crucial
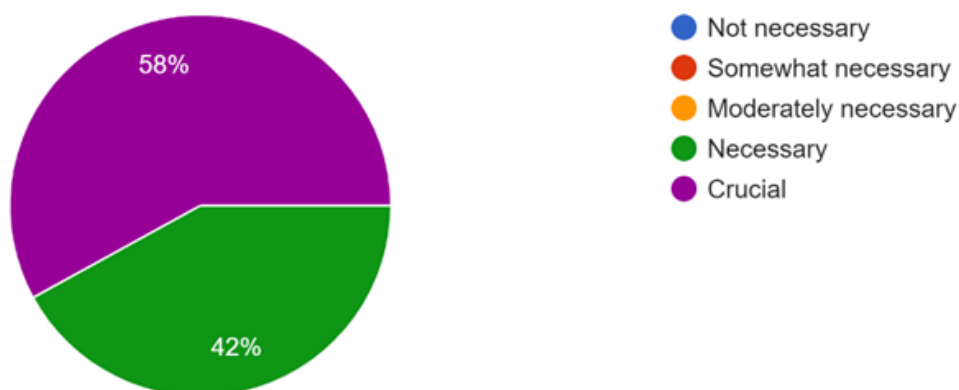
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 0
Necessary – 58
Crucial – 42

Results: The survey among managers shows a unanimous agreement on the importance of the ability to work in a global multicultural environment, with all respondents considering it either necessary (58) or crucial (42).

Conclusions: The ability to work effectively in a global multicultural environment is evidently a critical competency in the modern workplace, as indicated by the managers' responses. This skill is essential for successful collaboration in an increasingly interconnected and diverse work environment.

Recommendations: Training programs should emphasize cultural awareness and sensitivity. Include modules on effective communication across cultures, understanding cultural norms, and adapting to diverse work styles. Interactive exercises that simulate multicultural team collaboration can provide practical experience. It's also beneficial to teach strategies for overcoming language barriers and fostering inclusive work environments. Regular assessments and feedback will help ensure these skills are being applied effectively in the workplace.

29. In your opinion the ability to write e-mails, prepare memos and write projects are important from the point of view of the competences of employees at your workplace?
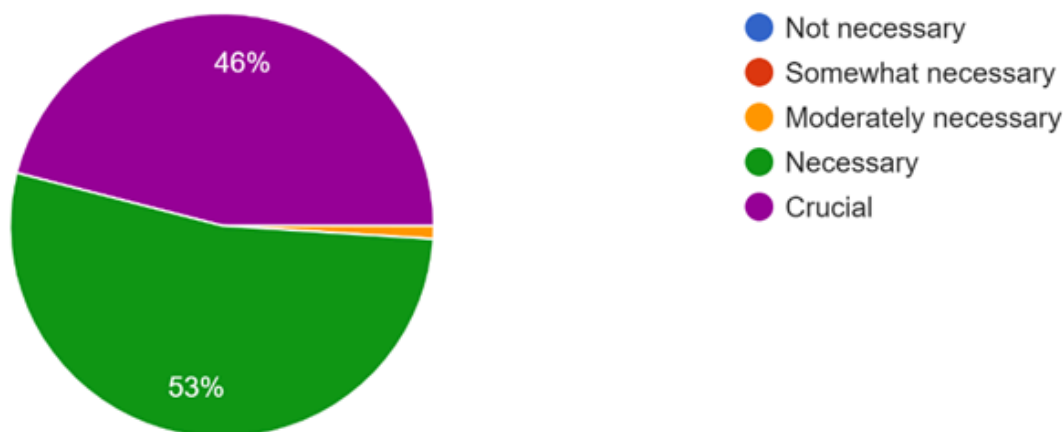
Not necessary - 0
Somewhat necessary - 0
Moderately necessary - 1
Necessary – 53
Crucial – 46

Results: The survey among managers shows that writing skills, including the ability to compose e-mails, prepare memos, and write projects, are considered highly important, with most managers rating them as necessary (53) or crucial (46). Only one manager views these skills as moderately necessary.

Conclusions: Writing skills are evidently critical competencies in the workplace, as indicated by the managers' responses. These skills are essential for effective communication, documentation, and project management.

Recommendations: Training programs should focus on enhancing employees' writing skills for various business contexts. Include modules on email etiquette, memo formatting, and project proposal development. Interactive exercises that involve drafting and peer-reviewing documents can provide practical experience. It's also beneficial to teach strategies for clear and concise communication. Regular assessments and feedback will help ensure these skills are being applied effectively in the workplace.

30. From your point of view, which employee competencies are more importantat your workplace?
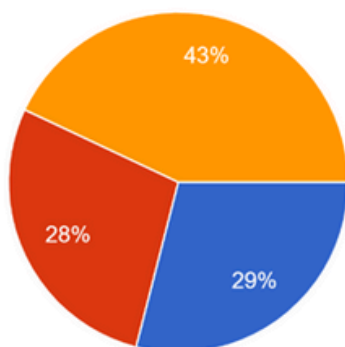
- ● Hard Skills - technical and those that include specialist knowledge, knowledge of foreign languages, ability to operate computer programs or a cash register. Hard skills are those easy to define. You have them or do not have them. There…
- ● Soft Skills - these are psychosocial skills, e.g. communication skills, creativity, dynamism of action, or flexibility
- ● 50/50

Hard Skills - technical and those that include specialist knowledge, knowledge of foreign languages, ability to operate computer programs or a cash register. Hard skills are those easy to define. You have them or do not have them. There… - 29

Soft Skills - these are psychosocial skills, e.g. communication skills, creativity, dynamism of action, or flexibility - 28

50/50 – 43

Results: The survey among managers regarding the importance of employee competencies at their workplace shows a balanced perspective, with a slight majority favoring an equal emphasis on both hard and soft skills (50/50 – 43). Hard skills received 29 votes, while soft skills were close behind with 28 votes.

Conclusions: The results suggest that managers value a well-rounded employee profile that includes both technical expertise (hard skills) and interpersonal abilities (soft skills). The balanced distribution indicates that both sets of skills are considered integral to workplace success.

Recommendations: Training programs should offer a balanced approach, developing both hard and soft skills. For hard skills, focus on industry-specific knowledge and technical proficiencies. For soft skills, emphasize communication, creativity, and adaptability. Incorporate a variety of teaching methods, including hands-on training for hard skills and interactive workshops for soft skills. Regular assessments can help tailor the training to individual needs, ensuring a well-rounded skill set that meets the demands of the modern workplace.

SUMMARY

The research conducted among managers aimed to identify the competencies and skills deemed most important in the workplace, particularly focusing on those relevant to employees with varying levels of professional experience. The survey covered a broad range of skills, from technical and hard skills to soft skills and personal attributes, providing a comprehensive view of managerial expectations.

Technical Skills: Managers overwhelmingly recognized the importance of technical skills, with a majority labeling them as necessary or crucial. This suggests a strong need for employees to possess up-to-date technical knowledge and abilities that are directly applicable to their job roles.

Time and Task Management: Time and task management skills were also highly valued, indicating that the ability to efficiently organize work and meet deadlines is critical for productivity and success in the workplace.

Communication Skills: Communication skills, including non-violent and transformative communication, were considered essential. Managers emphasized the need for employees to effectively convey ideas, resolve conflicts, and build strong relationships within the team.

Teamwork: The ability to work as part of a team was seen as crucial, reflecting the collaborative nature of modern work environments and the importance of being able to work harmoniously with others.

Programming Skills: For roles where it is relevant, programming skills were highlighted as important, suggesting that the integration of technology into business processes is becoming increasingly prevalent.

Conflict Resolution: Conflict resolution skills were deemed necessary, underscoring the need for employees to navigate disagreements and maintain a positive work atmosphere.

Self-Presentation: Self-presentation skills were also rated highly, indicating that the ability to effectively represent oneself and the company is valued.

Working Under Pressure: The ability to work under pressure was recognized as a key skill, essential for maintaining performance during challenging times.

MS Office Proficiency: Proficiency in MS Office was unanimously considered important, reflecting its widespread use in business operations.

SUMMARY

Online Meeting Tools: The ability to use online meeting tools was seen as crucial, highlighting the growing trend of remote work and virtual collaboration.

Delegation: Delegation skills were considered significant, especially for those in leadership roles or positions that require managing teams.

Analytical Skills: Analytical skills were highly regarded, with managers emphasizing the importance of data-driven decision-making and problem-solving.

Motivation: The ability to motivate others was seen as an important skill, particularly for those in leadership positions or roles that involve team management.

Organizational Skills: Skills in organizing and motivating others were also rated as important, suggesting that managers value employees who can lead and inspire their teams.

Negotiation Skills: Negotiation skills were highlighted as crucial, indicating that the ability to reach favorable outcomes in business dealings is highly valued.

Creative Thinking: Creative thinking skills were recognized as important, reflecting the need for innovation and the ability to think outside the box.

Virtual Teamwork: Skills for working in virtual teams were emphasized, in line with the increasing prevalence of remote work arrangements.

Stress Coping: Stress coping skills were unanimously seen as important, indicating that managers value employees who can manage stress effectively.

Customer Handling: The ability to deal with difficult customers was considered crucial, especially for customer-facing roles.

Preferred Working Styles: Managers showed a preference for certain working styles, particularly those that emphasize steadiness, teamwork, and analytical thinking.

Multitasking: Multitasking was seen as a crucial skill, reflecting the dynamic nature of modern work where employees often handle multiple tasks simultaneously.

SUMMARY

Global Multicultural Environment: The ability to work in a global multicultural environment was unanimously considered important, highlighting the need for cultural sensitivity and adaptability.

Writing Skills: Writing skills were seen as crucial, emphasizing the need for clear and effective written communication.

Hard vs. Soft Skills: There was a balanced view on the importance of hard and soft skills, with a slight majority favoring an equal emphasis on both.

The research provides valuable insights into the skills and competencies that managers consider essential for the modern workplace. These findings can inform the development of training programs that are aligned with managerial expectations and the evolving needs of the labor market.

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