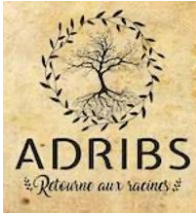


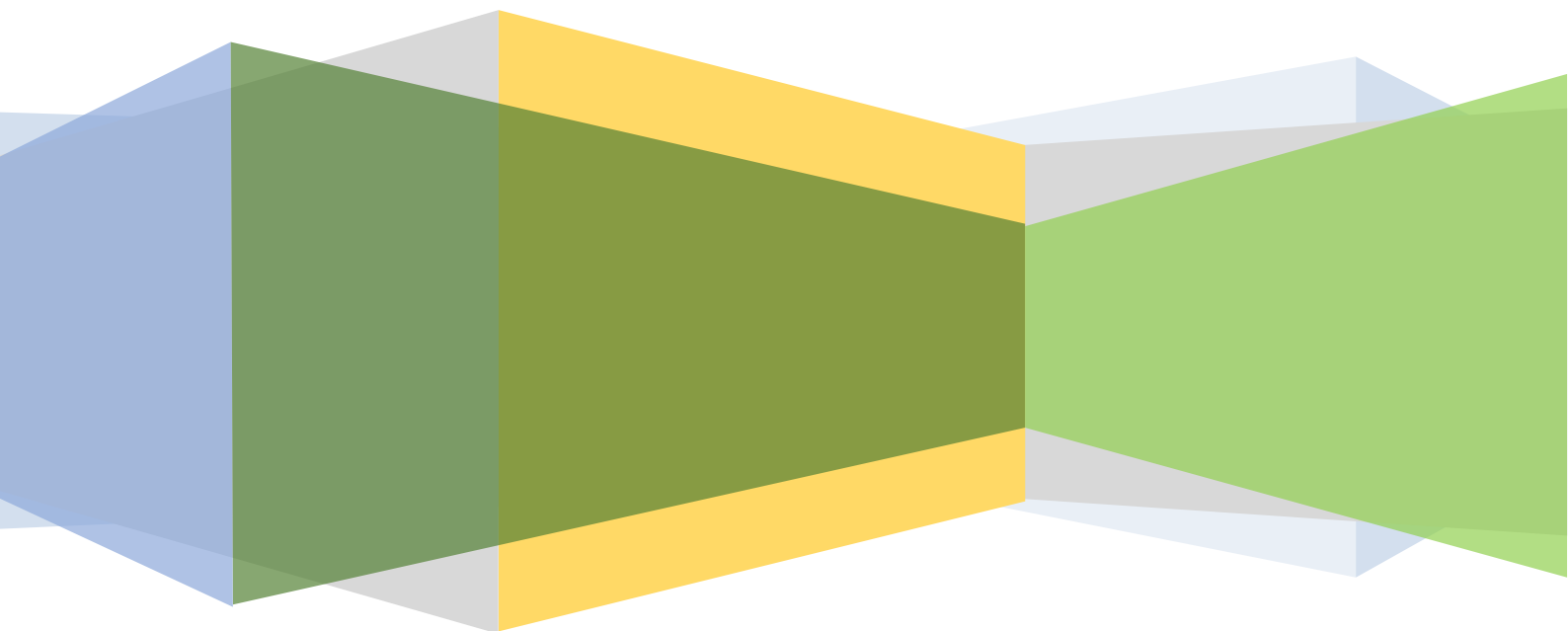


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SELF-EVALUATION TOOL

Transition Phase



1. INTRODUCTION

In a rapidly changing economic environment, graduate skills required evolve in their relative importance. This raises the question: what set of skills do today's agribusiness graduates need to be successful in the tomorrow's economy? This target group is not an exception in the general landscape of a changing labour world and the way our new generations must be prepared for a new labour context, which should also be changing. Agribusiness is not an exception, a field which is demanding a new profile of entrepreneurs and leaders to face the new challenges of a demanding world. The recommendations for future policy-making and research emphasized the promotion of a more complex view of education and learning, and farming through exploring interconnections between schooling, agriculture, rural transformation and social change, the value of non-formal and informal learning in policies and, especially, the prioritization and development of soft skills among rural youth (for example, self-confidence, communication and negotiation skills) adopting a holistic approach to developing youth capacities in agriculture. This output has been developed to identify, predict and train the essential soft skills that agricultural businessmen need in this new context, skills that make the difference between success and fail such as creativity, flexibility, adaptation, resilience or the so called people skills. Interpersonal skills are a big deal for most business owners, including farmers, which have to strengthen their communication in order to contact and impact to other farmers, customers, ranchers, agricultural managers, certification agents, laborers, buyers and more.

Thus, the main goal of our project is to help agribusiness entrepreneurs to overcome the most important difficulties in their day-by-day by detecting, developing and improving soft skills, developing a training system in order to generate the skills and abilities demanded by the new labour context.

At this point in the SITRA project, we are facing a transition between IO1 and IO2, which consists of a Self-Evaluation Tool. Having created and implemented this tool, our aim now is to identify which skills our target group has more developed and which are less developed.

For this purpose, we have collected and analysed the answers of **106 participants** from the different countries of the consortium who have completed our Self-Evaluation tool and who belong to the agribusiness sector.

2. QUESTIONS AND ANSWERS

These are the questions presented in the Self-Evaluation Tool, as well as the number of correct and incorrect answers collected in total in the consortium countries:

● CONFLICT RESOLUTION

It is a way for two or more parties to find a peaceful solution to a disagreement among them. The disagreement may be personal, financial, political, or emotional.

When a dispute arises, often the best course of action is negotiation to resolve the disagreement.

The goals of negotiation are:

- To produce a solution that all parties can agree to
- To work as quickly as possible to find this solution
- To improve, not hurt, the relationship between the groups in conflict.

1. Conflict resolution is constructive when...

- Correct answer: It helps to build new insights and establishes new patterns in the relationship

Correct = 59%

Incorrect = 20,5%

2. The first step in the problem-solving process is to...

- Correct answer: Define the problem

Correct = 69%

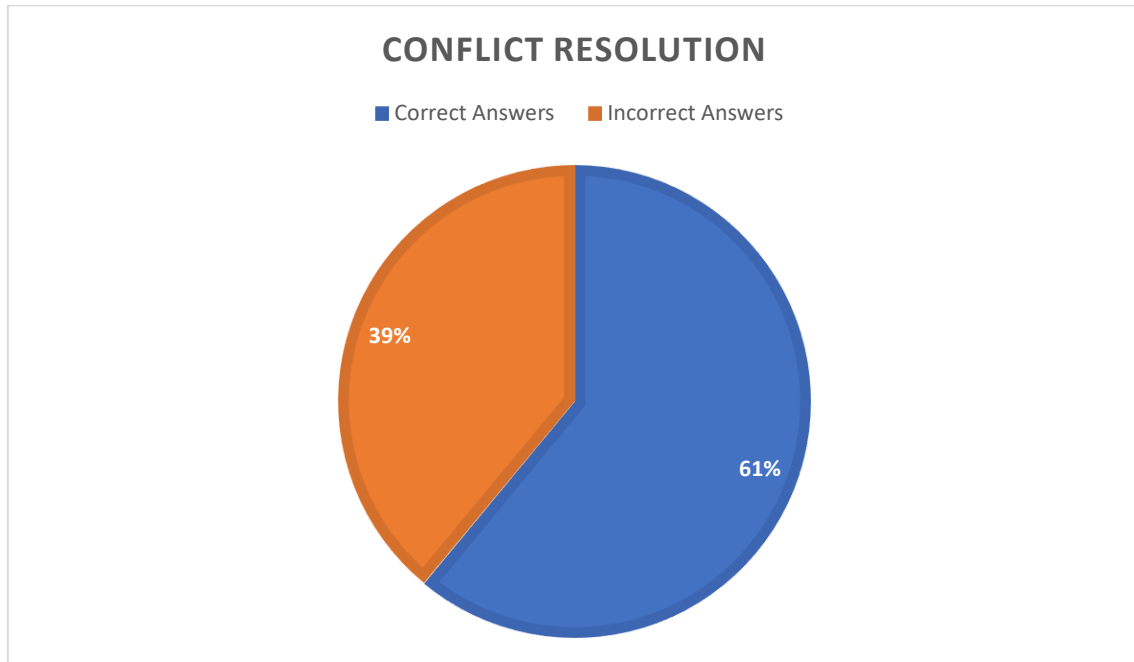
Incorrect = 31%

3. Which of the following is NOT a characteristic of conflict?

- Correct answer: Independent parties

Correct = 55%

Incorrect = 45%

Total:


As can be seen in the graph above, 61% of the answers were correct and 39% incorrect. Each of the three questions presented in relation to this skill was answered correctly by almost half of the participants, which can be considered a positive aspect. However, the percentage of correct and incorrect answers varies from country to country. For example, in Spain, France and Macedonia, a higher percentage of incorrect answers was observed, especially in the latter country, where 63% of the participants answered incorrectly, which means that they have less knowledge and training in this conflict resolution skill.

● LEADERSHIP

It combines the traits of strong interpersonal skills with the ability to keep an outlook for the overall mission, thus making the person (the leader) able to maximize the efforts of others towards achieving specific goals. In a professional context, it refers to the ability to enact social influence that inspires the workforce to do their best for the company, as well as being able to spot the right talent for the right task, direct a team of people towards a specific goal and being a driver of change when needed.

1. Which leadership style would you choose for your organization?

- Correct answer: The leadership style depends on the specific situation.

Correct= 49%
Incorrect= 51%

2. Which of the following is important to consider regarding your organizational leadership?

- Correct answer: all of the above

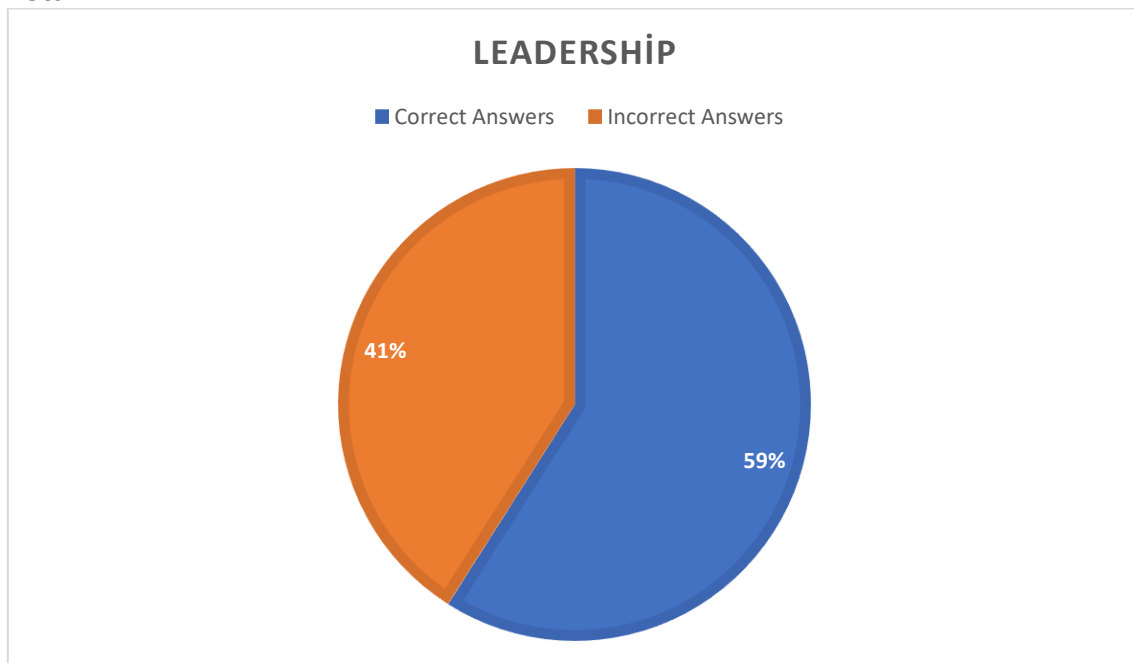
Correct= 65%
Incorrect= 35%

3. XXI Century leadership is:

- Correct answer: The art of motivating a group of people to act toward achieving a common goal

Correct= 63%
Incorrect= 37%

Total:



As the graph shows, 59% of the 106 participants answered the questions related to leadership correctly. The question with the highest number of correct answers was the second question, while the first question had the highest number of wrong answers. It is worth noting that in Ireland, 81% of the 20 participants got the answers right, which indicates that most participants are familiar with the leadership skill. In contrast, North Macedonia had the highest percentage of errors (69%).

● CREATIVITY

It is the use of imagination or original ideas to create something original, alternative and new, to view things in new ways, from a different perspective or out of the box. In a professional context, it emphasizes the willingness and ability to adapt to change, particularly regarding how and when work gets done, allowing employees to work remotely or make other arrangements about working conditions and make them user-friendly

1. Professional flexibility emphasizes:

- Correct answer: the willingness and ability to adapt to change

Correct= 62%

Incorrect= 38%

2. Creativity is the possibility to...

- Correct answer: view things out of the box

Correct= 65%

Incorrect= 35%

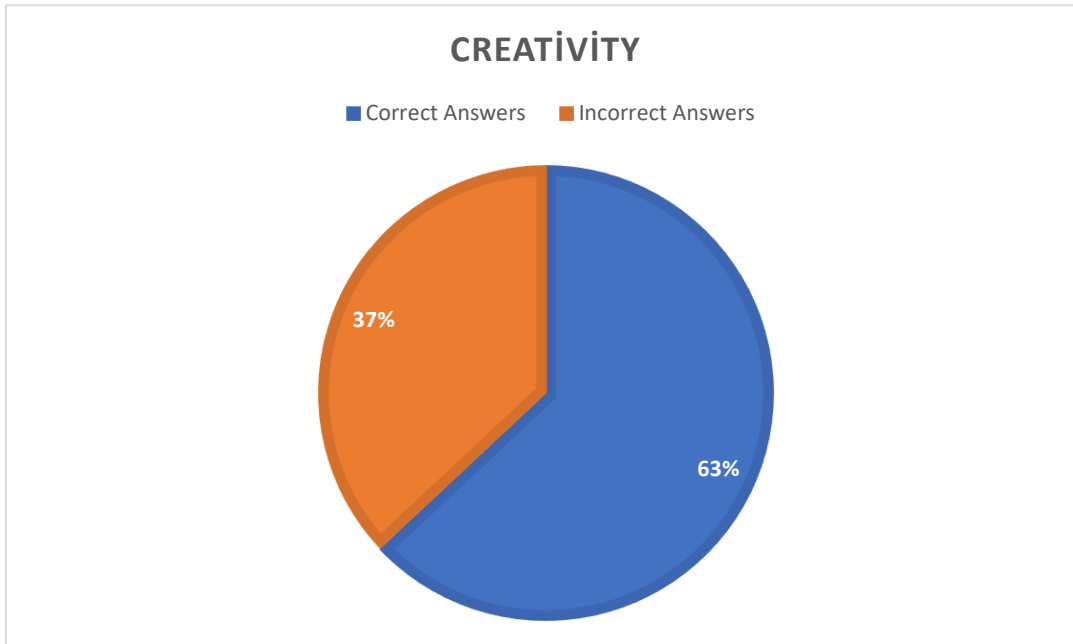
3. Creativity is a professional context includes

- Correct answer: all of the above

Correct= 62%

Incorrect= 38%

Total:



63% of the answers obtained were correct. More than half of the participants answered all questions correctly, which indicates that in general they have developed this skill in the work context. Only 37% seem to have less knowledge and training on the skill of creativity. Ireland and Spain collected the highest number of correct answers (73% and 77% respectively), Poland collected 58%, France 56% and North Macedonia only 45% correct answers.

● SERVICE ORIENTATION

Service orientation is the ability and desire to anticipate, recognize and meet others' needs, sometimes even before those needs are articulated. Service-oriented people focus on providing satisfaction and making themselves available to others. This was defined as actively seeking ways to help others.

1. Which of the following statements is false?

- Correct Answer: Services are designed to increase the need for integration

Correct= 44%

Incorrect= 56%

2. Which of the following statements is false?

- Correct Answer: SO is a design paradigm that must be applied on an enterprise-wide basis in order to be successful.

Correct= 51%

Incorrect= 49%

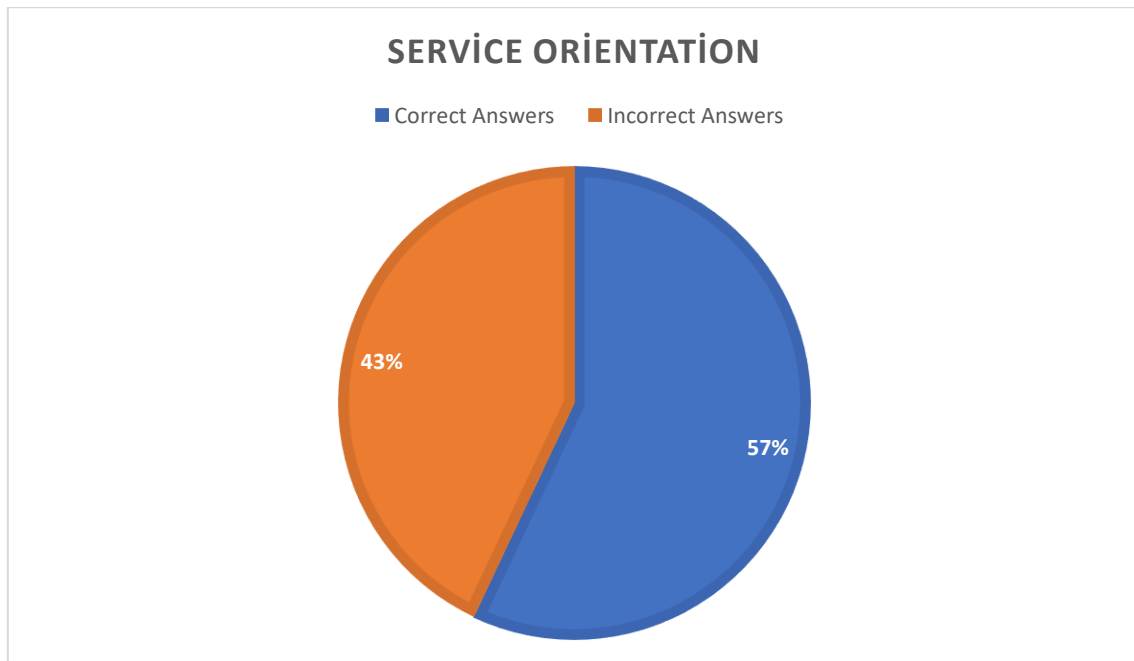
3. Which statement about customer service orientation is correct?

- Correct Answer: Excellent customer service results in a more positive business reputation.

Correct= 75%

Incorrect= 25%

Total:



Slightly more than half of the participants got the service orientation skill questions right, although the remaining 43% showed that there is also a great deal of ignorance and little training in this area. The question with the highest percentage of correct answers was the third question, where 75% got it right. With regard to the partner countries, Spain stands out, where 70% of the participants got the questions right, while in North Macedonia, on the other hand, only 38% got it right. The question with the lowest percentage of correct answers was the first question in France, 70% of the participants got it false. The second and the third questions were answered right with the percentage of 100% in France.

● PROBLEM-SOLVING

Problem solving is the act of defining a problem; determining the cause of the problem; identifying, prioritizing, and selecting alternatives for a solution; and implementing a solution.

1. When you want to solve a problem you

- Correct answer: look for ways to innovate

Correct= 39%

Incorrect= 61%

2. Which of the following is something you should NOT do when defining a problem:

- Correct answer: focus on the symptoms

Correct= 68%

Incorrect= 32%

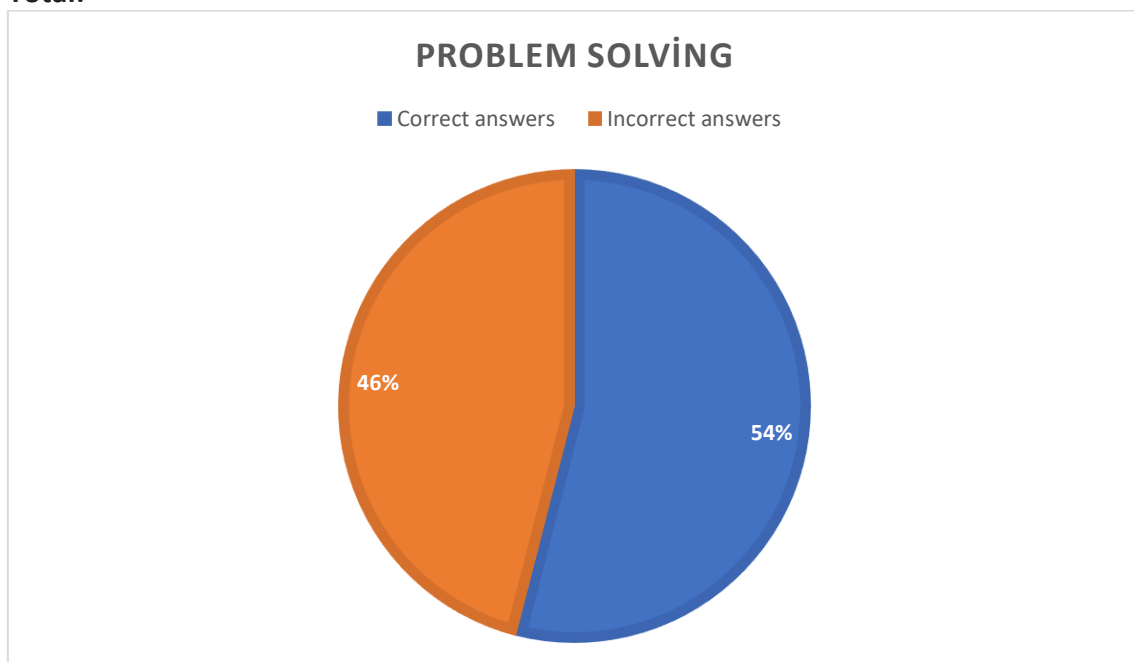
3. It is a common mistake in problem-solving to

- Correct answer: consider many alternatives

Correct= 55%

Incorrect= 45%

Total:



A total of 54% of answers were correct, so that half of the participants seem to have developed problem solving skills, while 46% are not so familiar with this concept. The first question was the one with the highest number of incorrect answers (61%). Poland stands out with 77% correct answers. The question with the lowest percentage of correct answers was the first question in France, 70% of the participants got it false.

● EFFECTIVE COMMUNICATION

It is a process of exchanging ideas, thoughts, knowledge and information such that the purpose or intention is fulfilled in the best possible manner.

1. What are the two parts to communication?

- Correct Answer: when someone says something, and the other person has understood

Correct= 69,5%

Incorrect= 30,5%

2. How can you become an engaged listener?

- Correct Answer: focusing fully on the speaker

Correct= 69%

Incorrect= 21%

3. What is a mistake in effective communication?

- Correct Answer: allowing the conversation to be guided by your emotions

Correct= 70%

Incorrect= 30%

Total:



Almost 70% of the participants answered the questions related to the effective communication skill correctly. In fact, all three questions asked had a high percentage of correct answers, so that in general the participants are familiar with the application of this skill in the work environment. It should be noted that in the Self-Evaluation Tool in Ireland only 9 incorrect answers were recorded, so 91% of the participants are familiar with this skill. On the other hand, Poland and Spain also had a high response rate. Finally, in North Macedonia almost 60% of the participants answered incorrectly. The question with the lowest percentage of correct answers was the first question in France, 70% of the participants got it false, on the other hand the 3rd questions was answered as correct with the percentage of 80.

● ADAPTABILITY/FLEXIBILITY

It is the ability to be open-minded and open to new opportunities and change.

1. An adaptable person:

- Correct Answer: Is willing to risk failure in exchange for the opportunity to grow through new experiences

Correct= 58%

Incorrect= 42%

2. Being flexible at work means:

- Correct Answer: You are ready to adapt to change and take on the challenges

Correct= 80%

Incorrect= 20%

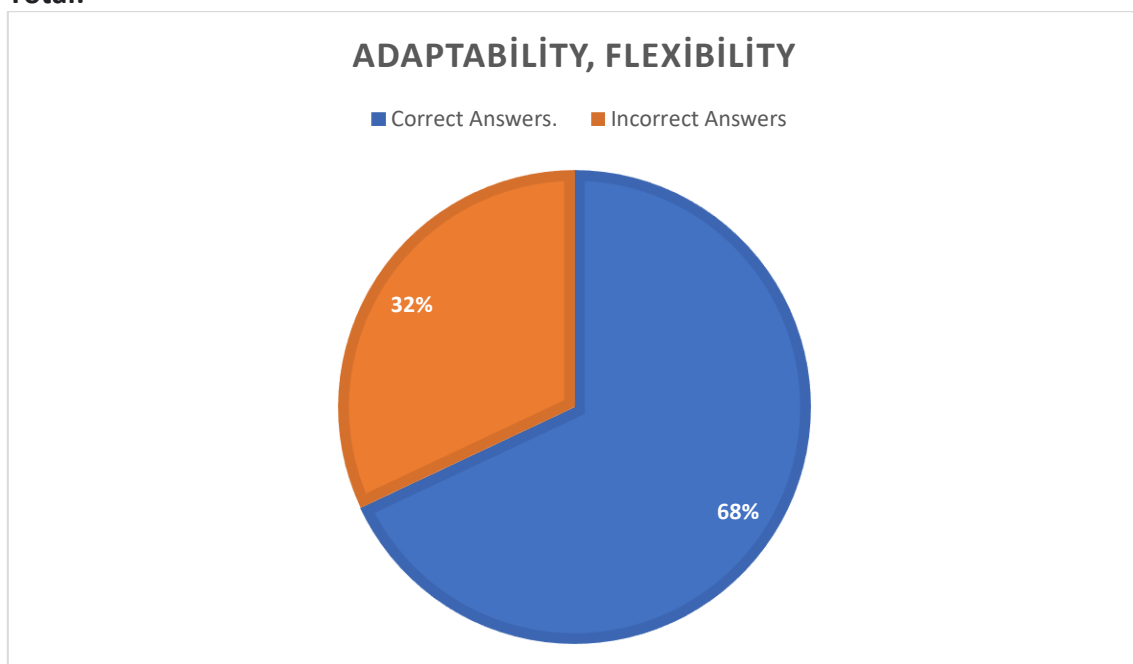
3. How can you improve your adaptability and flexibility skills?

- Correct Answer: All of the above

Correct= 67%

Incorrect= 33%

Total:



A 68% of correct answers have been obtained in relation to the ability of adaptability and flexibility. This indicates that the people in our target group are generally open to changes and new opportunities, especially in the work environment. Although there is also a significant number of people who have to work more on this skill. Spain (%86 Ireland and France (77%) have a higher percentage of correct answers, while in Poland and North Macedonia the percentage of correct answers is lower (59% and 57%).

● TEAMWORK

It is the ability of team members to work together, communicate effectively, anticipate and meet each other's demands, and inspire confidence, resulting in a coordinated collective action.

1. What are the stages of team development?

- Correct answer: Forming, storming, norming, and performing

Correct= 53%

Incorrect= 47%

2. What is a disadvantage of teamwork?

- Correct answer: It creates more competition within the workplace

Correct= 50%

Incorrect= 50%

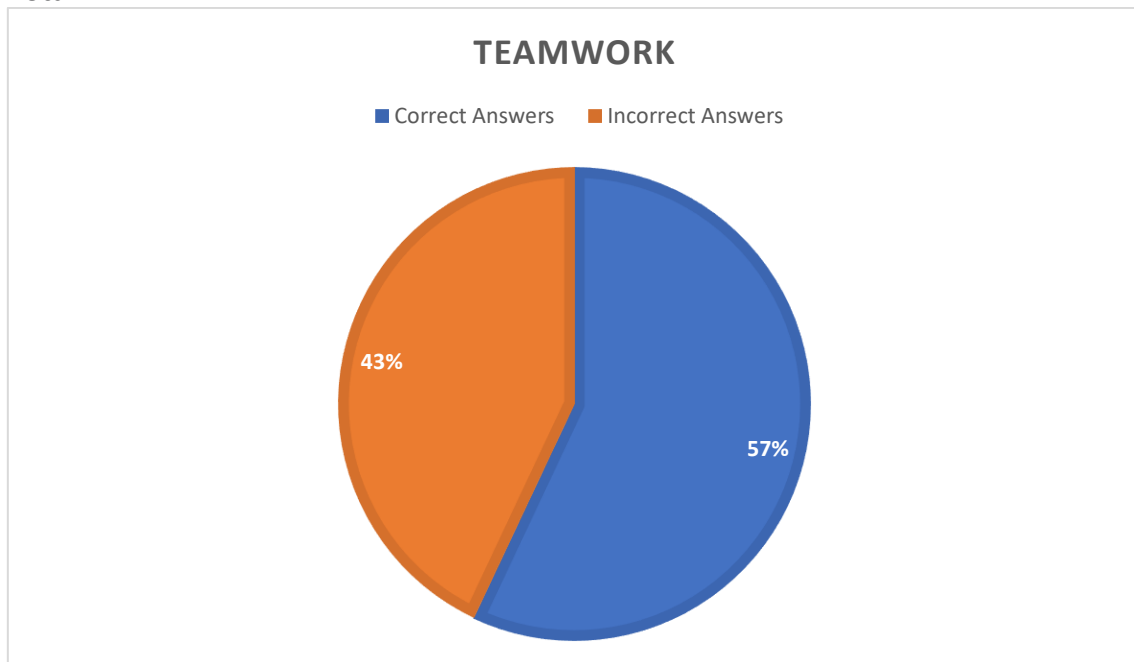
3. Which of the following is not a good characteristic of a team leader?

- Correct answer: Micromanaging

Correct = 68%

Incorrect = 32%

Total:



57% of the 106 participants got the Teamwork-related questions right, while 43% answered wrong. Again, this indicates that there is a large number of people in our target group who are familiar with important soft skills such as teamwork, but there is also still a need to train many people who do not have the necessary knowledge and training to implement them in the workplace. Poland is the country in the consortium with the highest number of correct answers, while North Macedonia has the highest number of incorrect answers. On the other hand, around half of the participants from France, Ireland and Spain answered correctly. Especially 20% of the participants in France answered correct to second question.

● EMOTIONAL MANAGEMENT

Emotional Management is the ability to identify our emotions, accept them and regulate them if necessary.

Emotions are fundamental to our lives and help us to manage situations, so it is very important to feel them, recognise them and understand what they bring us. Just as we accept emotions such as joy, it is also important to identify and accept our unpleasant emotions such as sadness or anger and give ourselves the space to feel what we need to feel, to connect with them and to realise the need they speak to us.

Emotional Management is also fundamental to understand the feelings of others, to tolerate pressures and frustrations, to accentuate our ability to work in a team, to adopt an empathic and social attitude and to modulate extreme emotions.

1. What do you do when you feel unmotivated or low on energy?

- Correct Answer: I try to reflect on the situation and connect with things that are good for me

Correct = 56%

Incorrect = 44%

2. If a person who has a high capacity for emotional management is confronted with a disagreement, this person:

- Correct Answer: Try to arbitrate by respecting each other's opinion

Correct = 45%

Incorrect = 55%

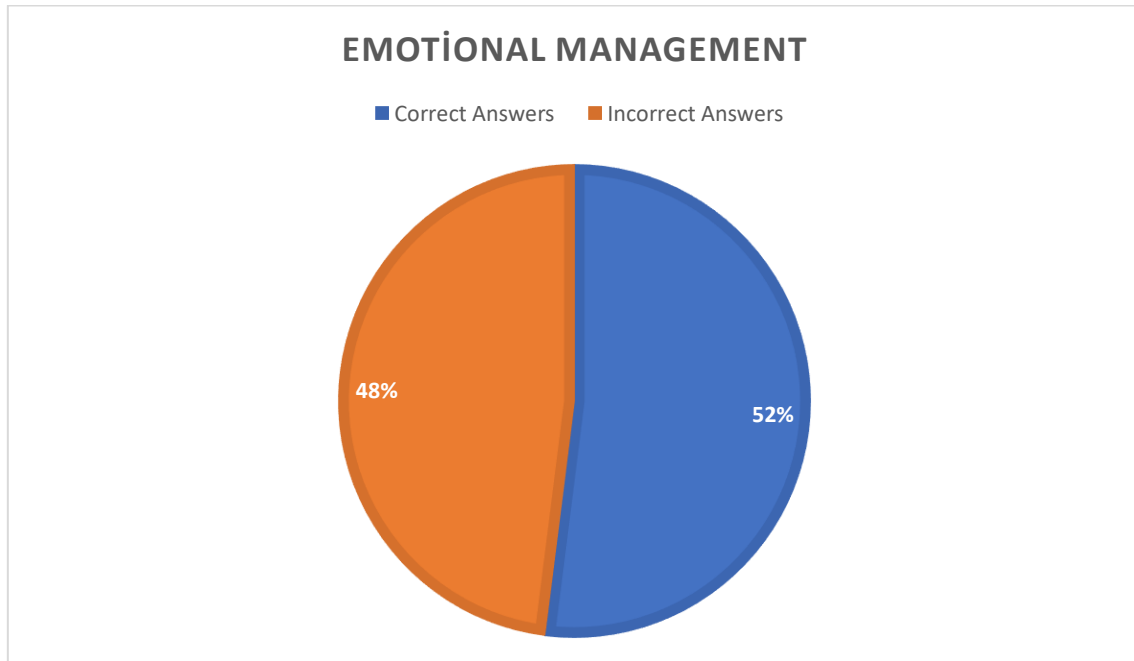
3. Which of these statements indicate that a person has a low level of emotional management?

- Correct Answer: Does not externalize feelings such as anger or sadness

Correct= 54%

Incorrect= 46%

Total:



A 52% of correct answers and 48% of incorrect answers were obtained by the total number of participants in relation to the skill of emotional management. Although these figures are not negative, they indicate that there is still a lot of room for improvement both at work and personally. The percentages of correct and incorrect answers are very similar in each of the partner countries, so there is no one country that stands out in particular.

● PEOPLE MANAGEMENT

People management is a key part of human resource management that covers all aspects of how people work, behave, participate and grow in employment.

This concept focuses on the idea that it is very important that a company's employees are involved in achieving the goals of a business.

Personnel management is a necessary task for the normal functioning of any company. It allows to organise and simplify the processes related to the relationships that are established between employees and the company and in the end it all translates into a higher productivity of the company as a whole.

1. Which of the following skills is not essential for a good people management?

- Correct Answer: Demand

Correct= 48%

Incorrect= 52%

2. Which of the following is an error in personnel management?

- Correct Answer: All above

Correct= 56%

Incorrect= 44%

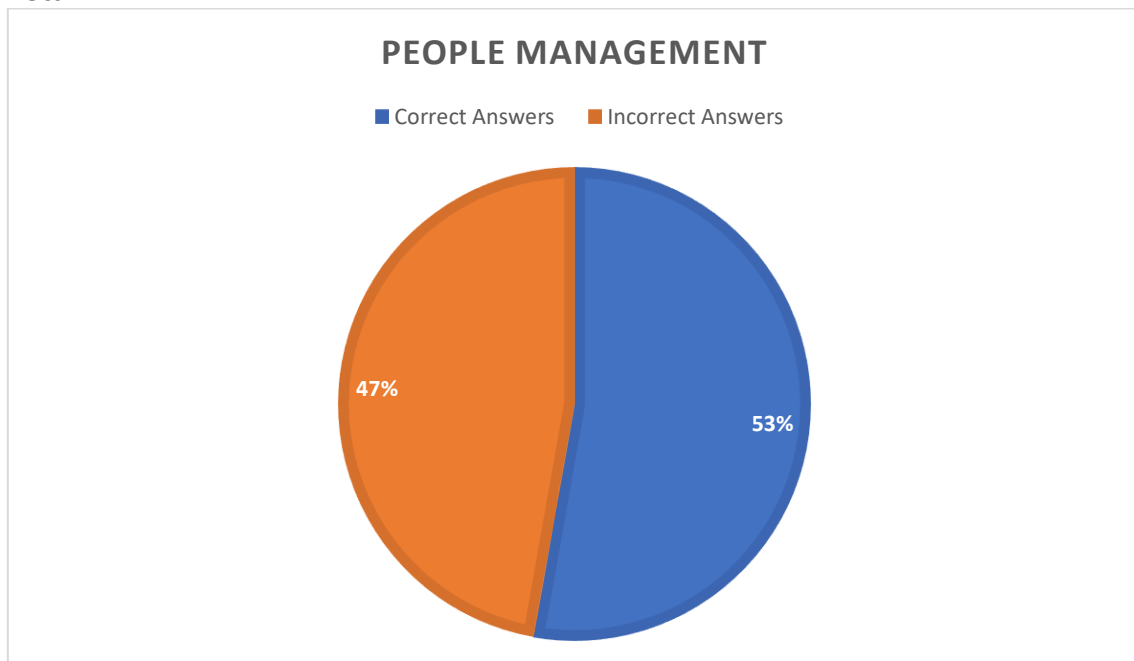
3. Which of the following is a key task in personnel management?

- Correct Answer: retailing talent

Correct = 54%

Incorrect = 46%

Total:



A 53% of correct answers and 47% of incorrect answers were obtained by the total number of participants in relation to the skill of emotional management. Although these figures are not negative, they indicate that there is still a lot of room for improvement both at work and personally. The percentages of correct and incorrect answers are very

similar in each of the partner countries, so there is no one country that stands out in particular.

● SELF-MOTIVATION AND MOTIVATE OTHERS

Self-motivation is giving oneself the reasons and enthusiasm with which to provoke an action or a certain behaviour. In this way, self-motivation generates an internal force that allows one to move forward, acquiring the necessary energy to surpass oneself and achieve the proposed goals.

On the other hand, to motivate others is to know how to push someone to initiate actions aimed at achieving specific objectives and to persist in the attempt until it is achieved. You can motivate someone by making them feel good, improving their confidence and commitment to what they do.

1. Which of these actions do you think is most effective in motivating you?

- Correct Answer: Connect with a sense of why I do what I do

Correct = 52%

Incorrect = 48%

2. Point out the aspect that you consider least important for self-motivation:

- Correct Answer: Self-demanding

Correct = 70%

Incorrect = 30%

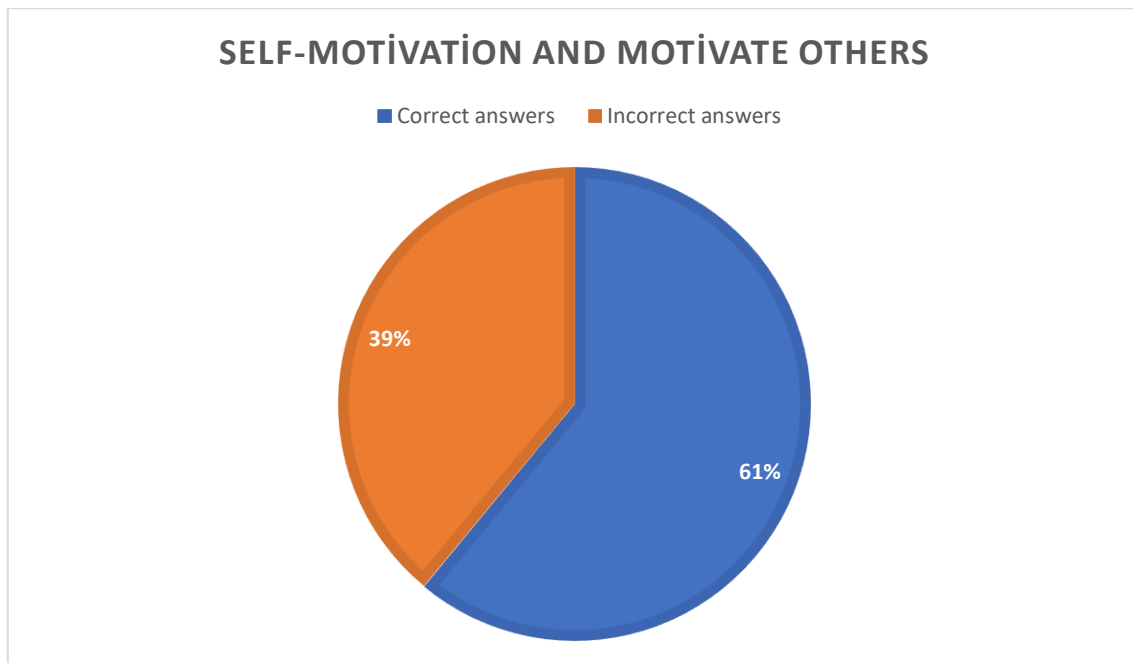
3. Which of the following actions is not necessary when motivation others?

- Correct Answer: Putting your situation forward for others to follow your example

Correct = 61%

Incorrect = 39%

Total:



61% of the participants got the proposed answers related to self-motivation and motivate others right, while 39% got the answers wrong. Ireland and Poland had a higher percentage of correct answers (71% and 77%), while Spain and North Macedonia had a lower percentage (59% and 28%), France has 67% right answers in total.

● CRITICAL THINKING

Critical thinking is understood as the ability to analyse and evaluate information about reasoning, especially those that tend to be accepted as true by society in the context of everyday life. The philosopher Francis Bacon defined critical thinking as "the desire to seek, the patience to doubt, the fondness to meditate, the slowness to affirm, the disposition to consider, the care to put in order, and the hate of all imposture".

It is this kind of thinking that helps human beings to create their own identity. It is not a matter of contradicting everyone, but of being able to develop one's own point of view on the basis of fact-checking and comparison.

1. Which of these statements is incorrect about critical thinking?

- Correct Answer: It must be present in each of our decisions

Correct= 55%

Incorrect= 45%

2. Which of these actions do you consider to be essential to enhance critical thinking?

- Correct Answer: Be aware of your cognitive biases and personal prejudices and how they influence your decisions

Correct= 39%

Incorrect= 61%

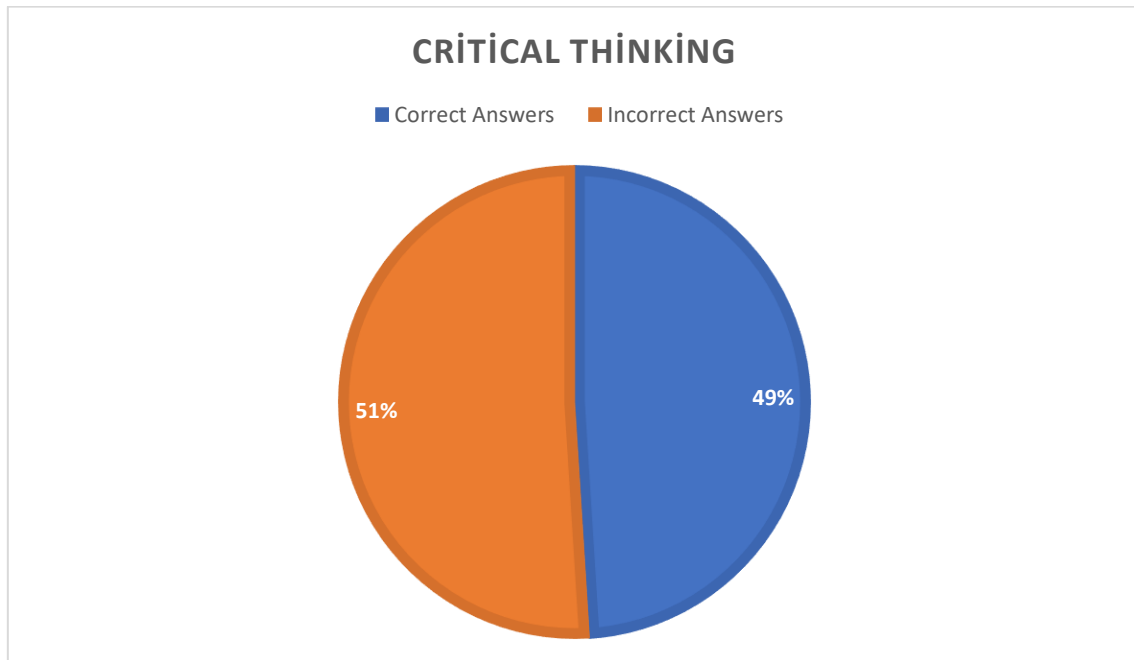
3. Mark the correct option. A person with a high level of critical thinking stands out for being:

- Correct Answer: Empathic

Correct= 53%

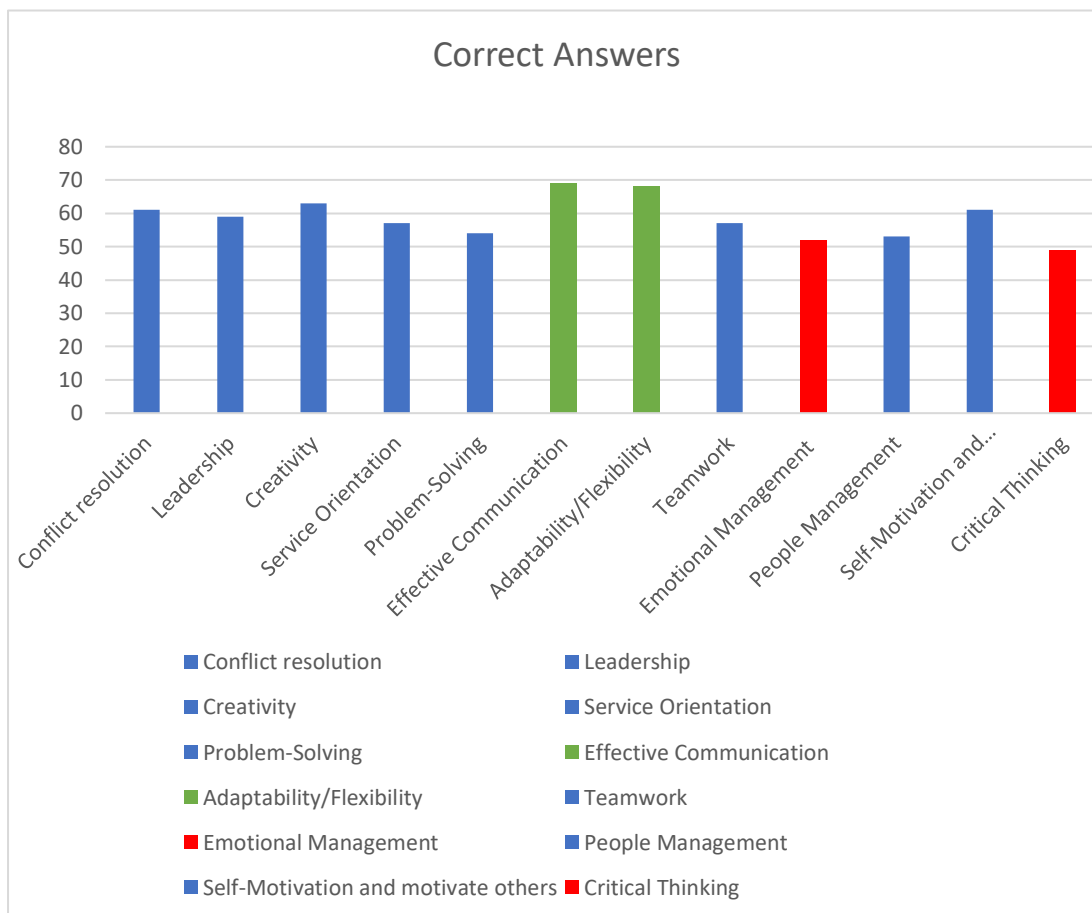
Incorrect= 47%

Total:



This is the only skill with a higher percentage of incorrect answers (51%) than correct answers (49%), which indicates that there is a general lack of knowledge about this skill and therefore it is not implemented either personally or at work. The highest percentage of correct answers was recorded in Ireland (63%), while the lowest percentage was recorded in France (23%).

4. CONCLUSIONS



The consortium of this project (France, Ireland, Poland, Spain and North Macedonia), has collected responses from 106 participants who have completed our Self-Evaluation Tool.

The aim of this tool is to check what level of development and knowledge our target group has in terms of skills that are necessary for the agribusiness sector to adapt to the needs and changes in the labour market.

Therefore, the tool has been tested by **106 people** from the agribusiness sector in the different countries of the consortium.

After having collected and analysed all the responses, it can be concluded that in general there is a **basic knowledge of the proposed skills**, but that there is **still a lot of room for improvement** as no skill has exceeded 70% of correct answers.

Participants showed more knowledge about **Effective Communication** and **Adaptability/Flexibility** skills, while **Emotional Management** and **Critical Thinking** skills registered a higher number of incorrect answers, which may indicate that our target group is not very familiar with them.

This may be because effective communication and adaptability/flexibility are skills that we can sometimes develop unconsciously as a necessity to adapt to different work situations and as part of our personality. However, emotional management and critical thinking are skills that often need to be trained, as not everyone is able to develop them without prior knowledge. Personality and education play a fundamental role in developing these skills, but training and knowledge are fundamental for those who do not possess them innately.

This is why our SITRA project is so necessary, as we have now identified that our target group is not fully familiar with the soft skills needed to adapt to the changes in today's labour market, we will focus on training these people in the skills where they have the least knowledge and training.

