



ORGANISATIONS
INTO Learning Workplaces

**TOWARDS A HOLISTIC TRANSFORMATION OF
ORGANISATIONS INTO LEARNING WORKPLACES**

Work Package: 6

Work Package Title: Development of Employees – Positive Attitude towards Learning Workplaces and Transversal Skills’ Training

Activity Title: 6.9 Preparation of a Recommendations’ Report – Aggregate Report – Workshop B

Coordinator:

MMC Mediterranean
Management Centre

Partners:



CYPRUS
CHAMBER OF
COMMERCE AND
INDUSTRY



Cámara
Valencia



Ασsoçιαση Εργοδωτών
Εμπλοκιστών Αλπερας



FH JOANNEUM
University of Applied Sciences

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Workshop: “Six Top Transversal Skills for Employees”

Aggregate Recommendations’ Report

A. Training Sessions’ Details

Module 1 – Communication

Title of Training Session	Module 1 – Communication
Date and Time of Training Session	20 January 2023, 09.00-14.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	Fundación Equipo Humano, Spain

Title of Training Session	Module 1 – Communication
Date and Time of Training Session	21 December 2022, 17.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	Eurocirle, France

Title of Training Session	Module 1 – Communication
Date and Time of Training Session	21 October 2022, 09.00-16.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online

Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	MMC Management Centre, Cyprus

Title of Training Session	Module 1 – Communication
Date and Time of Training Session	10 November 2022, 9.00-16.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	FH Joanneum, Austria

Title of Training Session	Module 1 – Communication
Date of Training Session	22 November 2022
Type of Training Session	<input checked="" type="checkbox"/> Face-to-Face <input type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	DIMITRA EDUCATION & CONSULTING 19 Palaiologou Street, Larissa, Greece
Partner Responsible for the Training Session and Partner Country	DIMITRA EDUCATION & CONSULTING, Greece

Table 1: 'Module 1 – Communication' Training Session Details

Module 2 – Team Building

Title of Training Session	Module 2 – Team Building
Date and Time of Training Session	24 February 2023, 09.00-14.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	

Partner Responsible for the Training Session and Partner Country	Fundación Equipo Humano, Spain
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Title of Training Session	Module 2 – Team Building
Date and Time of Training Session	15 December 2022, 17.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	Eurocircle, France

Title of Training Session	Module 2 – Team Building
Date and Time of Training Session	3 November 2022, 09.00-14.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	MMC Management Centre, Cyprus

Title of Training Session	Module 2 – Team Building
Date and Time of Training Session	13 October 2022, 12.00-16.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	FH Joanneum, Austria

Title of Training Session	Module 2 – Team Building
Date of Training Session	28 November 2022
Type of Training Session	<input checked="" type="checkbox"/> Face-to-Face <input type="checkbox"/> Online

Venue of Training Session (Name and Address) (if applicable)	DIMITRA EDUCATION & CONSULTING 19, Palaiologou Street, Larissa, Greece
Partner Responsible for the Training Session and Partner Country	DIMITRA EDUCATION & CONSULTING, Greece

Table 2: 'Module 2 – Team Building' Training Session Details

Module 3 – Resilience and Time Management

Title of Training Session	Module 3 – Resilience and Time Management
Date and Time of Training Session	25 February 2023, 09.00-14.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	Fundación Equipo Humano, Spain

Title of Training Session	Module 3 – Resilience and Time Management
Date and Time of Training Session	22 December 2022, 17.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	Eurocircle, France

Title of Training Session	Module 3 – Resilience and Time Management
Date and Time of Training Session	11 November 2022, 09.00-15.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	MMC Management Centre, Cyprus

Title of Training Session	Module 3 – Resilience and Time Management
Date and Time of Training Session	24 November 2022, 09.00-16.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	FH Joanneum, Austria

Title of Training Session	Module 3 – Resilience and Time Management
Date and Time of Training Session	28 November 2022
Type of Training Session	<input checked="" type="checkbox"/> Face-to-Face <input type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	DIMITRA EDUCATION & CONSULTING 19, Palaiologou Street, Larissa, Greece
Partner Responsible for the Training Session and Partner Country	DIMITRA EDUCATION & CONSULTING, Greece

Table 3 : ‘Module 3 – Resilience and Time Management’ Training Session Details’

Module 4 – Responsibility and Ethical Practice

Title of Training Session	Module 4 – Responsibility and Ethical Practice
Date and Time of Training Session	26 February 2023, 09.00-14.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	Fundación Equipo Humano, Spain

Title of Training Session	Module 4 – Responsibility and Ethical Practice
Date and Time of Training Session	5 January 2023, 17.00

Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	Eurocircle, France

Title of Training Session	Module 4 – Responsibility and Ethical Practice
Date and Time of Training Session	25 November 2022, 09.00-14.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	MMC Management Centre, Cyprus

Title of Training Session	Module 4 – Responsibility and Ethical Practice
Date and Time of Training Session	3 November 2022, 09.00-13.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	MS Teams
Partner Responsible for the Training Session and Partner Country	Austria

Title of Training Session	Module 4 – Responsibility and Ethical Practice
Date and Time of Training Session	29 November 2022
Type of Training Session	<input checked="" type="checkbox"/> Face-to-Face <input type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	DIMITRA EDUCATION & CONSULTING premises, Palaiologou 19, Larissa
Partner Responsible for the Training Session and Partner Country	DIMITRA EDUCATION & CONSULTING, Greece

Table 4: 'Module 4 – Responsibility and Ethical Practice' Training Session Details

Module 5 – Self-Leadership and Entrepreneurial Mindset

Title of Training Session	Module 5 – Self-Leadership and Entrepreneurial Mindset
Date and Time of Training Session	26 February 2023, 09.00-14.00
Type of Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	Fundación Equipo Humano, Spain

Title of Training Session	Module 5 – Self-Leadership and Entrepreneurial Mindset
Date and Time of Training Session	3 January 2023, 17.00
Type of Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	Eurocircle, France

Title of Training Session	Module 5 – Self-Leadership and Entrepreneurial Mindset
Date and Time of Training Session	18 November 2022, 09.00-15.30
Type of Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	MMC Management Centre, Cyprus

Title of Training Session	Module 5 – Self-Leadership and Entrepreneurial Mindset
Date and Time of Training Session	20 October 2022, 09.00-16.00
Type of Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	FH Joanneum, Austria

Title of Training Session	Module 5 – Self-Leadership and Entrepreneurial Mindset
Date and Time of Training Session	29 November 2022
Type of Session	<input checked="" type="checkbox"/> Face-to-Face <input type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	DIMITRA EDUCATION & CONSULTING 19, Palaiologou Street, Larissa, Greece
Partner Responsible for the Training Session and Partner Country	DIMITRA EDUCATION & CONSULTING, Greece

Table 5: ‘Module 5 – Self-Leadership and Entrepreneurial Mindset’ Training Session Details

Module 6 – Learning to Learn

Title of Training Session	Module 6 – Learning to Learn
Date and Time of Training Session	23 February 2023, 09.00-14.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	Fundación Equipo Humano, Spain

Title of Training Session	Module 6 – Learning to Learn
Date and Time of Training Session	19 December 2022, 17.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	Eurocircle, France

Title of Training Session	Module 6 – Learning to Learn
Date and Time of Training Session	9 December 2022, 09.00-14.30
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	MMC Management Centre, Cyprus

Title of Training Session	Module 6 – Learning to Learn
Date and Time of Training Session	3 November 2022, 13.00 – 16.00
Type of Training Session	<input type="checkbox"/> Face-to-Face <input checked="" type="checkbox"/> Online

Venue of Training Session (Name and Address) (if applicable)	
Partner Responsible for the Training Session and Partner Country	FH Joanneum, Austria

Title of Training Session	Module 6 – Learning to Learn
Date and Time of Training Session	5 December 2022
Type of Training Session	<input checked="" type="checkbox"/> Face-to-Face <input type="checkbox"/> Online
Venue of Training Session (Name and Address) (if applicable)	DIMITRA EDUCATION & CONSULTING 19, Palaiologou Street, Larissa, Greece
Partner Responsible for the Training Session and Partner Country	DIMITRA EDUCATION & CONSULTING, Greece

Table 6: ‘Module 6 – Learning to Learn’ Training Session Details

B. Participants' Profile

The following table provides information on the profile of the participants in the training sessions of the workshops implemented in all the countries of the consortium.

No of Participants per Training Session	Module 1 – Communication: 90 Module 2 – Team Building: 93 Module 3 – Resilience and Time Management: 94 Module 4 – Responsibility and Ethical Practice: 90 Module 5 – Self-Leadership and Entrepreneurial Mindset: 86 Module 6 – Learning to Learn: 92 Total (unique participants): 107 (AU: 25; CY:25; FR: 17; GR: 25; ES: 15) <i>Note: For the number of participants per module at partner country level, see National Reports.</i>
No of Organisations (that the participants work for) per Training Session	Module 1 – Communication: 56 Module 2 – Team Building: 49 Module 3 – Resilience and Time Management: 55 Module 4 – Responsibility and Ethical Practice: 55 Module 5 – Self-Leadership and Entrepreneurial Mindset: 53 Module 6 – Learning to Learn: 52 Total (unique organisations): 72
Age of Participants at Workshop Level (no of participants per age group)	20-34: 46 35-44: 31 45-54: 18 55-64: 7 <64: 1 <i>Note: Some participants did not provide this data.</i>

<p>Industry of Organisations at Workshop Level (no of organisations per industry)</p>	<p>A. Agriculture, Forestry and Fishing:</p> <p>B. Mining and Quarrying: 1</p> <p>C. Manufacturing: 6</p> <p>D. Electricity, Gas, Steam and Air Conditioning Supply: 3</p> <p>E. Water Supply; Sewerage, Waste Management and Remediation Activities:</p> <p>F. Construction: 2</p> <p>G. Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles: 1</p> <p>H. Transportation and Storage: 3</p> <p>I. Accommodation and Food Service Activities: 5</p> <p>J. Information and Communication: 8</p> <p>K. Financial and Insurance Activities:</p> <p>L. Real Estate Activities: 2</p> <p>M. Professional, Scientific and Technical Activities: 5</p> <p>N. Administrative and Support Service Activities: 4</p> <p>O. Public Administration and Defence; Compulsory Social Security: 1</p> <p>P. Education: 12</p> <p>Q. Human Health and Social Work Activities: 6</p> <p>R. Arts, Entertainment and Recreation: 5</p> <p>S. Other Service Activities: 9</p> <p>T. Activities of Households as Employers; Undifferentiated Goods and Services Producing Activities of Households for Own Use:</p> <p>U. Activities of Extraterritorial Organisations and Bodies:</p> <p>V. Other: 16</p> <p><i>Note: This data was not provided for all organisations involved in the workshops.</i></p>
<p>Size of Organisations at Workshop Level (no of organisations per size)</p>	<p>Micro-organisation (No of employees: 1-9): 27</p> <p>Small or Medium-sized organisation (SME) (No of employees: 10-249): 24</p> <p>Large organisation (No of employees: <249): 16</p>

	<i>Note: This data was not provided for all organisations involved in the workshops</i>
Role of Participants in the Organisation at Workshop Level (no of participants per position)	<p>Team Leader: 21</p> <p>Scientific Staff: 7</p> <p>Administrative Staff: 41</p> <p>Technical Staff: 35</p> <p>Other:</p> <p><i>Note: Some participants did not provide this data.</i></p>
Years of Work Experience of Participants at Workshop Level in the Specific Position (no of participants per time period)	<p>1-5: 69</p> <p>6-10: 11</p> <p>11-15: 9</p> <p><15: 16</p> <p><i>Note: Some participants did not provide this data.</i></p>

Table 7: Participants' Profile

C. Trainers' Profile

The following table provides information on the profile of the trainers in the training sessions of the workshops implemented in the five countries of the consortium.

No of Trainers	Male: 2 Female: 10 Other: Total: 12
Fields of Experience of the Trainer(s) per Training Module	Module 1 – Communication: Language and Communication Module 2 – Team Building: Human Resources' Management Module 3 – Resilience and Time Management: Human Resources' Management Module 4 – Responsibility and Ethical Practice: Soft Skills' Acquisition Module 5 – Self-Leadership and Entrepreneurial Mindset: Soft Skills' Acquisition and Entrepreneurship (including the development of an Entrepreneurial Mindset) Module 6 – Learning to Learn: Adult and VET Education
Educational Status of the Trainer(s) at Workshop Level (no of trainers per educational level)	College Graduate: University Graduate (Bachelor's Degree Holder): University Graduate (Master's Degree Holder): 11 University Graduate (PhD Holder): 1
Years of Experience of the Trainer(s) at Workshop Level (no of trainers per time period)	1-5 years: 4 6-10 years: 5 11-15 years: 1 <15 years: 2

Table 8: Trainers' Profile

D. Participants' Evaluation of the Workshop

Workshop's Organisation (All Training Sessions)

Evaluation Statements	Average Score
1. I am satisfied with the information received prior to the Workshop.	4.458
2. In general, I am satisfied with the Workshop.	4.49
3. The expectations I had of the Workshop have been fulfilled.	4.42
4. The trainer(s) has/have demonstrated a good level of competence.	4.56

Table 9: Workshop's Organisation (All Training Sessions)

The average score per Statement is shown in the graph below:



Figure 1: Workshop's Organisation Evaluation (All Training Sessions)

Comments:

- *The workshop started with very positive feedback. Despite the fact that some of the concepts have been taught several times in the past, the topics and content of this workshop was different from any other previous approach.*

Workshop's Material and Content (All Training Sessions)

Evaluation Statements	Average Score
5. The material and equipment used for the Workshop (timetable, facilities etc.) were satisfactory.	4.49
6. The documentation provided for the Workshop was satisfactory.	4.45
7. The topics of the Workshop had a logical and well-differentiated structure.	4.57
8. The activities and practical exercises implemented during the Workshop were appropriate.	4.40
9. The topics covered during the Workshop were interesting.	4.6
10. The degree of learning achieved from the Workshop was high.	4.29
11. The Workshop will be useful for my current job.	4.30

Table 10: Workshop's Material and Content (All Training Sessions)

The average score per Statement is shown in the graph below:

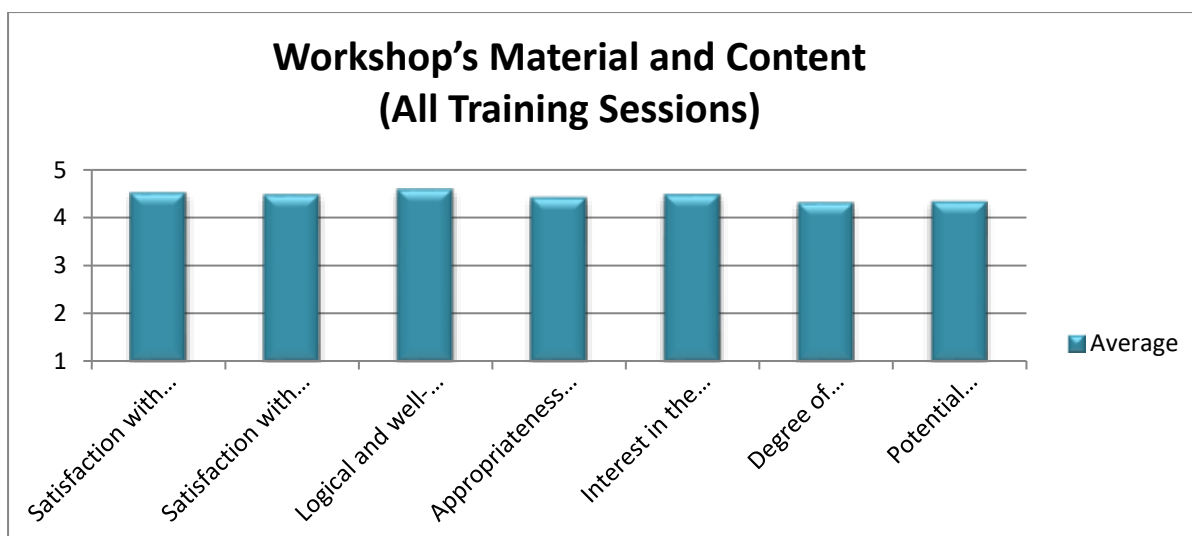


Figure 2: Workshop's Material and Content Evaluation (All Training Sessions)

Training Module 1 – Communication

Evaluation Statements	Average Score
12. The objectives set for the training module were achieved.	4.53
13. The content of the training module was appropriate.	4.57
14. The content of the training module was relevant to real work conditions and will be useful in my job.	4.47
15. Now, I understand the importance of effective communication in the workplace.	4.51
16. Through this training, I have improved my capacity to communicate effectively in the workplace.	3.50
17. I would recommend this training session to other employees.	4.57

Table 11: Training Module 1 – ‘Communication’

The average score per Statement is shown in the graph below:

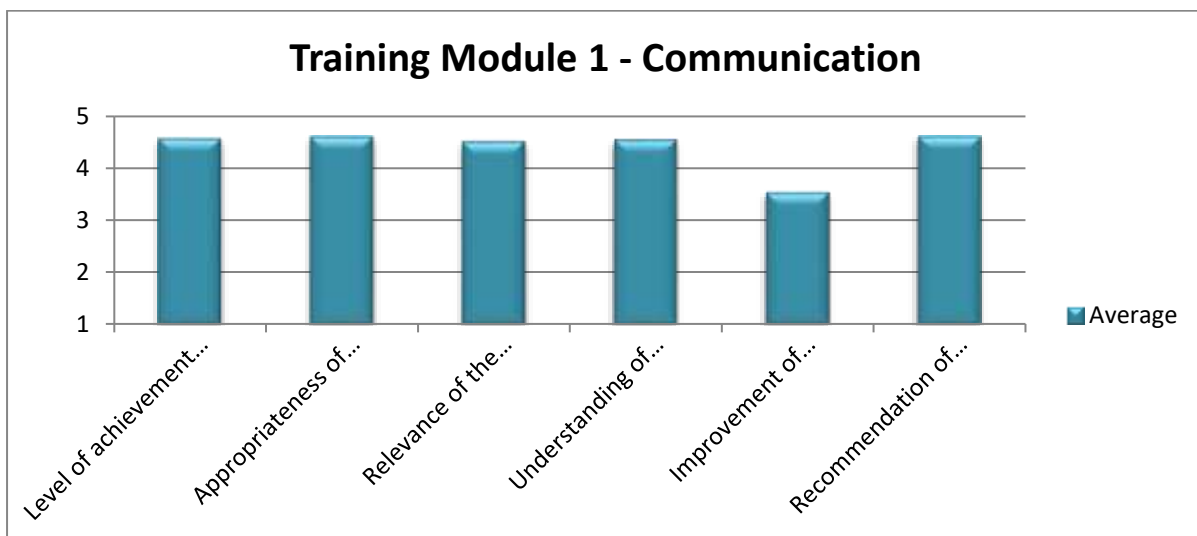


Figure 3: Training Module 1 – ‘Communication’ Evaluation

Training Module 2 – Team Building

Evaluation Statements	Average Score
18. The objectives set for the training module were achieved.	4.46
19. The content of the training module was appropriate.	4.41
20. The content of the training module was relevant to real work conditions and will be useful in my job.	4.44
21. Now, I know what "team building" is and why it is important in the workplace.	4.47
22. Through this training, I have improved my ability to work in a team and deal with conflict at work.	4.45
23. I would recommend this training session to other employees.	4.42

Table 12: Training Module 2 – ‘Team Building’

The average score per Statement is shown in the graph below:

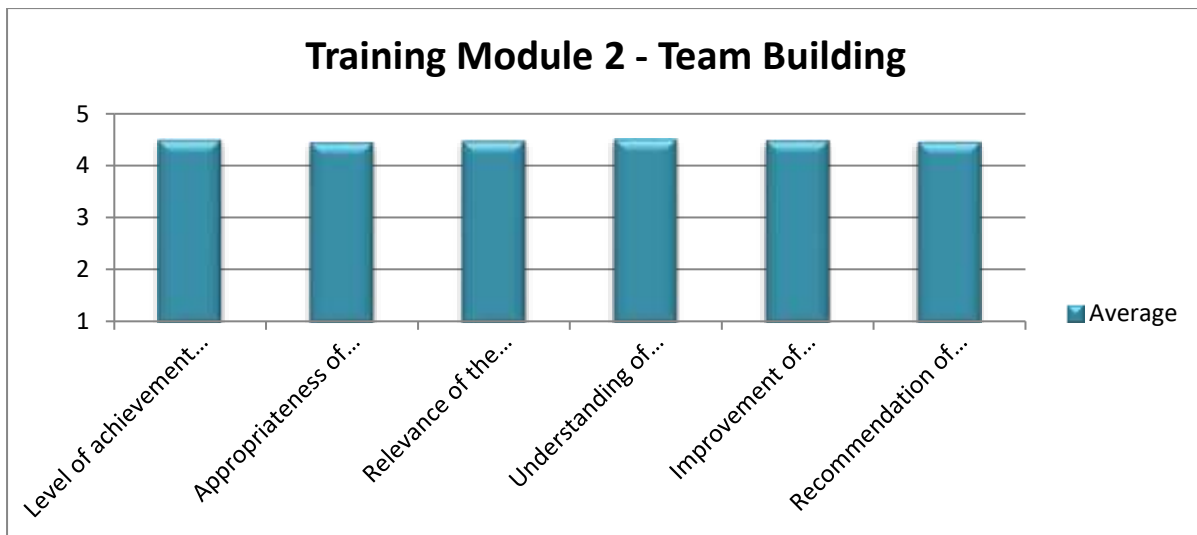


Figure 4: Training Module 2 – ‘Team Building’ Evaluation

Training Module 3 – Resilience and Time Management

Evaluation Statements	Average Score
24. The objectives set for the training module were achieved.	4.65
25. The content of the training module was appropriate.	4.65
26. The content of the training module was relevant to real work conditions and will be useful in my job.	4.59
27. Now, I understand what “resilience” is and why it is important in the workplace.	4.66
28. Through this training, I have learnt how to apply time management techniques and prevent and handle burnout.	4.62
29. I would recommend this training session to other employees.	4.62

Table 13: Training Module 3 – ‘Resilience and Time Management’

The average score per Statement is shown in the graph below:

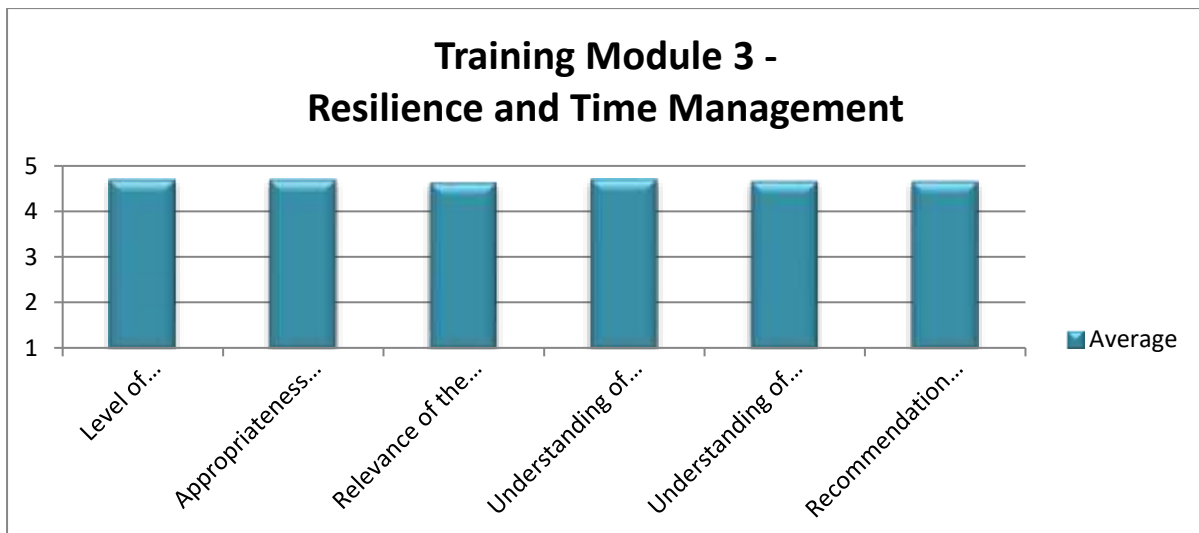


Figure 5: Training Module 3 – ‘Resilience and Time Management’ Evaluation

Training Module 4 – Responsibility and Ethical Practice

Evaluation Statements	Average Score
30. The objectives set for the training module were achieved.	4.50
31. The content of the training module was appropriate.	4.55
32. The content of the training module was relevant to real work conditions and will be useful in my job.	4.31
33. Now, I am aware of the benefits of demonstrating responsibility at work.	4.58
34. Through this training, I have learnt to apply ethical reflection and ethical principles to decision-making as well as to my job in general.	4.38
35. I would recommend this training session to other employees.	4.75

Table 14: Training Module 4 – ‘Responsibility and Ethical Practice’

The average score per Statement is shown in the graph below:



Figure 6: Training Module 4 – ‘Responsibility and Ethical Practice’ Evaluation

Training Module 5 – Self-Leadership and Entrepreneurial Mindset

Evaluation Statements	Average Score
36. The objectives set for the training module were achieved.	4.53
37. The content of the training module was appropriate.	4.52
38. The content of the training module was relevant to real work conditions and will be useful in my job.	4.36
39. Now, I know what "self-leadership" and "entrepreneurial mindset" mean.	4.40
40. Through this training, I have realised the importance of taking initiative and spotting opportunities in the workplace.	4.44
41. I would recommend this training session to other employees.	4.54

Table 15: Training Module 5 – ‘Self-Leadership and Entrepreneurial Mindset’

The average score per Statement is shown in the graph below:

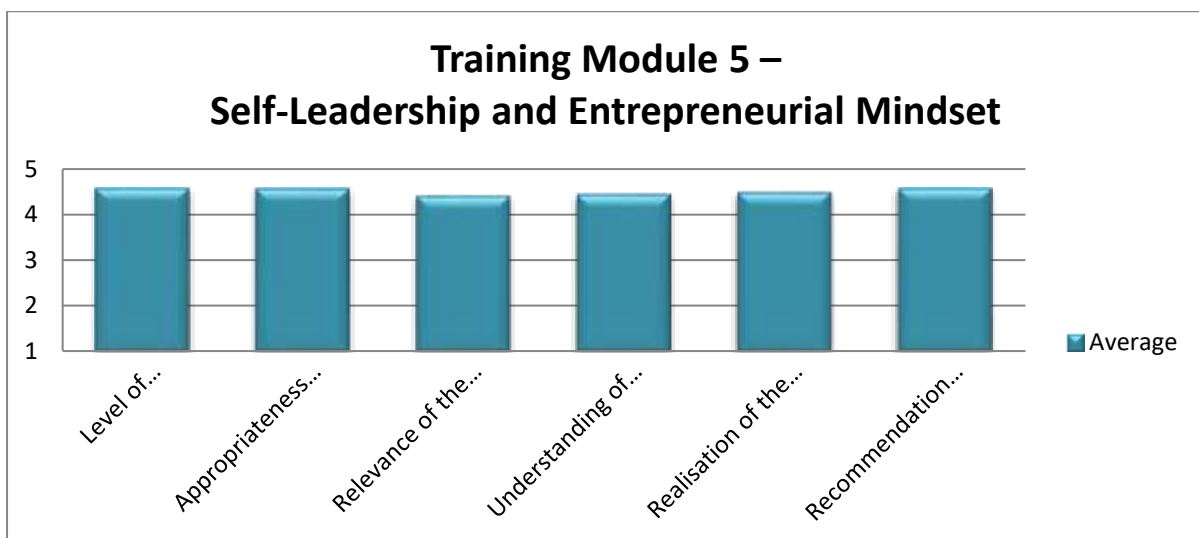


Figure 7: Training Module 5 – ‘Self-Leadership and Entrepreneurial Mindset’ Evaluation

Recommendations:

We deduced from the participants' remarks and responses that, in addition to the theoretical approach to the challenges, they preferred a more practical approach. Participants particularly told the instructors that they wanted these courses to take a more realistic approach, focusing on genuine situations occurring in a working context.

Training Module 6 – Learning to Learn

Evaluation Statements	Average Score
42. The objectives set for the training module were achieved.	4.60
43. The content of the training module was appropriate.	4.63
44. The content of the training module was relevant to real work conditions and will be useful in my job.	4.50
45. Through this training, I have improved my ability to identify and analyse learning opportunities.	4.59
46. Now, I am aware of tools for self-motivation in the learning process.	4.50
47. I would recommend this training session to other employees.	4.57

Table 16: Training Module 6 – ‘Learning to Learn’

The average score per Statement is shown in the graph below:

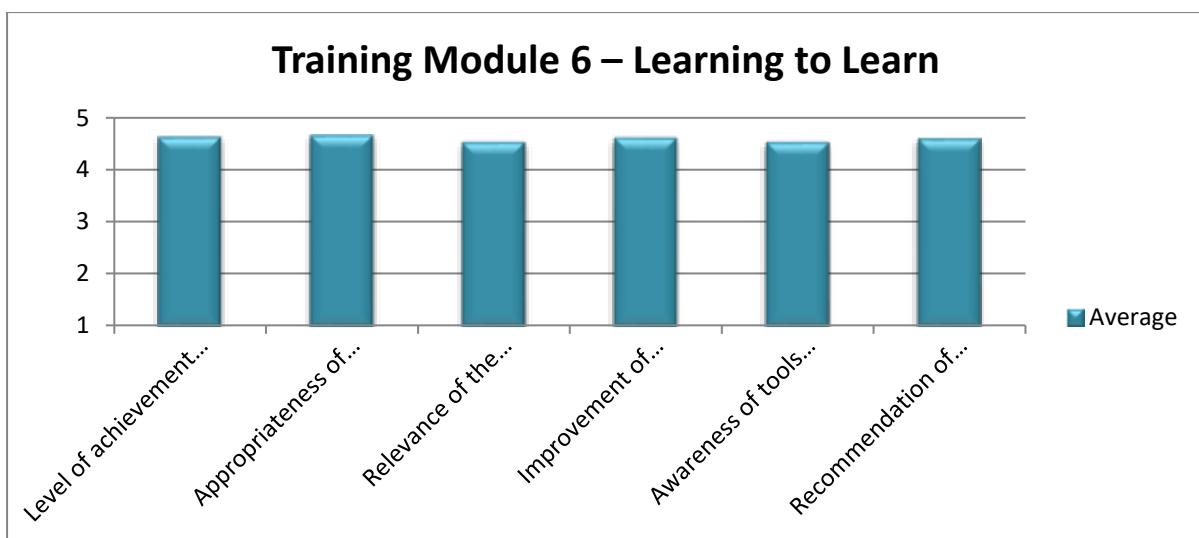


Figure 8: Training Module 6 – ‘Learning to Learn’ Evaluation

Recommendations:

We deduced from the participants' remarks and responses that, in addition to the theoretical approach to the challenges, they preferred a more practical approach. Participants particularly told the instructors that they wanted these courses to take a more realistic approach, focusing on genuine situations occurring in a working context.

E. Trainers' Evaluation of the Workshop

Workshop's Organisation (All Training Sessions)

Evaluation Statements	Average Score
1. I am satisfied with the information received prior to the Workshop.	4.60
2. In general, I am satisfied with the organisation of the Workshop.	4.20
3. The expectations I had of the Workshop have been fulfilled.	4.11

Table 17: Workshop's Organisation (All Training Sessions)

The average score per Statement is shown in the graph below:

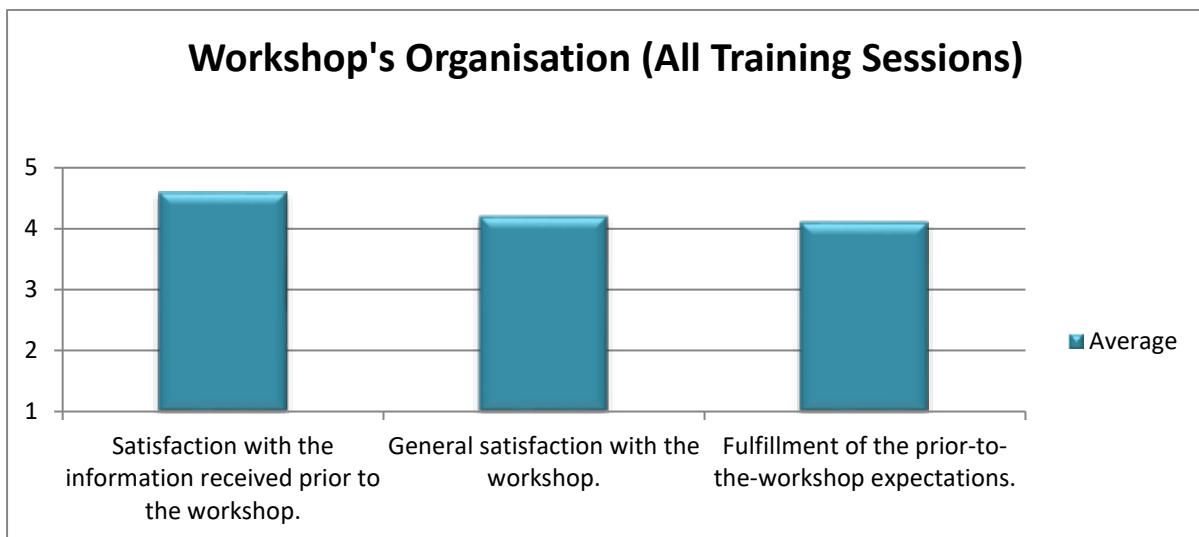


Figure 9: Workshop's Organisation Evaluation (All Training Sessions)

Workshop's Material and Content (All Training Sessions)

Evaluation Statements	Average Score
4. The material and equipment provided by the organisation for the Workshop (timetable, facilities etc.) were satisfactory.	4.41
5. The documentation provided by the organisation for the Workshop was satisfactory.	4.47
6. The topics selected for the Workshop had a logical and well-differentiated structure.	4.53
7. The activities and practical exercises designed for the Workshop were appropriate.	4.23
8. The topics covered during the Workshop were interesting for the trainees.	4.14
9. The degree of learning achieved by the trainees in the Workshop was high.	4.08
10. The Workshop will be useful for the trainees in their jobs.	4.54

Table 18: Workshop's Material and Content (All Training Sessions)

The average score per Statement is shown in the graph below:

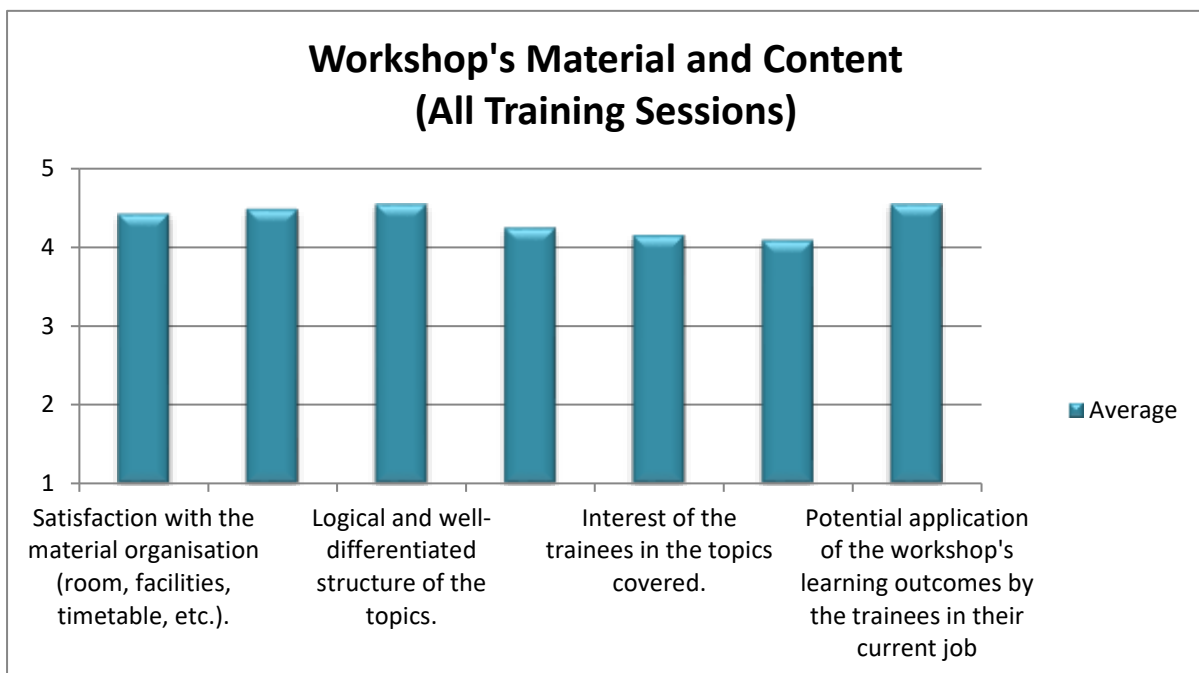


Figure 10: Workshop's Material and Content Evaluation (All Training Sessions)

Comments:

Overall, the training's usability and substance were both rated as satisfactory by the participants. They believed that the training modules were complementary to one another, meeting and addressing the present situation, and that the educational material of this unit was acceptable.

Training Module 1 - Communication

Evaluation Statements	Average Score
11. The objectives set for the training module were achieved.	4.13
12. The content of the training module was appropriate.	3.93
13. The trainees demonstrated a high level of interest in the session.	4.13
14. Now, the trainees understand the importance of communication in the workplace.	3.73
15. Through this training, the trainees have improved their capacity to communicate effectively in the workplace.	3.93

Table 19: Training Module 1 – ‘Communication’

The average score per Statement is shown in the graph below:

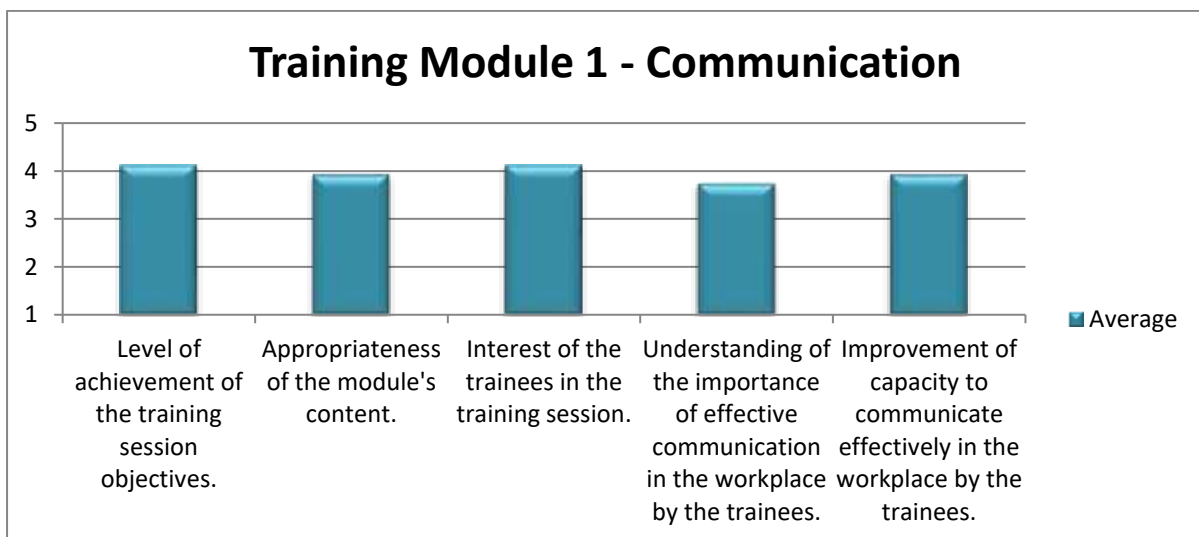


Figure 10: Training Module 1 – ‘Communication’ Evaluation

Comments:

Participants’ comments reflect common areas of improvement or concerns that participants tend to express.

Recommendations:

- *Non-verbal communication might be emphasized more in this section: To effectively communicate, pay attention to your posture, tone of voice, and speaking intelligibility.*
- *It would be essential if we could develop a source of knowledge on market developments, current affairs, and pertinent subjects so that we could hold insightful discussions and highlight staff members' competence.*

Training Module 2 – Team Building

Evaluation Statements	Average Score
16. The objectives set for the training module were achieved.	3.66
17. The content of the training module was appropriate.	3.66
18. The trainees demonstrated a high level of interest in the session.	3.53
19. Now, the trainees know what "team building" is and why it is important in the workplace.	3.86
20. Through this training, the trainees have improved their ability to work in a team and deal with conflict at work.	3.40

Table 20: Training Module 2 – ‘Team Building’

The average score per Statement is shown in the graph below:

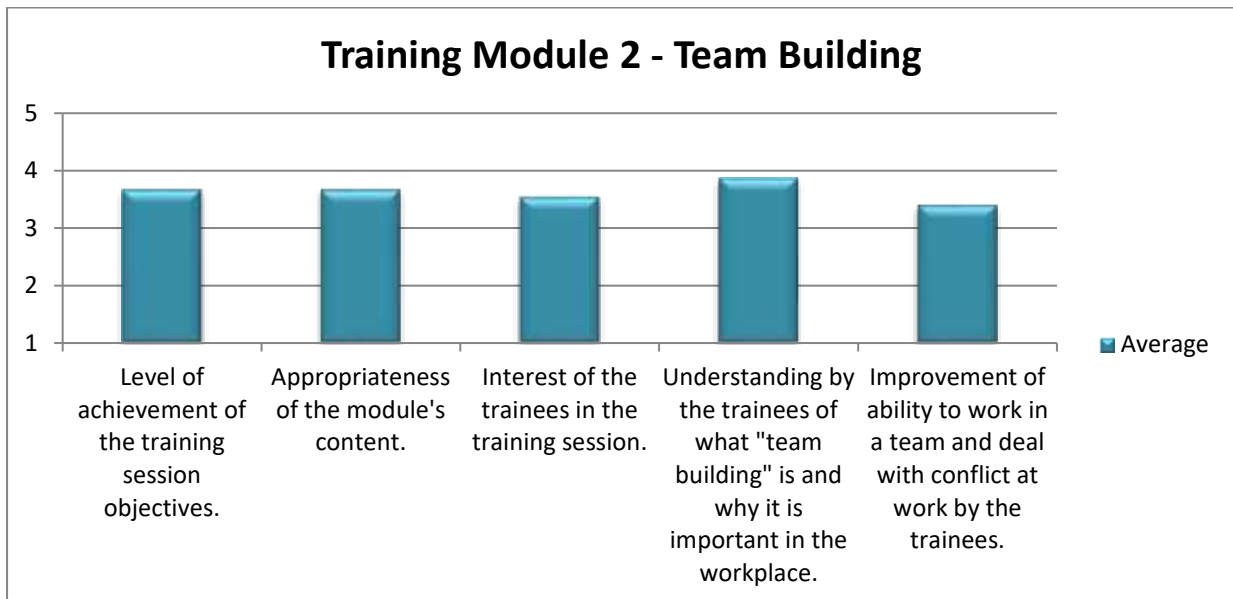


Figure 11: Training Module 2 – ‘Team Building’ Evaluation

Comments:

Comments reflected various areas of improvement or concerns that participants expressed.

Recommendations:

More practical exercises that will enhance team work, which was the main topic of the module.

Training Module 3 – Resilience and Time Management

Evaluation Statements	Average Score
21. The objectives set for the training module were achieved.	3.93
22. The content of the training module was appropriate.	3.93
23. The trainees demonstrated a high level of interest in the session.	4.06
24. Now, the trainees understand what "resilience" is and why it is important in the workplace.	4.13

35

Work Package [6] [Development of Employees – Positive Attitude towards Learning Workplaces and Transversal Skills’ Training, Preparation of a Recommendations’ Report – Aggregate Report – Workshop B]

Evaluation Statements	Average Score
25. Through this training, the trainees learnt how to apply resilience strategies and prevent and handle burnout.	3.73

Table 21: Training Module 3 – ‘Resilience and Time Management’

The average score per Statement is shown in the graph below:

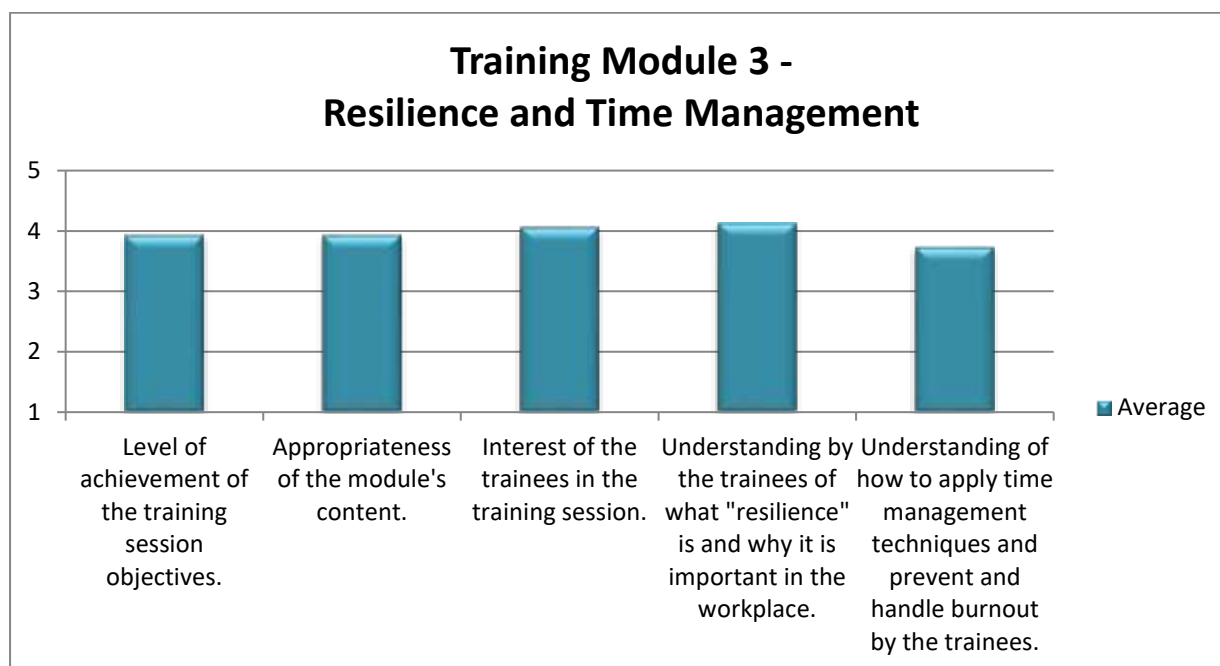


Figure 12: Training Module 3 – ‘Resilience and Time Management’ Evaluation

Comments:

During the workshop, participants were exposed to a high volume of materials aimed at enhancing their knowledge and skills.

Recommendations:

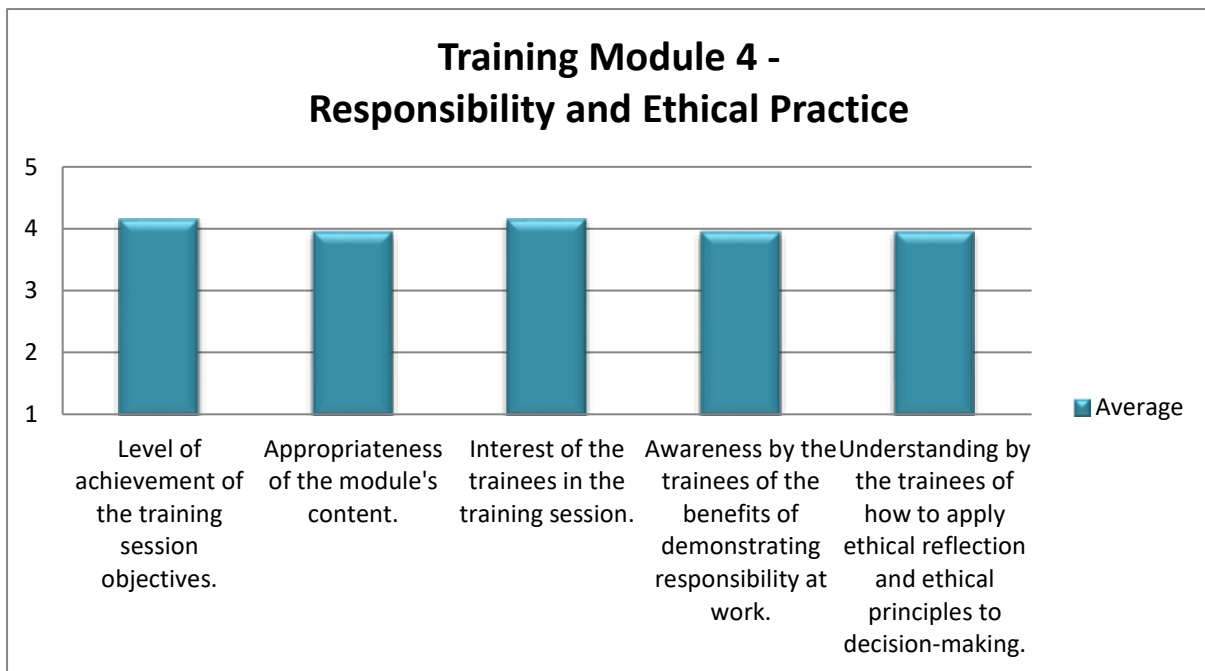
Other languages cannot benefit from links to English-language external sites, because they likely violate copyright. The trainings should be designed with tasks for both offline and online learning in a hybrid format. There are several overlaps, thus someone has to examine every module.

Training Module 4 – Responsibility and Ethical Practice

Evaluation Statements	Average Score
26. The objectives set for the training module were achieved.	4.13
27. The content of the training module was appropriate.	3.93
28. The trainees demonstrated a high level of interest in the session.	4.13
29. Now, the trainees are aware of the benefits of demonstrating responsibility at work.	3.93
30. Through this training, trainees have learnt to apply ethical reflection and ethical principles to decision-making as well as to their job in general.	3.93

Table 22: Training Module 4 – ‘Responsibility and Ethical Practice’

The average score per Statement is shown in the graph below:



Comments:

In the workshop centred around Responsibility and Ethical Practice, participants were equipped with a curated selection of materials aimed at fostering a deeper understanding of the subject matter. The workshop organisers made thoughtful recommendations for the materials, ensuring a comprehensive exploration of ethical principles and responsible behaviour.

Recommendations:

Additional initiatives to promote ethical and sustainable behaviour in professional activity.

Training Module 5 – Self-Leadership and Entrepreneurial Mindset

Evaluation Statements	Average Score
31. The objectives set for the training module were achieved.	4.13
32. The content of the training module was appropriate.	3.93
33. The trainees demonstrated a high level of interest in the session.	3.73
34. Now, I know what "self-leadership" and "entrepreneurial mindset" mean.	4.33
35. Through this training, the trainees have realised the importance of taking initiative and spotting opportunities in the workplace.	3.73

Table 23: Training Module 5 – ‘Self-Leadership and Entrepreneurial Mindset’

The average score per Statement is shown in the graph below:

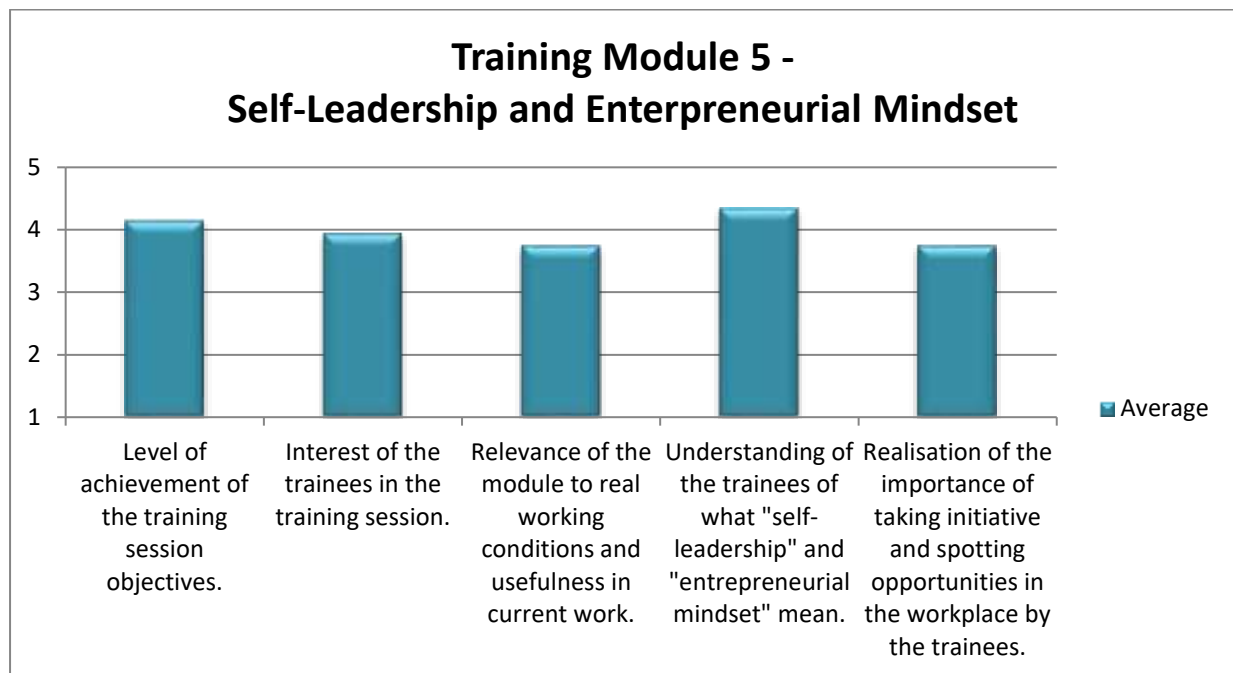


Figure 13: Training Module 5 – ‘Self-leadership and Entrepreneurial Mindset’ Evaluation

Comments:

The fact that this module is largely focused on the participants' personal growth and self-improvement made the participants from the different 5 EU countries excited about it, and they engaged in the module's activities with great enthusiasm.

Recommendations:

From trainers' point of view, a useful toolkit on networking and relationship-building techniques for business success could have been included in the part in question.

Training Module 6 – Learning to Learn

Evaluation Statements	Average Score
36. The objectives set for the training module were achieved.	4.05
37. The content of the training module was appropriate.	3.63
38. The trainees demonstrated a high level of interest in the session.	3.63
39. Through this training, the trainees have improved their ability to identify and analyse learning opportunities.	3.83
40. Now, the trainees are aware of tools for self-motivation in the learning process.	3.63

Table 24: Training Module 6 – ‘Learning to Learn’

The average score per Statement is shown in the graph below:

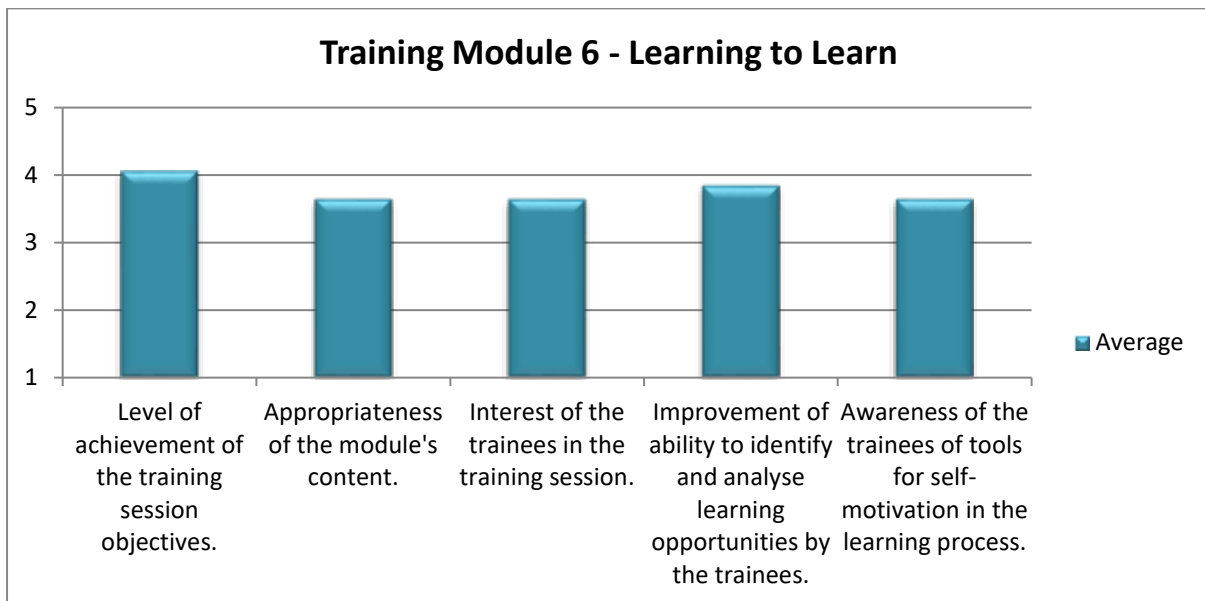


Figure 14: Training Module 6 – ‘Learning to Learn’ Evaluation

F. Workshop on Developing Six Top Transversal Skills of Employees

1. Short Description of the Workshop

The workshops “Six Top Transversal Skills for Employees” took place in the 5 European countries of the consortium, in **several online and face-to-face sessions that started in October 2022 and were completed in February 2023**. The **course had the following structure** in terms of delivery of training modules: **1) Communication, 2) Learning to Learn, 3) Team Building, 4) Resilience and Time Management, 5) Self-Leadership and Entrepreneurial Mindset, and 6) Responsibility and Ethical Practice**. In total, **107 unique participants (employees)** took part in the training sessions and the final evaluation of the workshop, the highest number being 94 in the “Resilience and Time Management” session and the lowest being 86 in the “Self-Leadership and Entrepreneurial Mindset” session. The **duration** of the training sessions was on **average 6 hours for each module**. The **overall number of organisations** that participated in the workshops was **72**, being active in the fields of education (**12**), provision of general services (**9**), provision of human health and social care activities (**6**), manufacturing (**6**), information and communication (**8**), and other fields (**12**). Among the participants, there were **high-ranking employees** including **team leaders (21)**, and also **scientific staff (7)**, **administrative staff (41)**, and **technical staff (35)**, principally of **ages 20-34 (46)** and **35-44 (31)**. Out of them, there were **more or less experienced employees** (years in their current job positions: 6-10 (11) and 1-5 (69)). The workshops were followed by online assessment sessions on the six transversal skills/modules, in which employees of the organisations that applied for getting transformed into “Learning Workplaces” successfully participated and were awarded an ISO17024 certification.

2. Conclusions on the Reaction and Learning of the Participants in the Workshop

Overall, the workshop (all six training sessions) was **highly evaluated** by the participants. Their satisfaction with the topics covered during the workshop achieved an **average score of 4.6 out of 5**. The whole workshop’s material and content (timetable, facilities, documentation provided, topics’ structure and content, activities and exercises implemented, learning achieved, and usability of the training) received on **average 4.49 out of 5**. In this section, the lowest average score was on the degree of learning achieved from the workshop (4.29 out of 5).

At training module level, on average, the highest score was achieved in “Responsibility and Ethical Practice” module (4.75 out of 5) and the lowest in “Communication” module (3.50 out of 5). In the question on whether the objectives set for the module were met, “Resilience and Time Management” was graded with the highest average score (4.65 out of 5) and “Team Building” with the lowest (4.46 out of 5).

The participants in the workshop were exposed to a large number of resources designed to improve their knowledge and abilities. The workshop's planners carefully assembled an extensive collection of materials, which included handouts, talks, case studies, and interactive activities. The quantity of resources made it possible for individuals to actively participate in their learning, dig deeply into a range of subjects, and examine other viewpoints. However, the sheer amount of information also posed a problem, forcing participants to efficiently manage their time, prioritise important ideas, and do things one step at a time. Despite the overwhelming quantity of materials, the workshop organisers offered direction and assistance to make sure attendees could traverse the material and gain insightful information from the vast resources offered.

Some recommendations for the improvement of the training content and provided training are the following:

General recommendations at training module level

The participants in the “Team Building” course had the intriguing suggestion that you might really establish various teams with the attendees and collaborate on examples. We will have to wait and see if this works online. This would make a great contribution to a workshop that takes place in person.

The workshop target groups' distinctiveness received further participant comments. It was advised that each workshop's material be modified according to the participants' positions (manager, administrative assistant, technical staff) within their respective organisations.

The workshop materials could have been designed with flexibility in mind, allowing for modifications tailored to participants' specific job positions. Recognising responsibilities and ethical considerations, the material can vary across different roles and industries. The workshop trainers should be responsible for encouraging customisation of the materials in order to address the unique challenges and contexts faced by participants. Whether they are in leadership positions, frontline customer service roles, or technical professions, participants should be encouraged to adapt the materials to their job requirements.

Last but not least, the inclusion of real-life examples in the materials can play a vital role in enhancing the learning experience. Recognising the importance of context in understanding word meanings, the workshop materials could have incorporated numerous real-life examples that will bring the various definitions to life. By presenting words in authentic scenarios and practical contexts, participants will

be able to grasp the subtle nuances and connotations associated with each word. Moreover, these real-life examples can create a bridge between abstract definitions and tangible applications, enabling participants to see how words are used in everyday conversations, written texts, or professional settings.

G. Attachments to the Report

5 national Reports from Austria, Cyprus, France, Greece, and Spain