



WP3 – Research & Needs Analysis

Synthesis Report

Annex 4 -Field Research report

2015-2016



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of the European Union

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INTRODUCTION

WP3 is based on the investigation and research activity (literature review, good practices analysis and field analysis) on the 2 main domains tackled by the project (soft e-Leadership skills - SeLs and MOOC-Massive Open Online Courses) with the aim to give a solid scientific and operational foundation to project operations.

This Report presents the main findings of the field survey on e-leadership skills, skill gaps and training needs. The survey was carried on by submitting a questionnaire to the three different target groups (managers, trainers and students).

Three different questionnaires have been developed¹ (1 for each target) in such a way as to make it possible a comparative data analysis on the most relevant strategic skills, on the self-perceived skill gaps and on the training needs as declared by the three target groups.

As a whole:

- ✓ 3 different questionnaires (for different targets: Managers, Trainers, Students) were prepared and submitted
- ✓ 6 translated versions of the questionnaire have been prepared and submitted, one for each of the partner countries (English, French, German, Italian, Polish, Portuguese)
- ✓ 2093 people took part in the survey (760 Managers, 238 Trainers, 1095 Students)
- ✓ 821 completed questionnaires were gathered (421 Managers, 86 Trainers, 314 Students)
- ✓ 6 are the main submission countries (those of the partner organizations) but as for managers, questionnaires have been completed by people working all over Europe but also in Brazil, Chile, China, Colombia, Mexico, Venezuela.
- ✓ 6 months have been spend on questionnaires' submission (from July to end of December 2015)

Data are commented in the Synthesis Report, summarizing all the main findings of the Research and Need Analysis, as defined in the Methodology Pack.

Main findings are hereby presented as subdivided by different target groups.

¹ See Annex to Synthesis Report

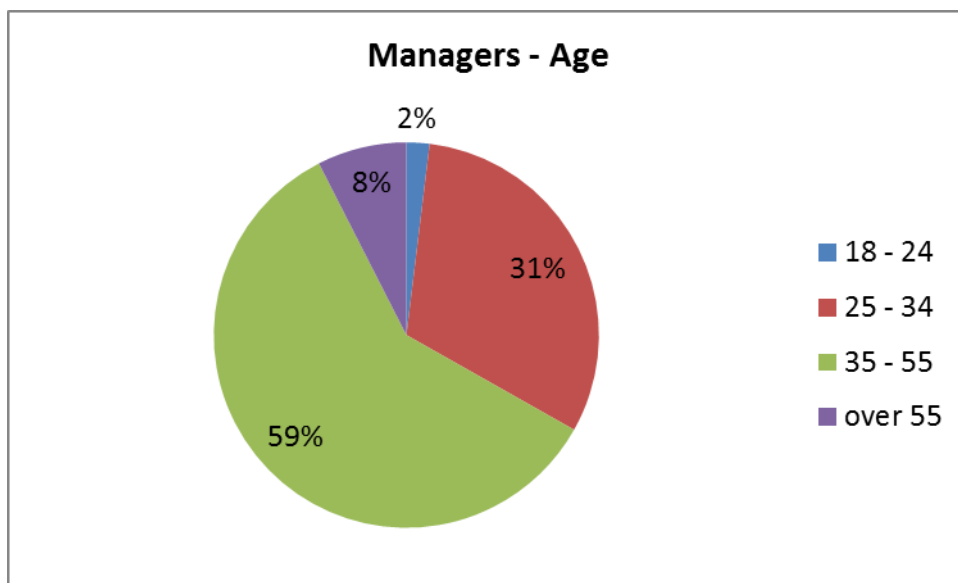
1 MAIN FINDINGS – SECTION 1

1.1 General information

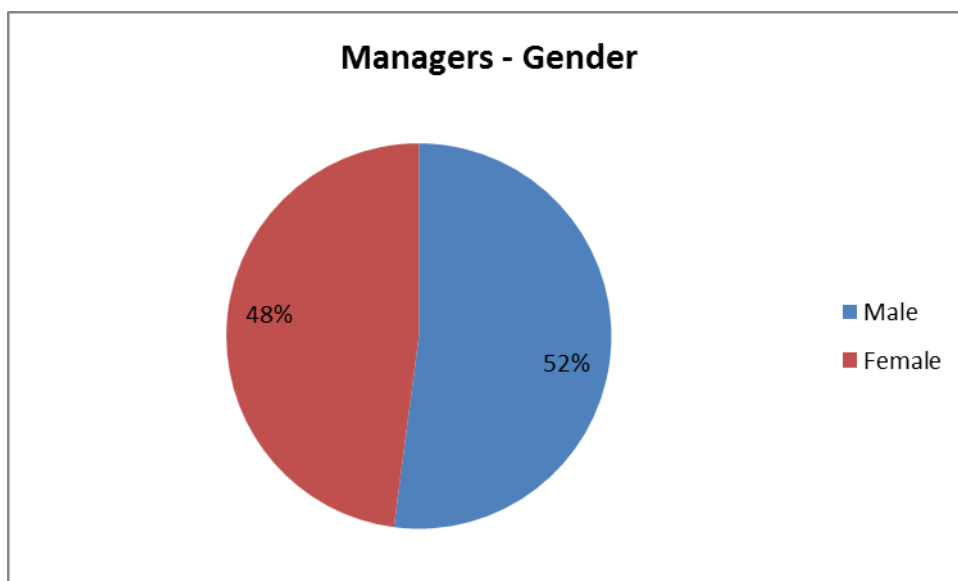
General information about the survey's participants are reported here below.

✓ *Managers*

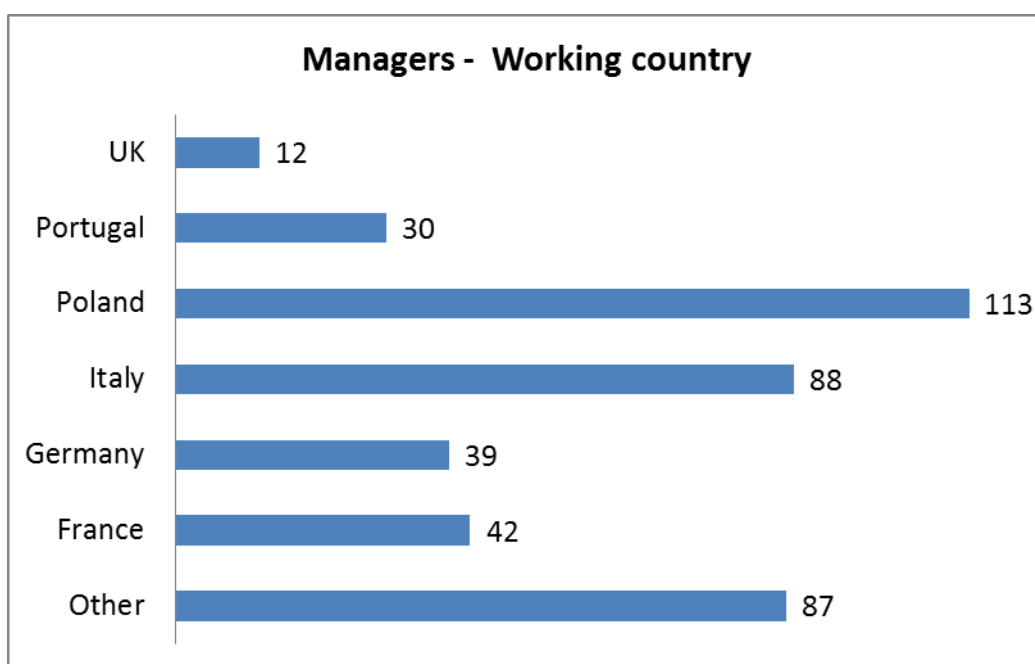
Manager taking part in the research were 760, those who completed the questionnaire were 421.



4. Age of managers taking part in the research



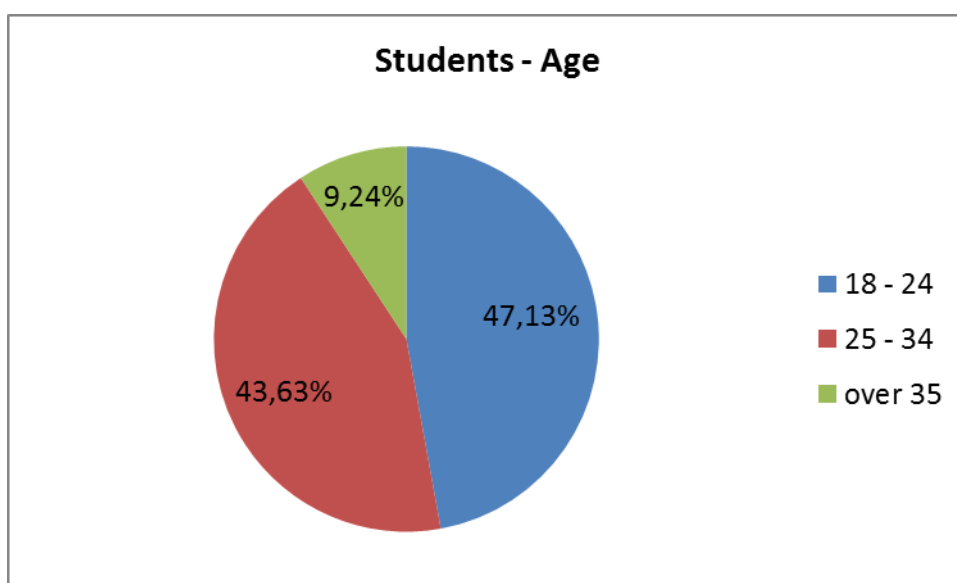
5. Gender of managers taking part in the research



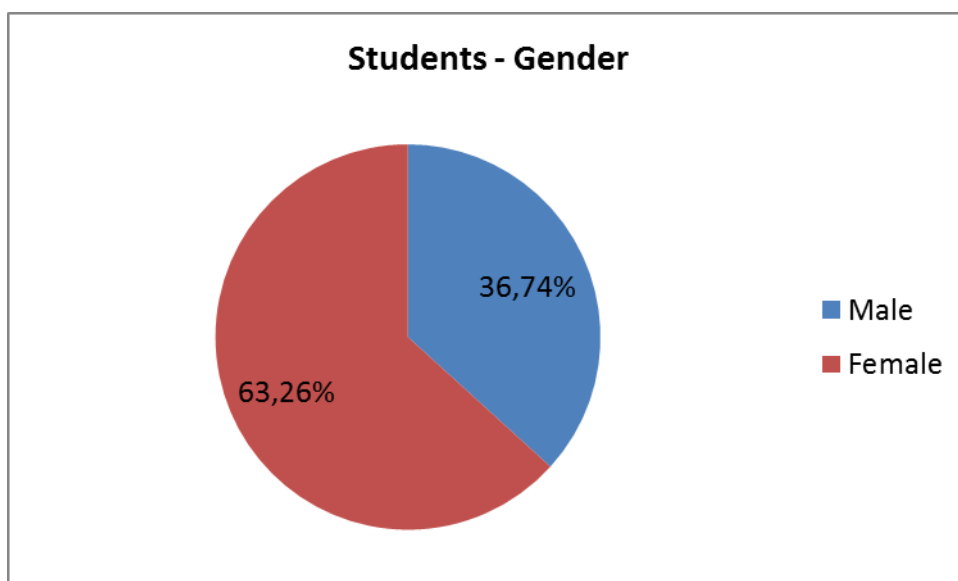
5. Working country of managers taking part in the survey

✓ Students

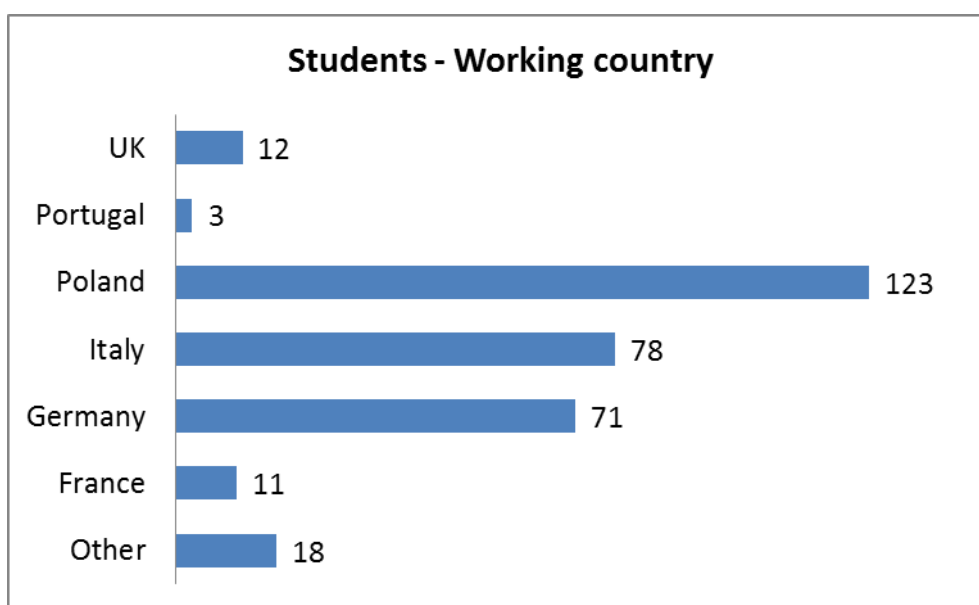
Students taking part in the research were 1095, those who completed the questionnaire were 314.



Age of students taking part in the research



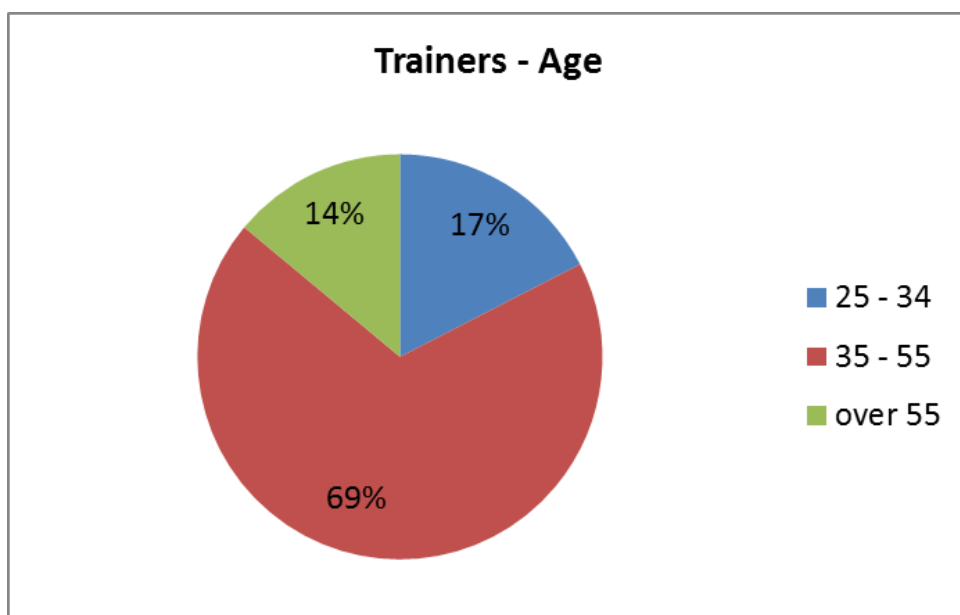
Gender of students taking part in the research



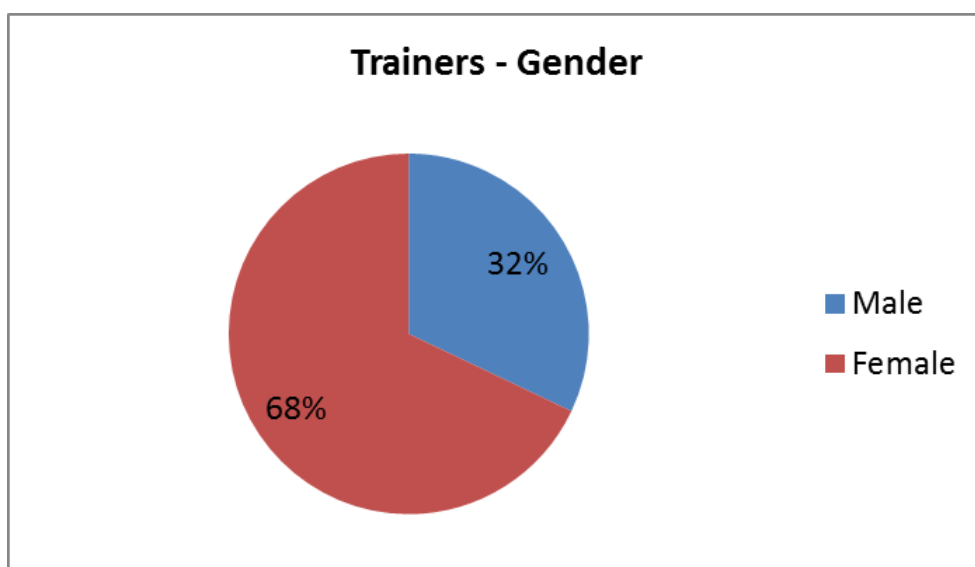
Working country of students taking part in the survey

✓ Trainers

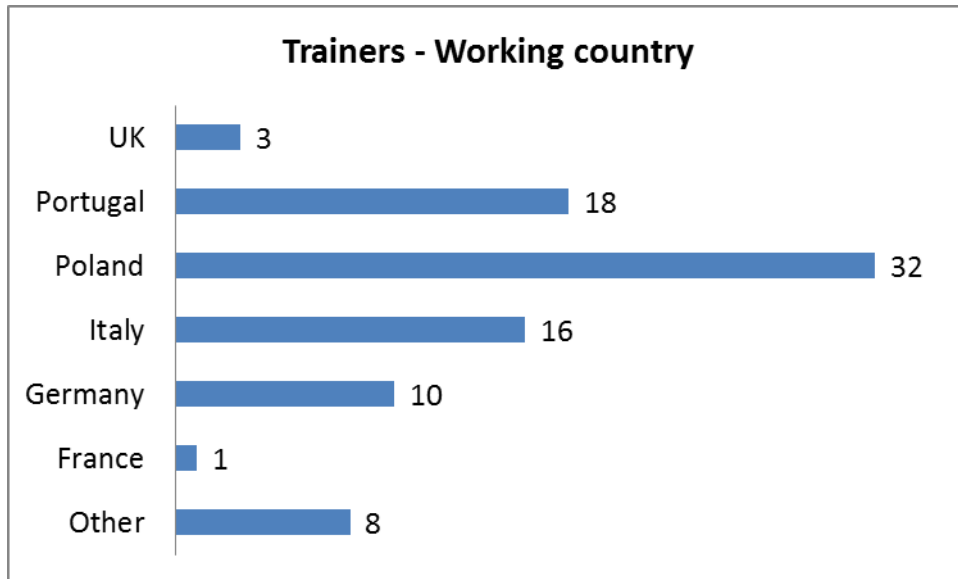
Trainers taking part in the research were 238, those who completed the questionnaire were 86.



Age of trainers taking part in the research



Gender of trainers taking part in the research



Working country of trainers taking part in the survey

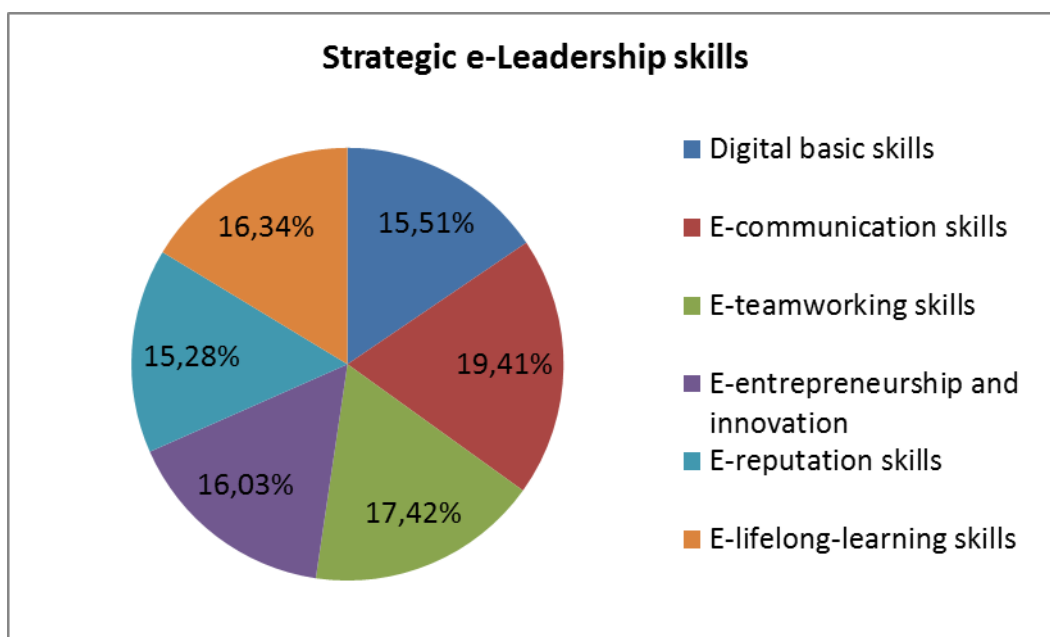
1.2 Strategic e-leadership skills

Based on the challenges that leader's face (globalisation, personal development, 24/7 business, uncertain decision making) four main principles underlie the new role for the e-leader

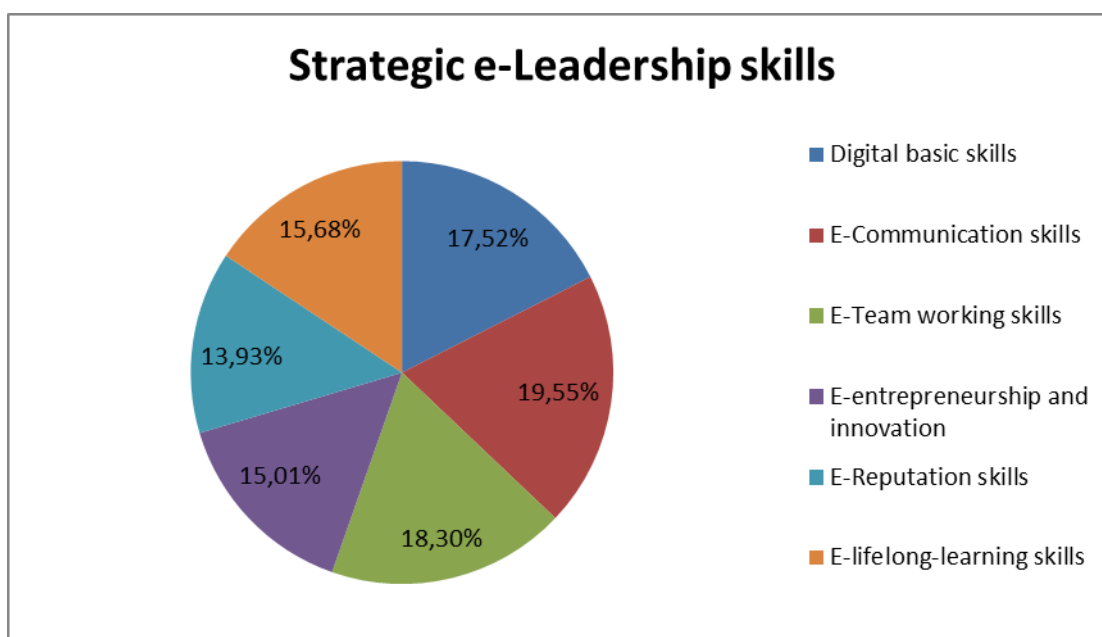
- *foster collaboration and networking,*
- *foster collaborative innovation (co-innovation),*
- *develop and maintain trust among networks and teams, and*
- *be a lifelong learner.*

According to these principles, the soft skills needed have been clustered into six main groups.

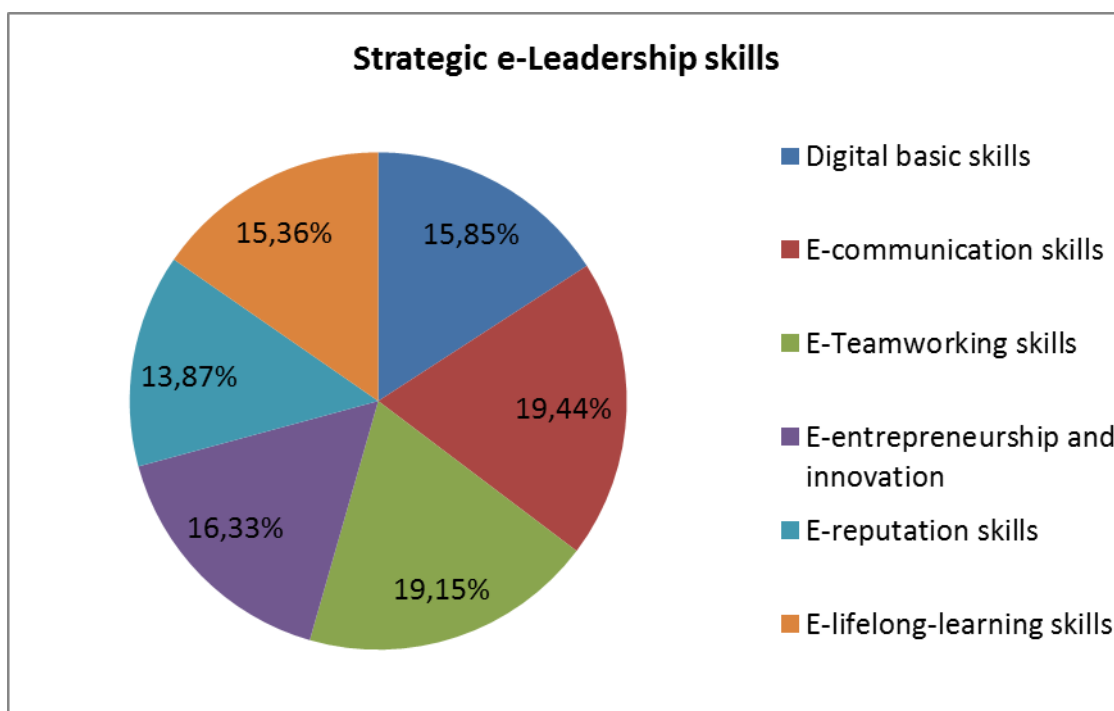
Considering the 6 sub-groups of e-leadership skills and based on personal studies/experience, participants have been asked to order them, in terms of potential importance in the coming years, by assigning a % to each sub-group, out of a global 100% value



1. Average weight for each sub-group of skills in the coming years - MANAGERS



2. Average weight for each sub-group of skills in the coming years – STUDENTS



3. Average weight for each sub-group of skills in the coming years – TRAINERS

2 MAIN FINDINGS – SKILL GAPS AND TRAINING NEEDS

The questionnaires were aiming on one side at detecting the main skill gaps as self-perceived by the different target groups, related to those strategic e-Leadership skills as highlighted in the shared taxonomy; on the other side, and related to those skill gaps, questionnaires were aimed at checking the training priorities and needs as self-declared by the three target groups, namely managers, trainers and students.

The main findings are reported below, in three different sections, one for each target group.

2.1 Managers

✓ *Skill gaps and training needs connected to each of the skill*

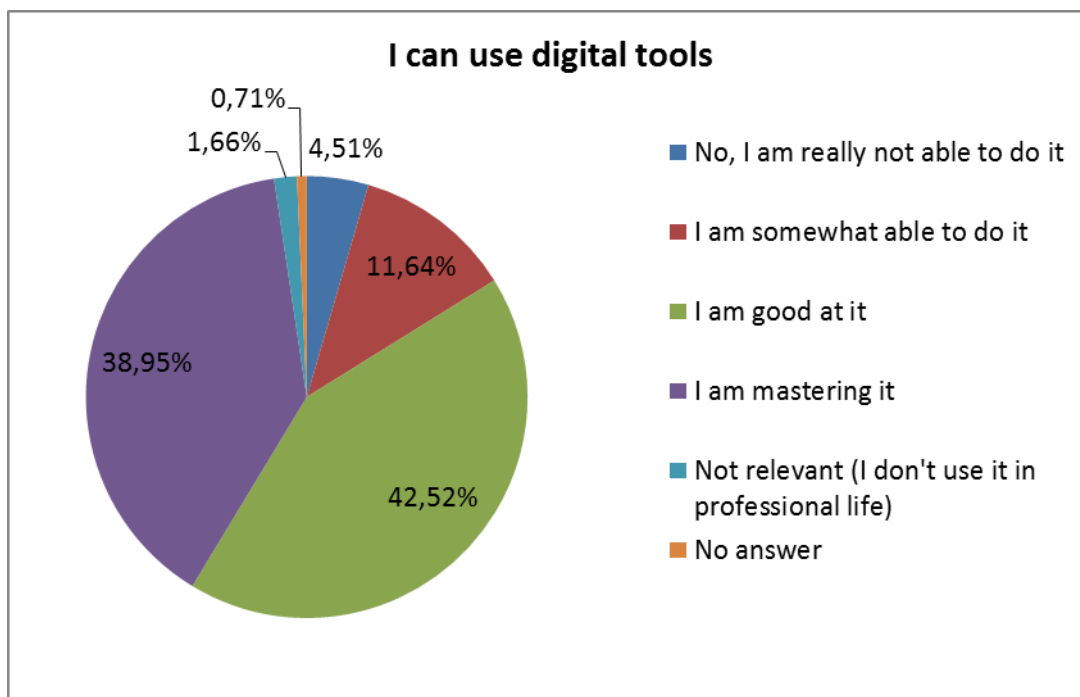
Self-declaration on capability to act specific competencies: for detecting skill gaps, for each of the skills related to the main 6 macro clusters, it was asked to the managers, if and to what extent they felt they could act the specific skill if relevant to their role (e.g. “I can negotiate online”, “I can use Knowledge management tools”, ...).

Skill gaps have been identified considering managers answering “I am not at all able to”/“not at all” or “I am somewhat able to”/“only to some extent”.

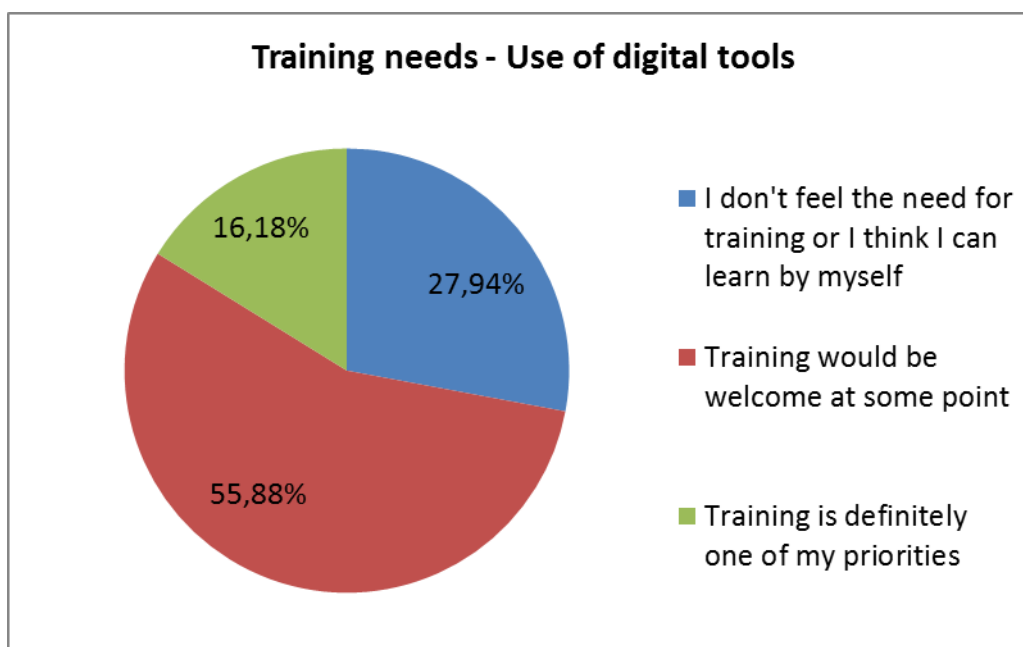
For highlighting *training needs/priorities*, only for the skills they considered themselves weak or not trained, the three targets were asked if a training on those specific skills was for them a priority, or if training would have been welcome at some point.

In the following section, in figures matching in couples, are reported: self-evaluation of their capability to act specific SeLs; training needs/priorities

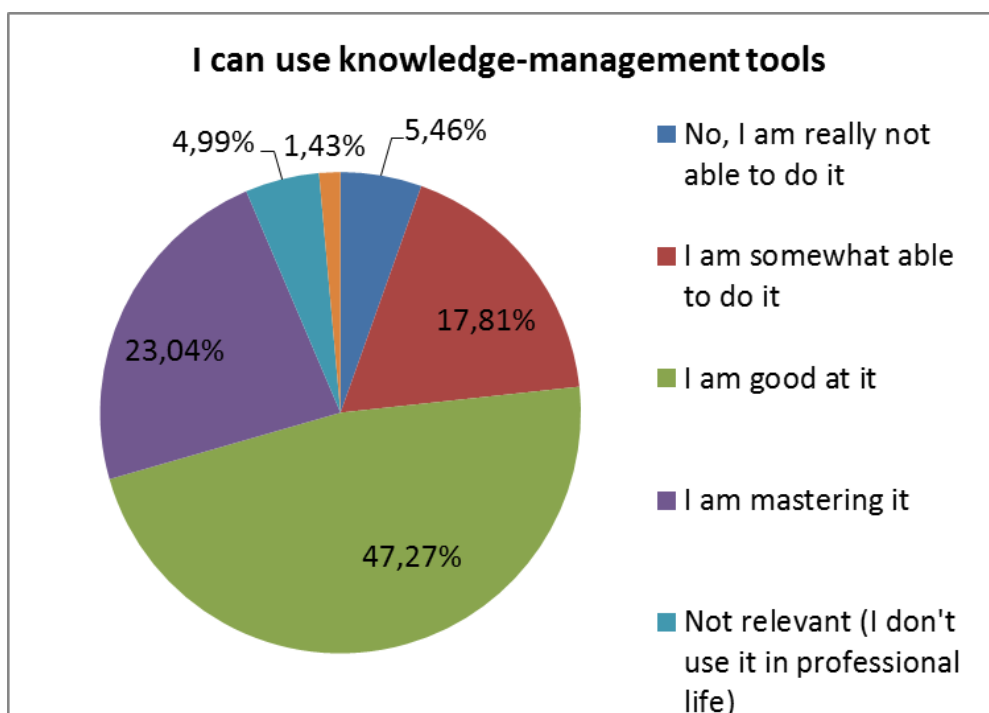
1. Use of digital tools



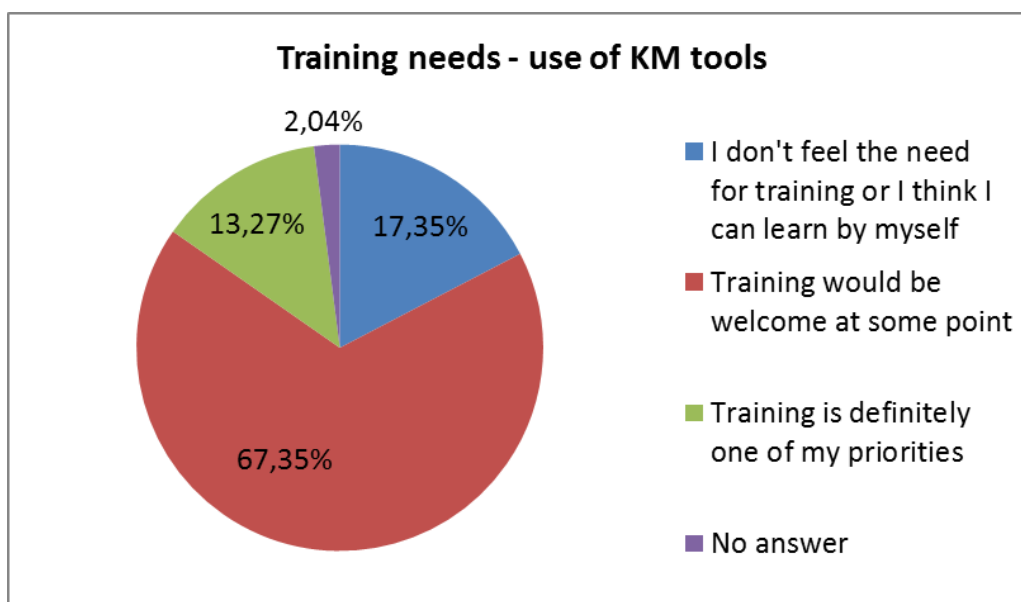
Skill gap for 16,15% of respondents. For them, related training needs are reported below.



2. Use of knowledge-management tools

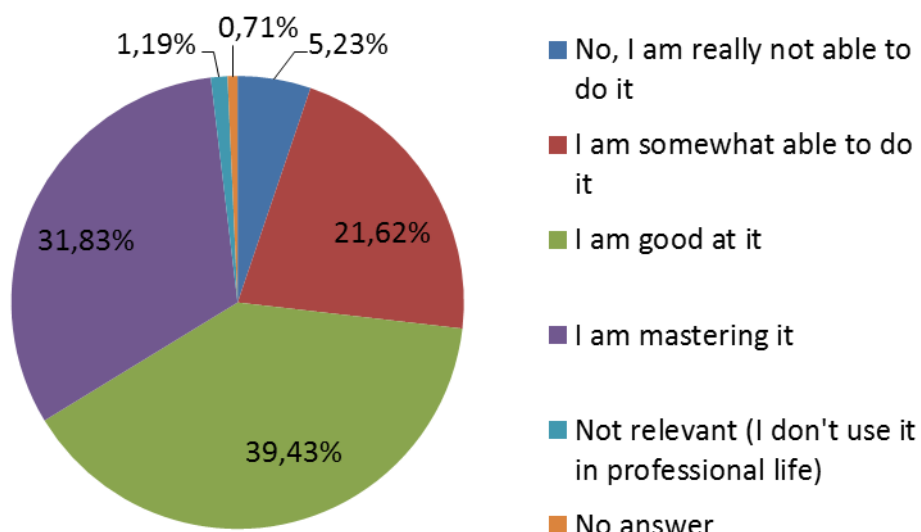


Skill gap for 23,27% of respondents. For them, related training needs are reported below



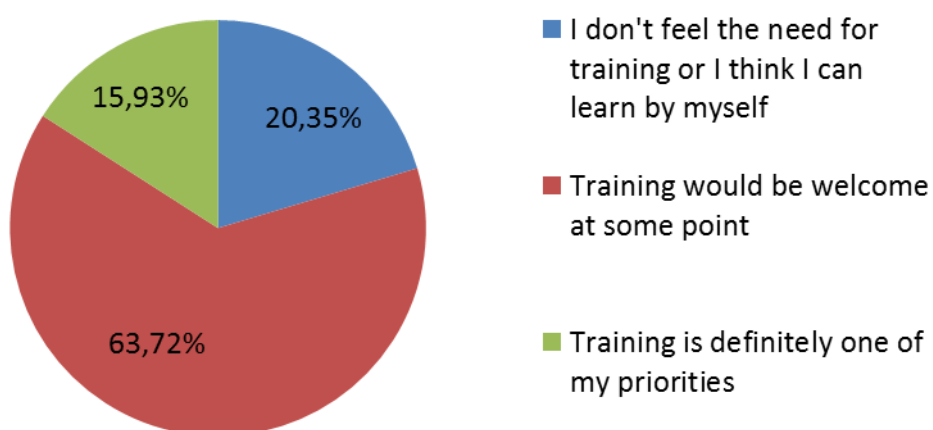
3. Security and privacy issues related to digital tools

I am aware of security and privacy issues related to digital tools

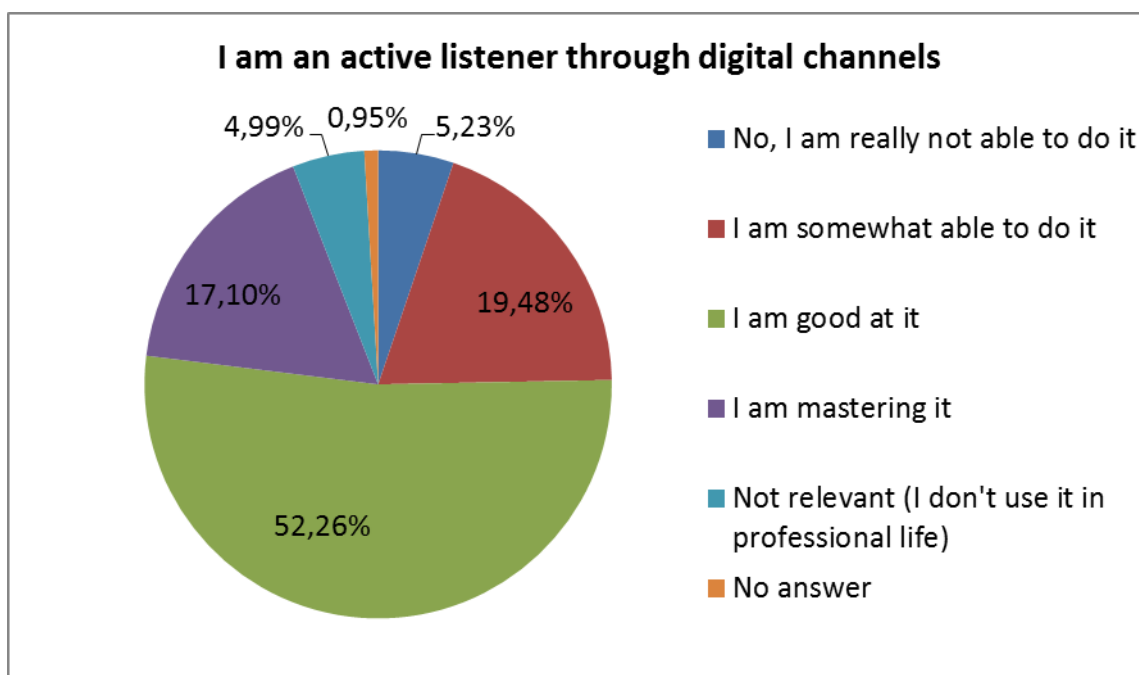


Skill gap for 26,85% of respondents. For them, related training needs are reported below.

Training needs - Security and privacy issues



4. Active listening through digital channels

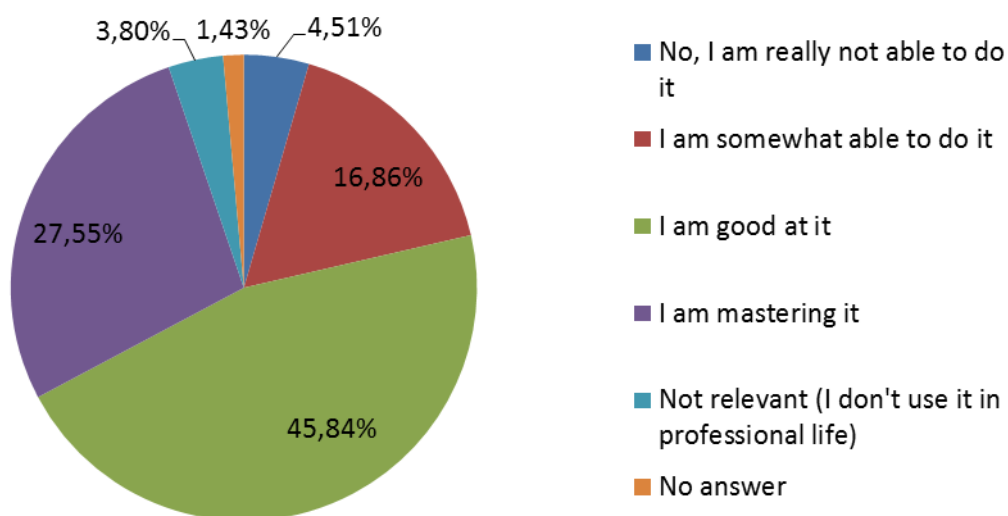


Skill gap for 24,71% of respondents. For them, related training needs are reported below.



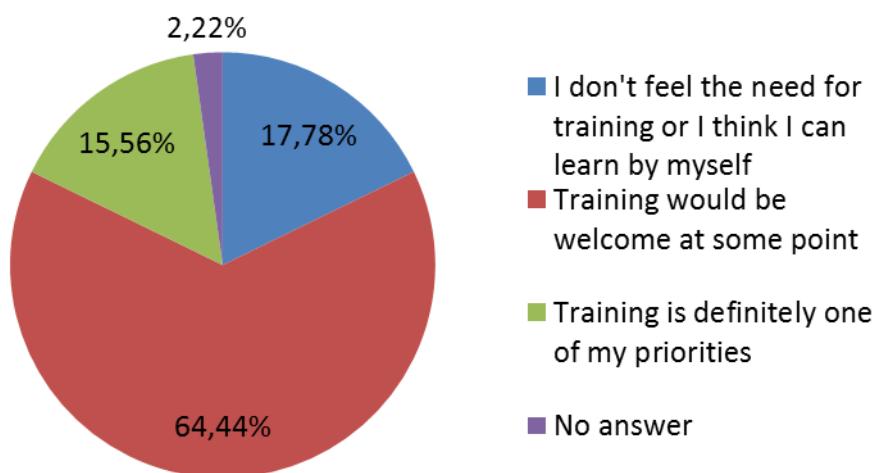
5. Effective oral communication through digital channels

I am effective in oral communication through digital channels

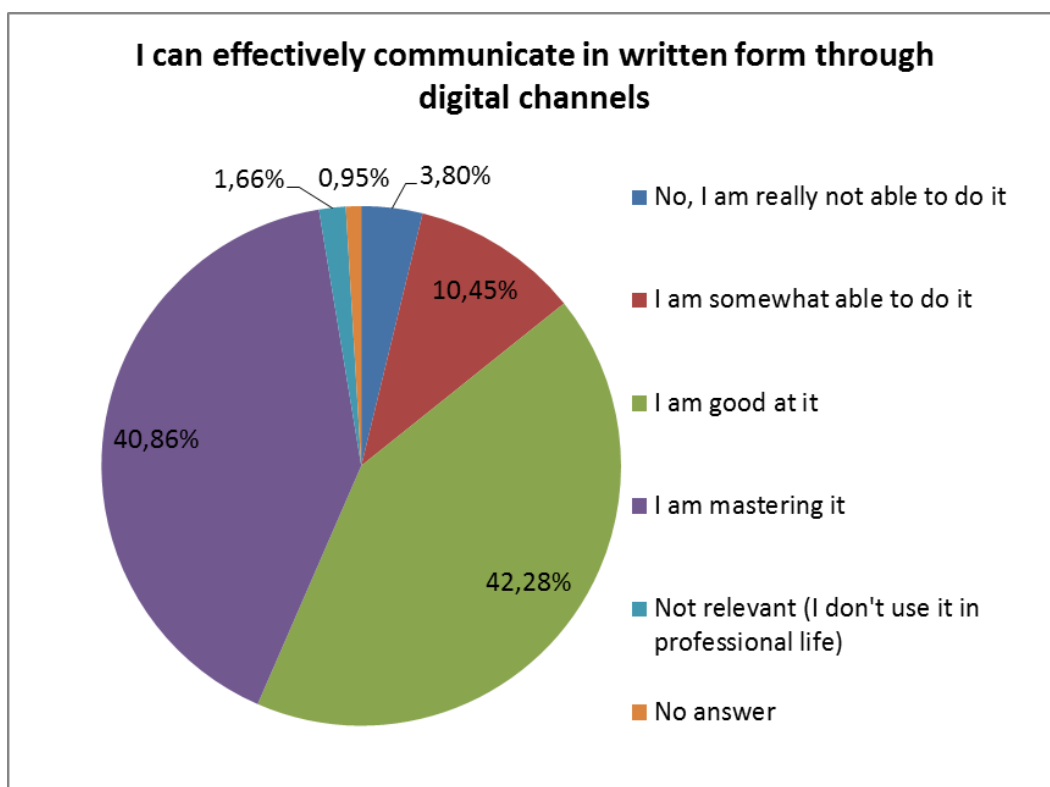


Skill gap for 21,37% of respondents. For them, related training needs are reported below.

Training needs - Oral communication



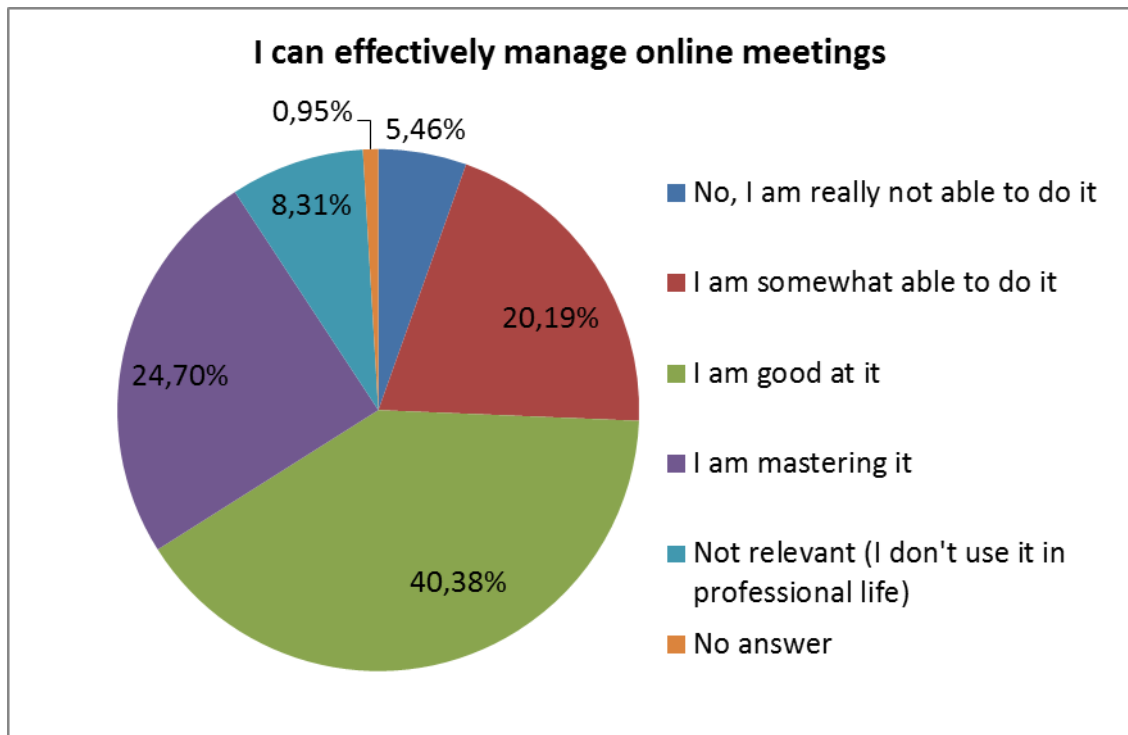
6. Effective written communication through digital channels



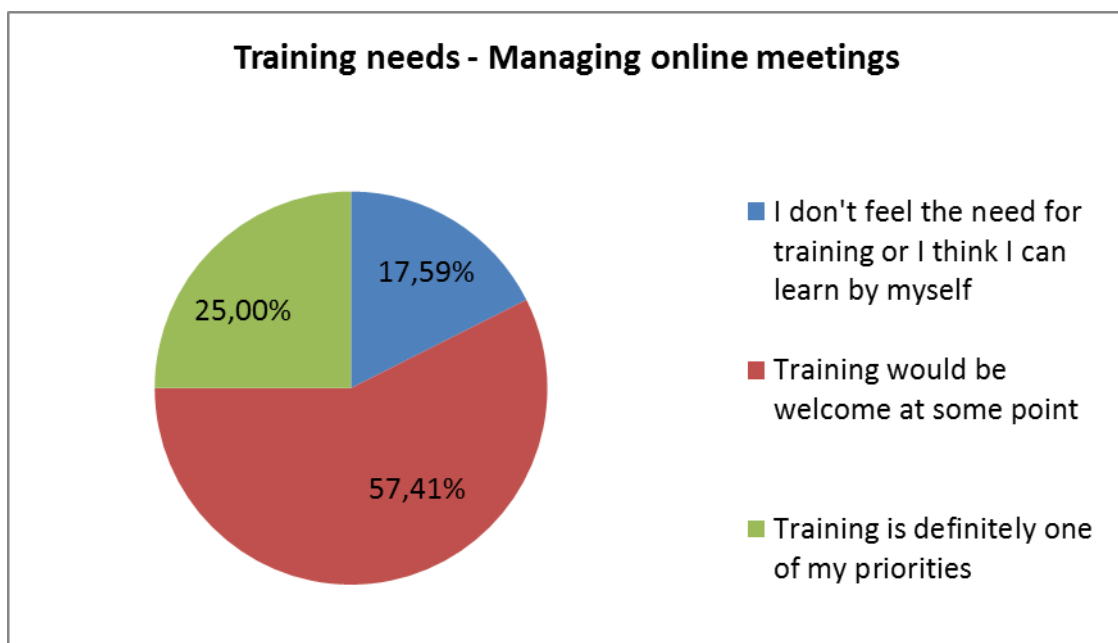
Skill gap for 14,25% of respondents. For them, related training needs are reported below.



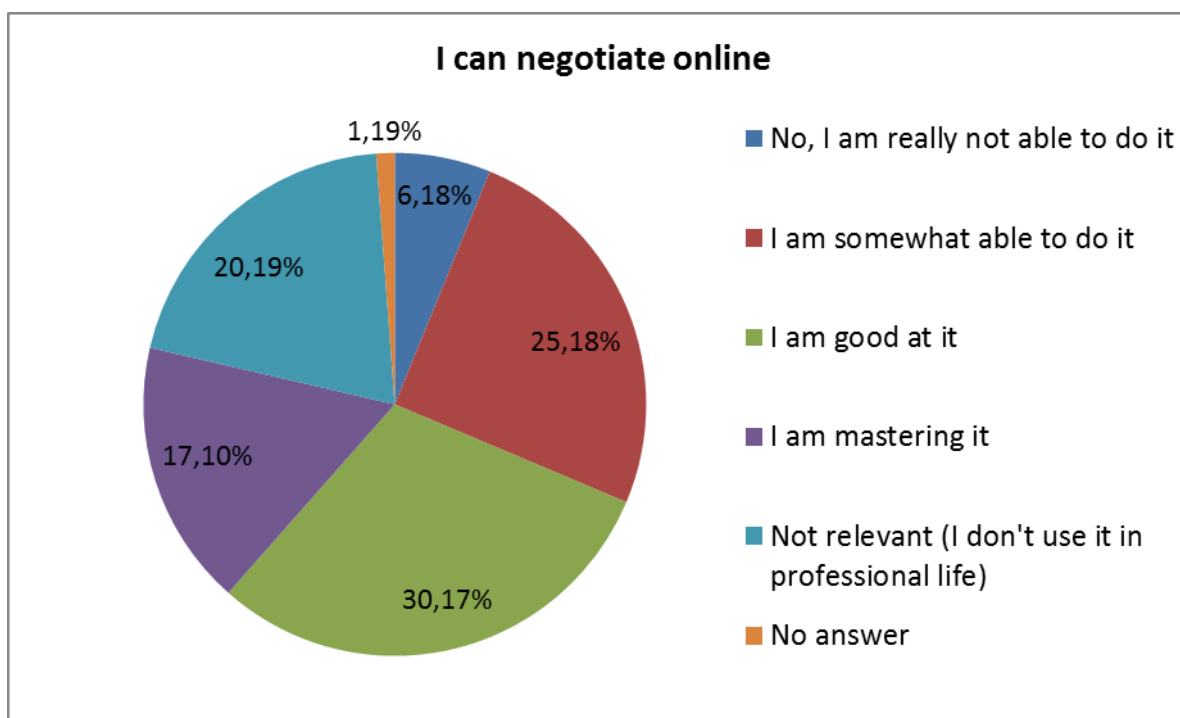
7. Effective management of online meetings



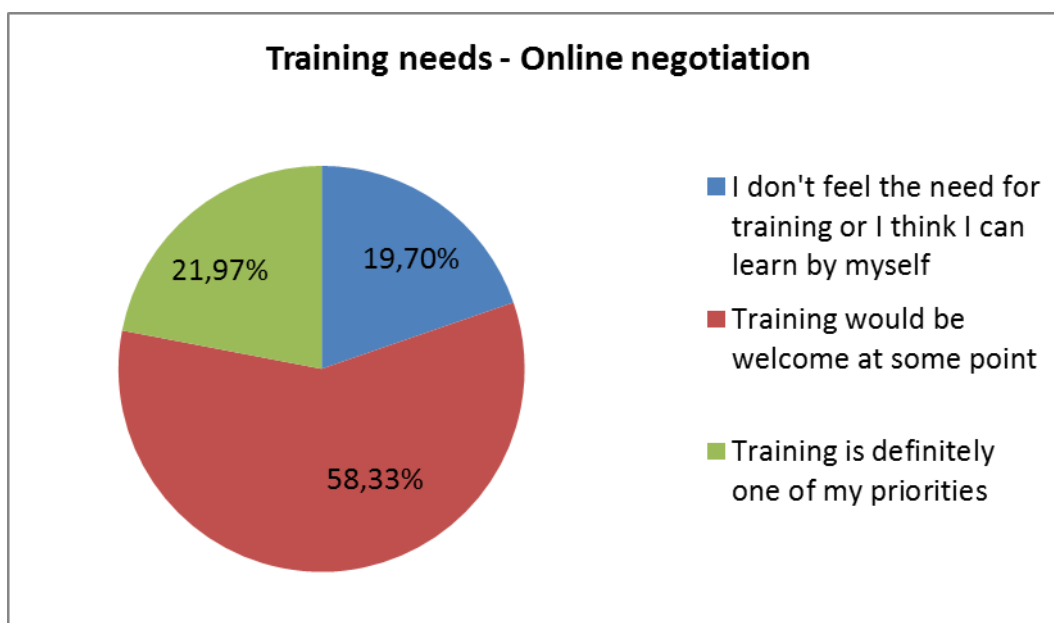
Skill gap for 25,65% of respondents. For them, related training needs are reported below.



8. Online negotiation



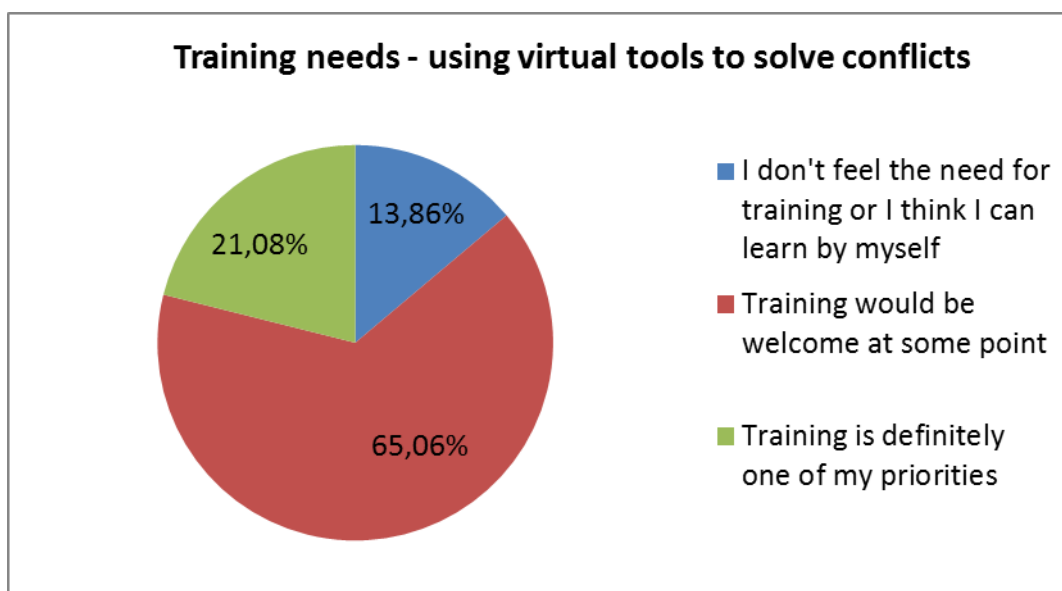
Skill gap for **31,36%** of respondents. For them, related training needs are reported below



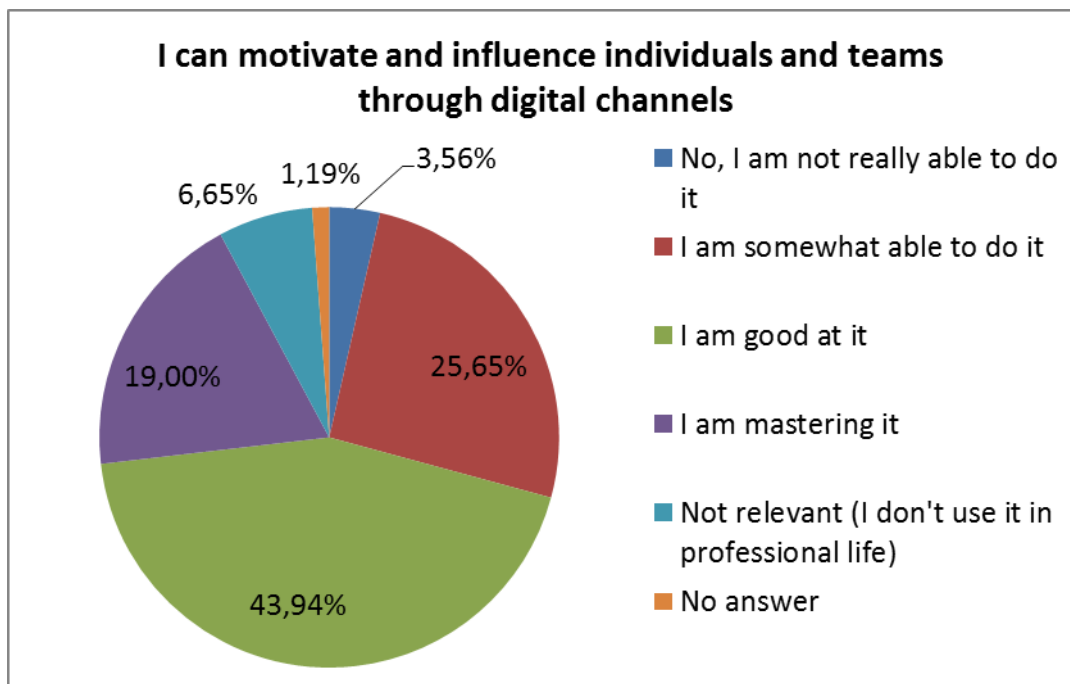
9. Use of virtual tools to solve conflicts



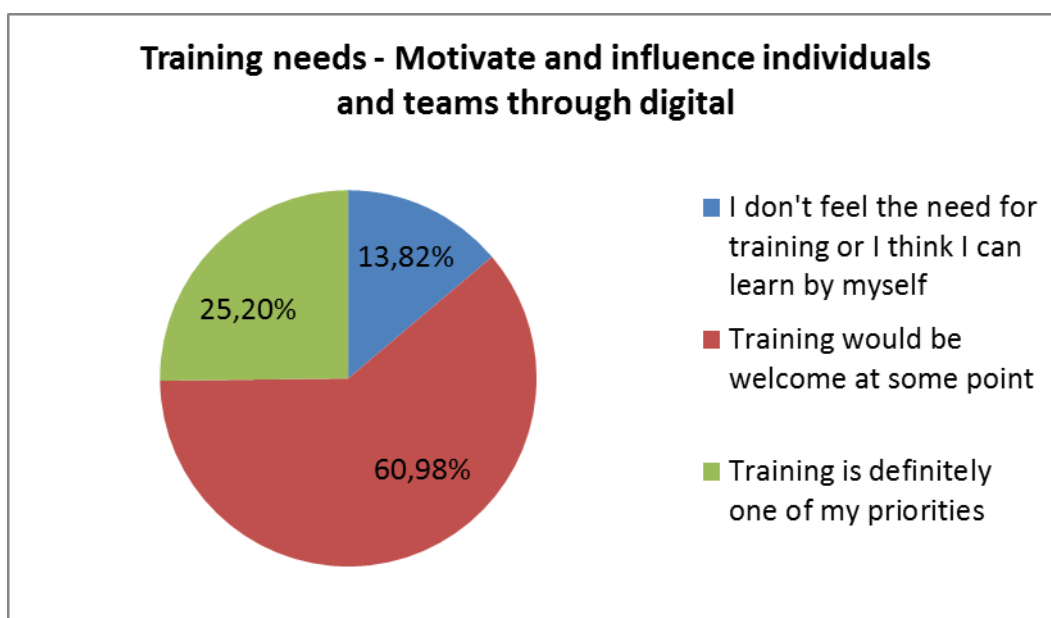
Skill gap for **39,43%** of respondents. For them, related training needs are reported below



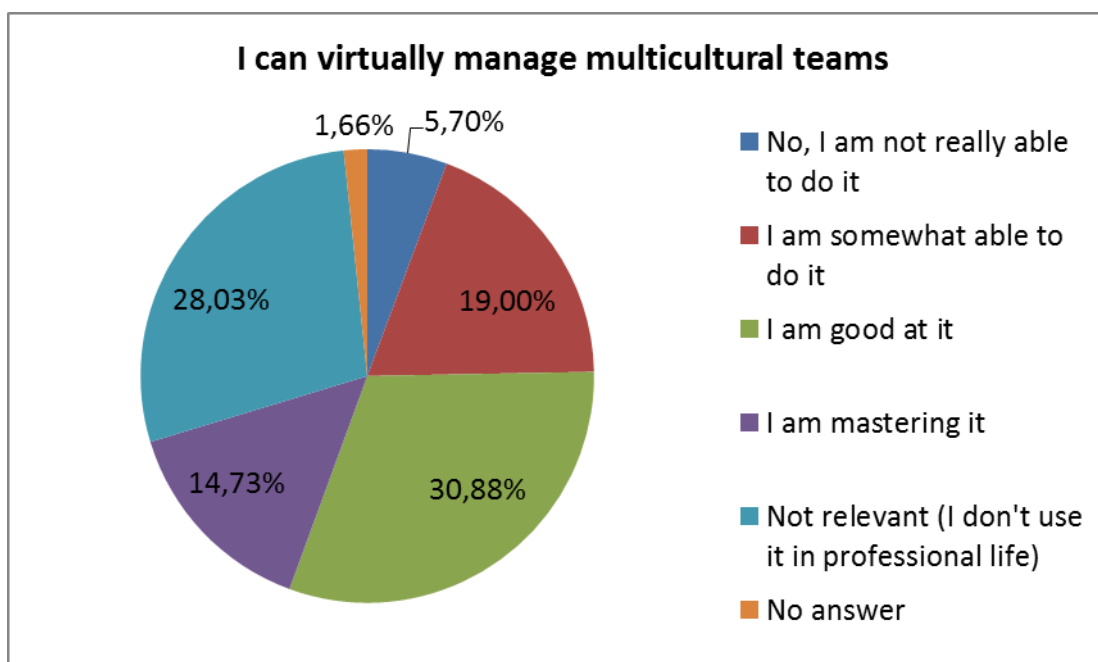
10. Motivate and influence individual and teams through digital channels



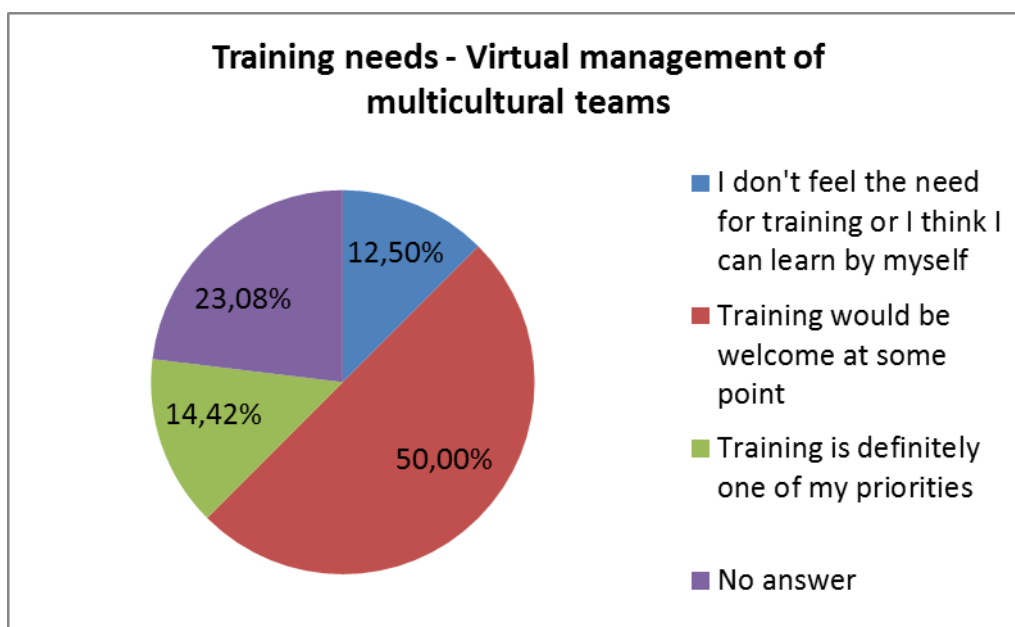
Skill gap for 29,21% of respondents. For them, related training needs are reported below



11. Virtual management of multicultural teams

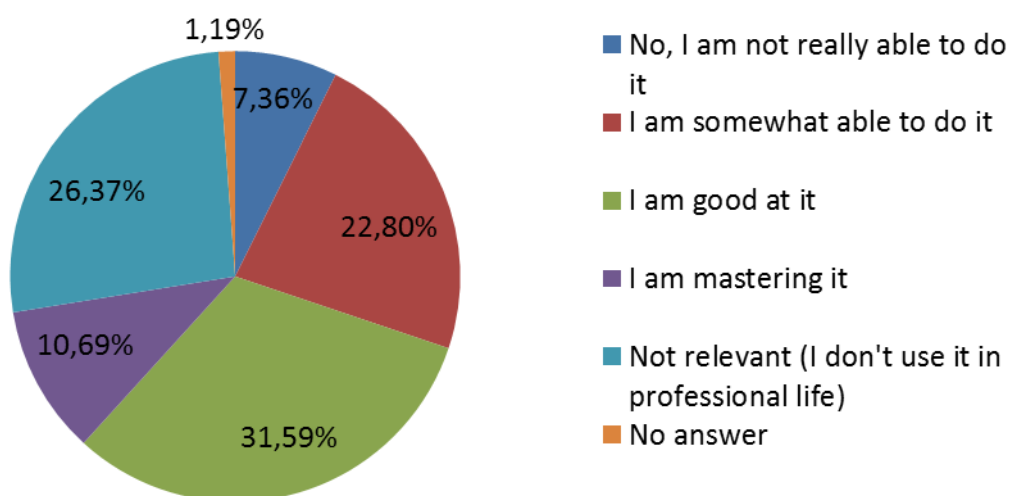


Skill gap for 24,70% of respondents. For them, related training needs are reported below



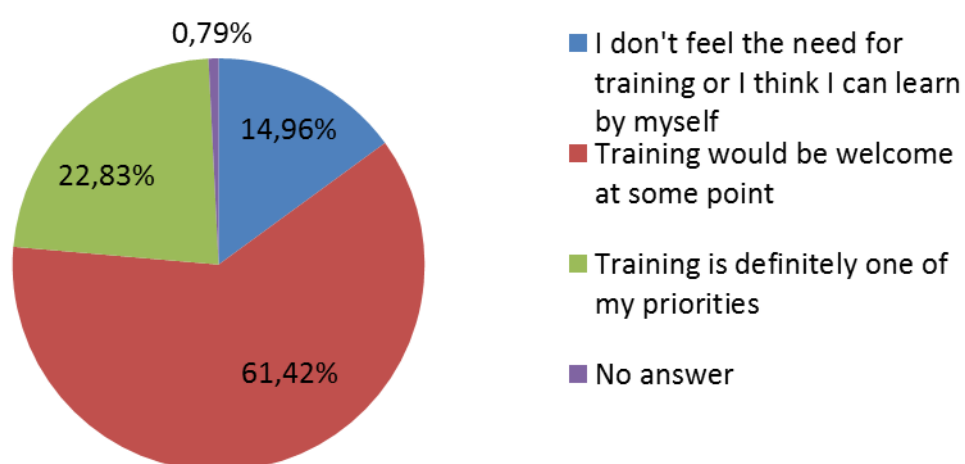
12. Driving the change in a multicultural and/or geographically distributed organisation

I can drive the change in a multicultural and/or geographically distributed organisation



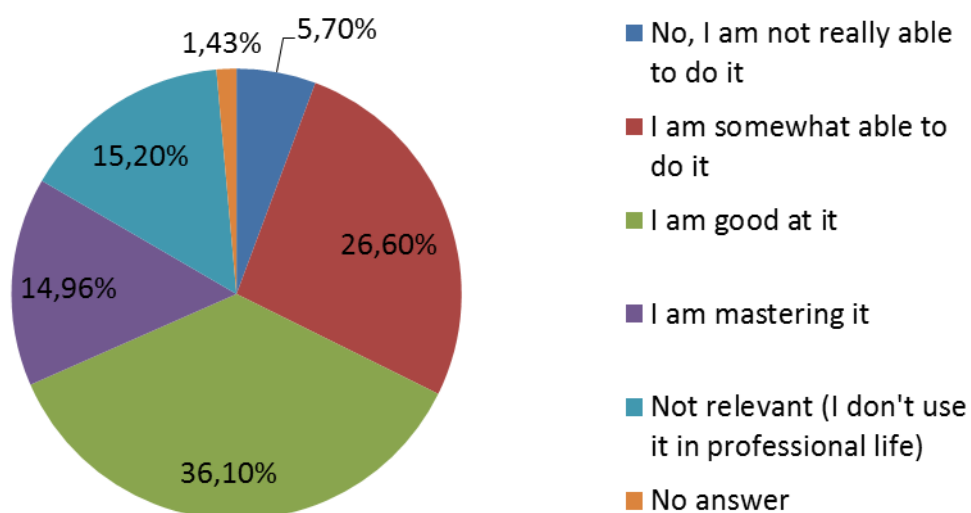
Skill gap for **30,16%** of respondents. For them, related training needs are reported below

Training needs - Driving the change in a multicultural/geographically distributed organisation



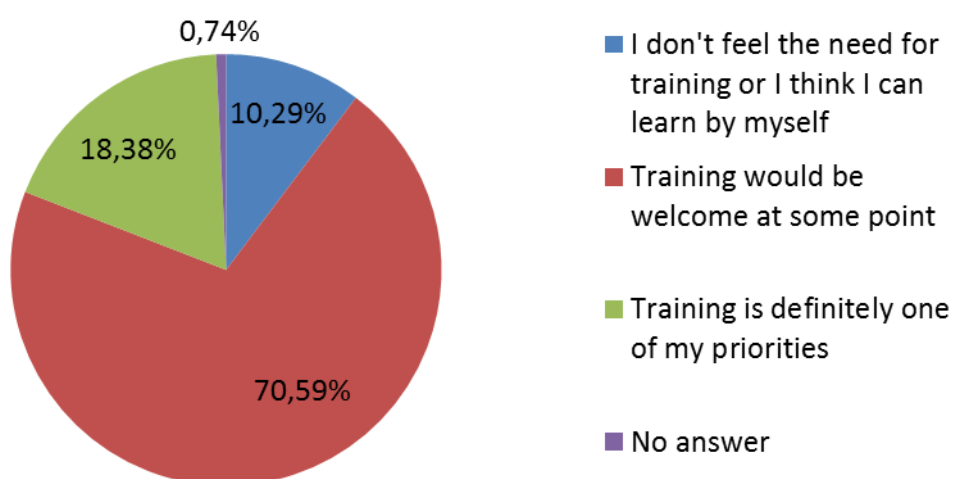
13. Effective management of internal and external teams and networks through digital channels

I can effectively manage internal and external teams and networks through digital channels

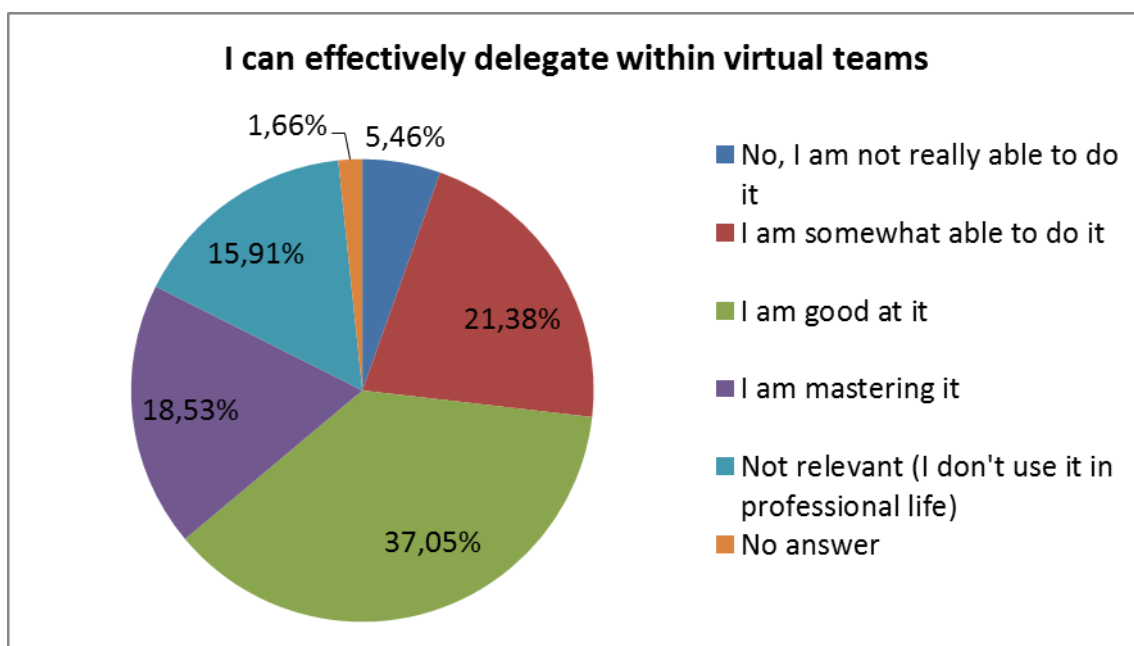


Skill gap for **32,30%** of respondents. For them, related training needs are reported below

Training needs - Managing internal and external teams and networks through digital channels



14. Effective delegation within virtual teams

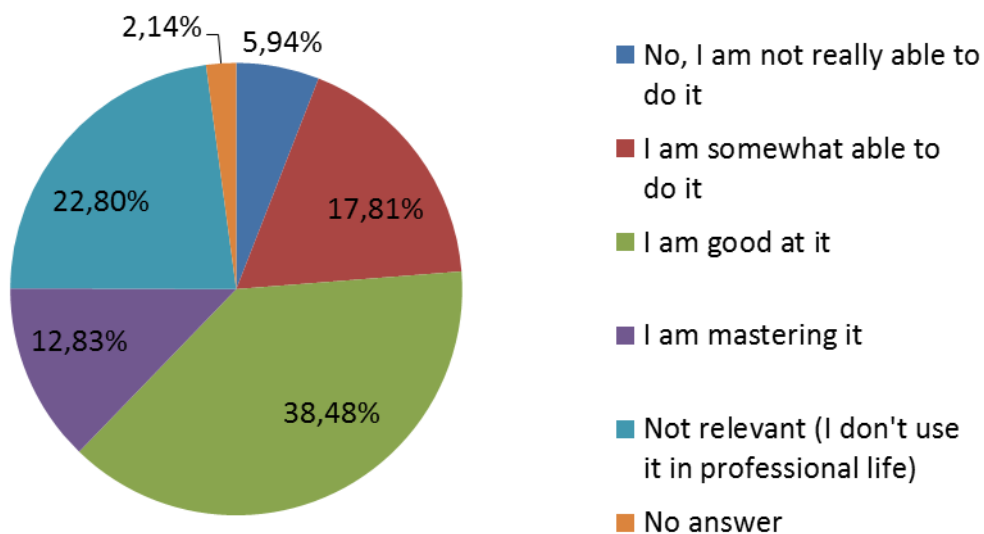


Skill gap for 26,84% of respondents. For them, related training needs are reported below



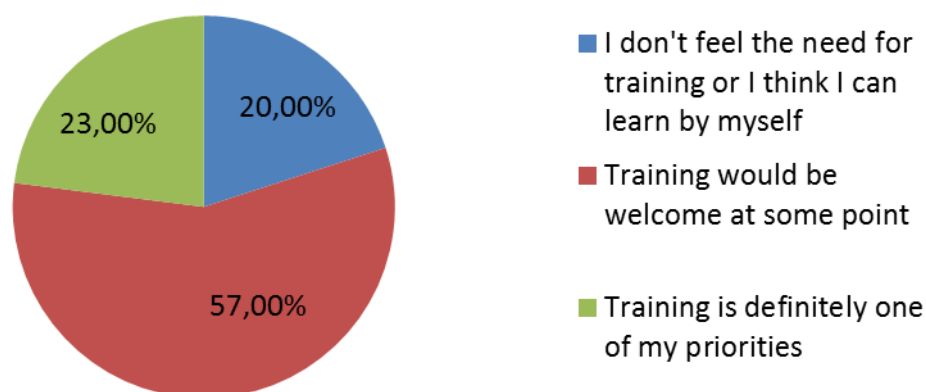
15. Supporting and enhancing professional development in virtual teams

I support and enhance the professional development of my virtual team

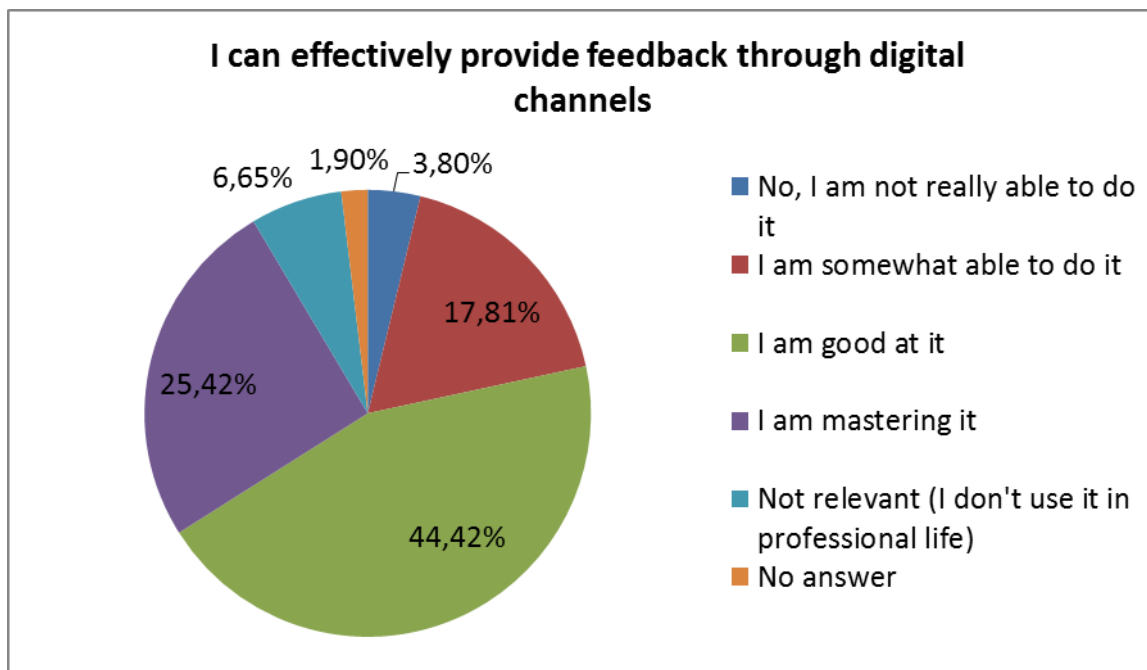


Skill gap for 23,75% of respondents. For them, related training needs are reported below

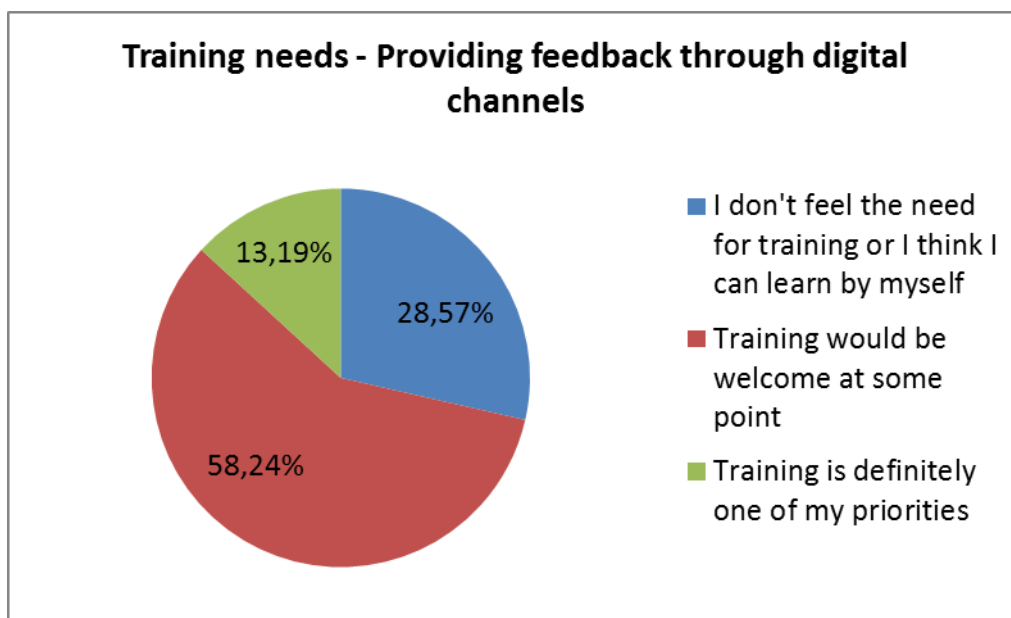
Training needs - Support and enhance the professional development in virtual team



16. Providing feedback through digital channels

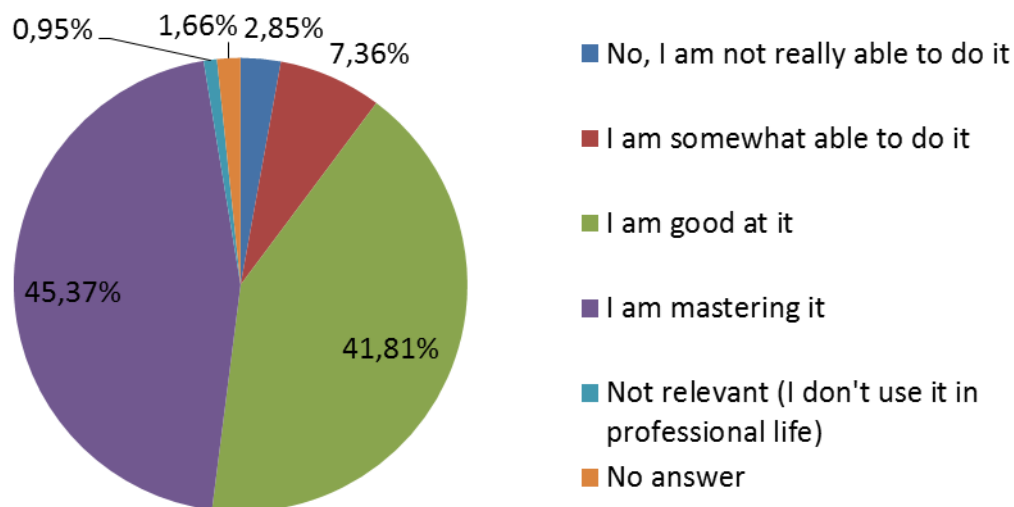


Skill gap for 21,61% of respondents. For them, related training needs are reported below



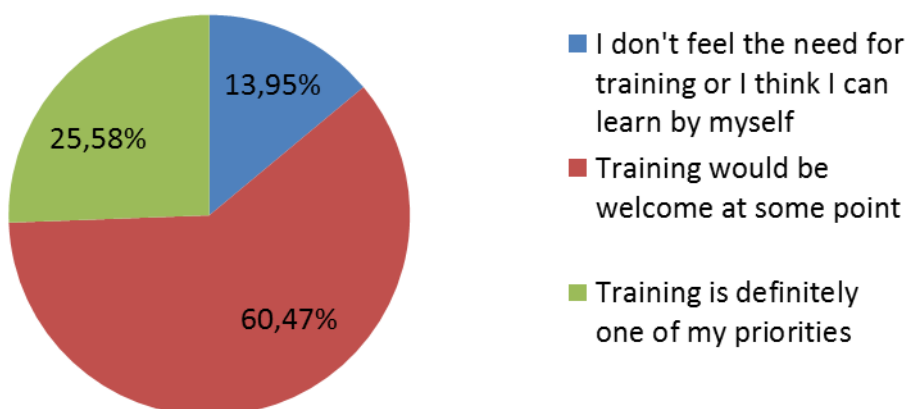
17. Understand how technology can reshape life, business and value chains

I understand how technology can reshape life, business and value chains

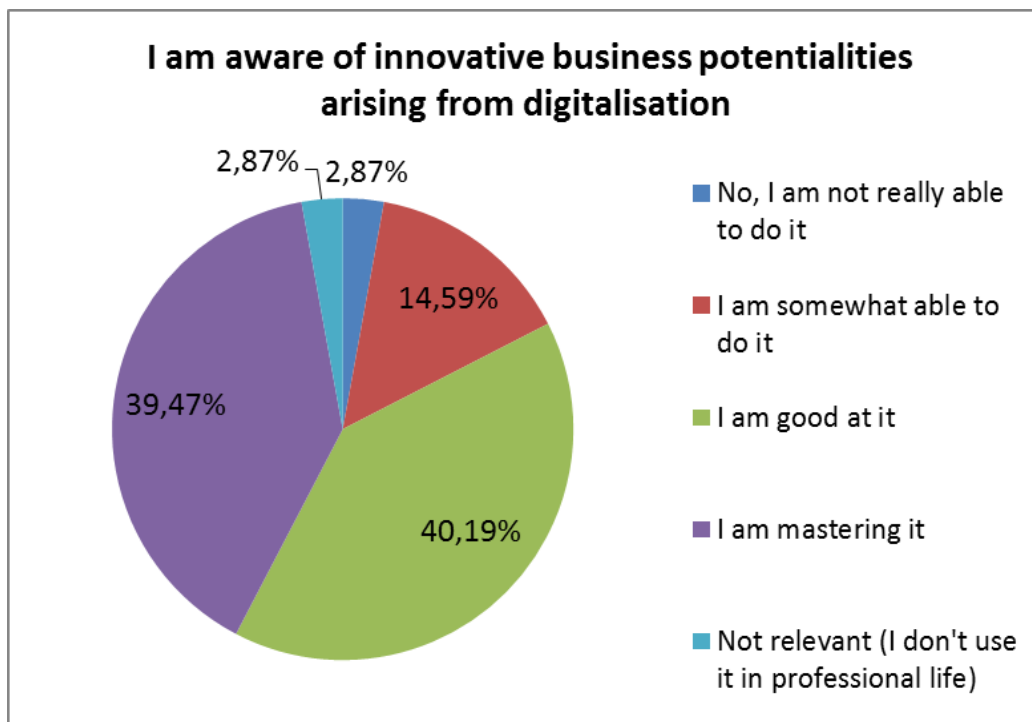


Skill gap for 10,21% of respondents. For them, related training needs are reported below

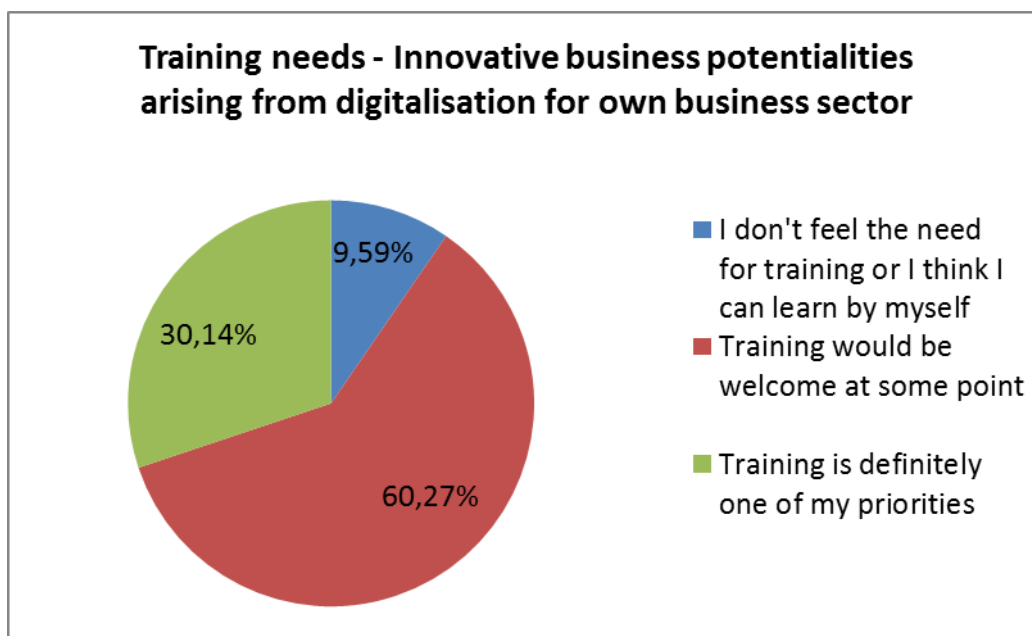
Training need - Understand how technology can reshape life, business and value



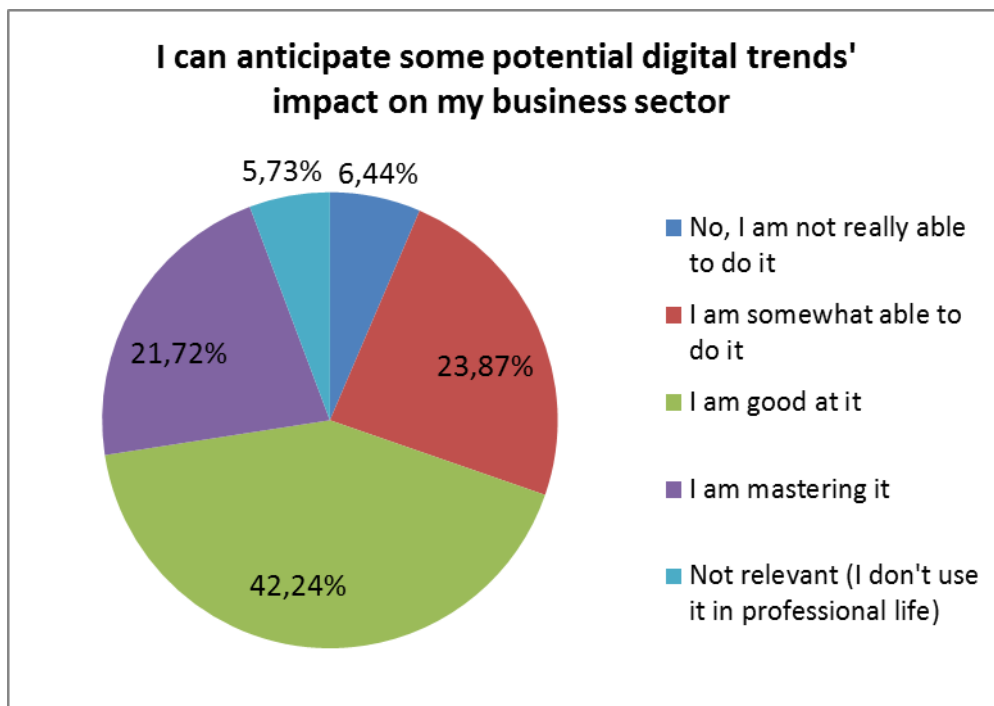
18. Innovative business potentialities arising from digitalisation



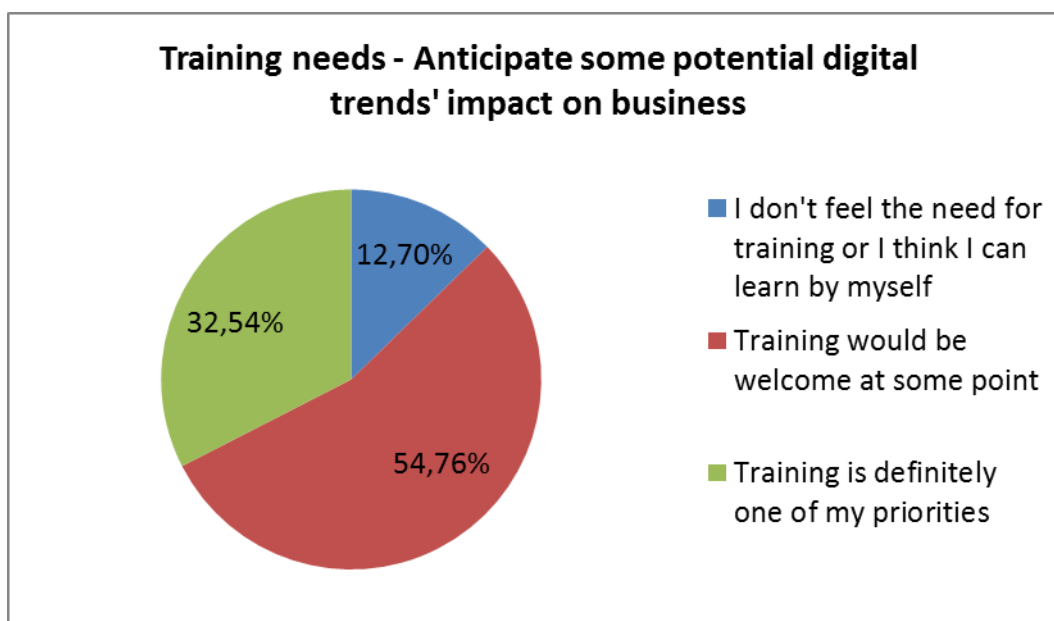
Skill gap for 17,46% of respondents. For them, related training needs are reported below



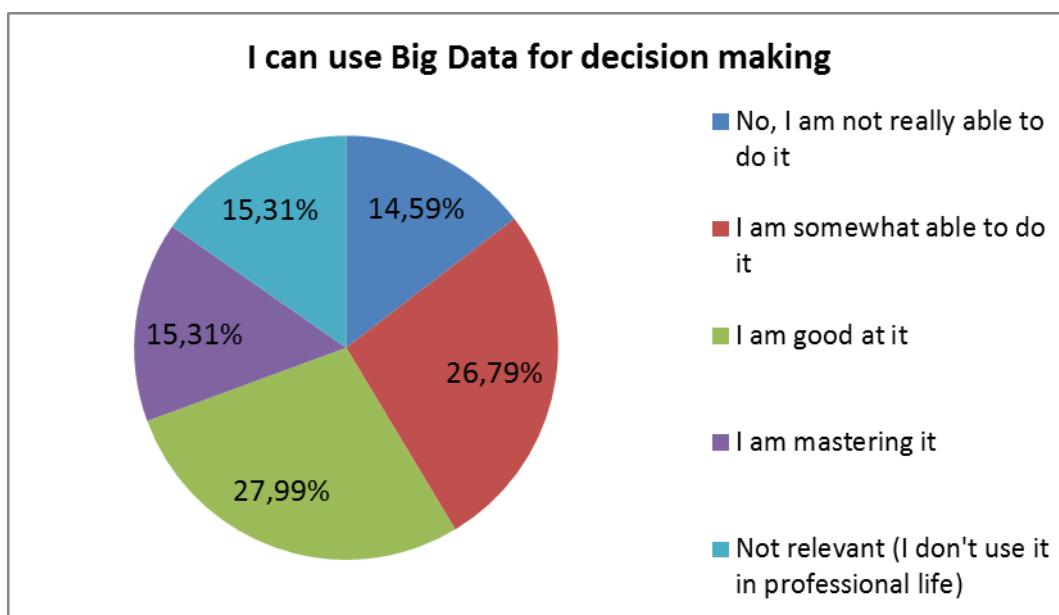
19. Anticipate potential digital trends' impact on business sectors



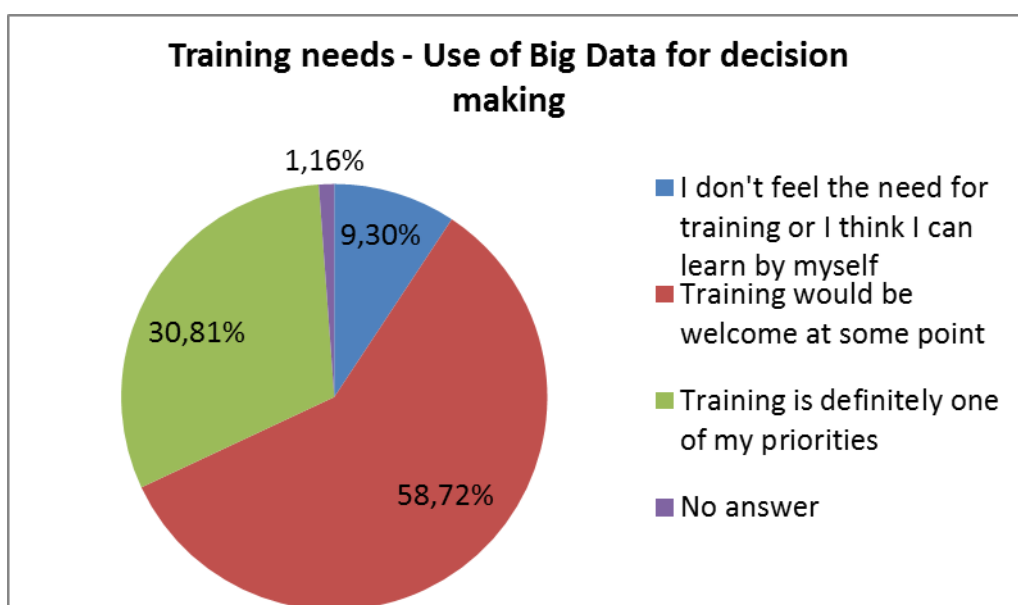
Skill gap for **30,31%** of respondents. For them, related training needs are reported below



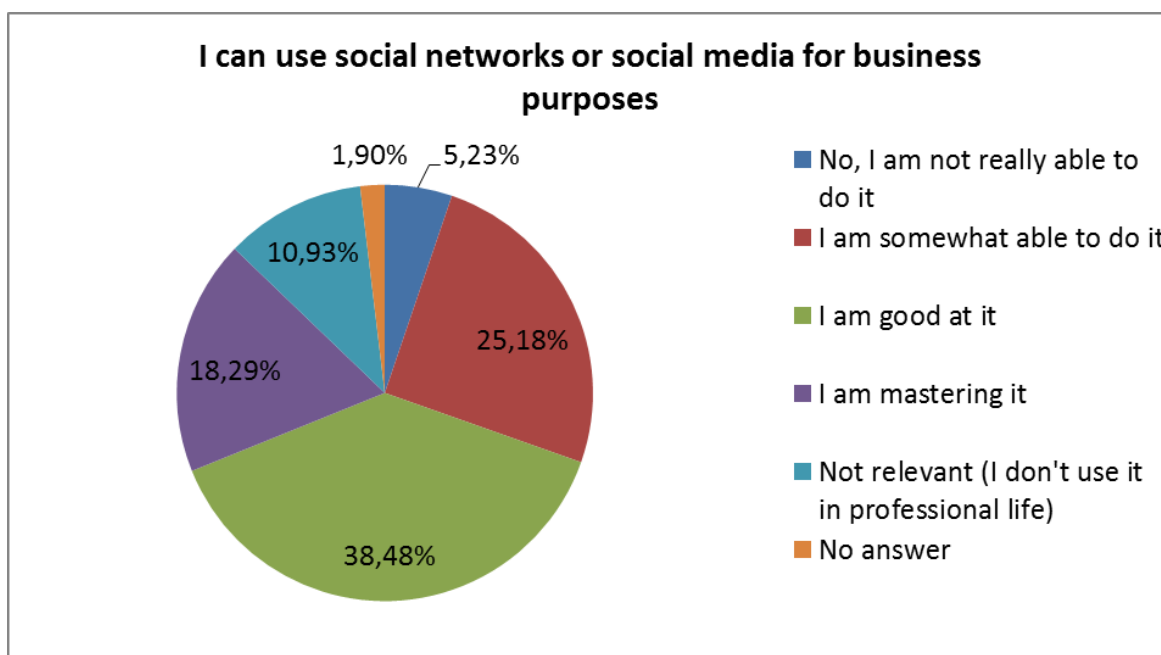
20. Use of big data for decision making



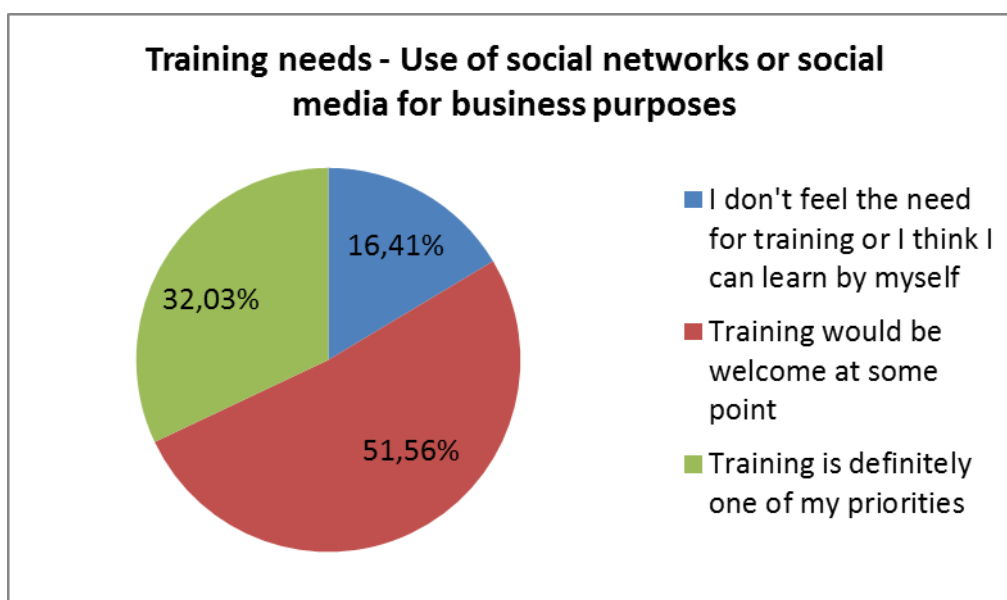
Skill gap for **41,38%** of respondents. For them, related training needs are reported below



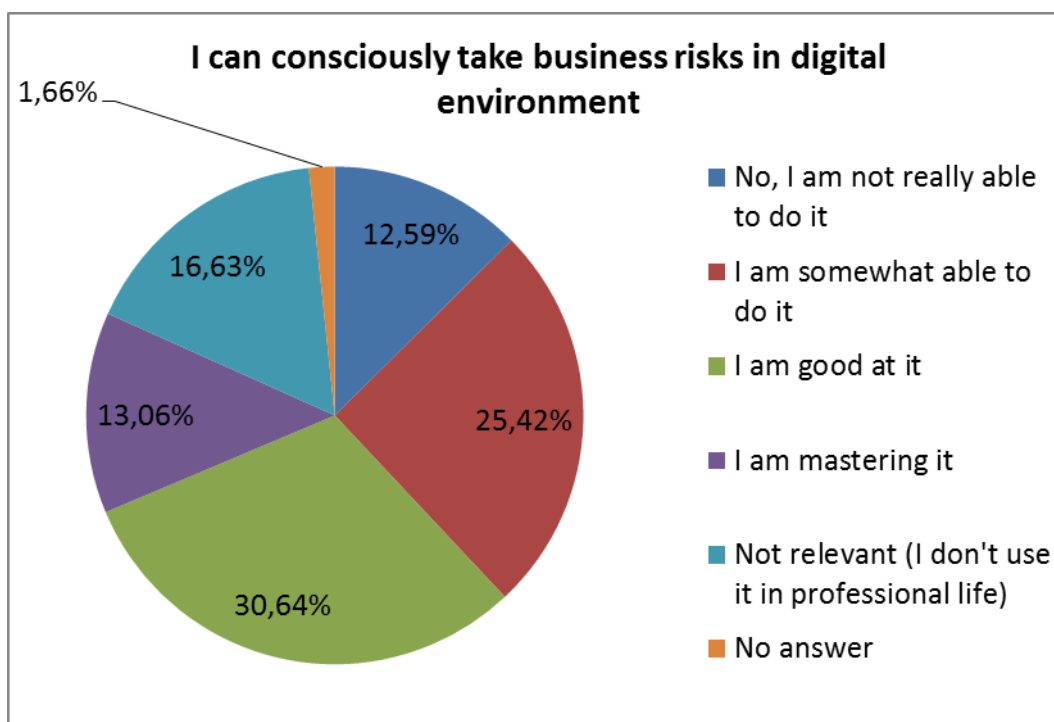
21. Use of social networks or social media for business purposes



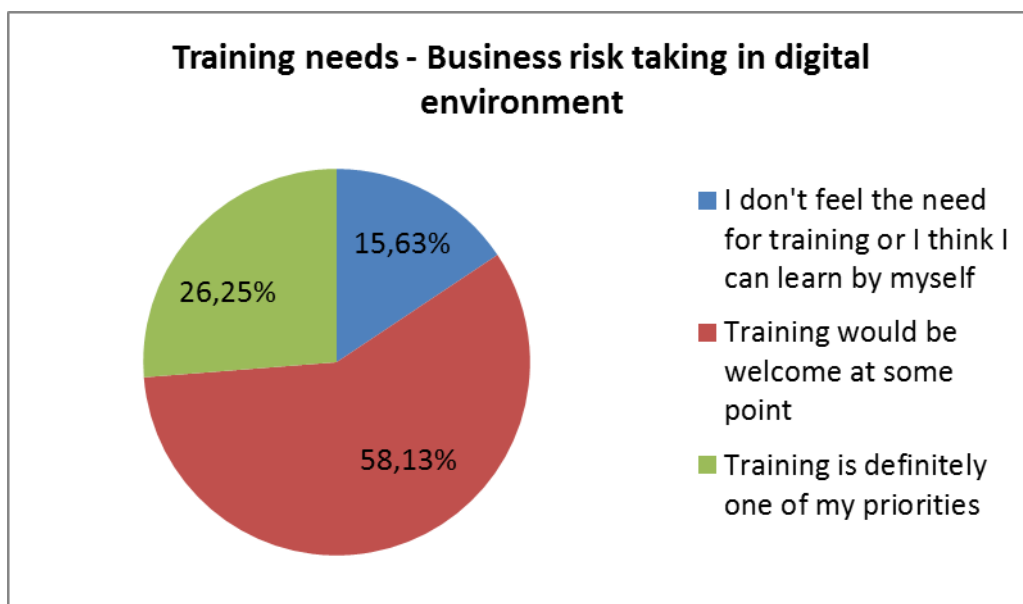
Skill gap for **30,41%** of respondents. For them, related training needs are reported below



22. Business risk taking in digital environment

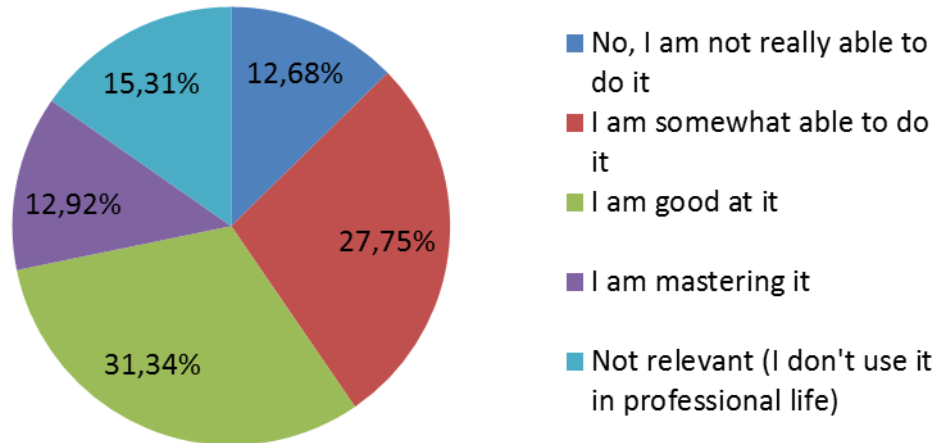


Skill gap for **38,01%** of respondents. For them, related training needs are reported below



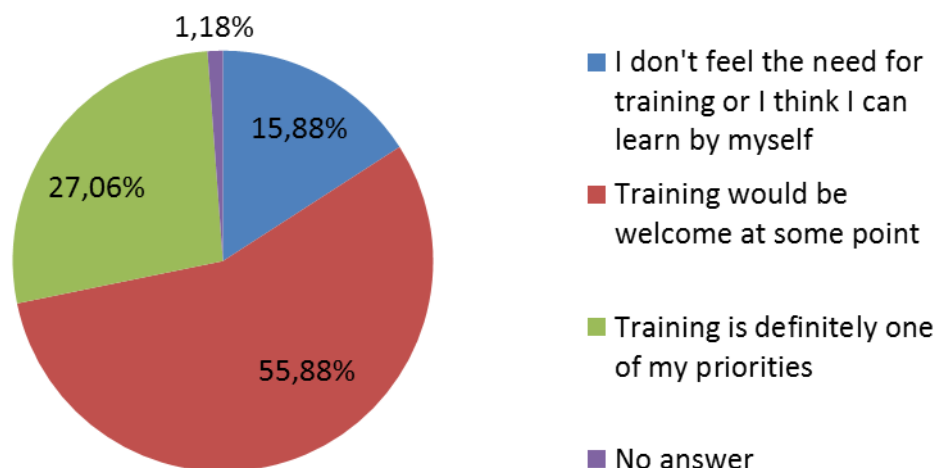
23. Business risk analysis and management in digital environment

I can analyse and manage business risks in digital environment

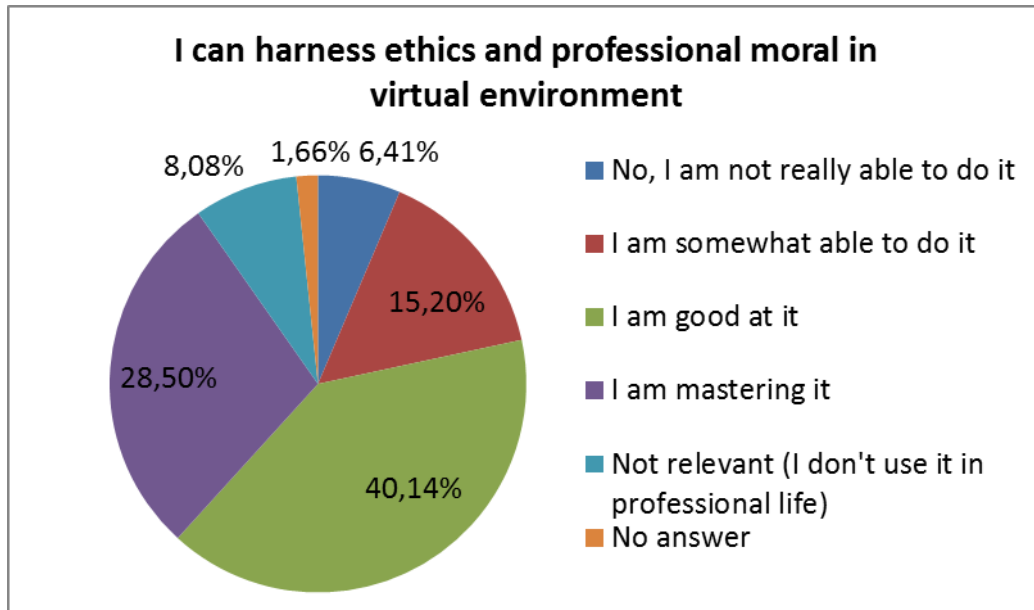


Skill gap for **40,43%** of respondents. For them, related training needs are reported below

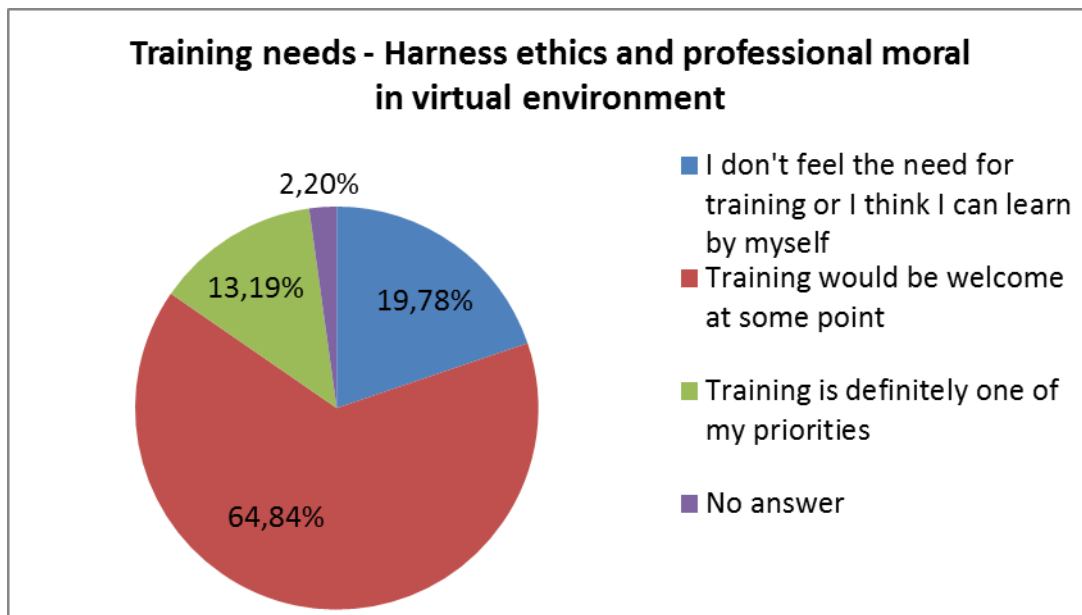
Training needs - Business risk analysis and management in digital environment



24. Harness ethics and professional moral in virtual environment

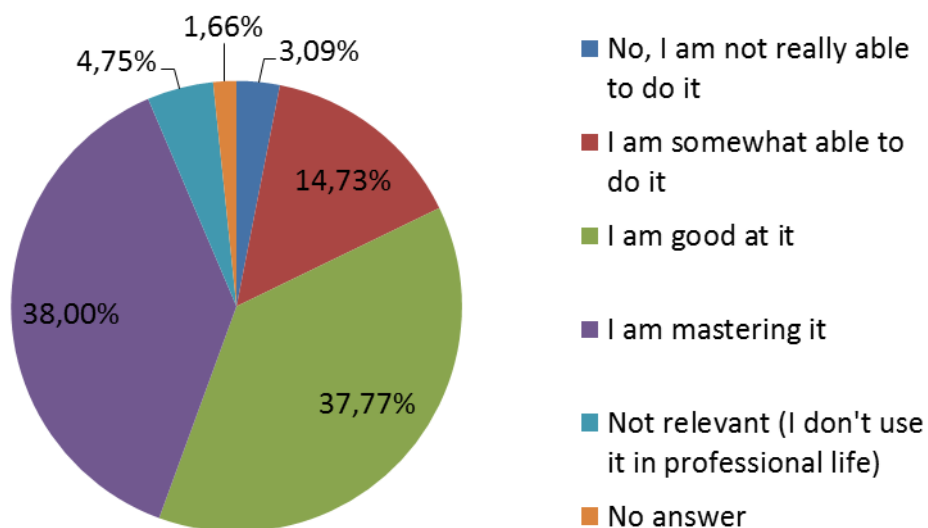


Skill gap for 21,61% of respondents. For them, related training needs are reported below



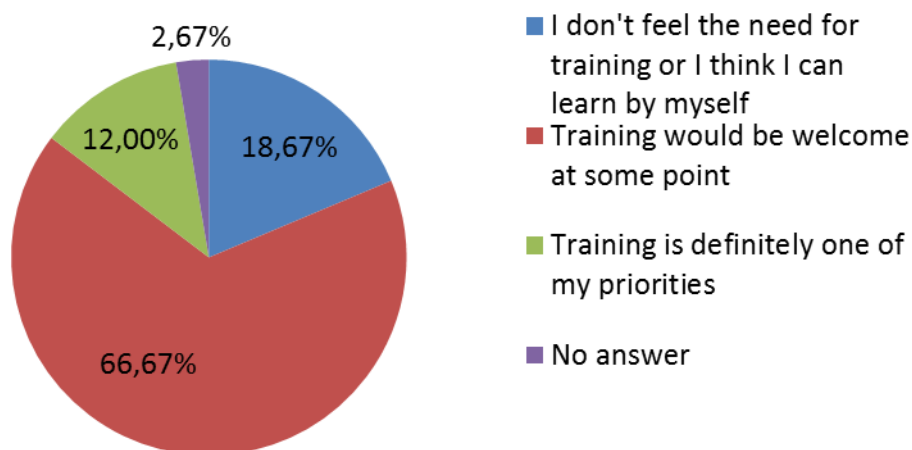
25. Role of e-reputation and identity for business in the digital era

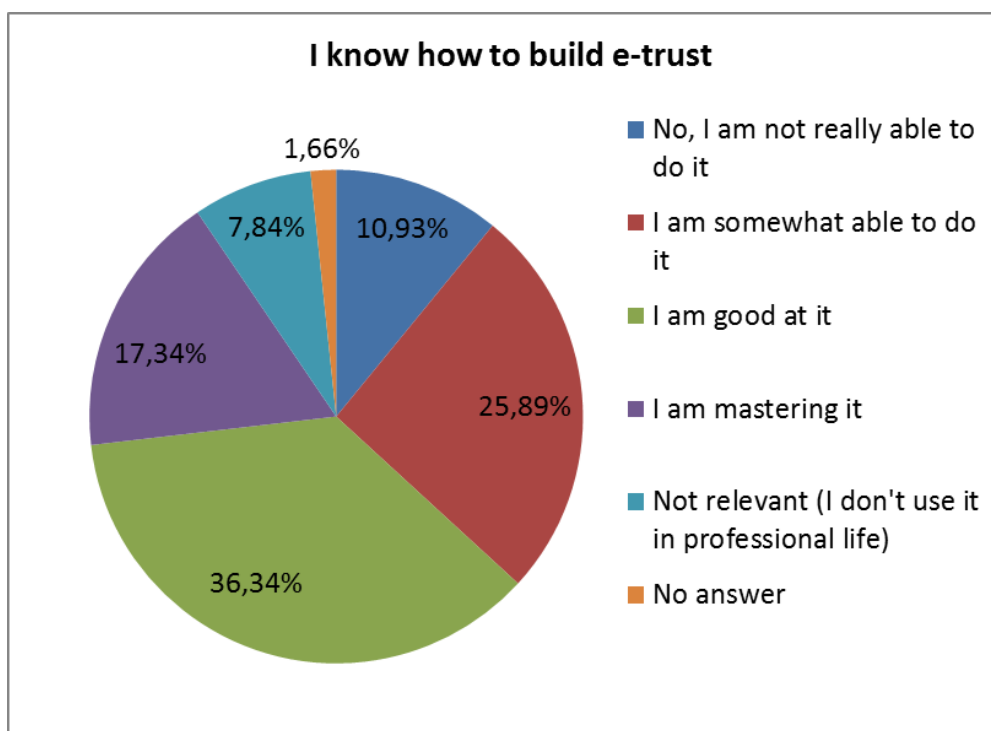
I am aware of the role e-reputation and identity play for my business in the digital era



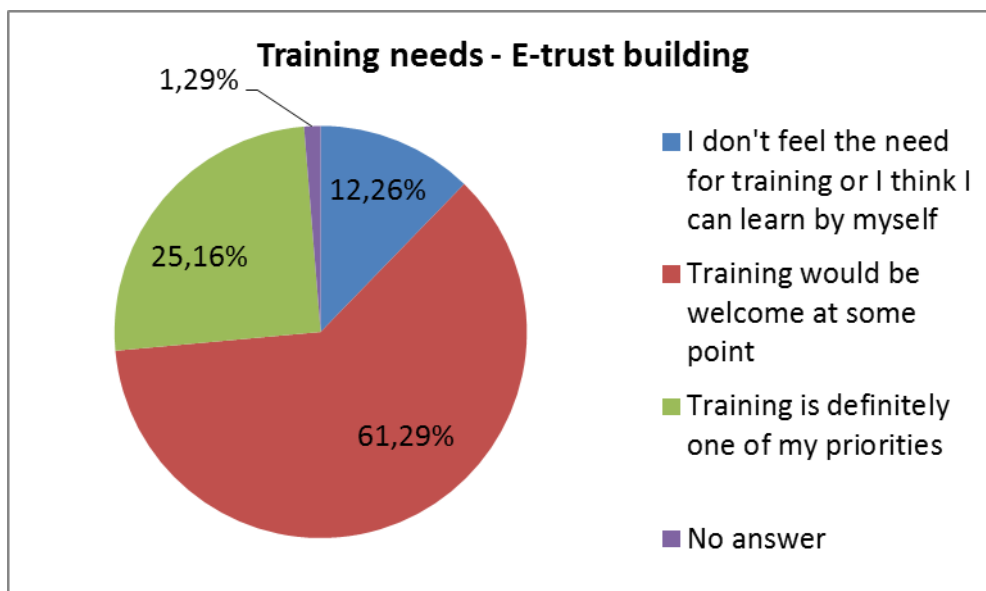
Skill gap for 17,82% of respondents. For them, related training needs are reported below

Training needs - Role of e-reputation for business in the digital era



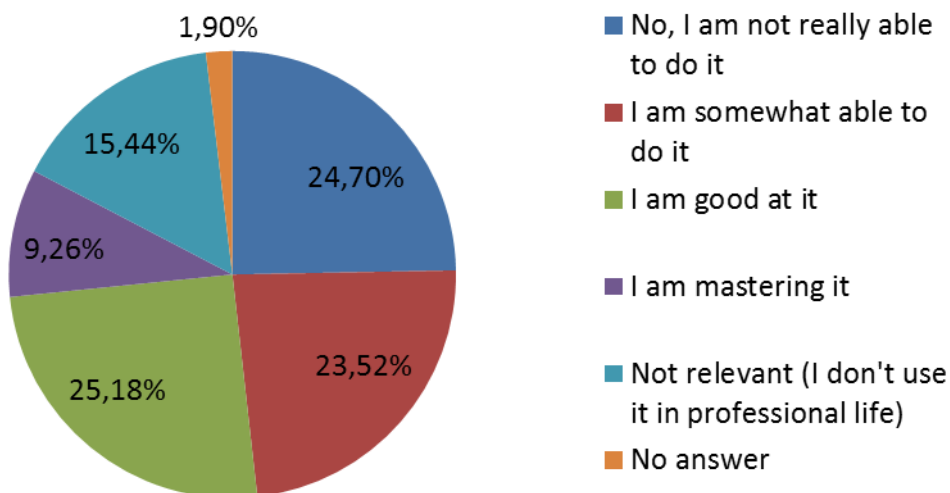


Skill gap for **36,82%** of respondents. For them, related training needs are reported below



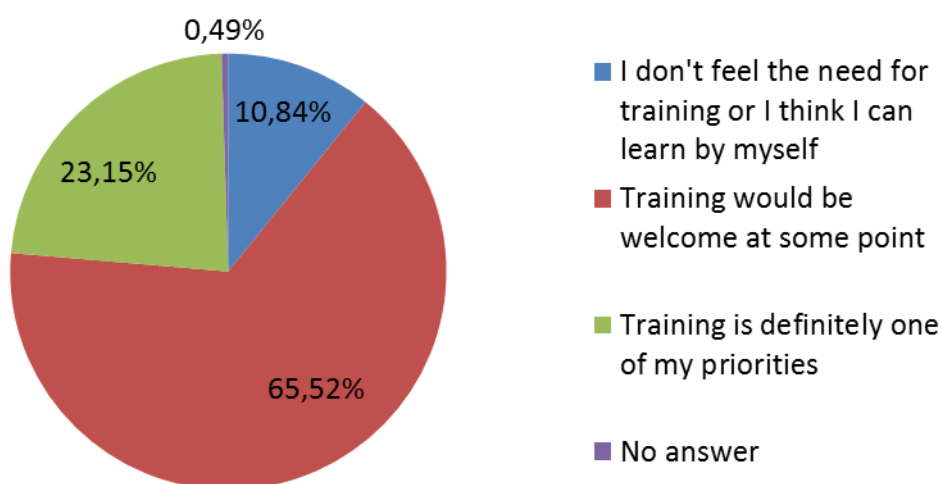
27. Use of the most widespread digital learning tools as Massive Open Online Courses (MOOCs) and Open Educational Resources (OER)

I can use some of the most widespread digital learning tools such as Massive Open Online Courses (MOOCs) and Open Educational Resources (OER)

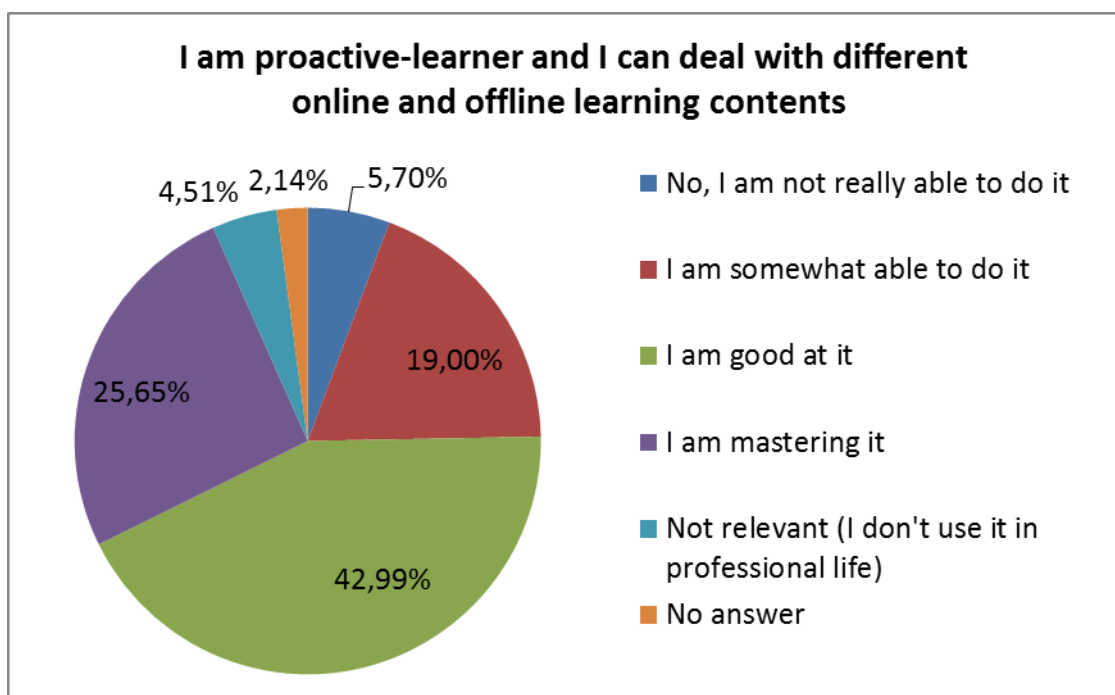


Skill gap for **48,22%** of respondents. For them, related training needs are reported below

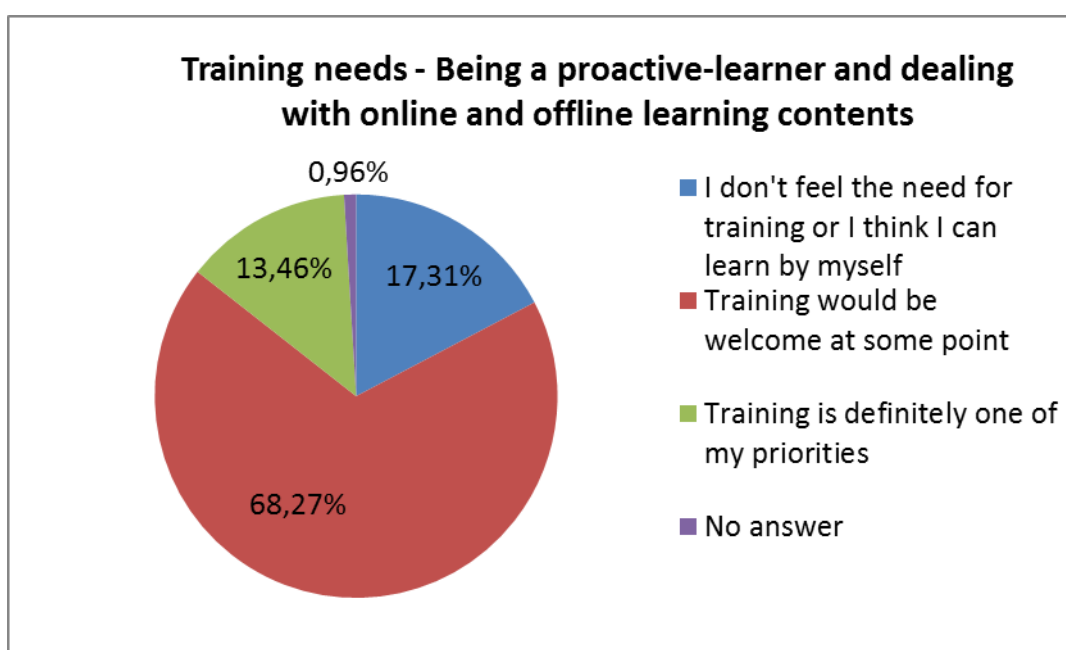
Training needs - Use of digital learning tools such as MOOCs and OER



28. Being a proactive learner and dealing with different online and offline learning contents

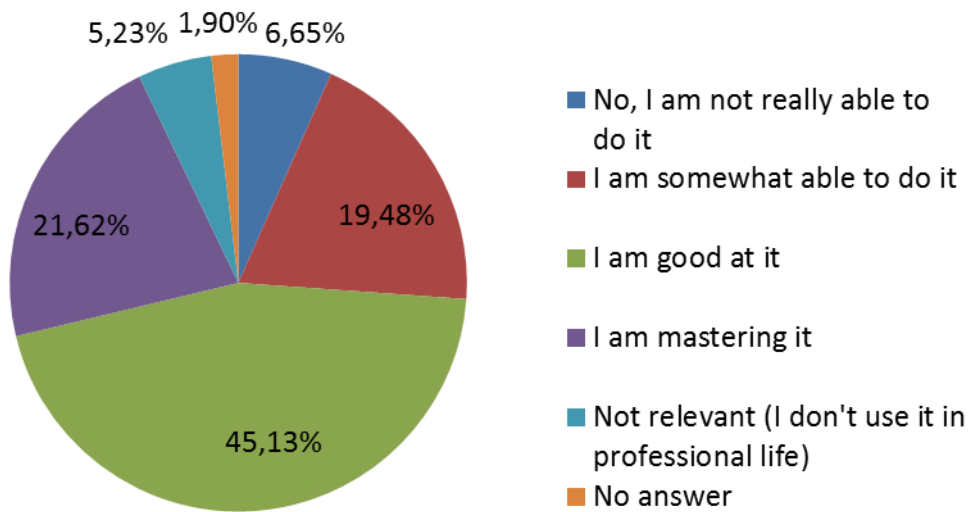


Skill gap for 24,70% of respondents. For them, related training needs are reported below



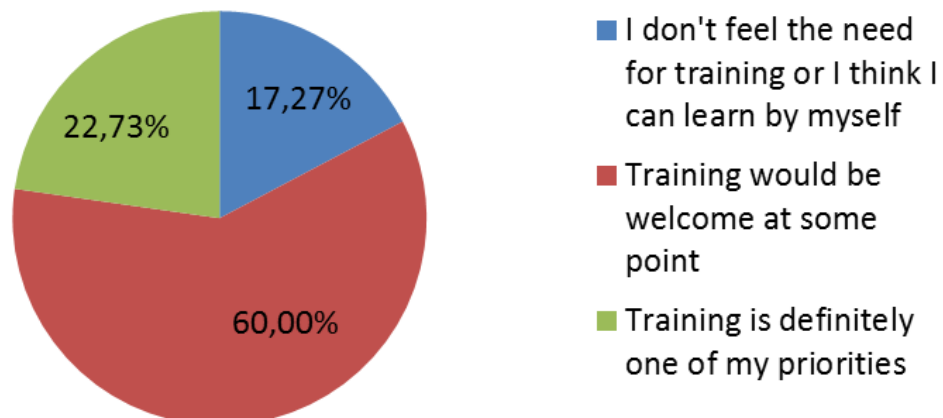
29. Use of digital channels to facilitate knowledge and experience sharing as ways of learning

I use digital channels to facilitate knowledge and experience sharing as ways of learning

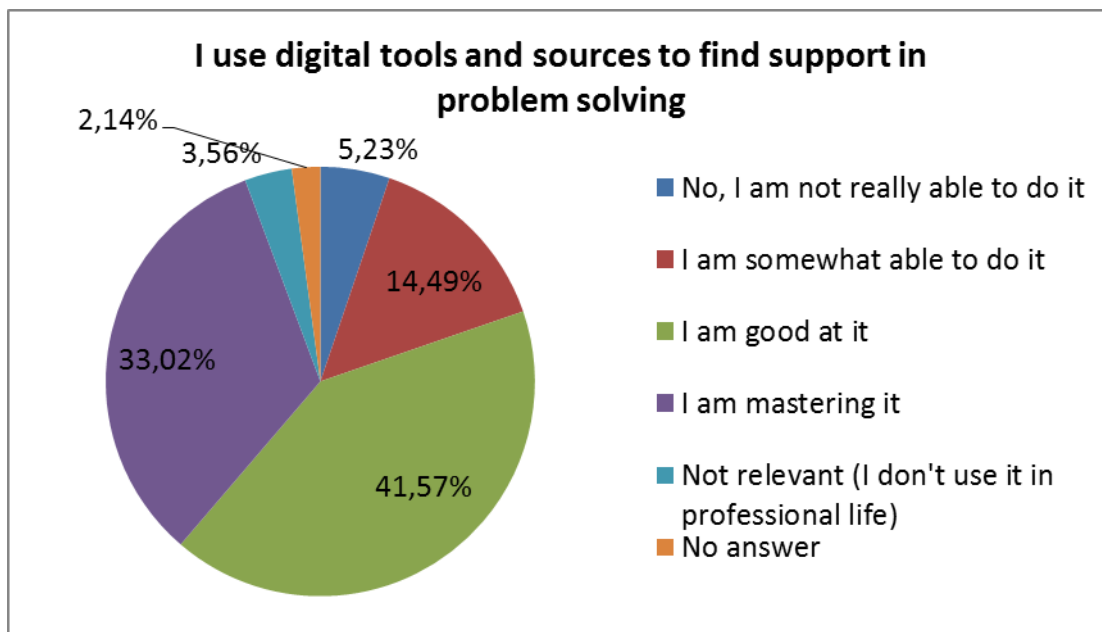


Skill gap for 26,13% of respondents. For them, related training needs are reported below

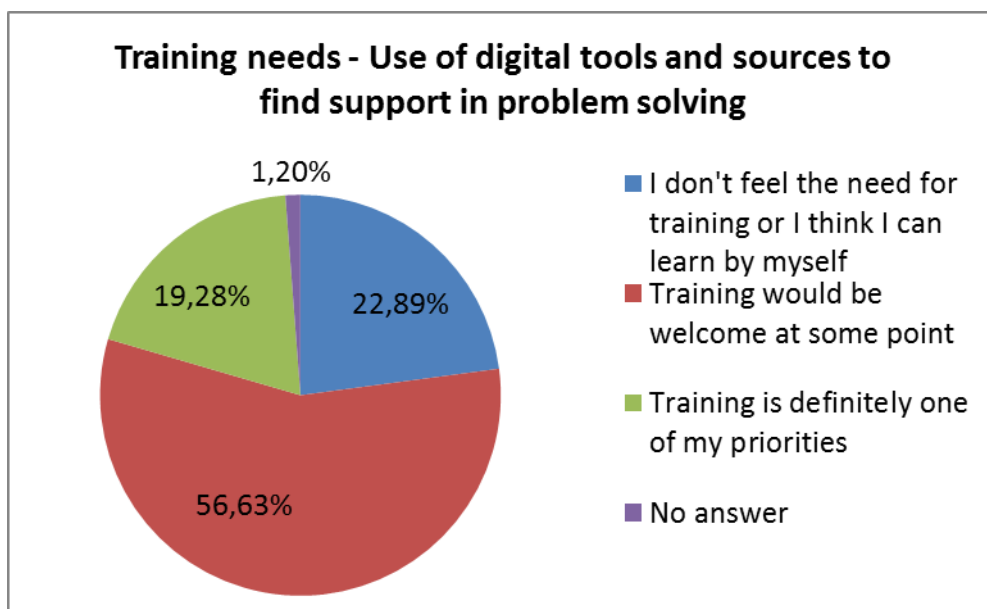
Training needs - Use of digital channels to facilitate knowledge and experience sharing



30. Use of digital tools and sources to find support in problem solving



Skill gap for 19,72% of respondents. For them, related training needs are reported below



2.2 Students

- ✓ *Skill gaps and training needs connected to each of the skill.*

Self-declaration on training received at University on specific competencies: for detecting skill gaps, for each of the skills related to the main 6 macro clusters, it was asked to the students, if and to what extent they received specific training on those skills, if they were relevant in their training curriculum.

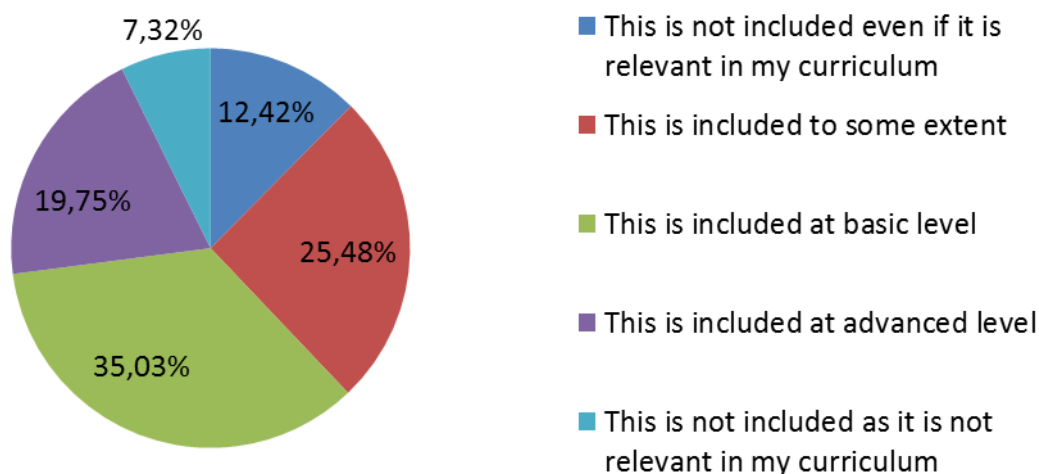
Skill gaps have been identified considering students answering “This is not included in mat training curriculum” or “This is included only to some extent”.

For highlighting *training needs/priorities*, only for the skills they considered themselves not trained at all, or only partially trained, students were asked if a training on those specific skills was for them a priority, or if training would have been welcome at some point.

In the following section, in figures matching in couples, are reported: students' self-declaration about training received at University on each specific SeLs; their training needs/priorities.

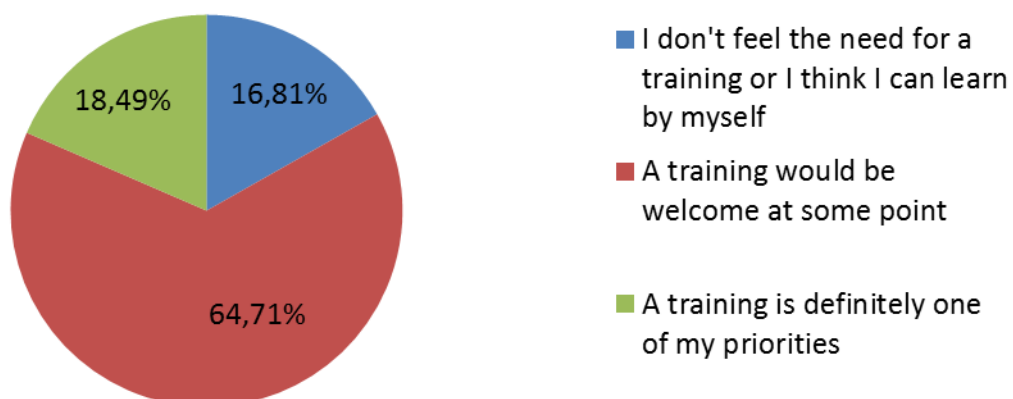
1. Use of digital tools

Use of digital tools (communication, networking, online collaboration...)

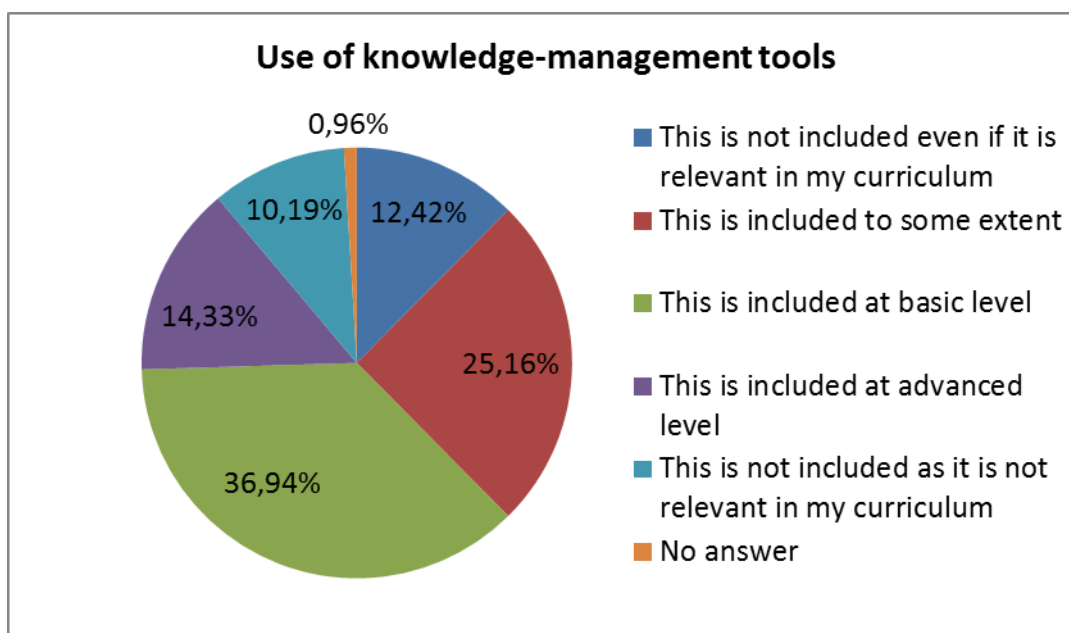


Skill gap for **38,90%** of respondents. For them, related training needs are reported below

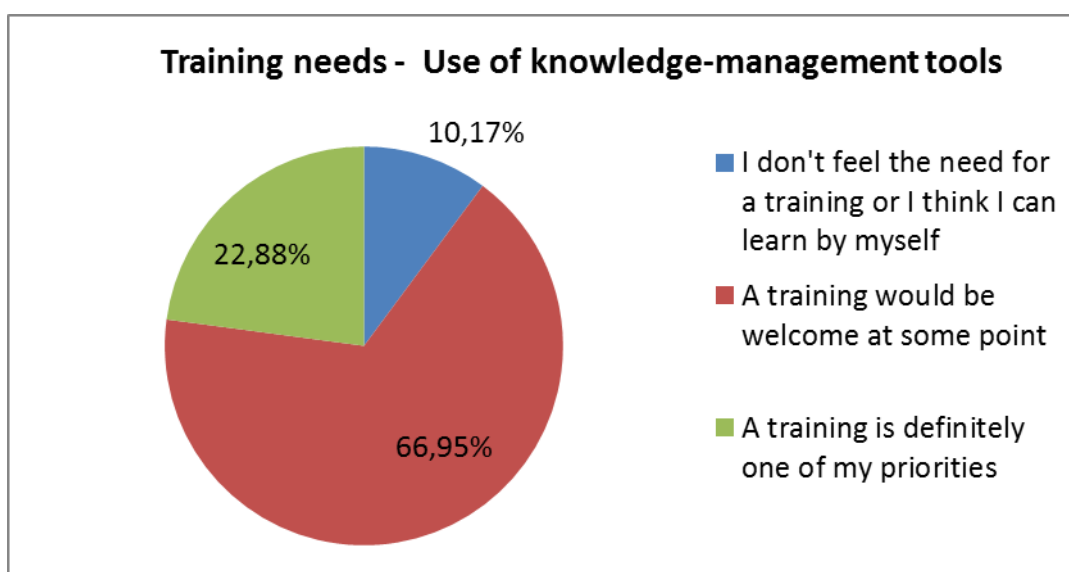
Training needs - Use of digital tools



2. Use of knowledge management tools

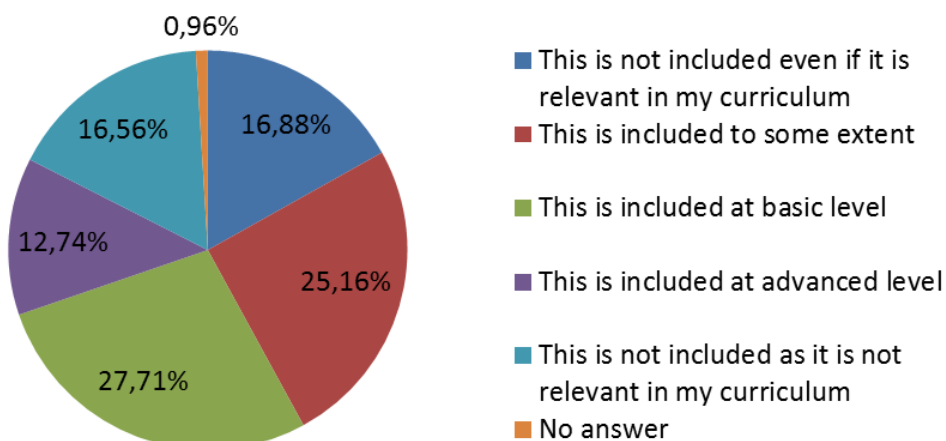


Skill gap for **37,58%** of respondents. For them, related training needs are reported below



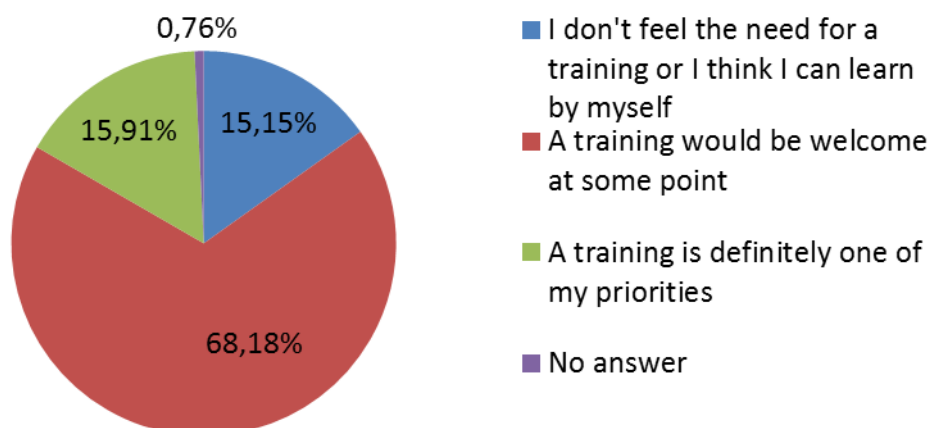
3. Security and privacy issues related to digital tools

Security and privacy issues related to digital tools



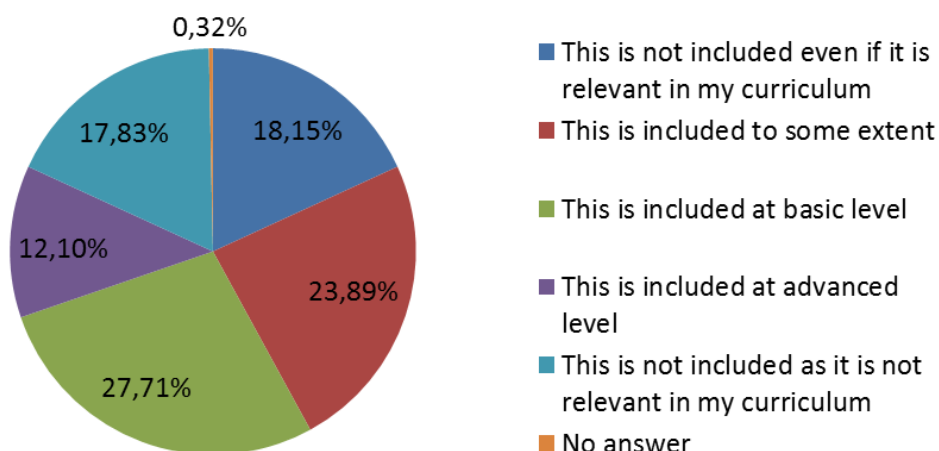
Skill gap for **42,04%** of respondents. For them, related training needs are reported below

Training needs - Security and privacy issues related to digital tools



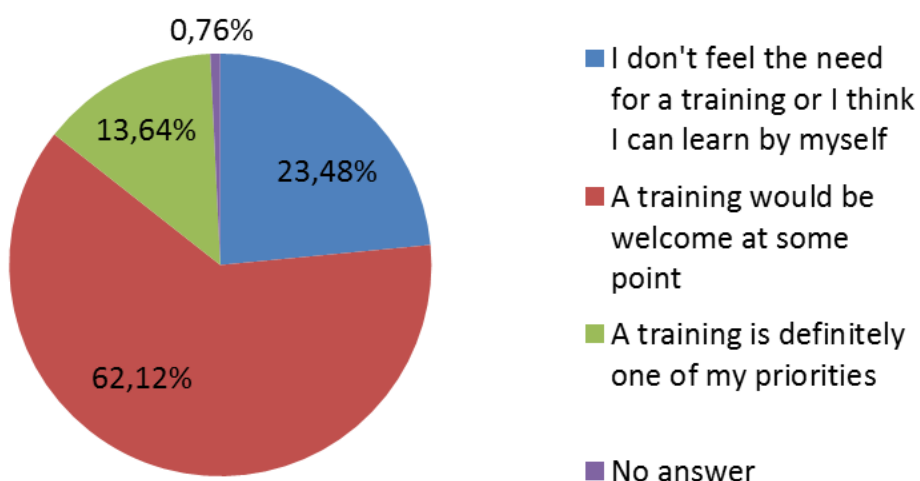
4. Active listening through digital channels

Active listening through digital channels



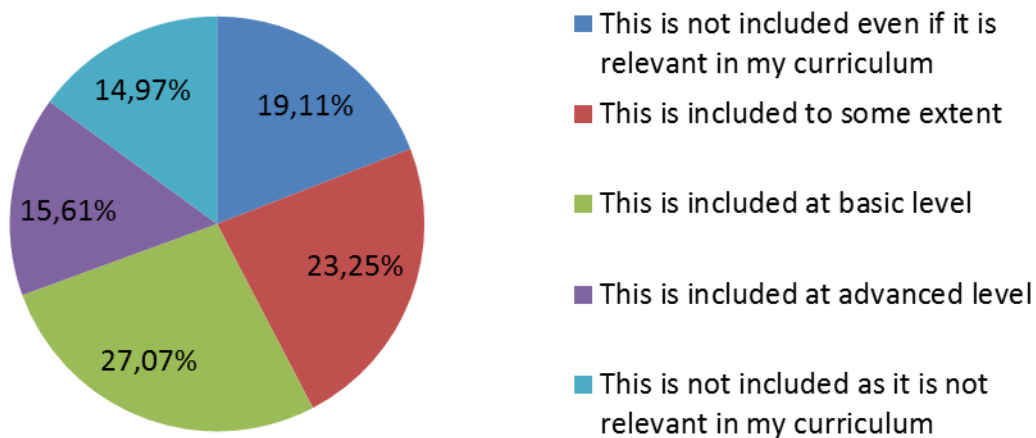
Skill gap for **42,04%** of respondents. For them, related training needs are reported below

Training needs - Active listening through digital channels



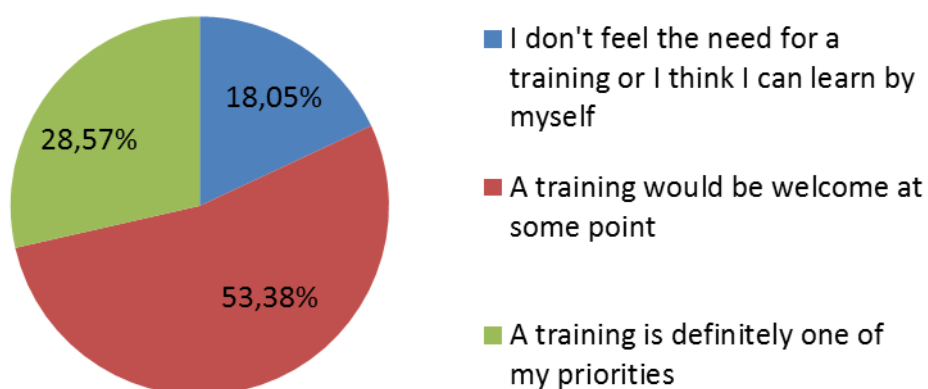
5. Oral communication through digital channels

Oral communication through digital channel



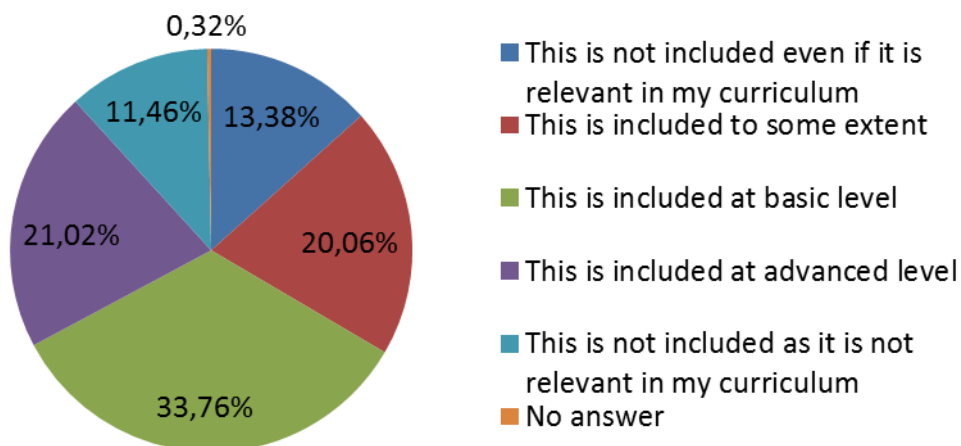
Skill gap for **42,36%** of respondents. For them, related training needs are reported below

Training needs - Oral communication through digital channels



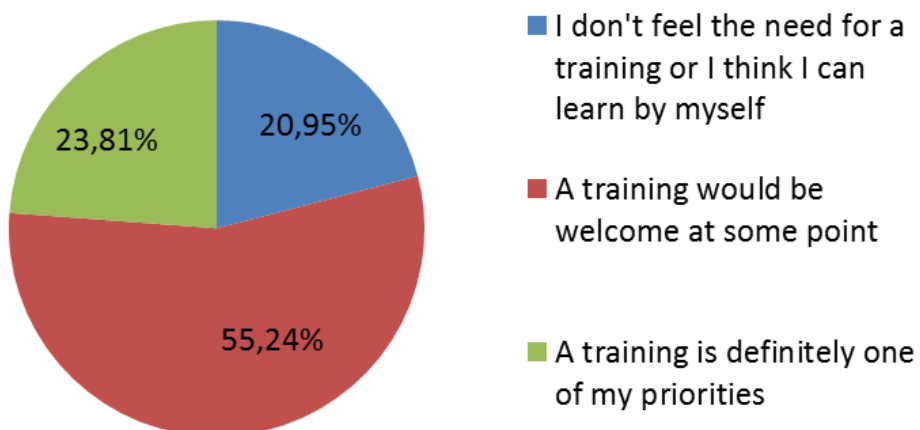
6. Written communication through digital channels

Written communication through digital channels



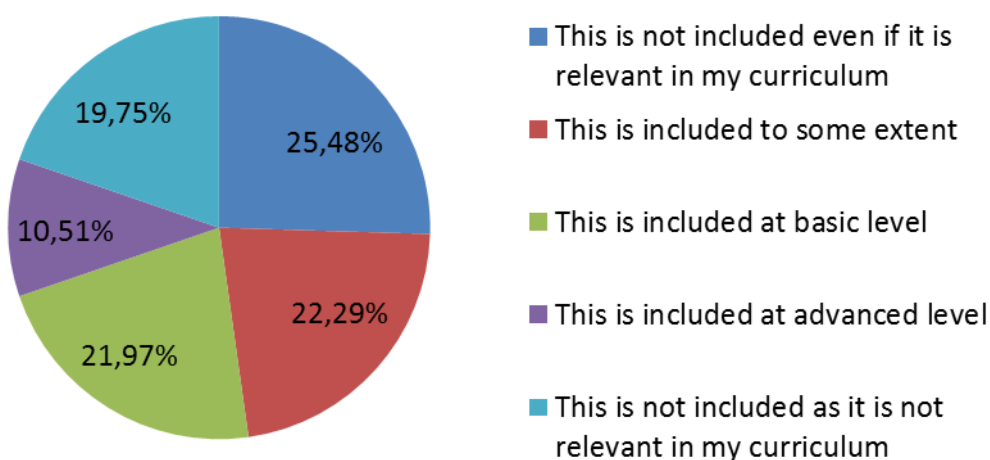
Skill gap for **33,44%** of respondents. For them, related training needs are reported below

Training needs - Written communication through digital channels



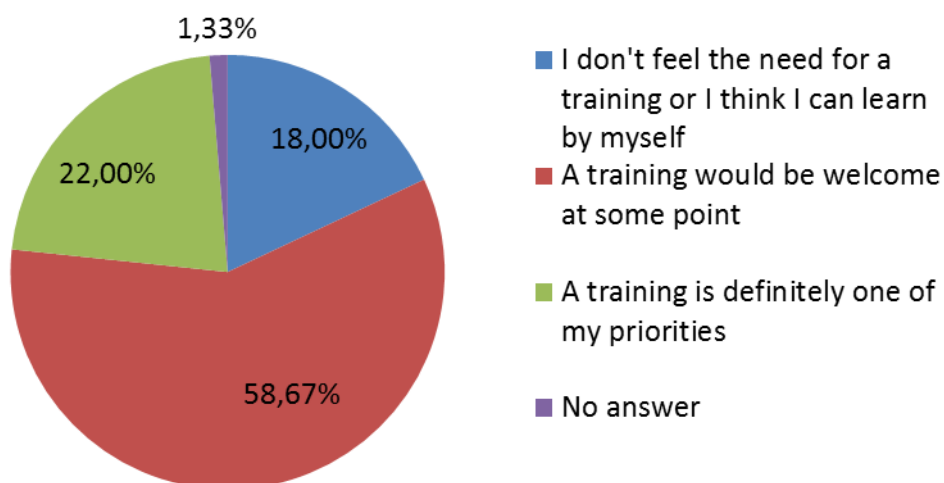
7. Management of online meetings

Management of online meetings

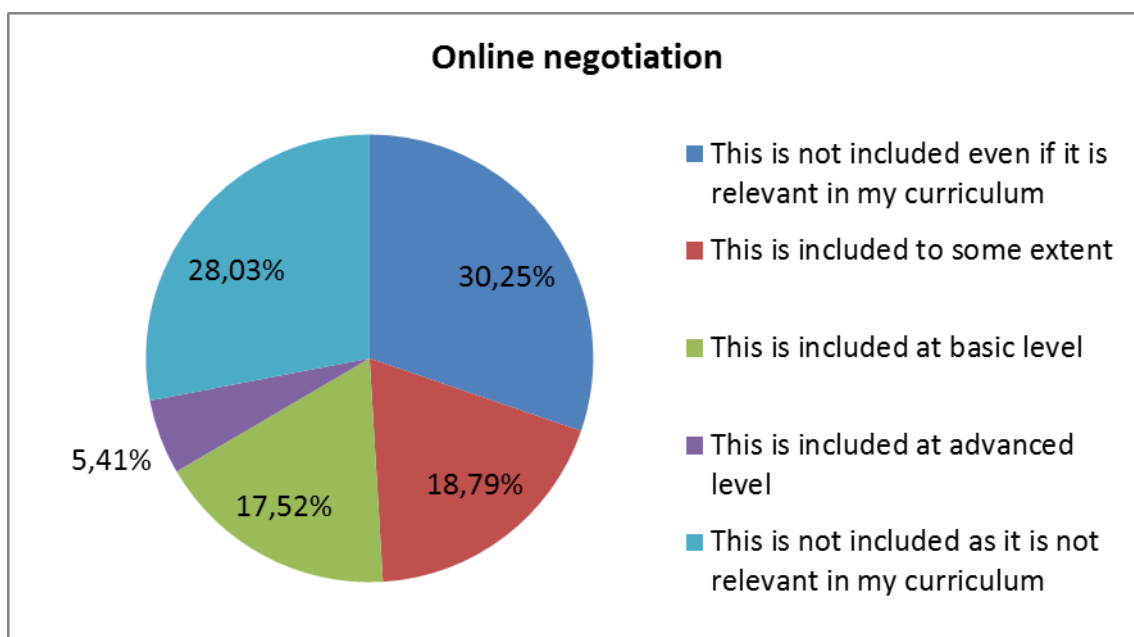


Skill gap for **47,77%** of respondents. For them, related training needs are reported below

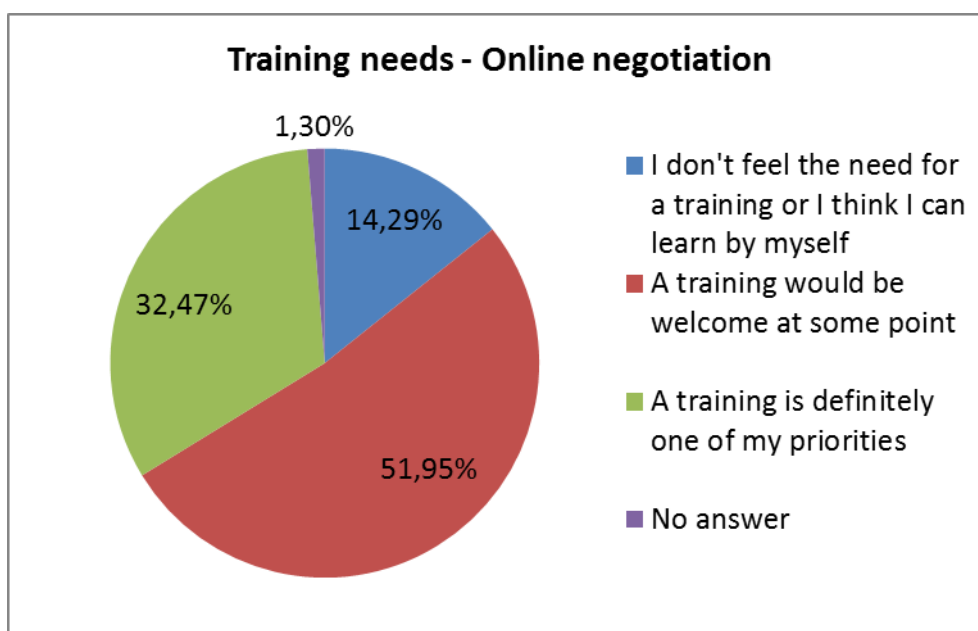
Training needs - Management of online meetings



8. Online negotiation

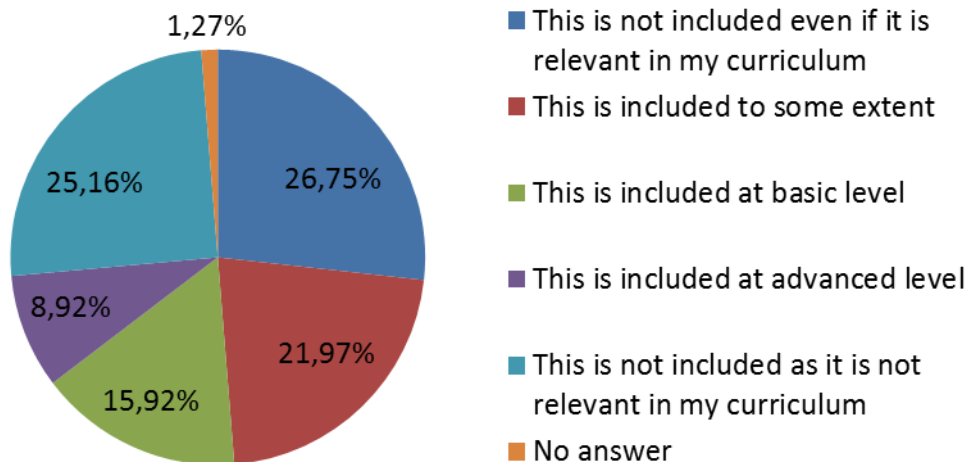


Skill gap for **49,04%** of respondents. For them, related training needs are reported below



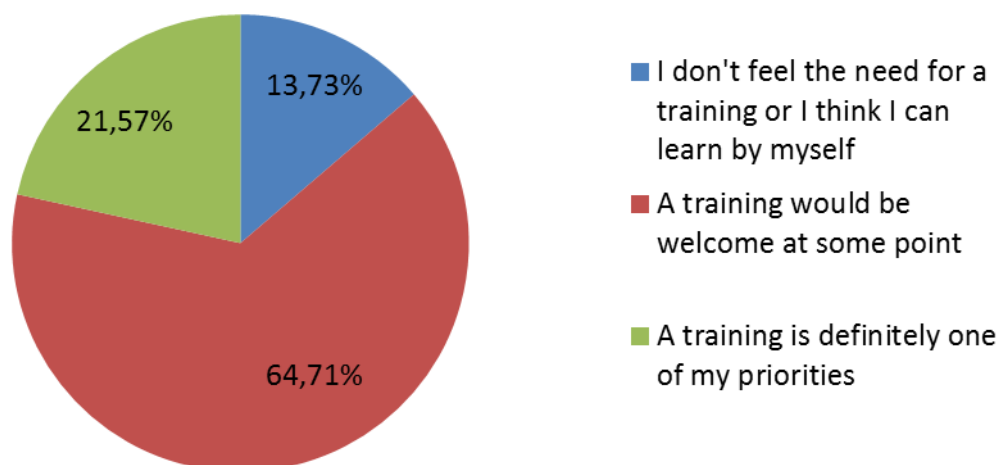
9. Use of virtual tools in conflict solving

Use of virtual tools in conflict solving



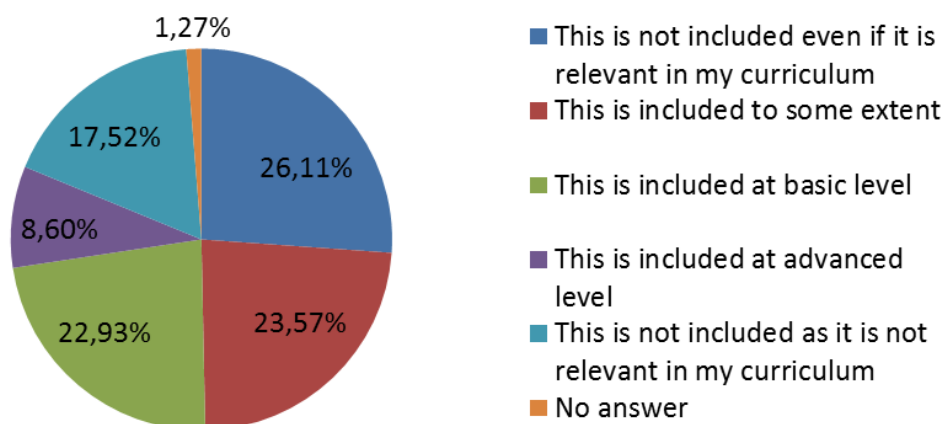
Skill gap for **49,04%** of respondents. For them, related training needs are reported below

Training needs - Use of virtual tools in conflict solving



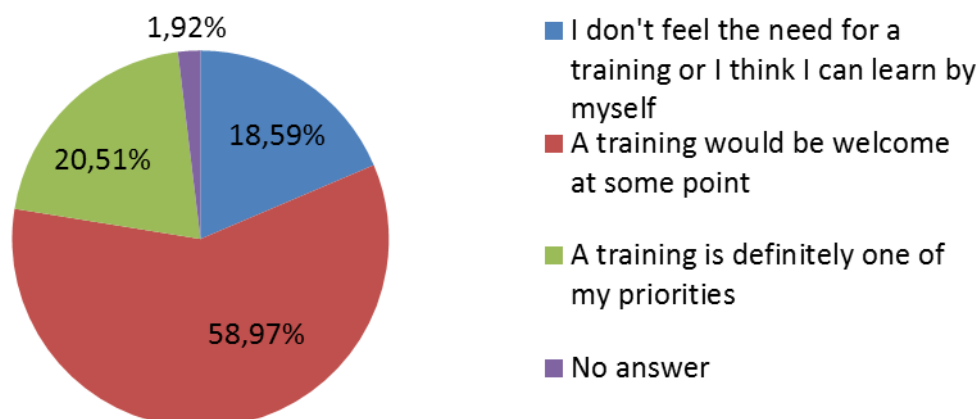
10. Motivate and influence individuals and teams through digital channels

Motivate and influence individuals and teams through digital channels



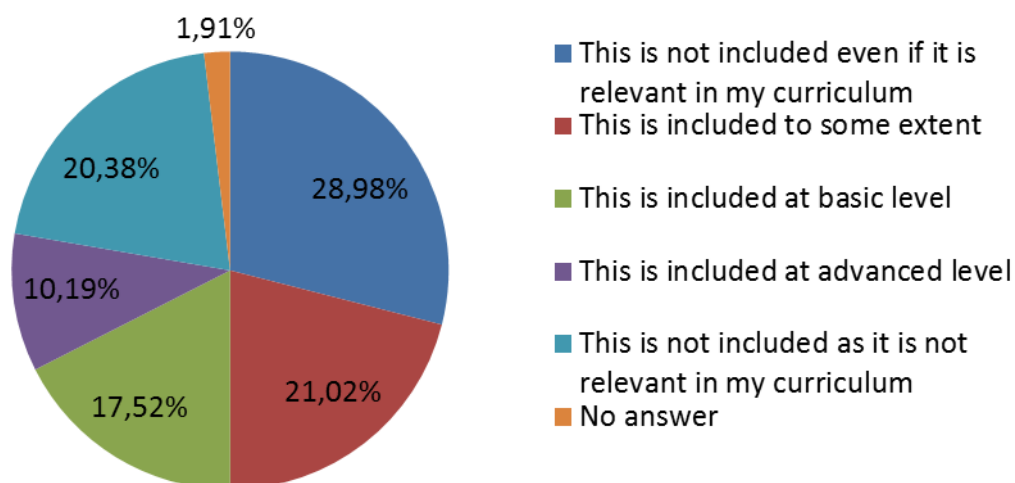
Skill gap for **49,68%** of respondents. For them, related training needs are reported below

Training needs - Motivate and influence individuals and teams through digital channels



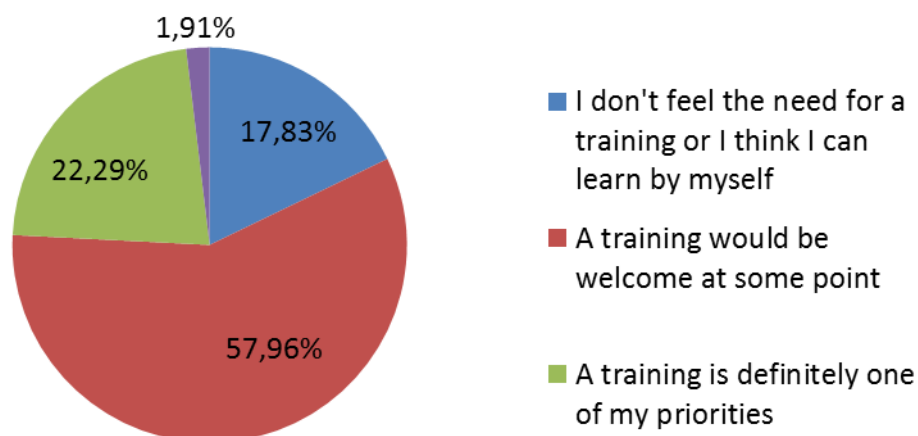
11. Virtual management of multicultural teams

Virtual management of multicultural teams



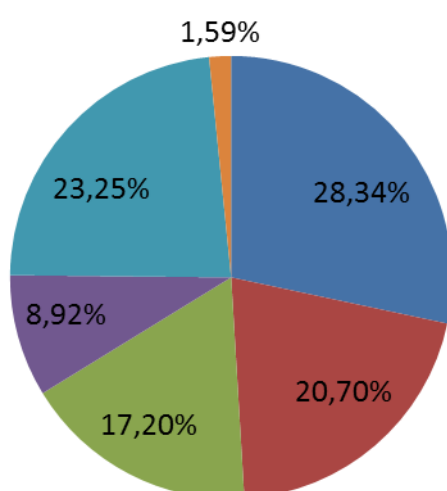
Skill gap for **50%** of respondents. For them, related training needs are reported below

Training needs - Virtual management of multicultural teams



12. Driving the change in a multicultural organisation

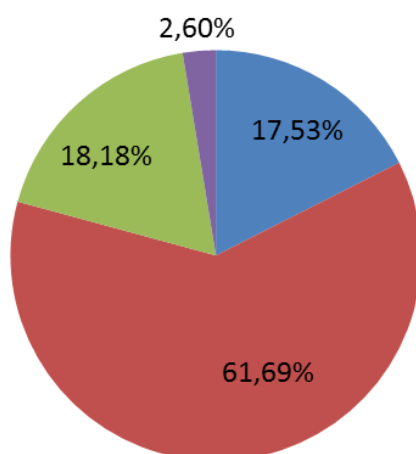
Driving the change in a multicultural organisation



- This is not included even if it is relevant in my curriculum
- This is included to some extent
- This is included at basic level
- This is included at advanced level
- This is not included as it is not relevant in my curriculum
- No answer

Skill gap for **49,04%** of respondents. For them, related training needs are reported below

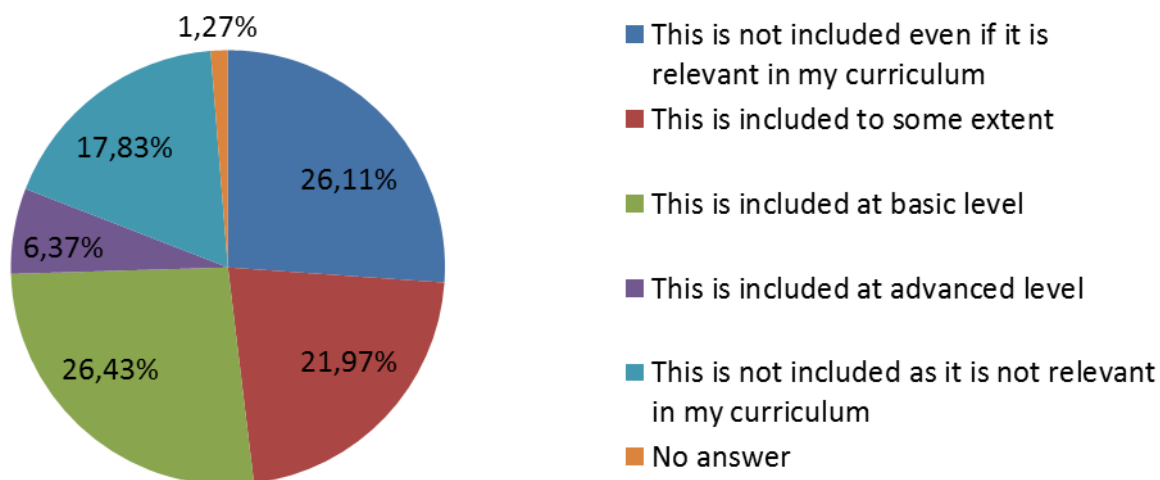
Training needs - Driving the change in a multicultural organisation



- I don't feel the need for a training or I think I can learn by myself
- A training would be welcome at some point
- A training is definitely one of my priorities
- No answer

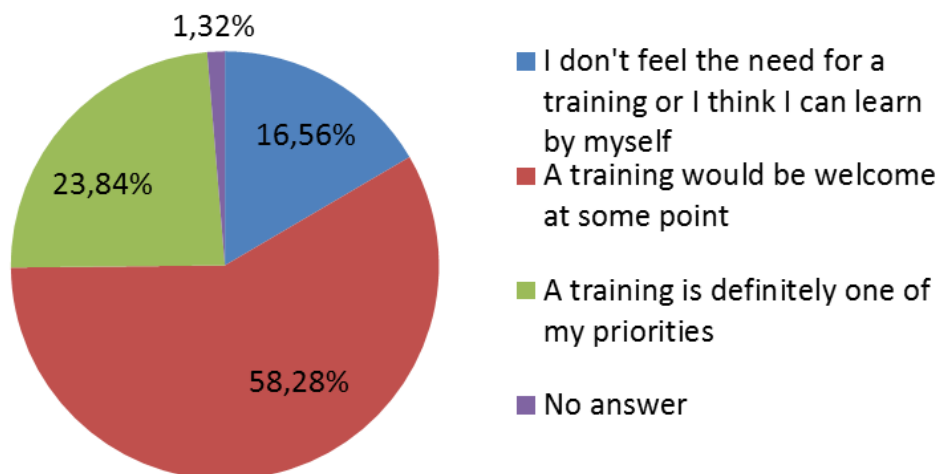
13. Managing internal and external teams and networks through digital channels

Managing internal and external teams and networks through digital channel



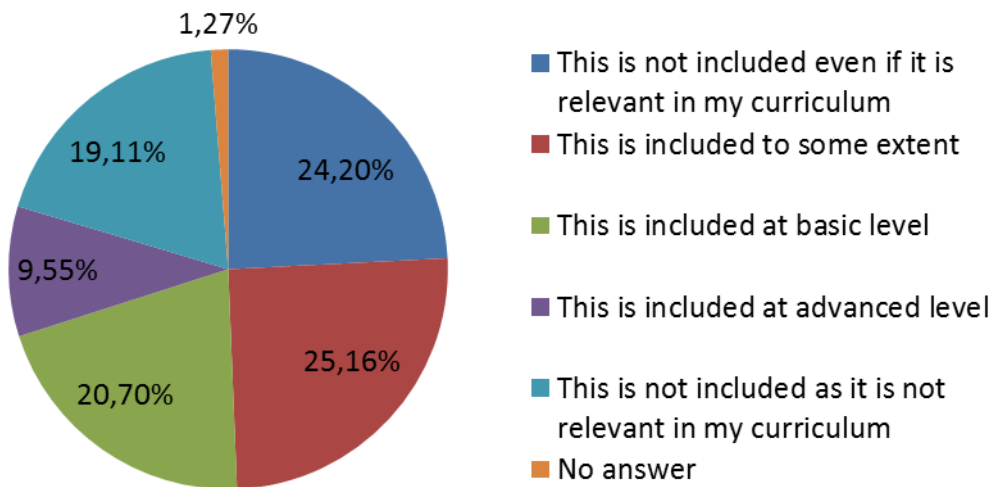
Skill gap for **48,08%** of respondents. For them, related training needs are reported below

Training needs - Managing internal and external teams and networks through digital channels



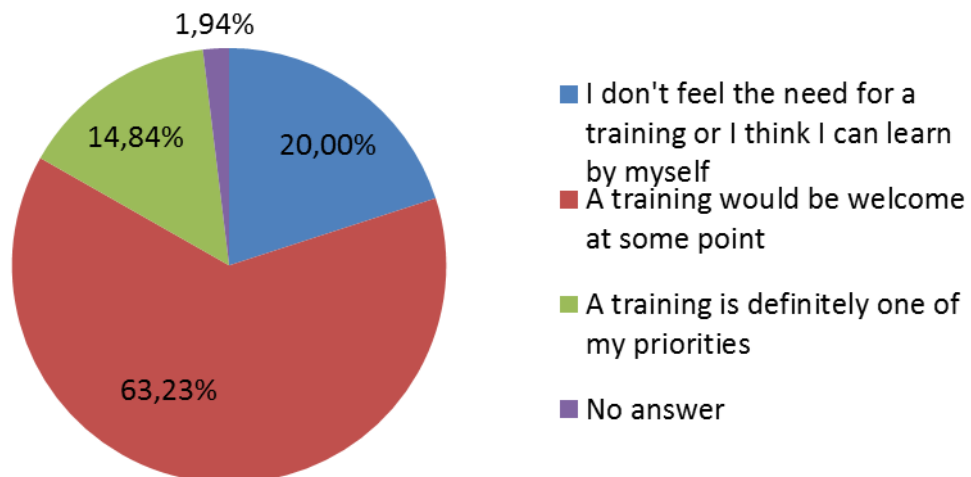
14. Delegation within virtual teams

Delegation within virtual teams



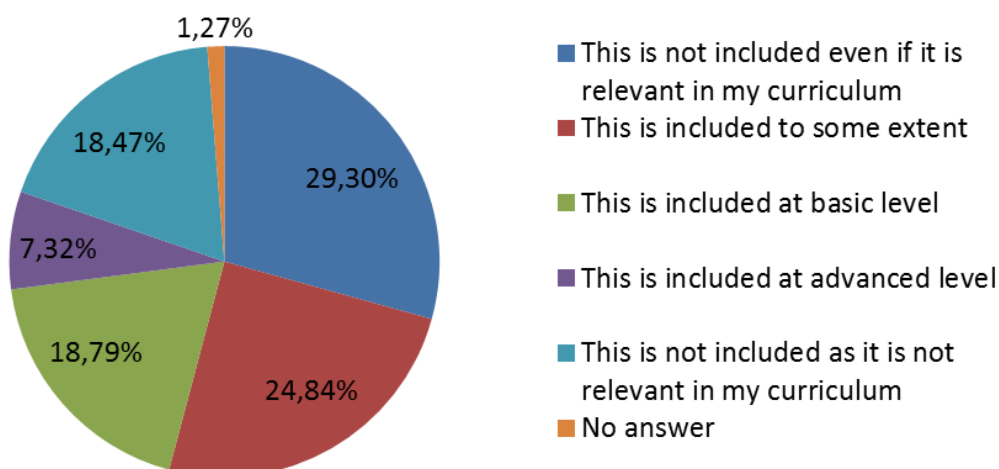
Skill gap for **48,08%** of respondents. For them, related training needs are reported below

Training needs - Delegation within virtual teams



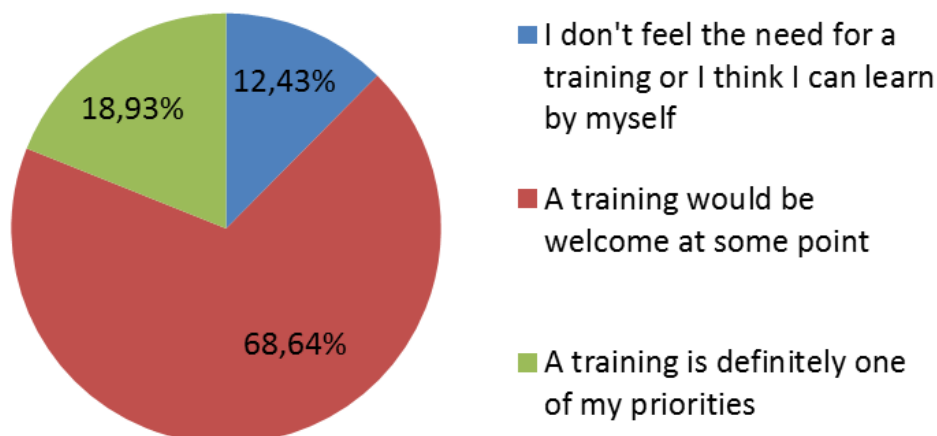
15. Supporting and enhancing professional development in virtual teams

Supporting and enhancing professional development in virtual teams



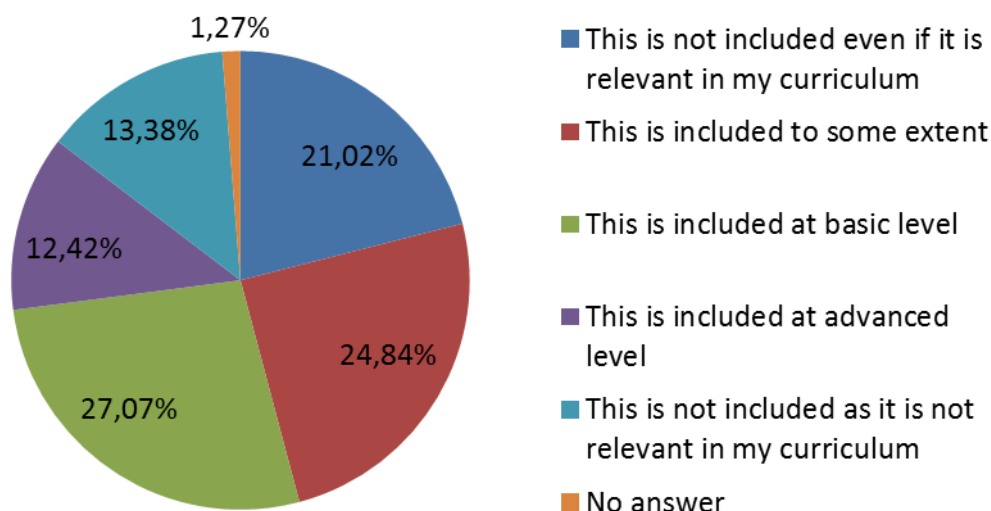
Skill gap for **54,15%** of respondents. For them, related training needs are reported below

Training needs - Supporting and enhancing professional development in virtual teams



16. Providing feedback through digital channel

Providing feedback through digital channel

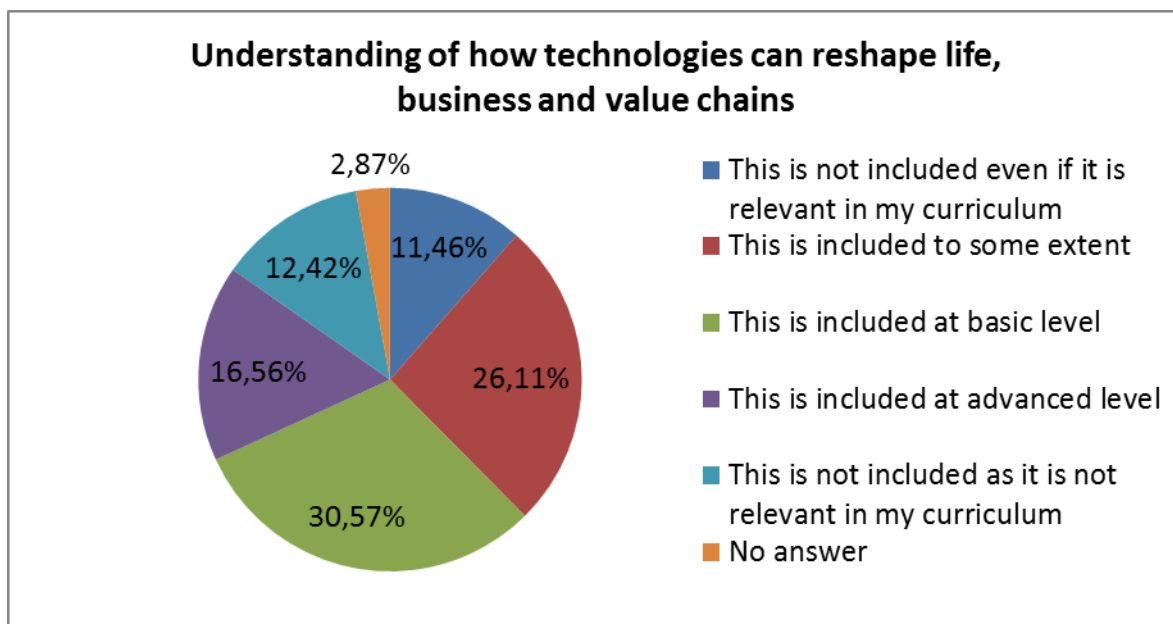


Skill gap for **45,86%** of respondents. For them, related training needs are reported below

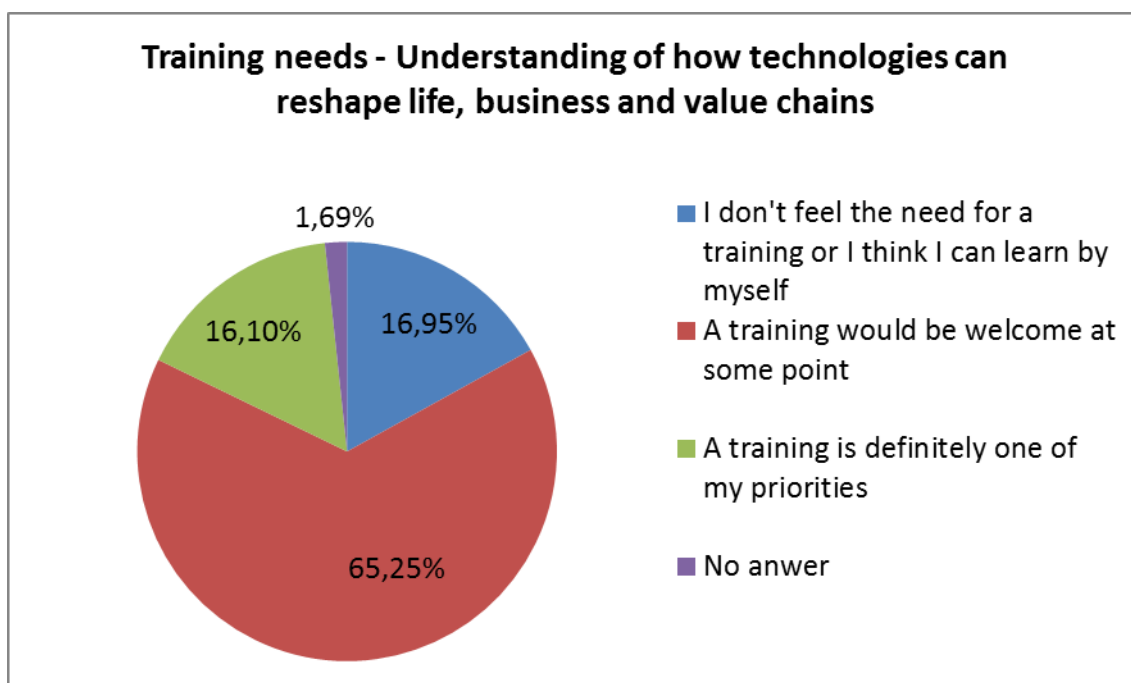
Training needs - Providing feedback through digital channel



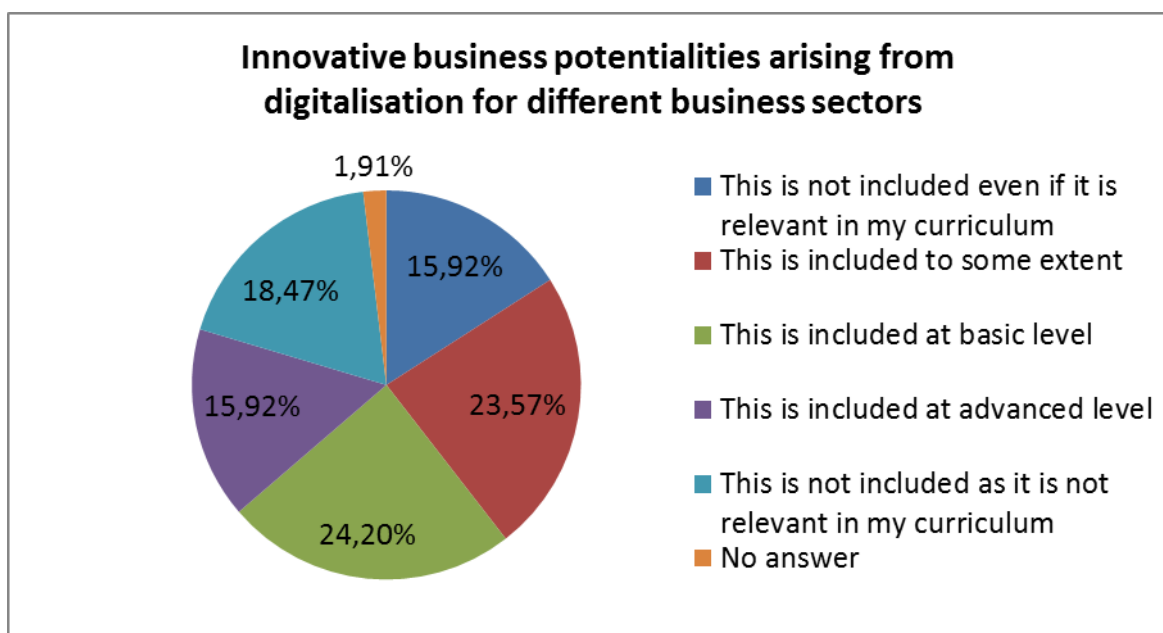
17. Understanding of how technologies can reshape life, business and value chain



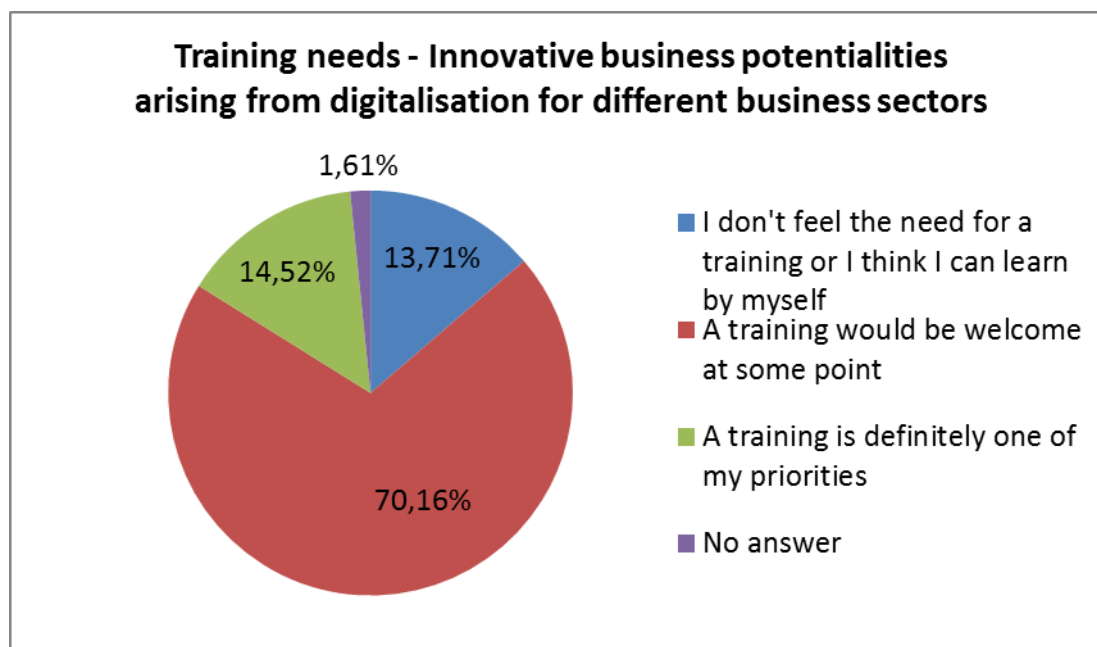
Skill gap for **37,57%** of respondents. For them, related training needs are reported below



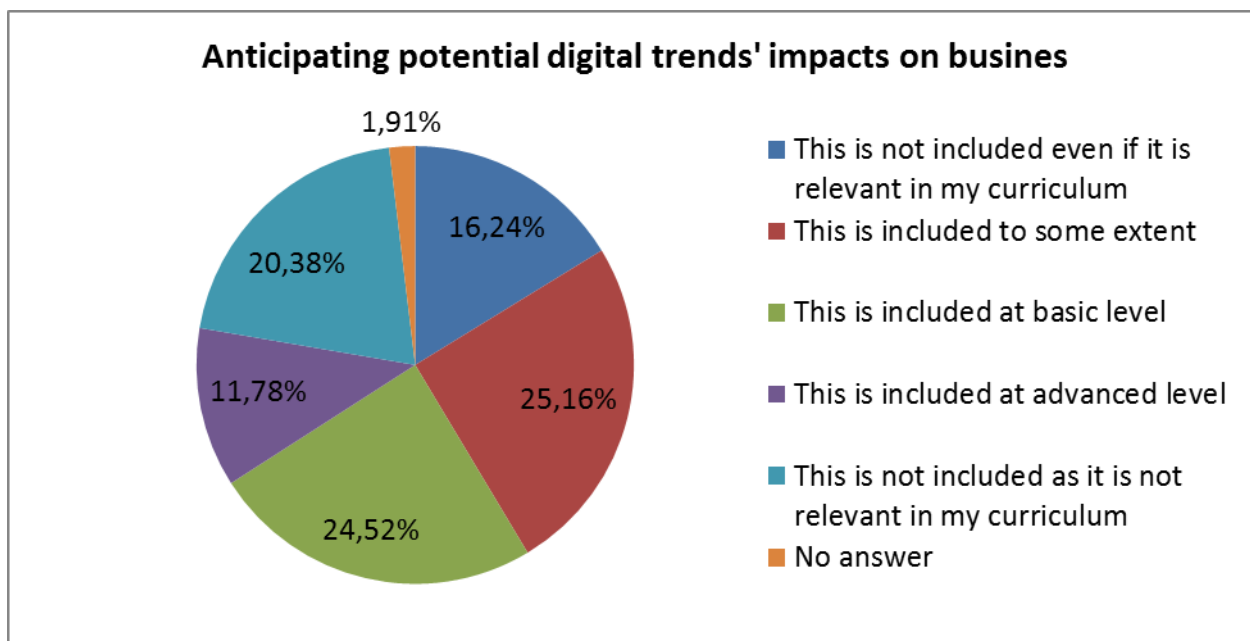
18. Innovative business potentialities arising from digitalization for different business sectors



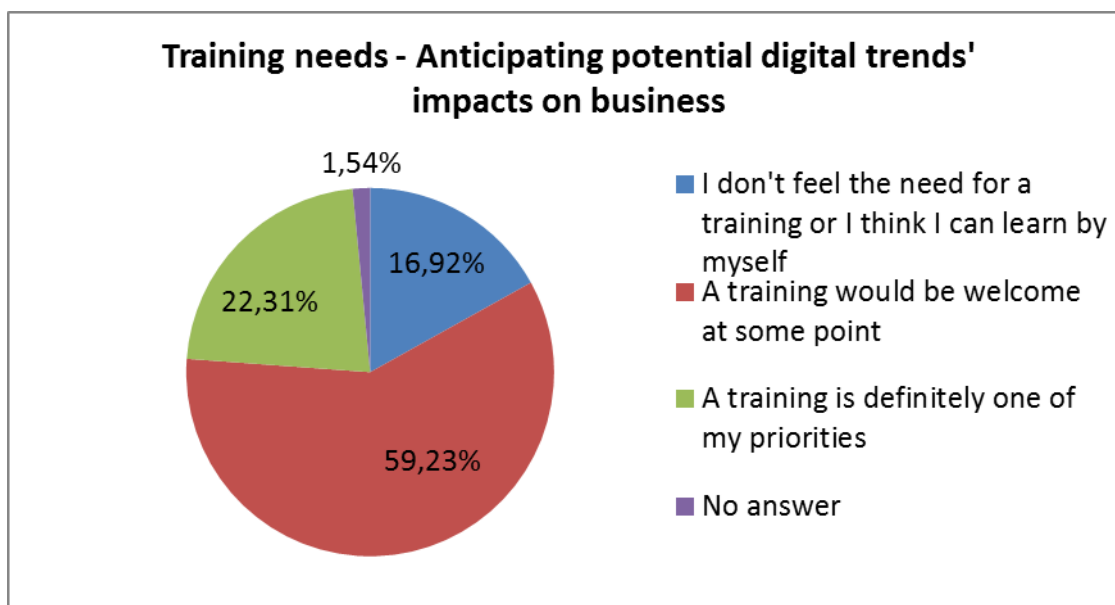
Skill gap for **39,49%** of respondents. For them, related training needs are reported below



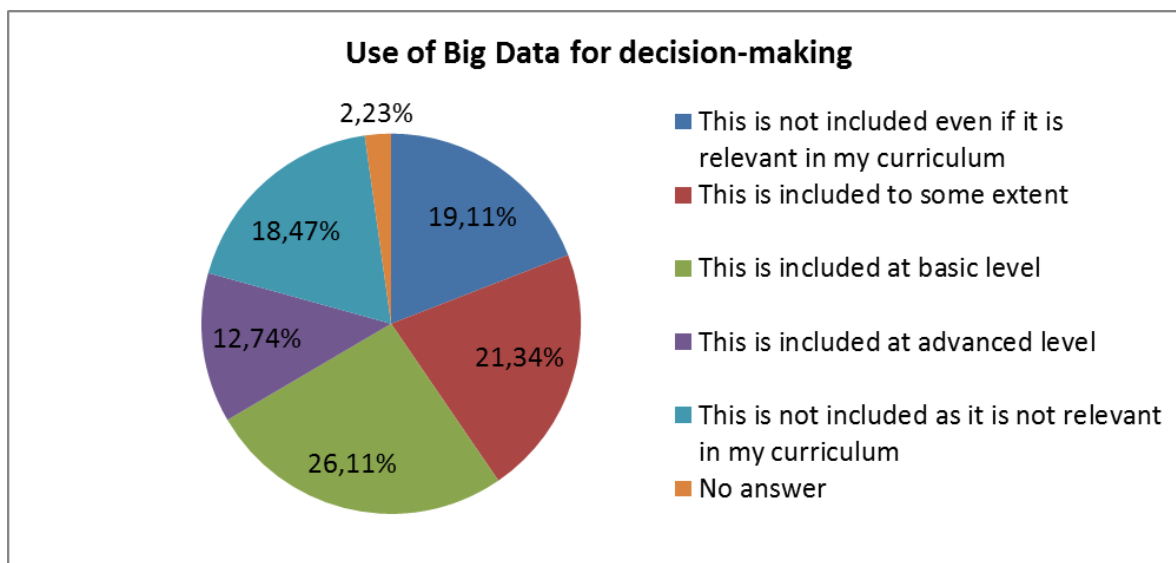
19. Anticipating potential digital trends' impacts on business



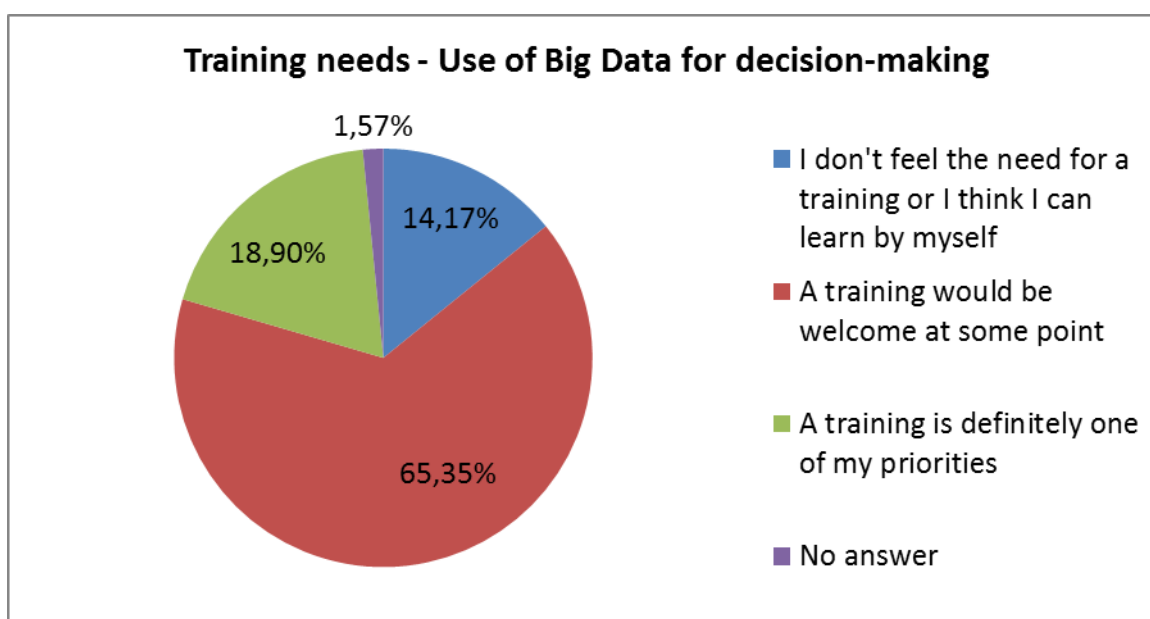
Skill gap for **41,40%** of respondents. For them, related training needs are reported below



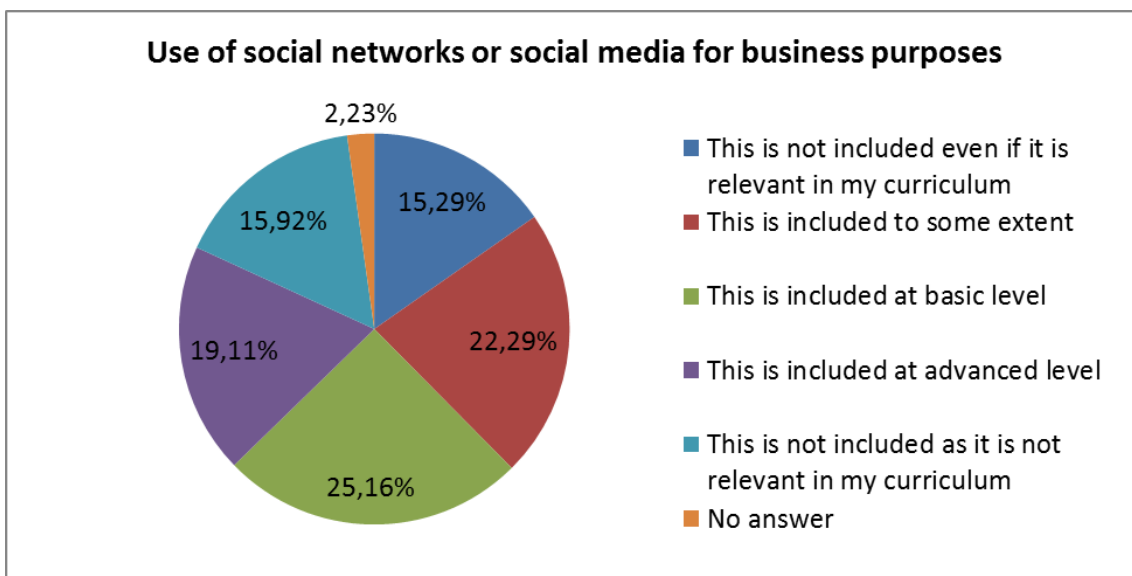
20. Use of Big Data for decision-making



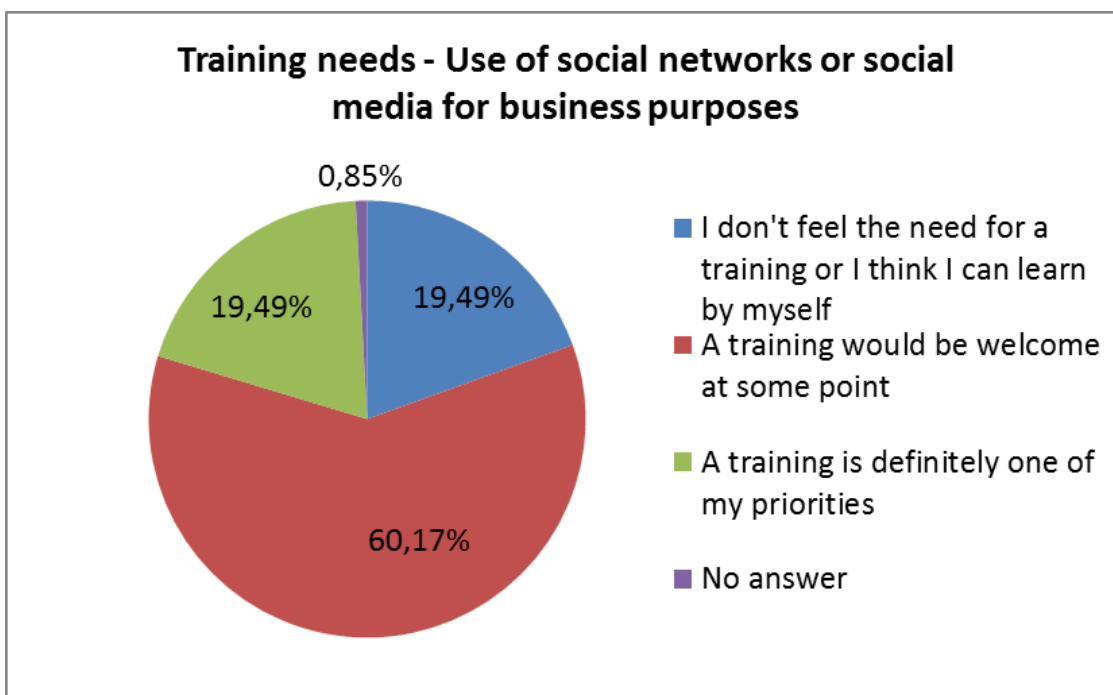
Skill gap for **40,45%** of respondents. For them, related training needs are reported below



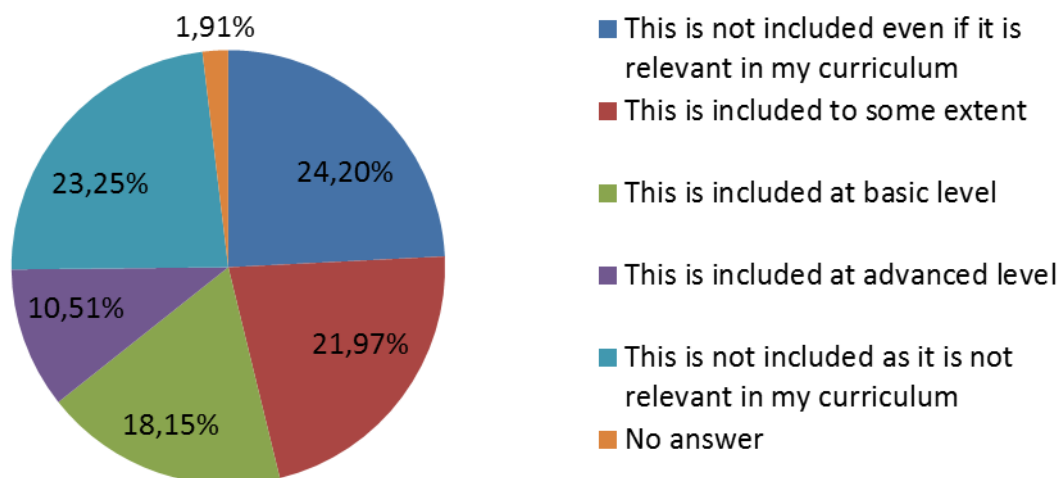
21. Use of social networks or social media for business purposes



Skill gap for **37,58%** of respondents. For them, related training needs are reported below



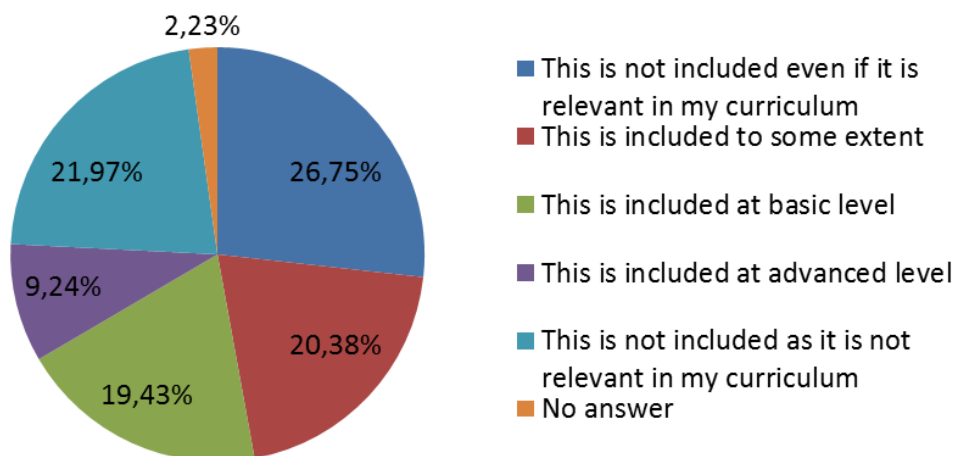
22. Business risk taking in digital environment

Business risk-taking in digital environmen

Skill gap for **46,17%** of respondents. For them, related training needs are reported below

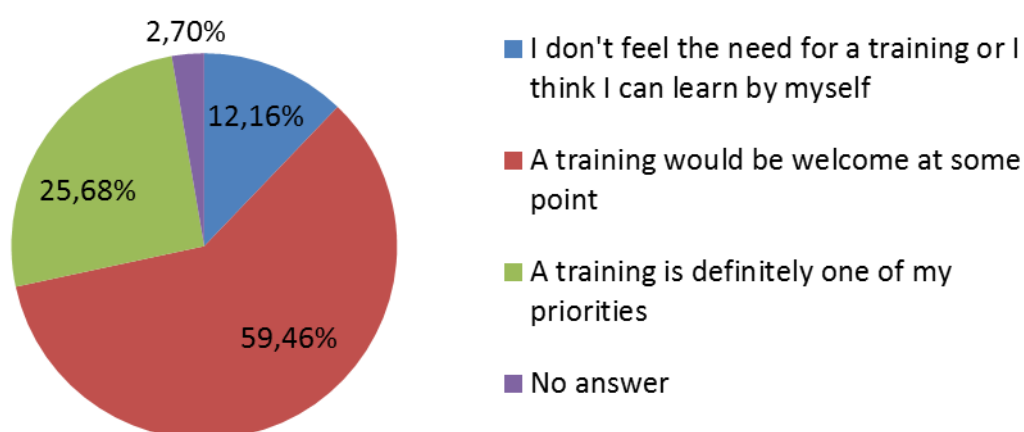
Training needs Business risk-taking in digital environmen

Analysing and managing business risk in digital environment

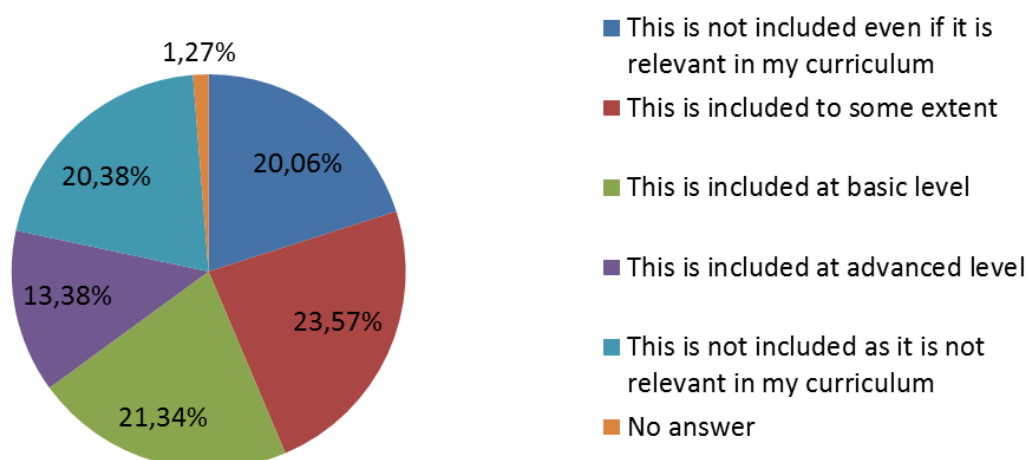


Skill gap for **47,13%** of respondents. For them, related training needs are reported below

Training needs - Analysing and managing business risk in digital environment

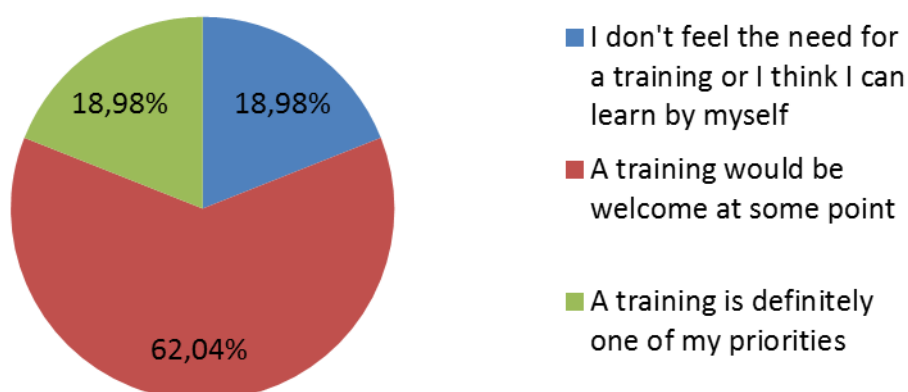


Harness ethics and professional moral in virtual environment

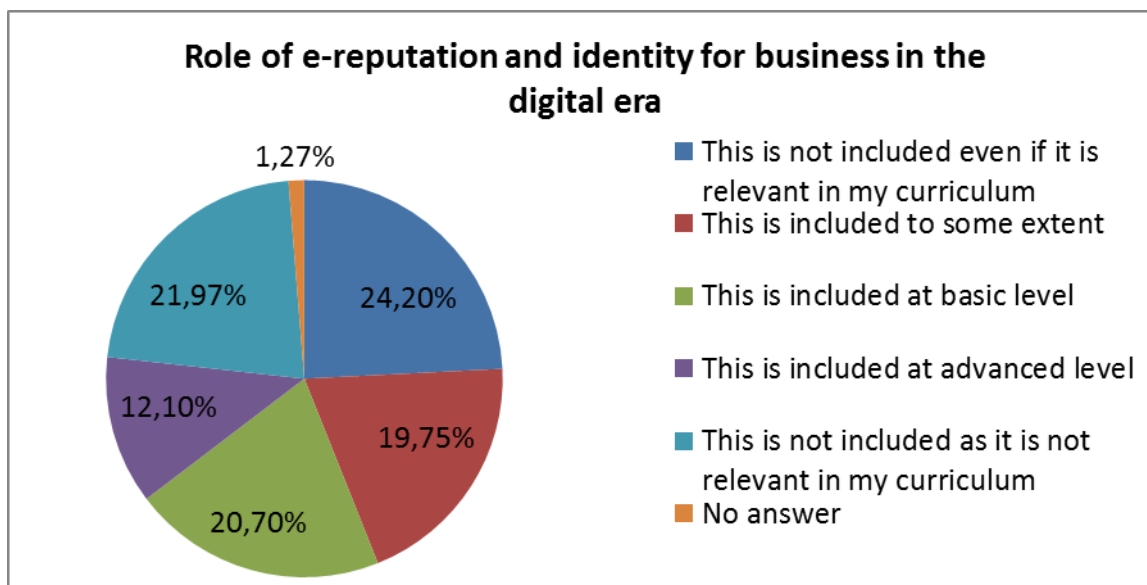


Skill gap for **43,63%** of respondents. For them, related training needs are reported below

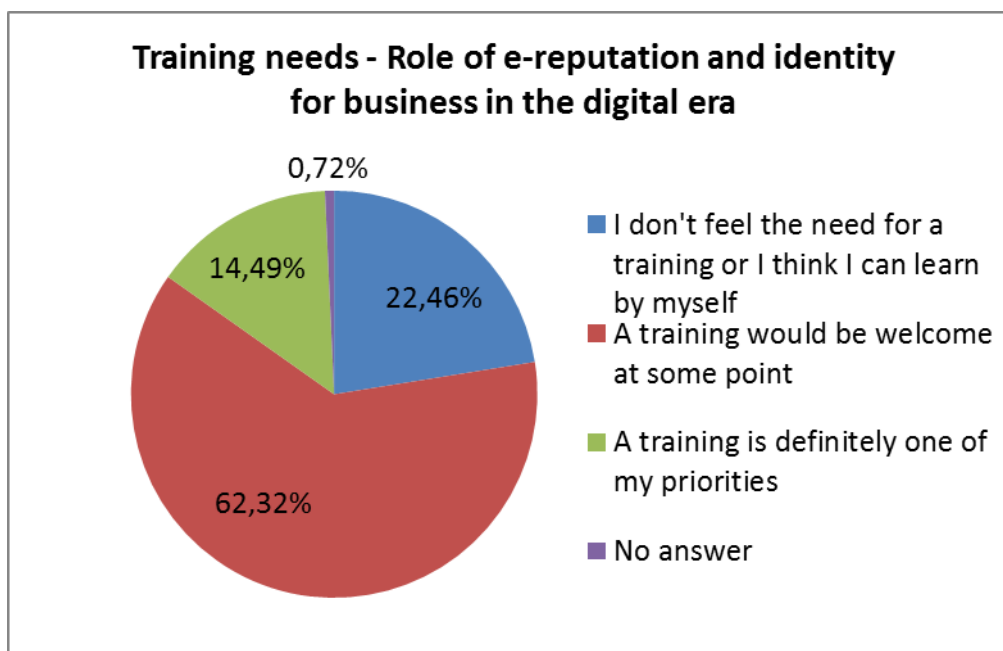
Training needs - Harness ethics and professional moral in virtual environment



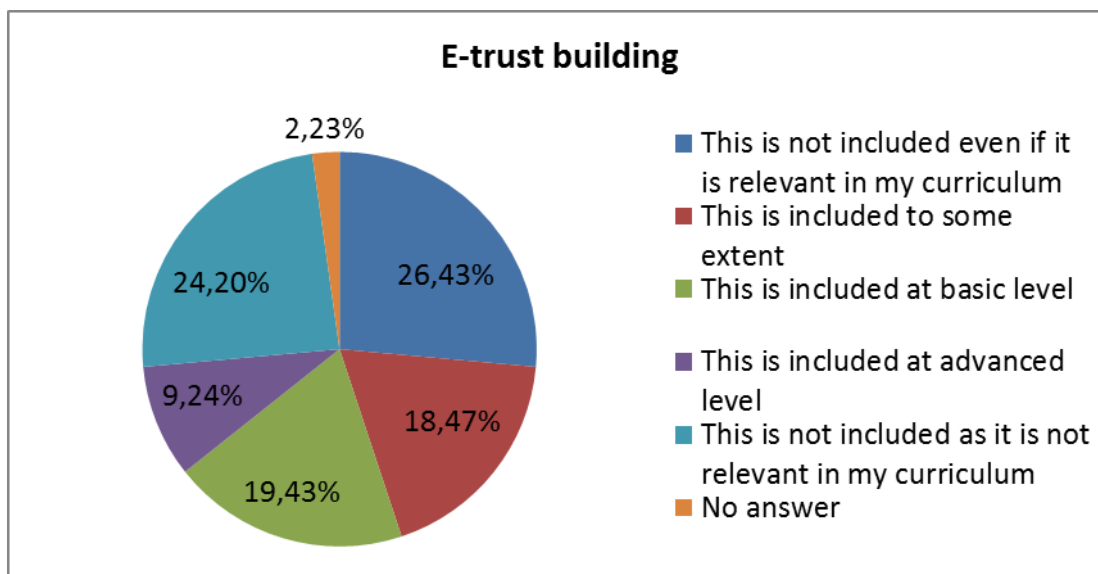
25. Role of e-reputation and identity for business in the digital era



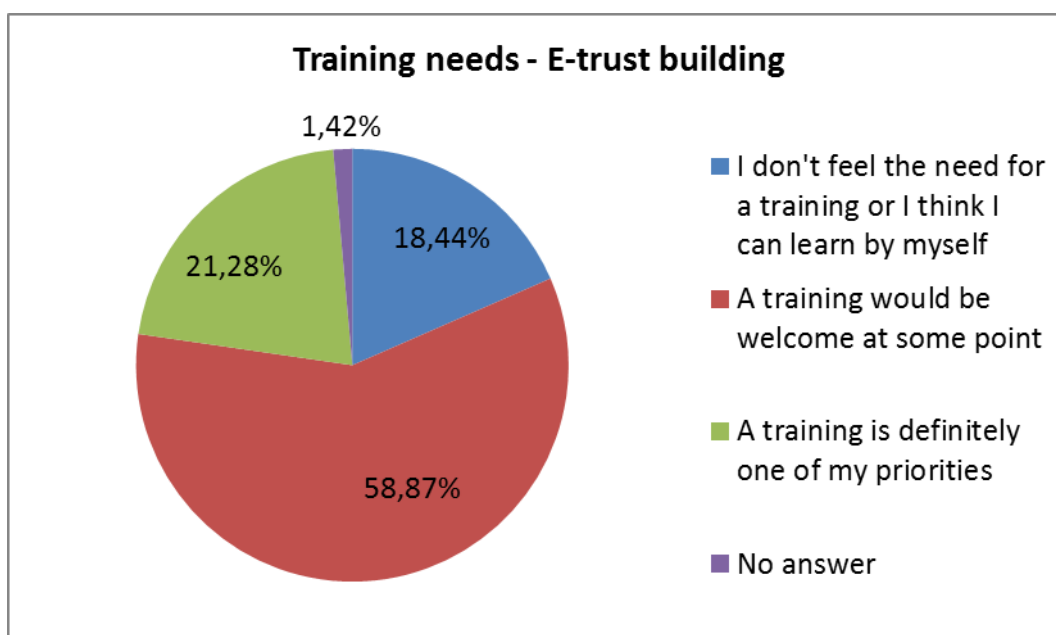
Skill gap for **43,93%** of respondents. For them, related training needs are reported below



26. E-trust building

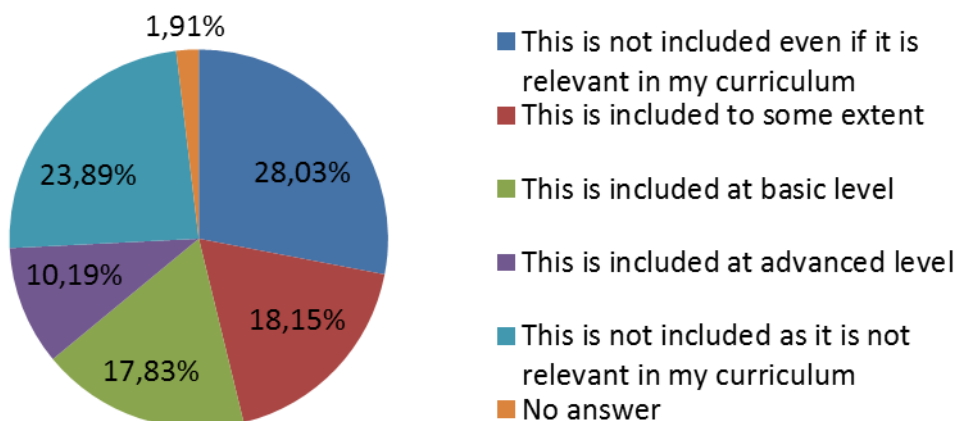


Skill gap for **44,90%** of respondents. For them, related training needs are reported below



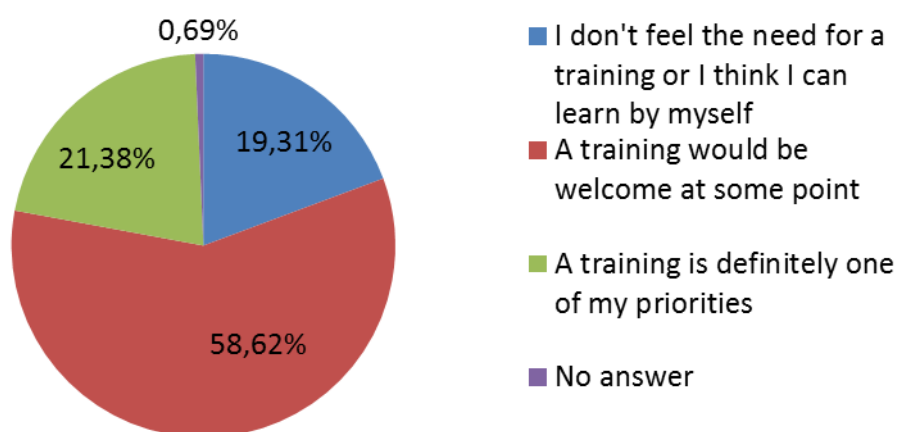
27. Use of the most widespread digital learning tools such as Massive Online Open Courses (MOOCs) and Open Educational Resources (OER)

Use of the most widespread digital learning tools such as MOOCs and OER

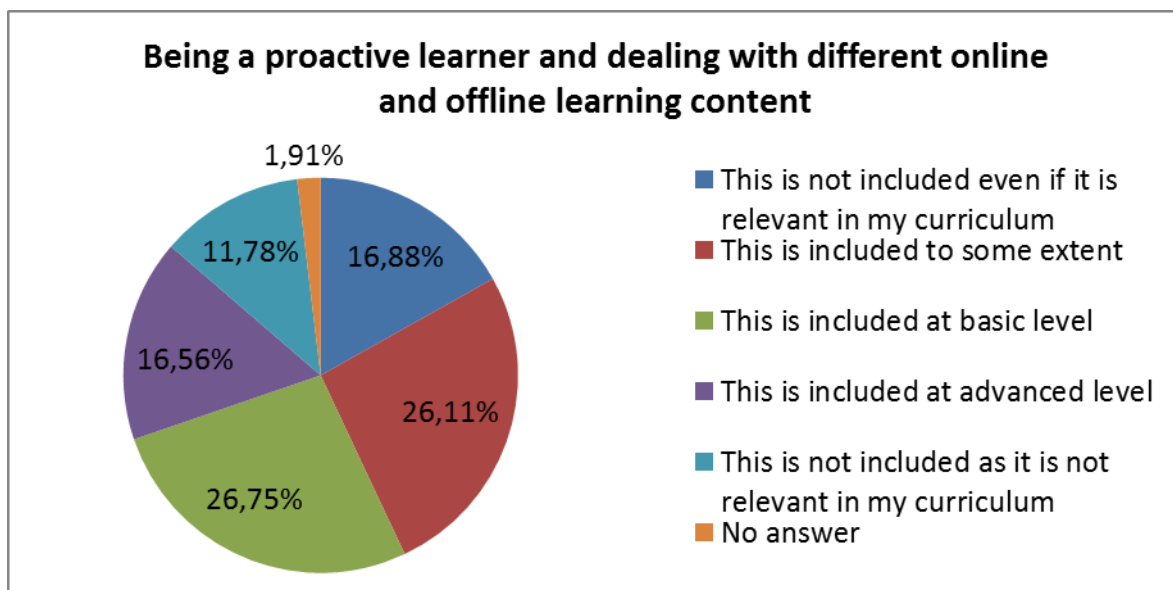


Skill gap for **46,18%** of respondents. For them, related training needs are reported below

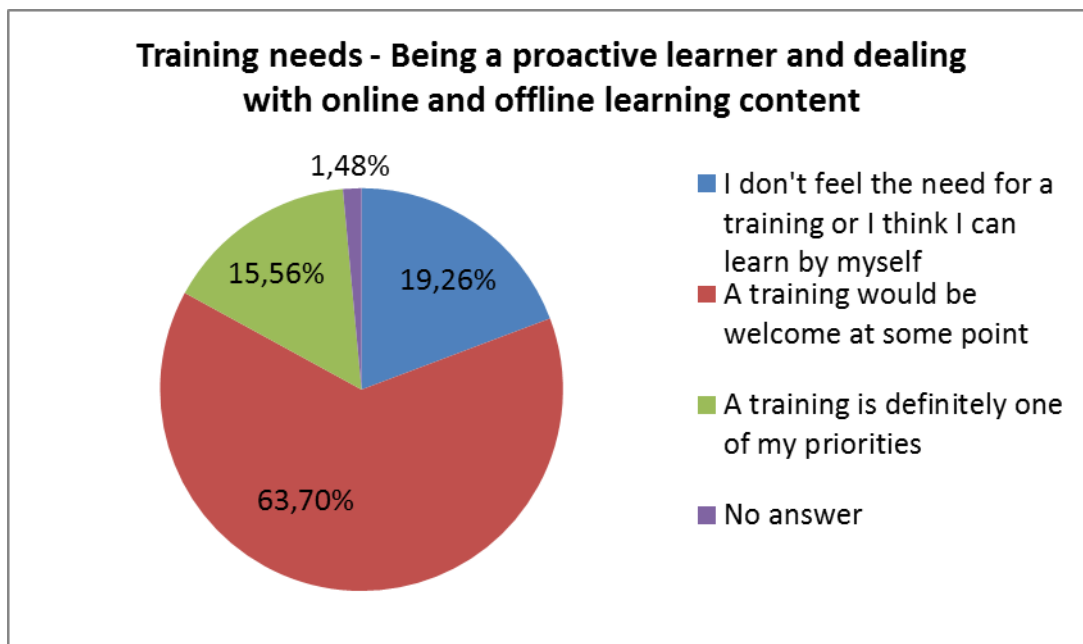
Training needs - Use of the digital learning tools such as MOOCs and OER



28. Being a proactive learner and dealing with different online and offline learning contents

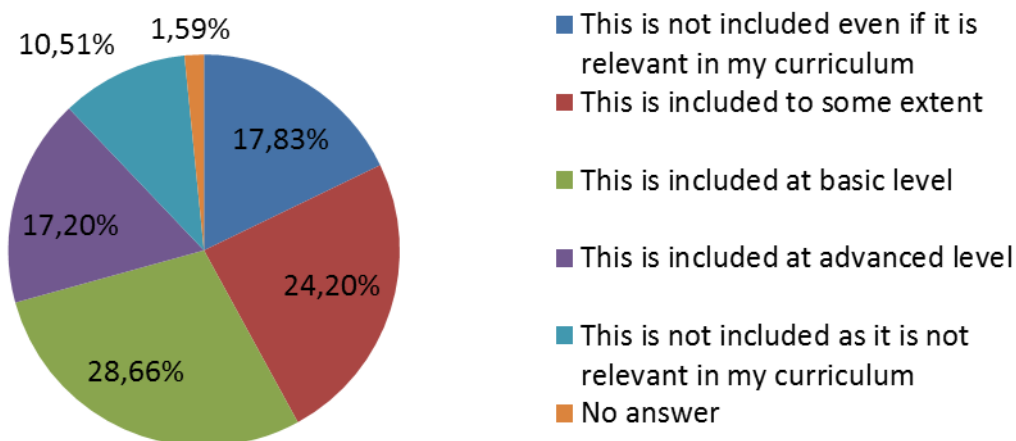


Skill gap for **42,99%** of respondents. For them, related training needs are reported below



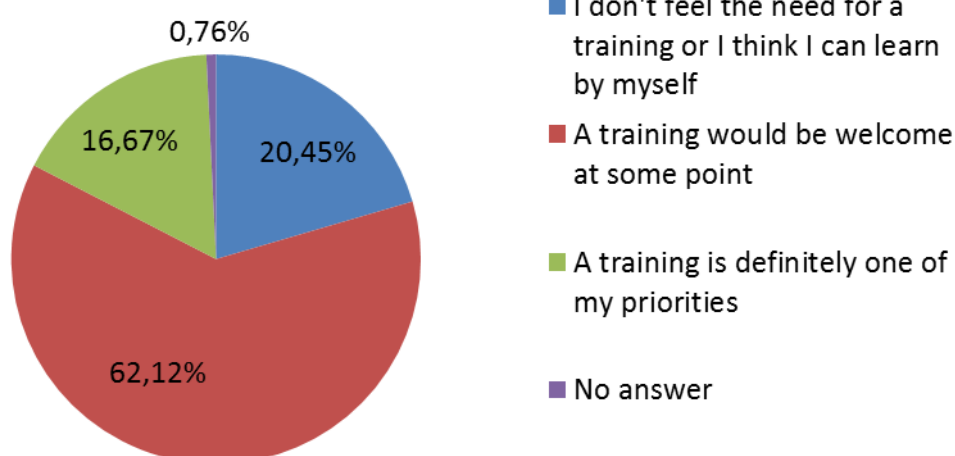
29. Use of digital channels to facilitate knowledge and experience sharing as ways of learning

Use of digital channels to facilitate knowledge and experience sharing as ways of learning



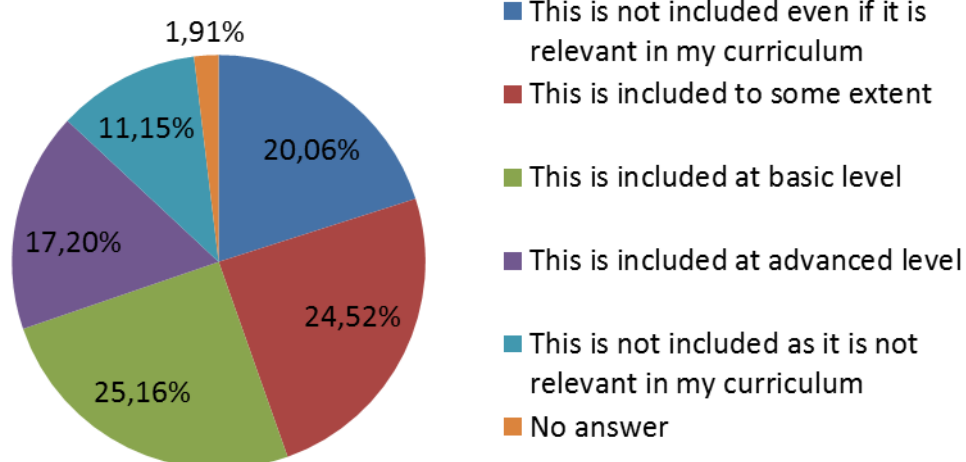
Skill gap for **42,03%** of respondents. For them, related training needs are reported below

Training needs - Use of digital channels to facilitate knowledge and experience sharing



30. Use of digital tools to solve conflicts

Use of digital tools and sources to support problem solving



Skill gap for **44,58%** of respondents. For them, related training needs are reported below

Training needs - Use of digital tools and sources to support problem solving



2.3 Trainers

Since Trainers are the main target group of the whole project, some more in depth analysis has been conducted, in order to highlight the main needs they show, that have to be fulfilled to be able to effectively train today's leaders' SeLs.

Thus, Trainers were asked about: already including SeLs within their training programs; use of some digital tools/resources in their training programs; changings in the way they design training programs' due to digital tools and techniques.

- ✓ *Skill gaps and training needs connected to each of the skill*

Self-declaration about if and to what extent each of the skills related to the main 6 macro clusters, is already included in trainers' programs,.

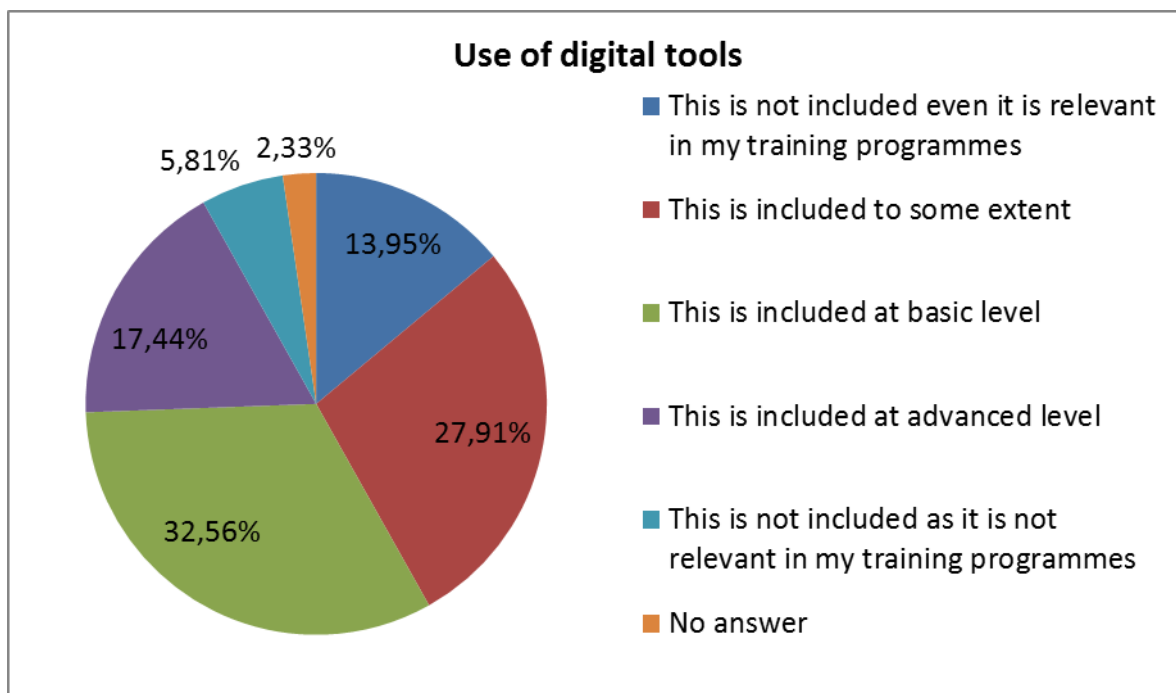
Skill gaps have been identified considering trainers answering "This is not included in my training program" or "This is included only to some extent".

For highlighting *training needs/priorities*, only for the skills they have not yet embedded in their programs, trainers were asked if a training on those specific skills was for them a priority, or if training would have been welcome at some point.

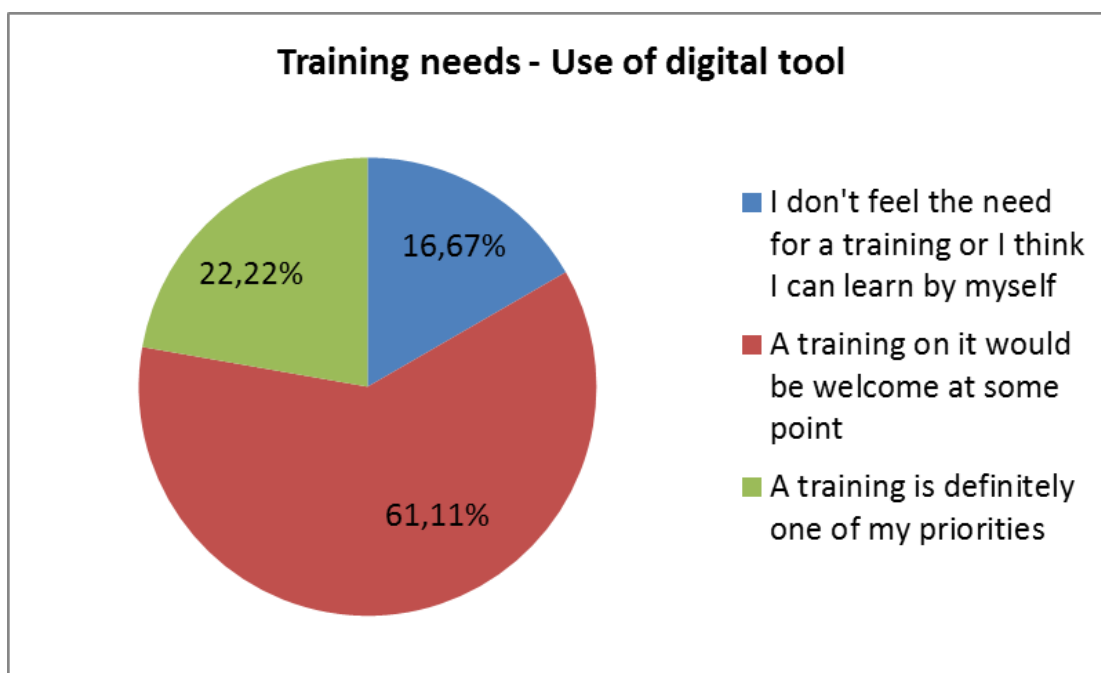
In the following section, in figures matching in couples, are reported: trainers' self-declaration about including SeLs in their training programs and their training needs/priorities; self-declaration on use of digital tools.

Finally, a picture of changings in training programs' design strategy due too digital tools and techniques is reported.

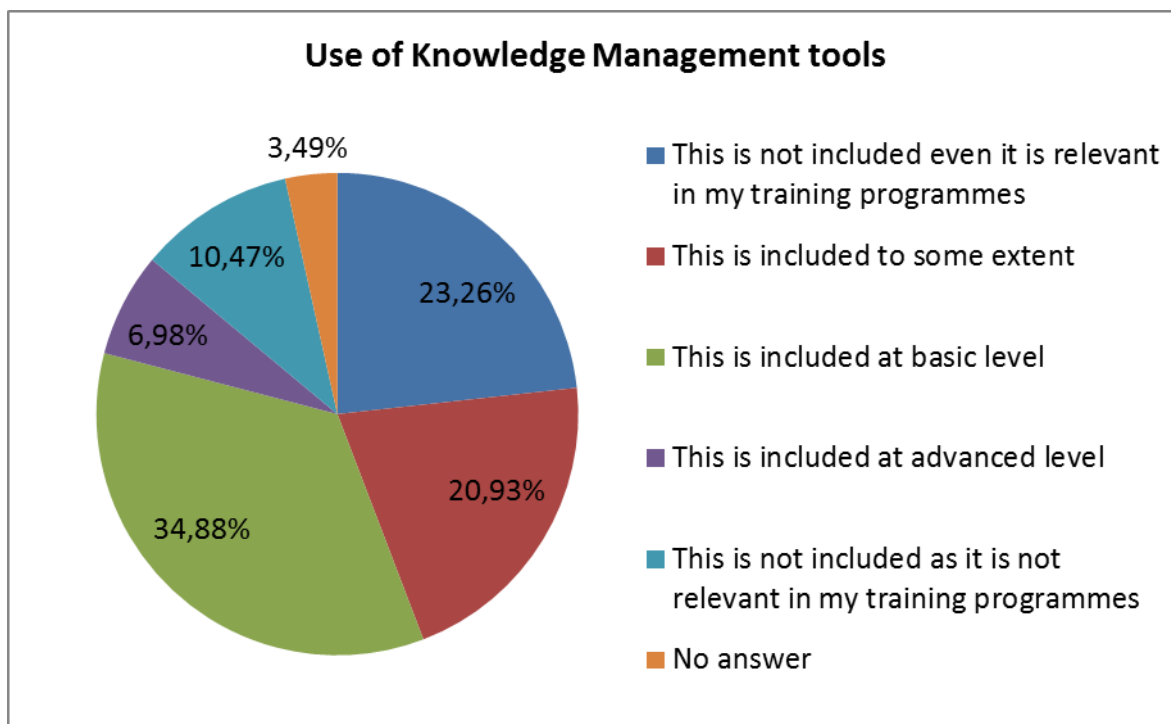
1. Use of digital tools



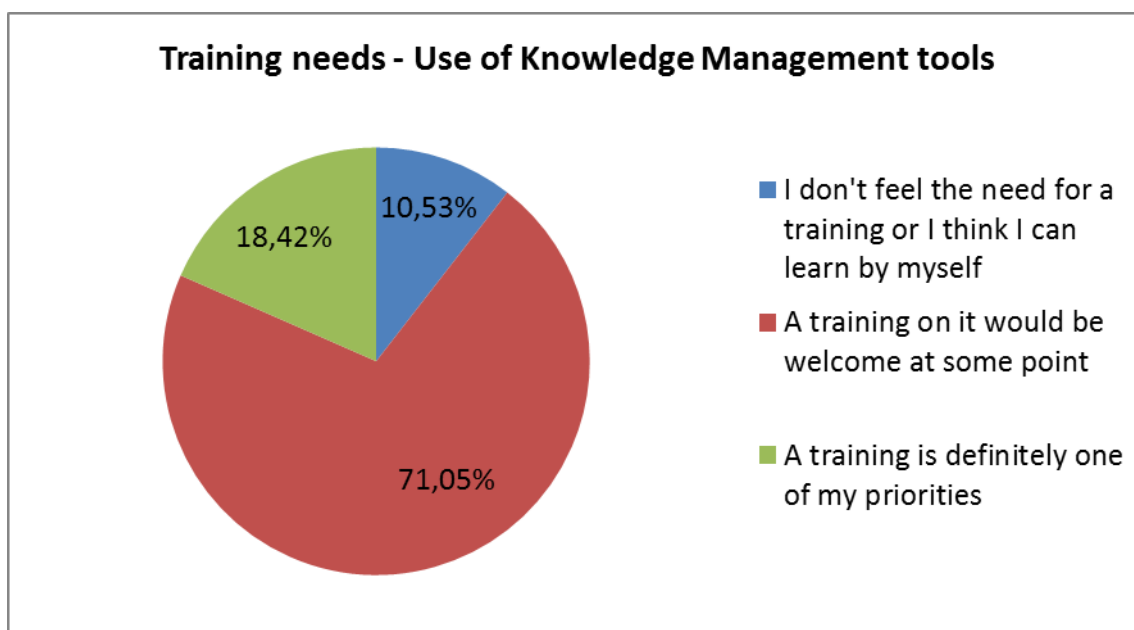
Skill gap for **41,86%** of respondents. For them, related training needs are reported below



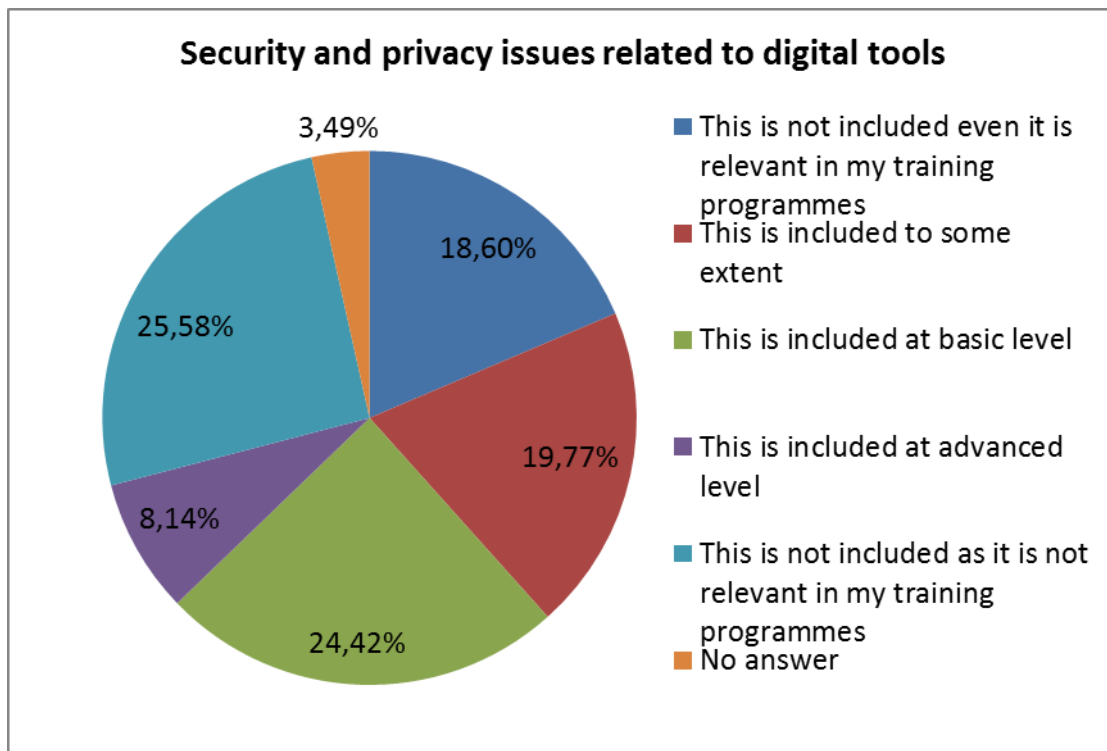
2. Use of knowledge management tools



Skill gap for **44,19%** of respondents. For them, related training needs are reported below



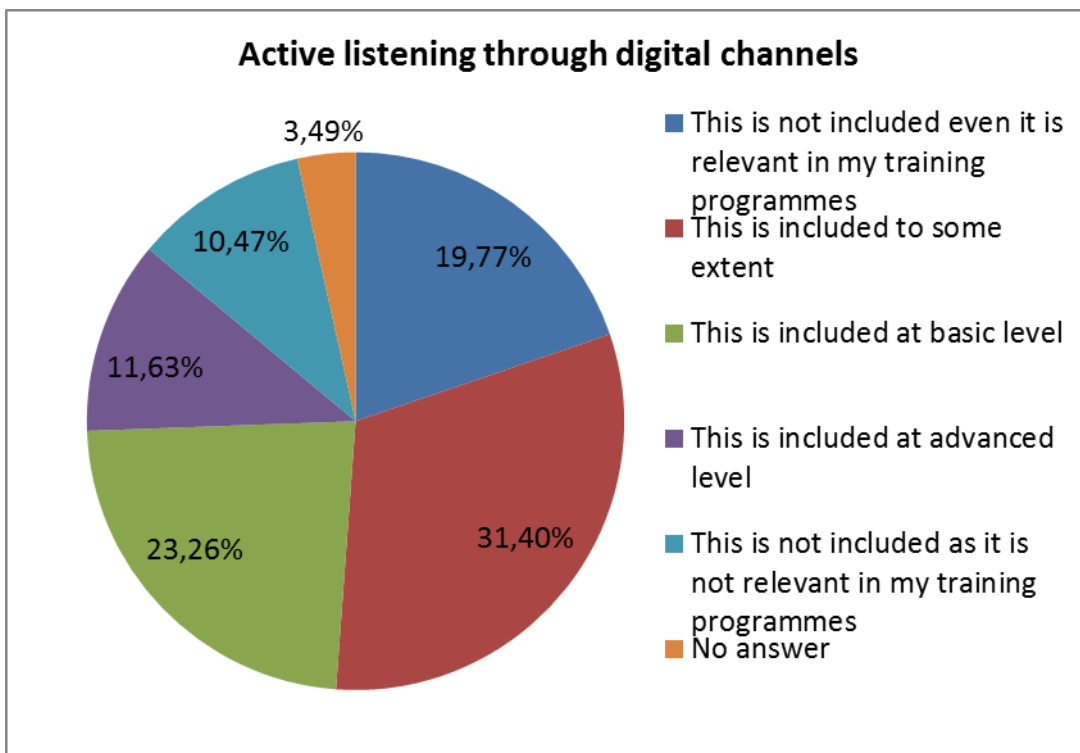
3. Security and privacy issues related to digital tools



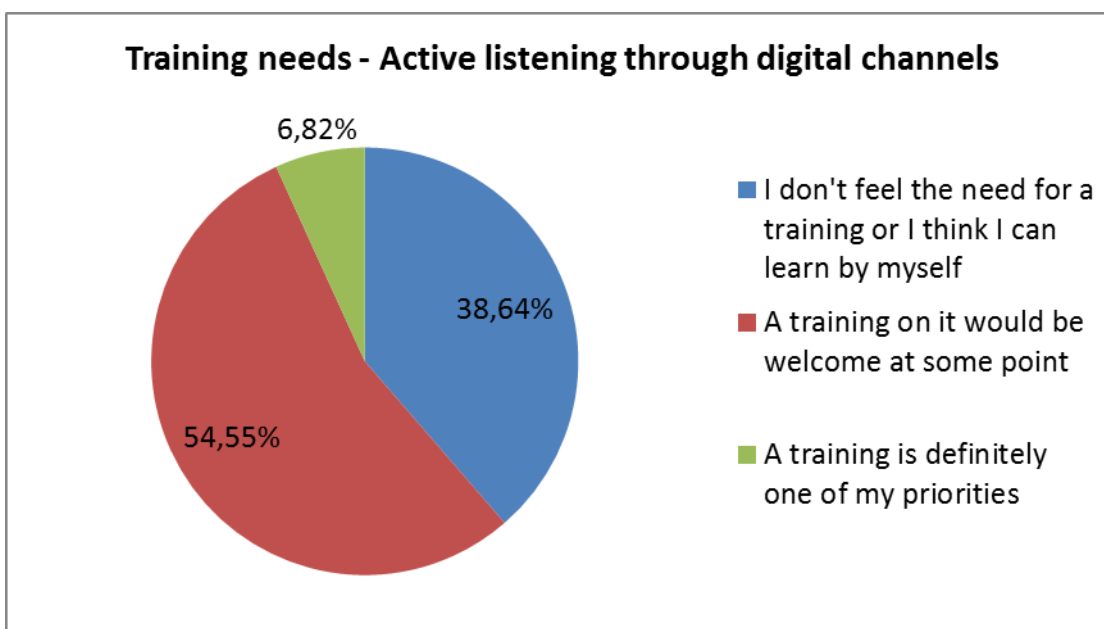
Skill gap for **38,17%** of respondents. For them, related training needs are reported below



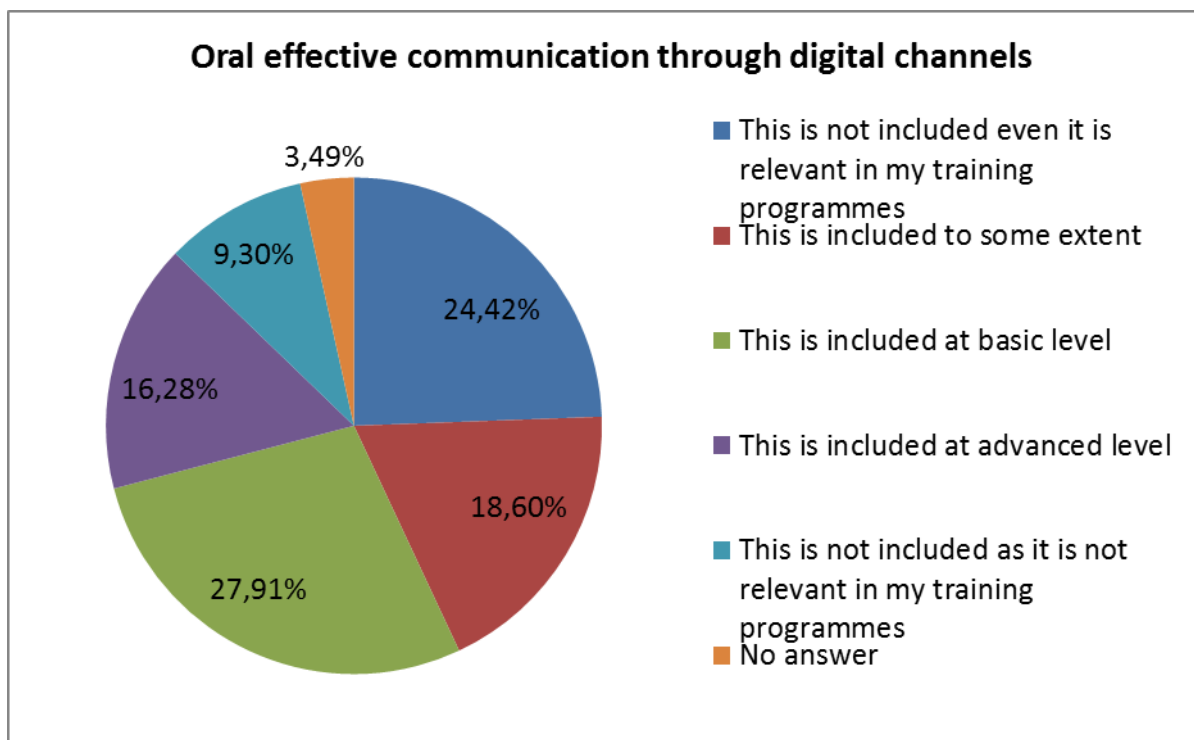
4. Active listening through digital channels



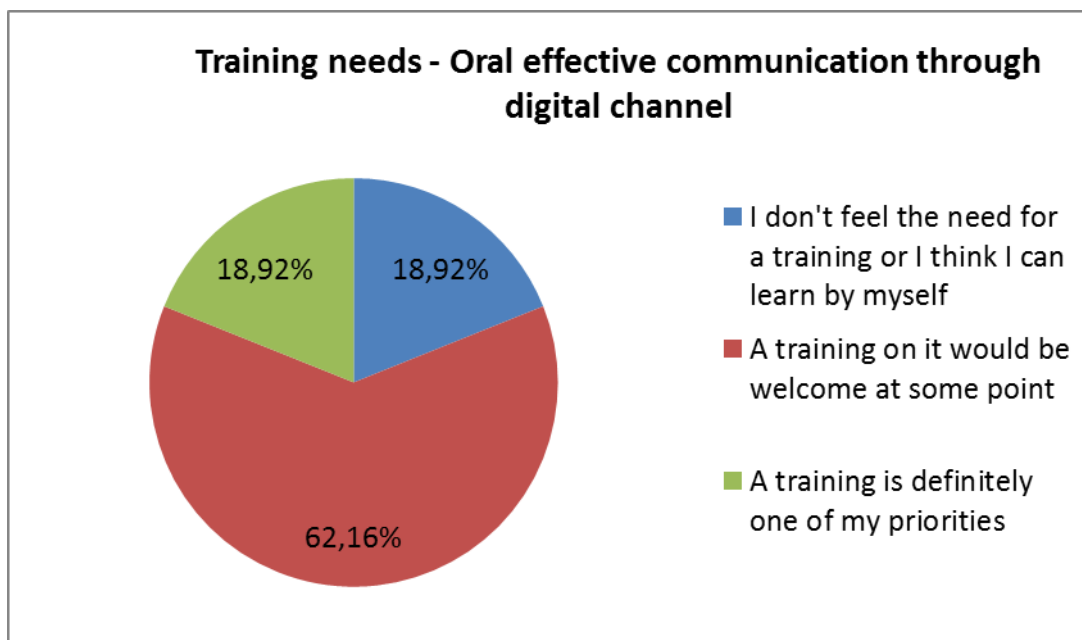
Skill gap for **51,17%** of respondents. For them, related training needs are reported below



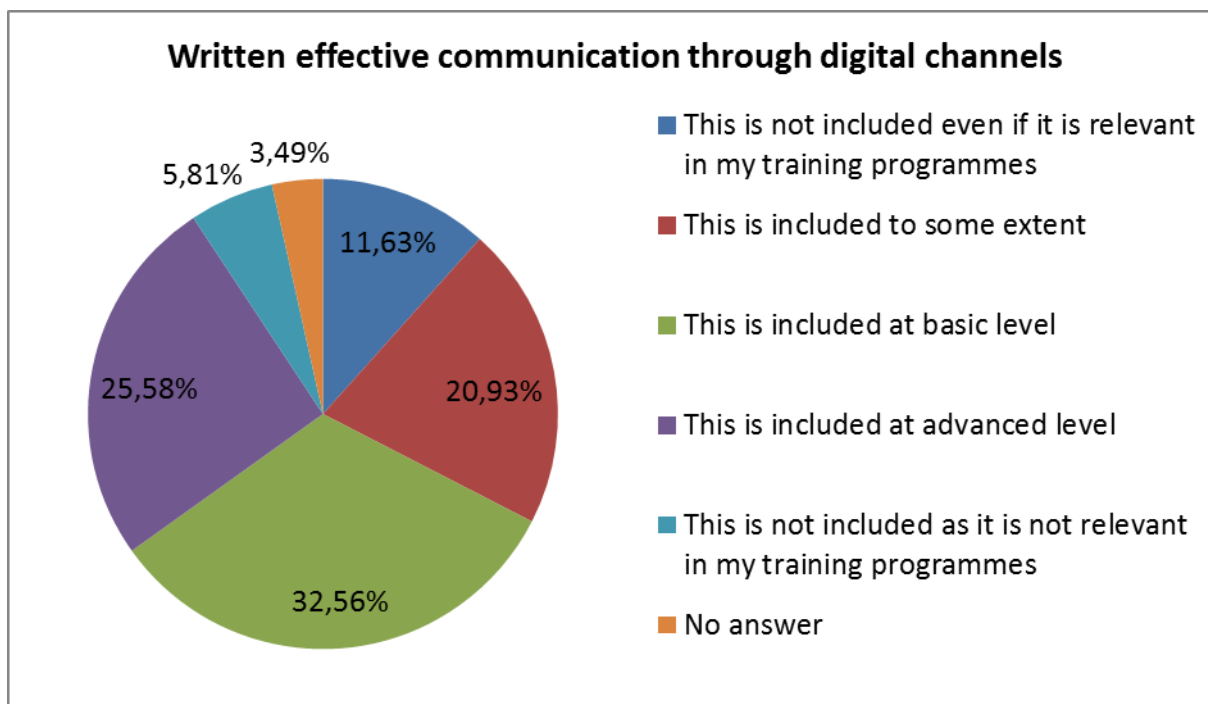
5. Oral effective communication through digital channels



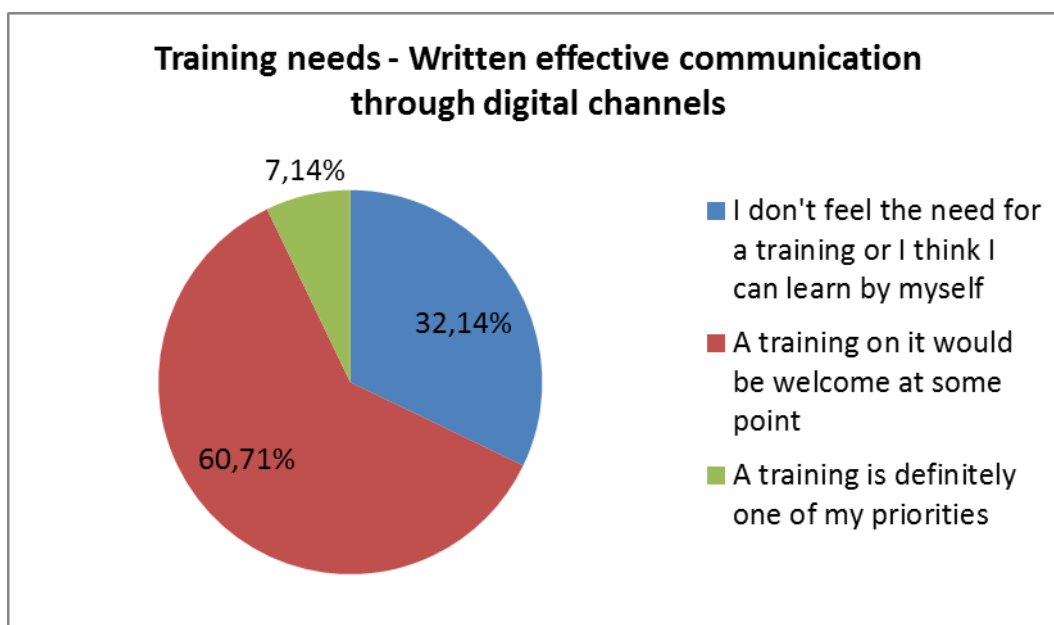
Skill gap for **43,02%** of respondents. For them, related training needs are reported below



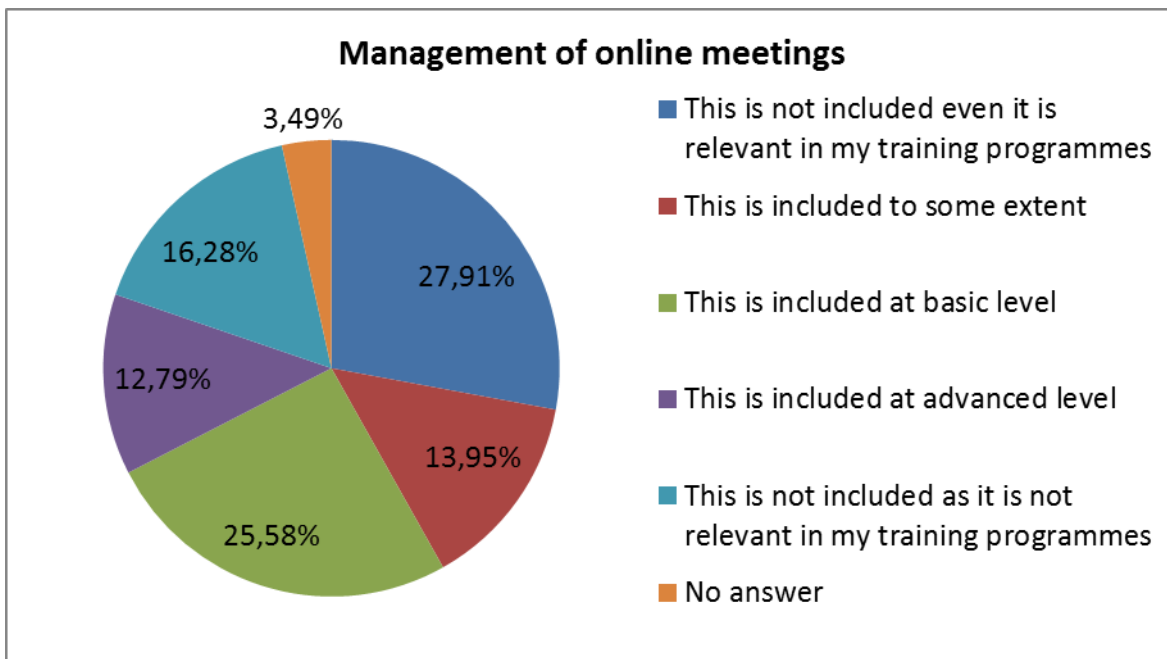
6. Written effective communication through digital channels



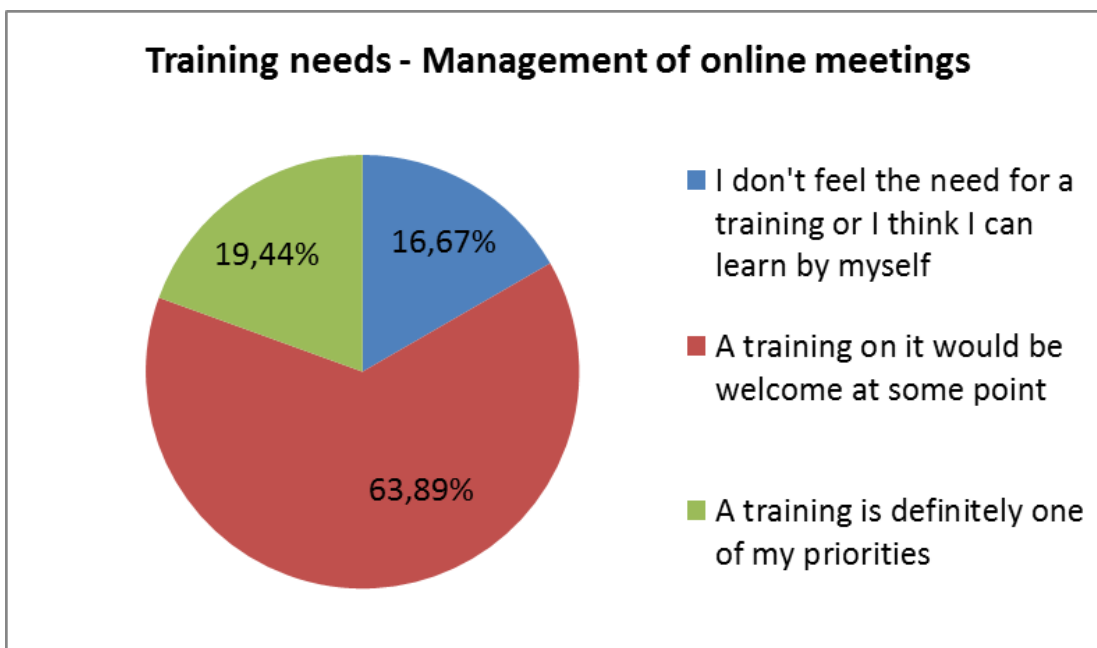
Skill gap for **32,56%** of respondents. For them, related training needs are reported below



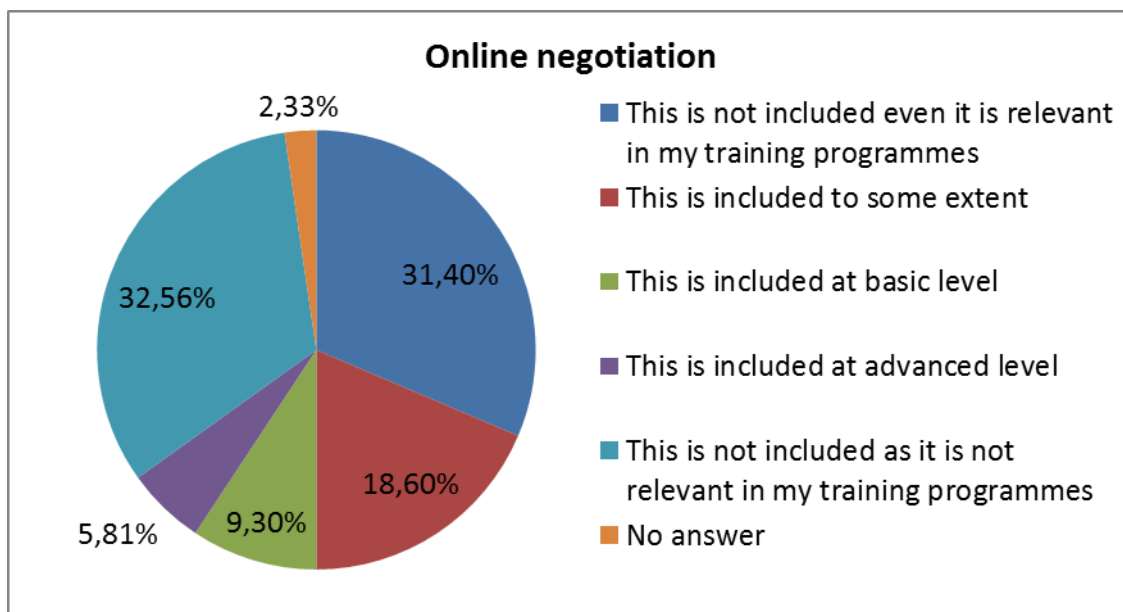
7. Management of online meetings



Skill gap for **41,86%** of respondents. For them, related training needs are reported below



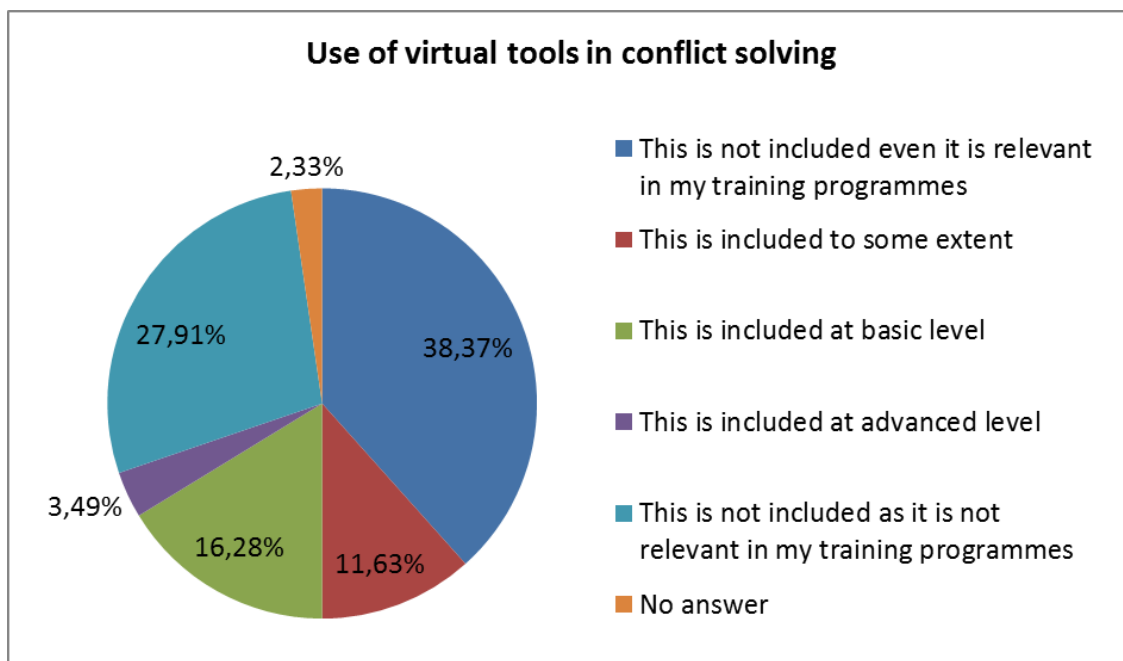
8. Online negotiation



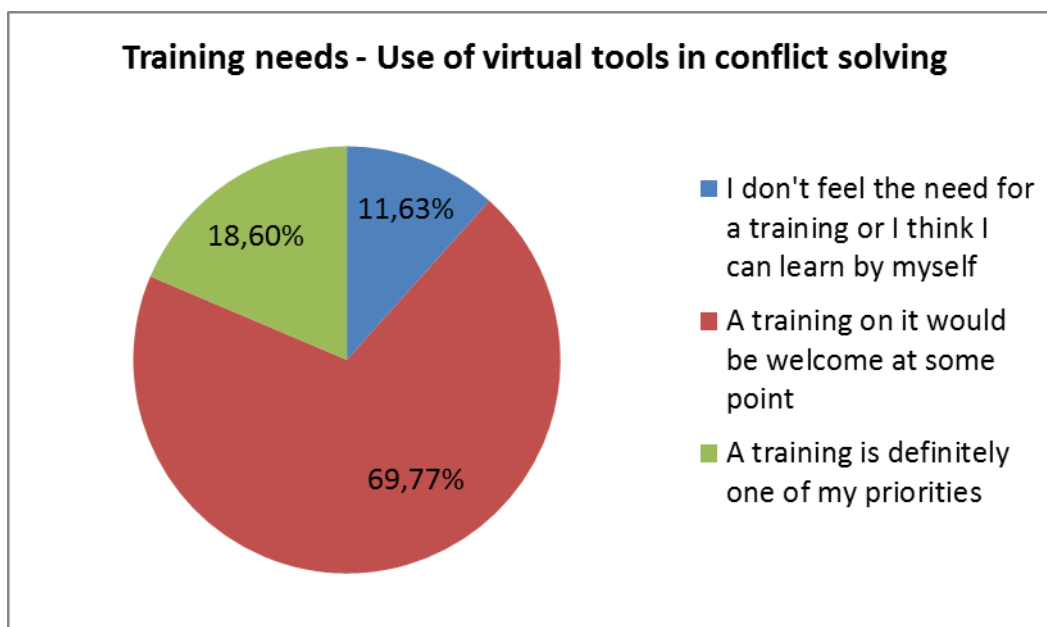
Skill gap for **50%** of respondents. For them, related training needs are reported below



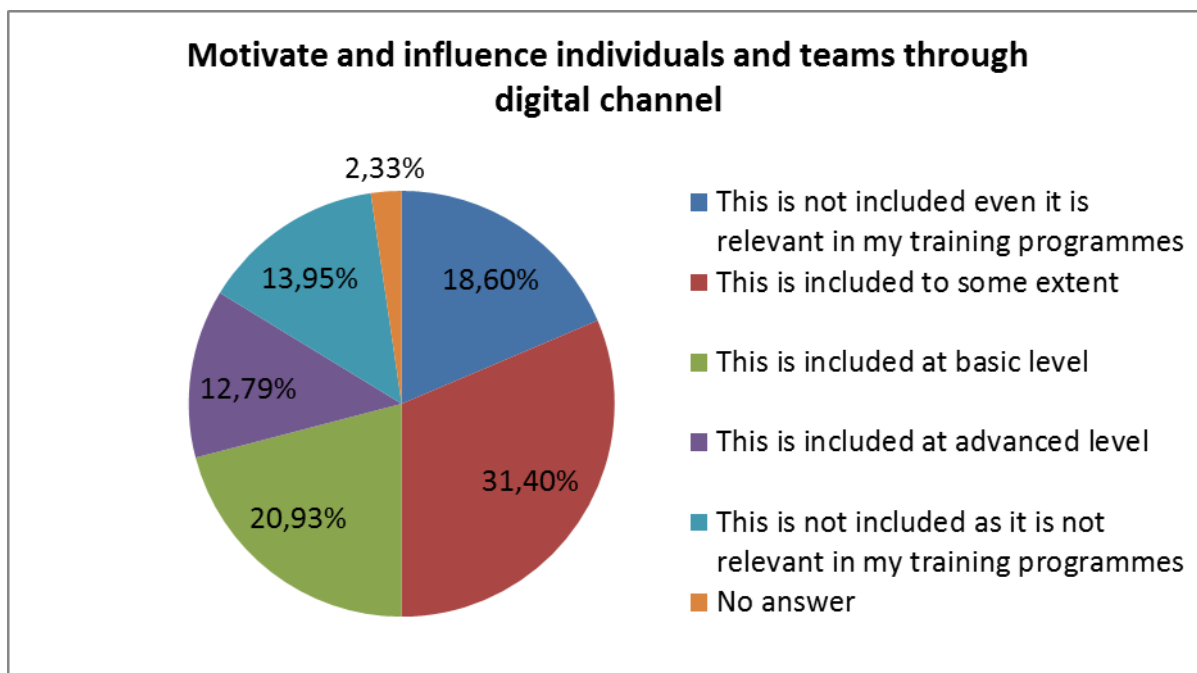
9. Use of virtual tools in conflict solving



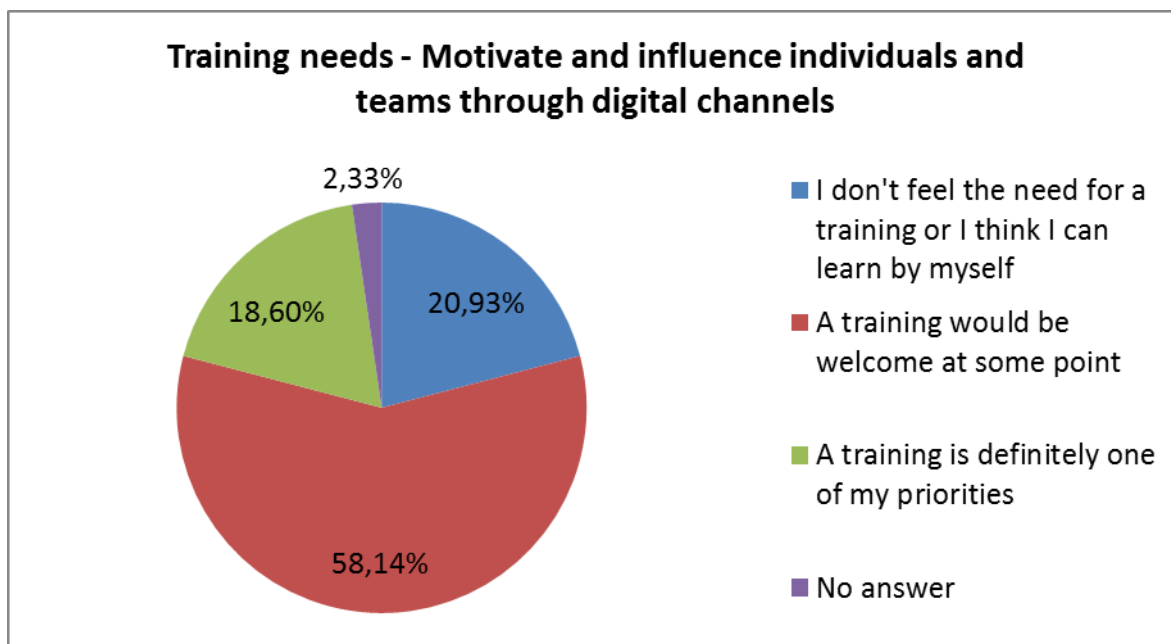
Skill gap for **50%** of respondents. For them, related training needs are reported below



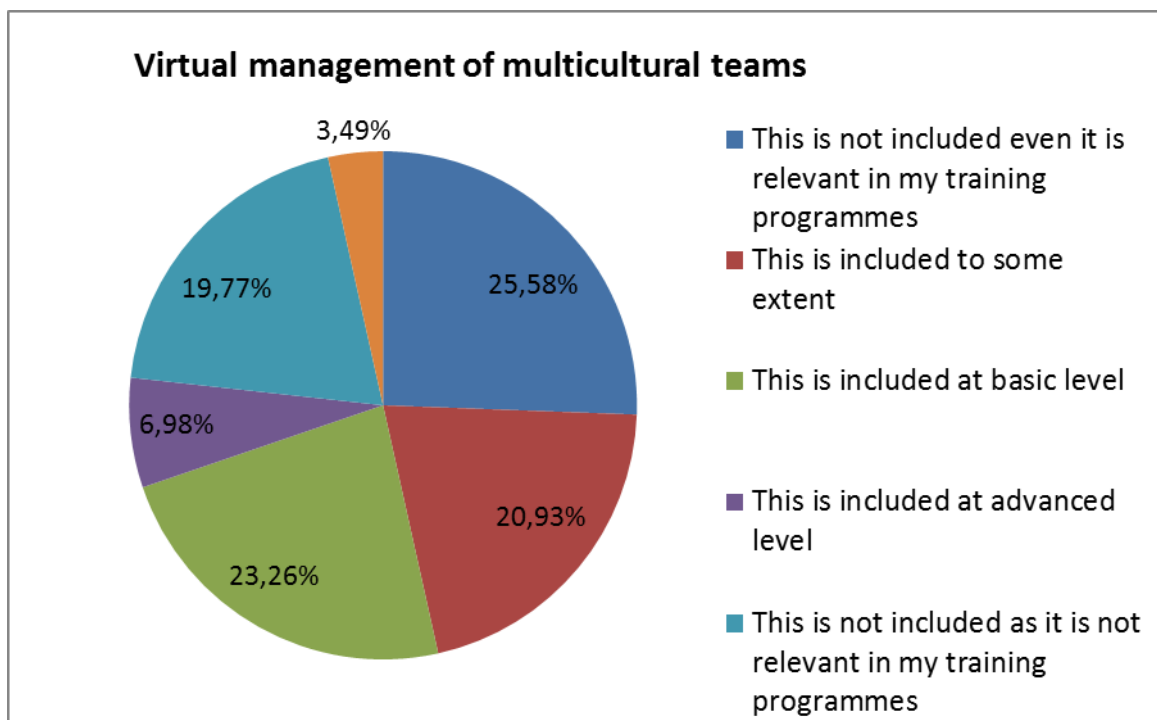
10. Motivate and influence individuals and teams through digital channel



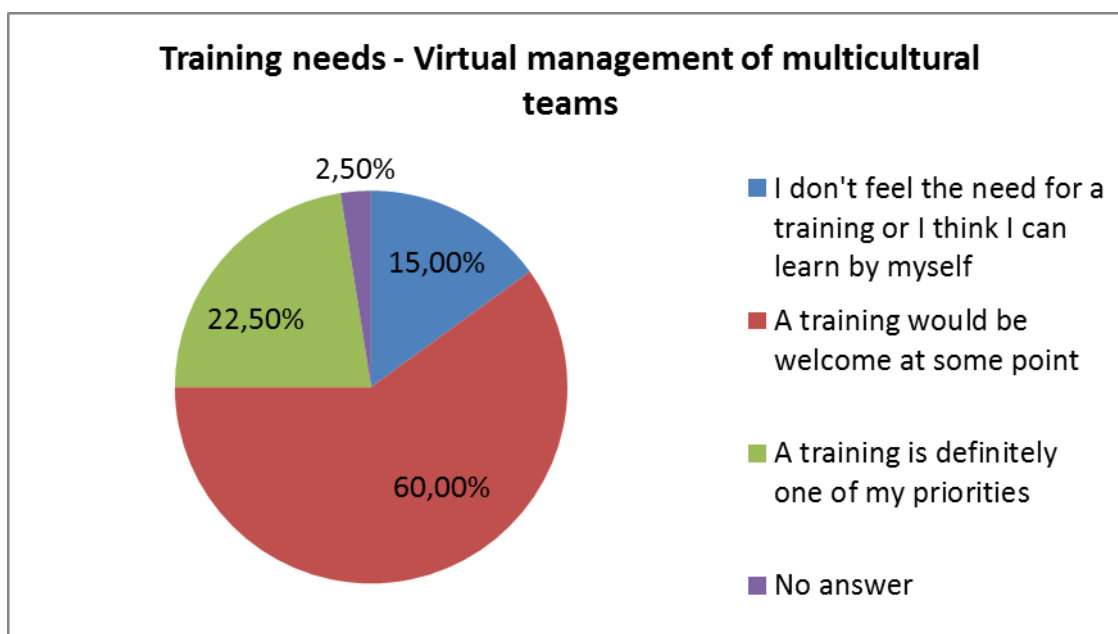
Skill gap for **50%** of respondents. For them, related training needs are reported below



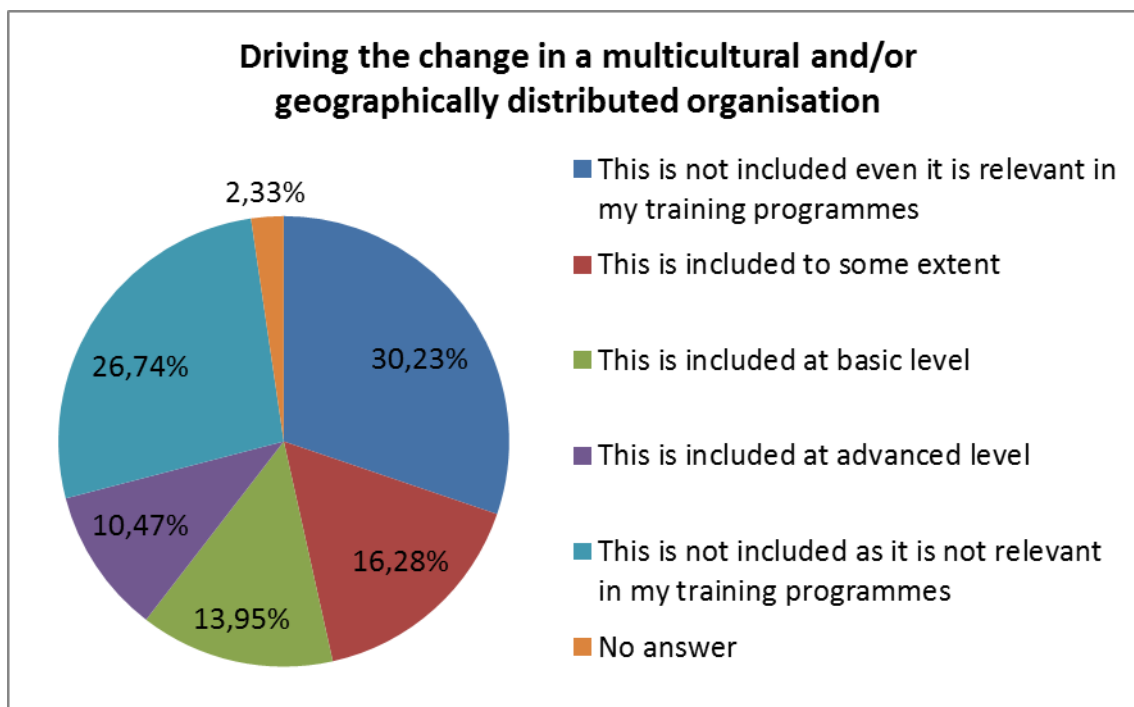
11. Virtual management of multicultural teams



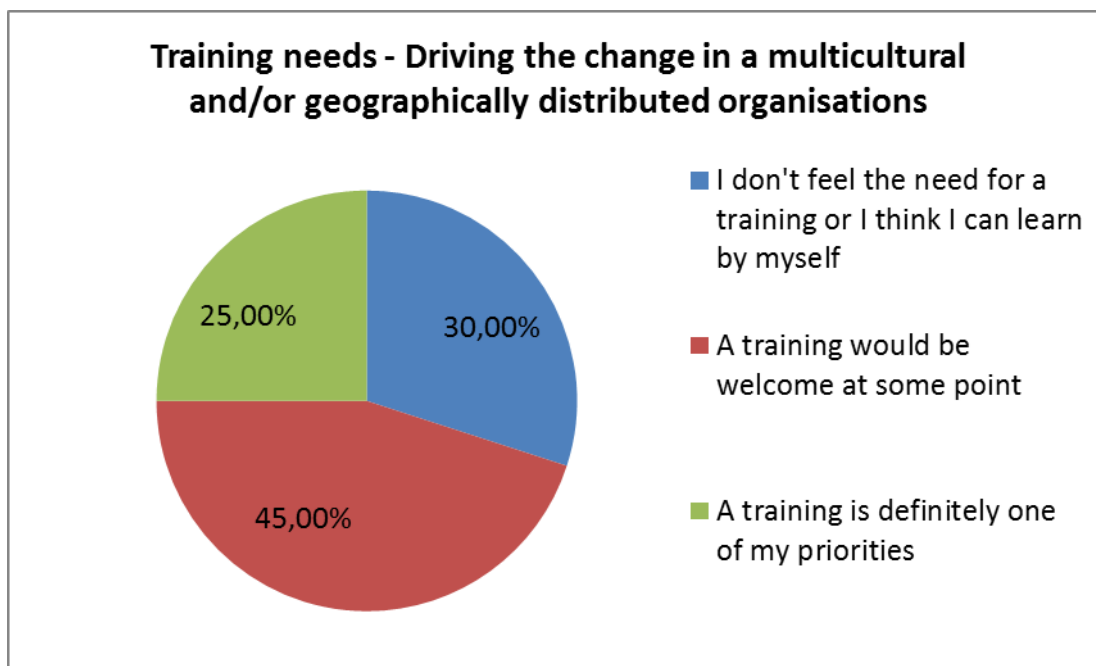
Skill gap for **46,51%** of respondents. For them, related training needs are reported below



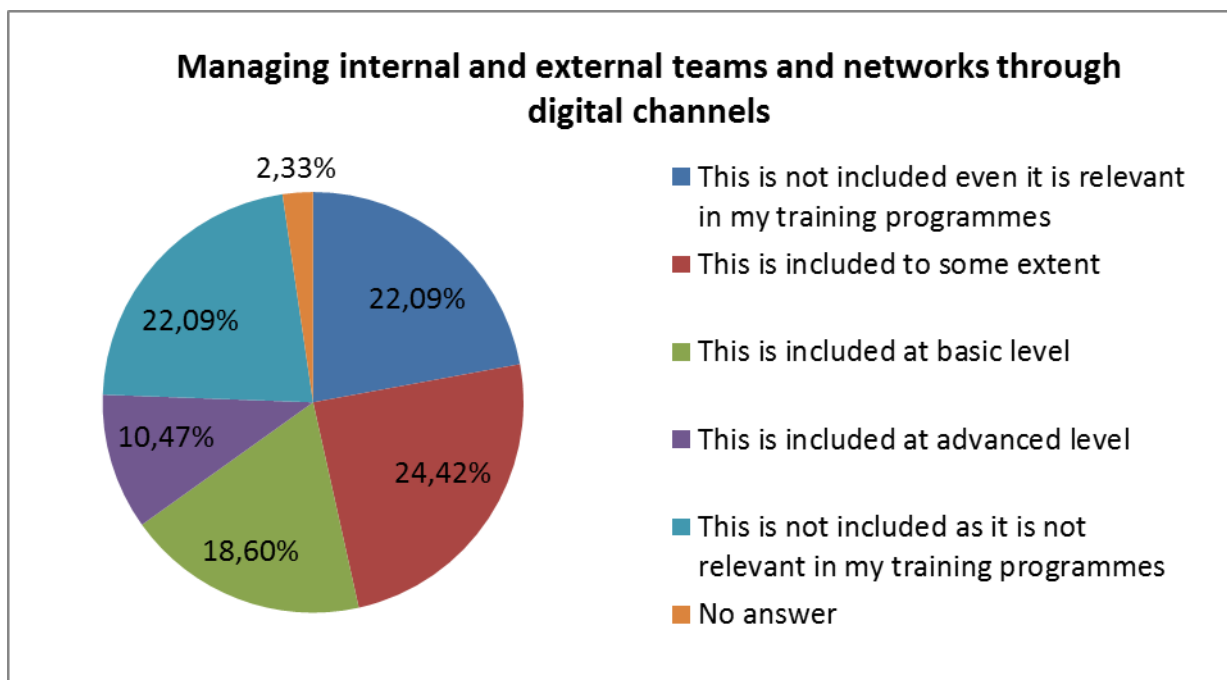
12. Driving the change in a multicultural and/or geographically distributed organisation



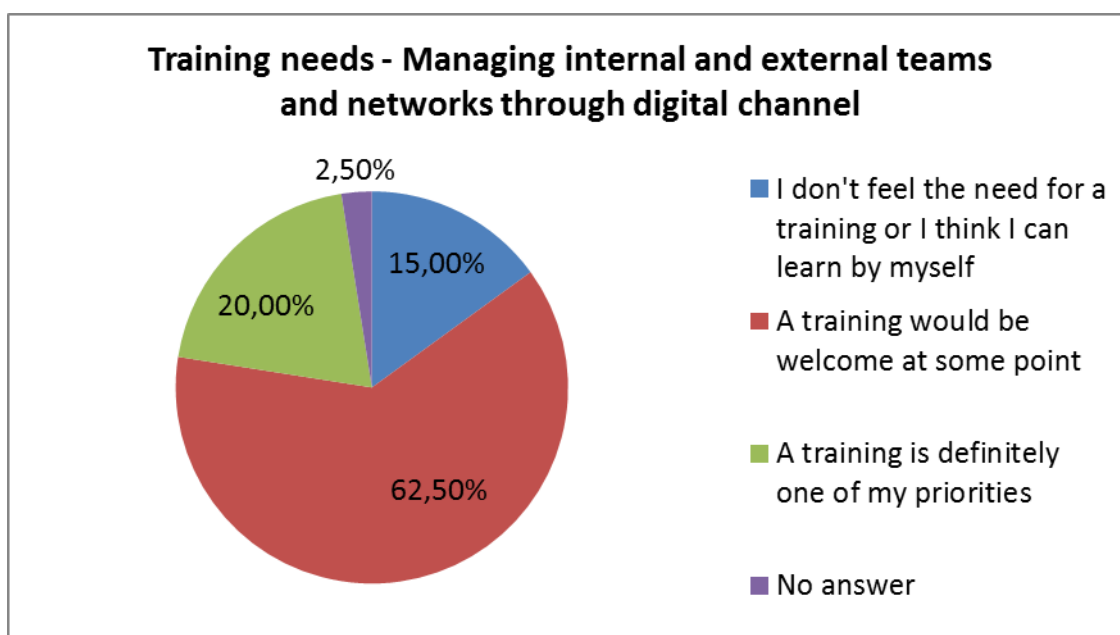
Skill gap for **46,51%** of respondents. For them, related training needs are reported below



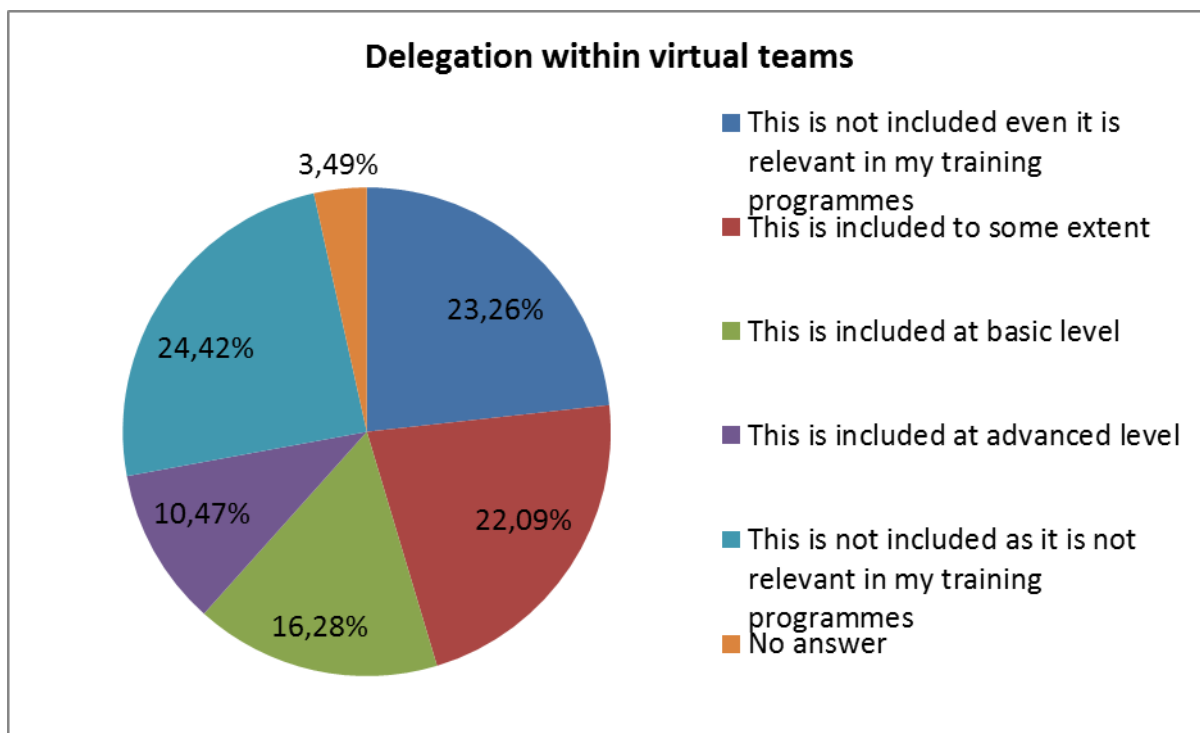
13. Managing internal and external teams and networks through digital channels



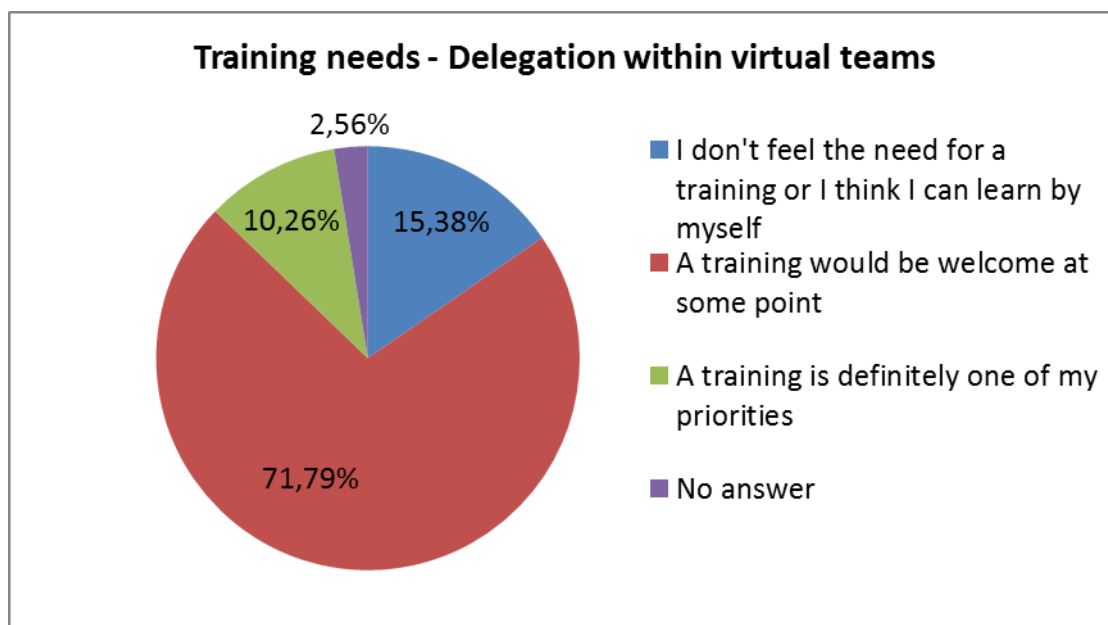
Skill gap for **44,51%** of respondents. For them, related training needs are reported below



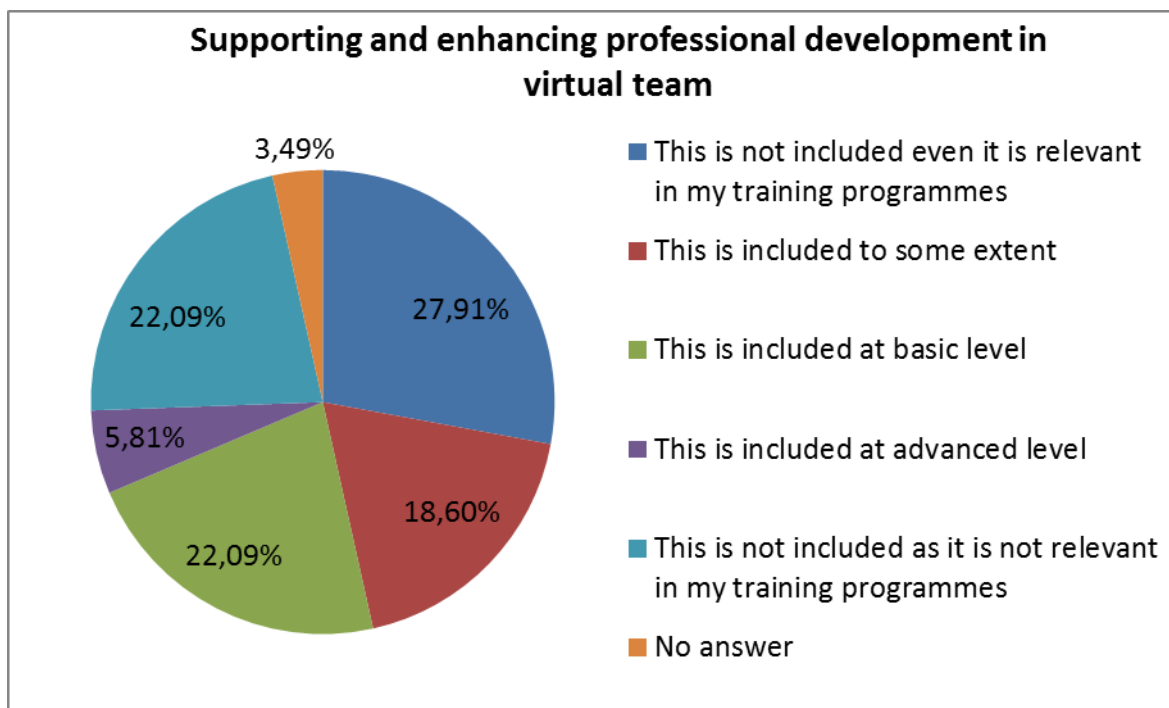
14. Delegation within virtual teams



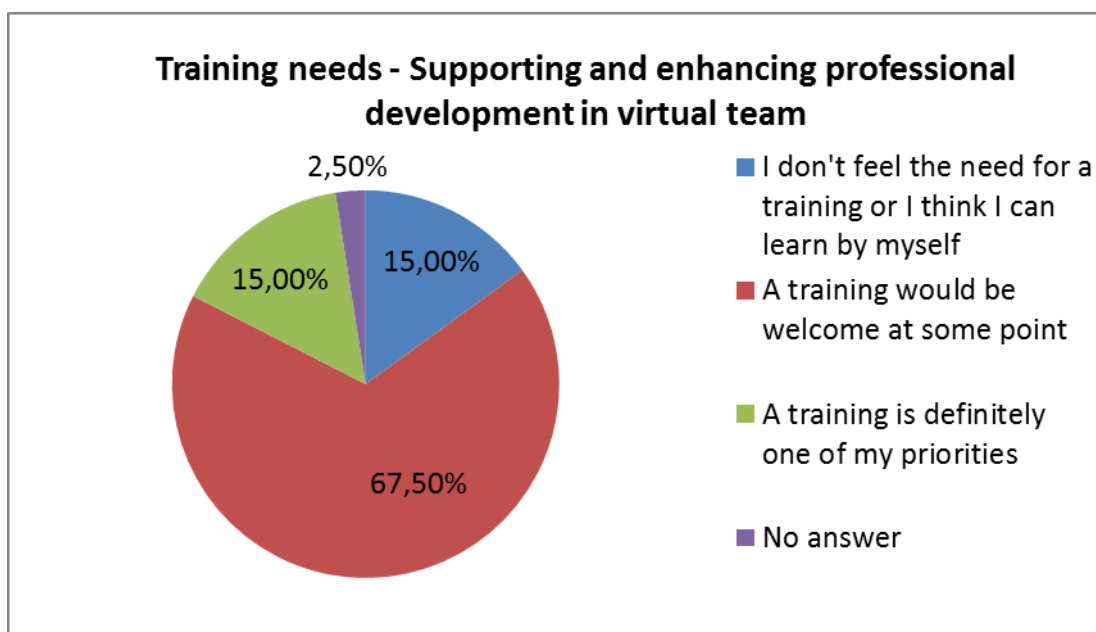
Skill gap for **45,35%** of respondents. For them, related training needs are reported below



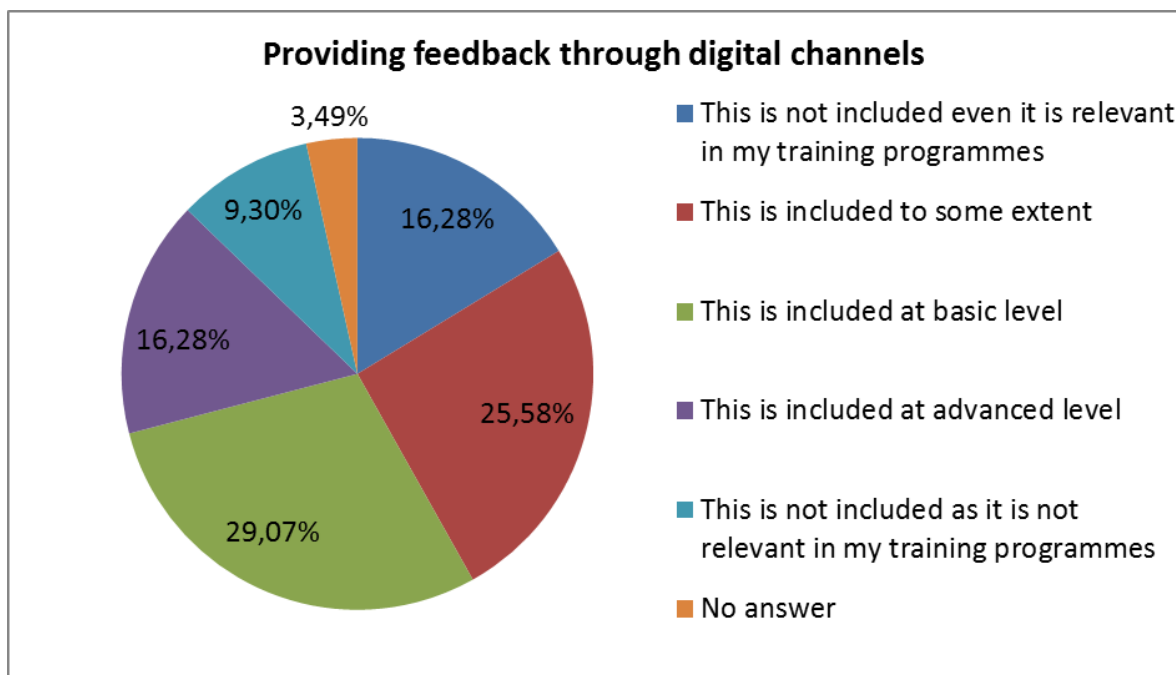
15. Supporting and enhancing professional development



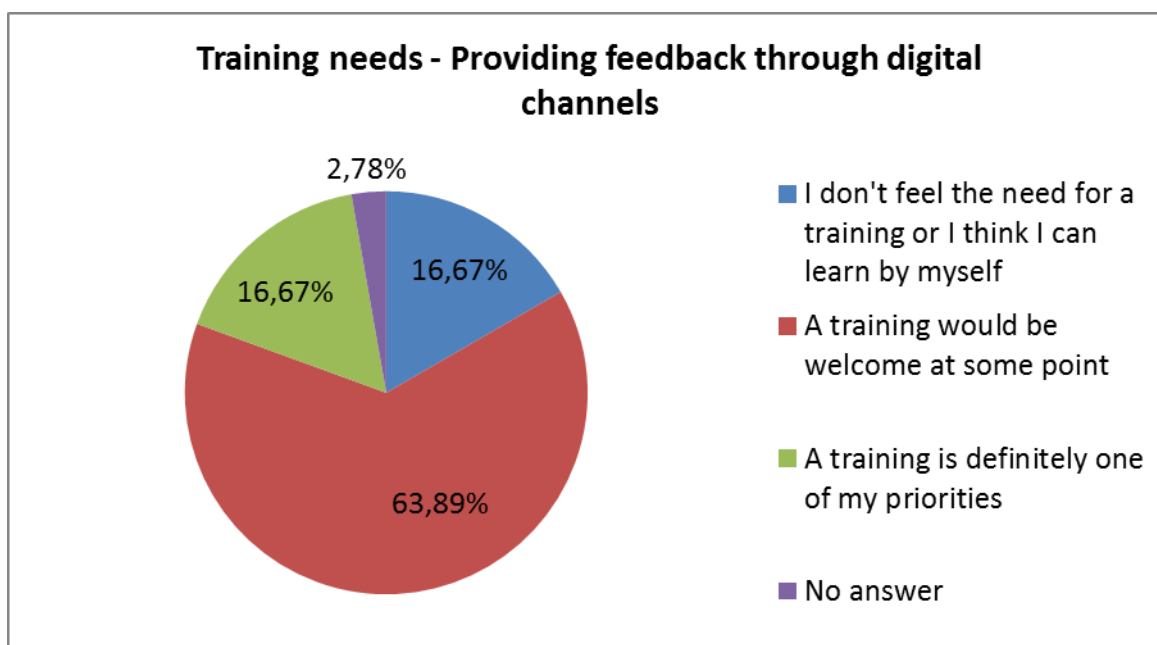
Skill gap for **46,16%** of respondents. For them, related training needs are reported below



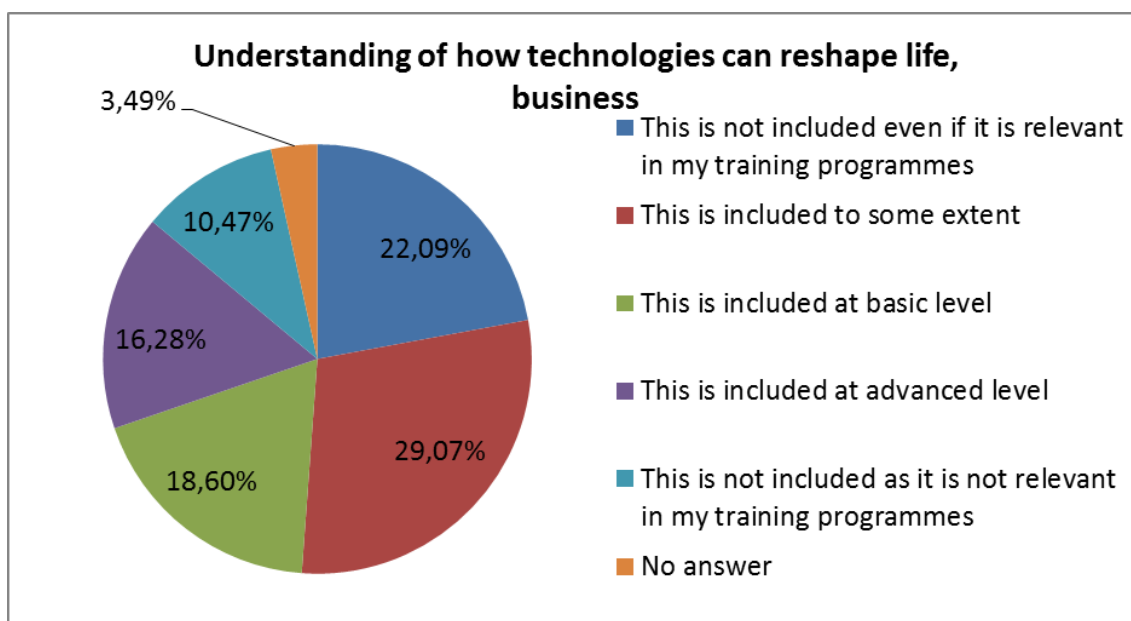
16. Providing feedback through digital channel



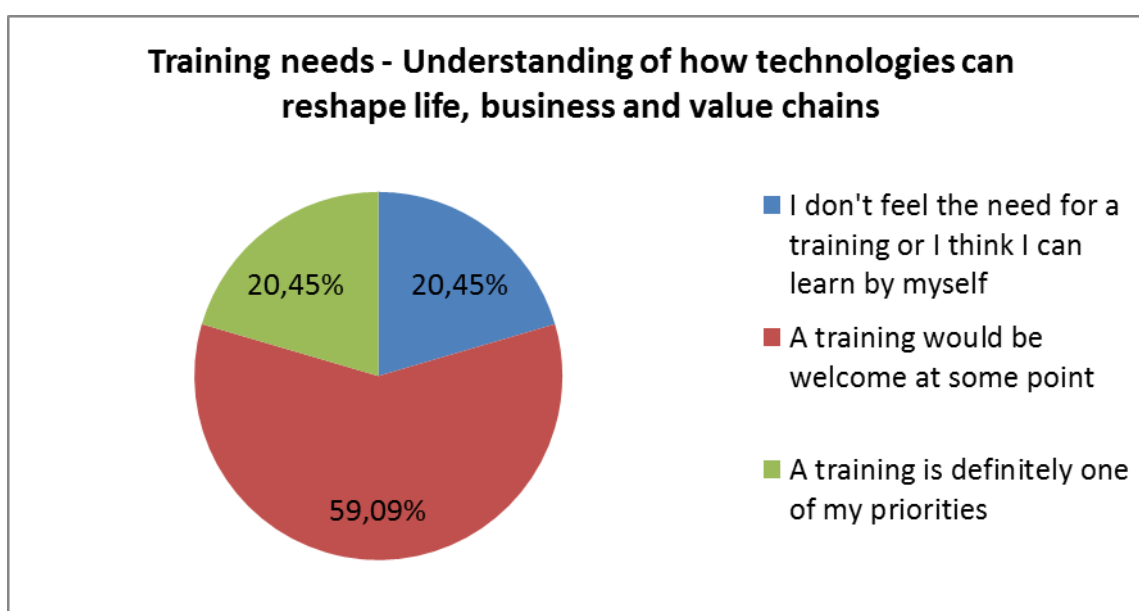
Skill gap for **41,86%** of respondents. For them, related training needs are reported below



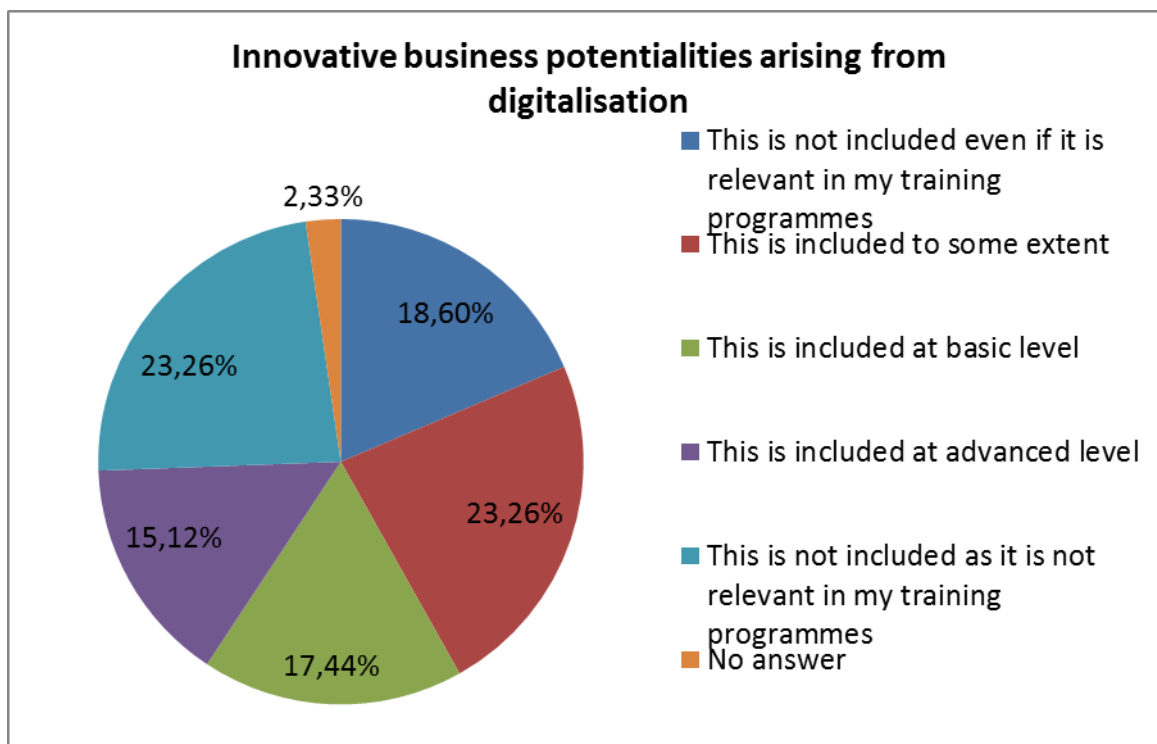
17. Understanding of how technologies can reshape life and business



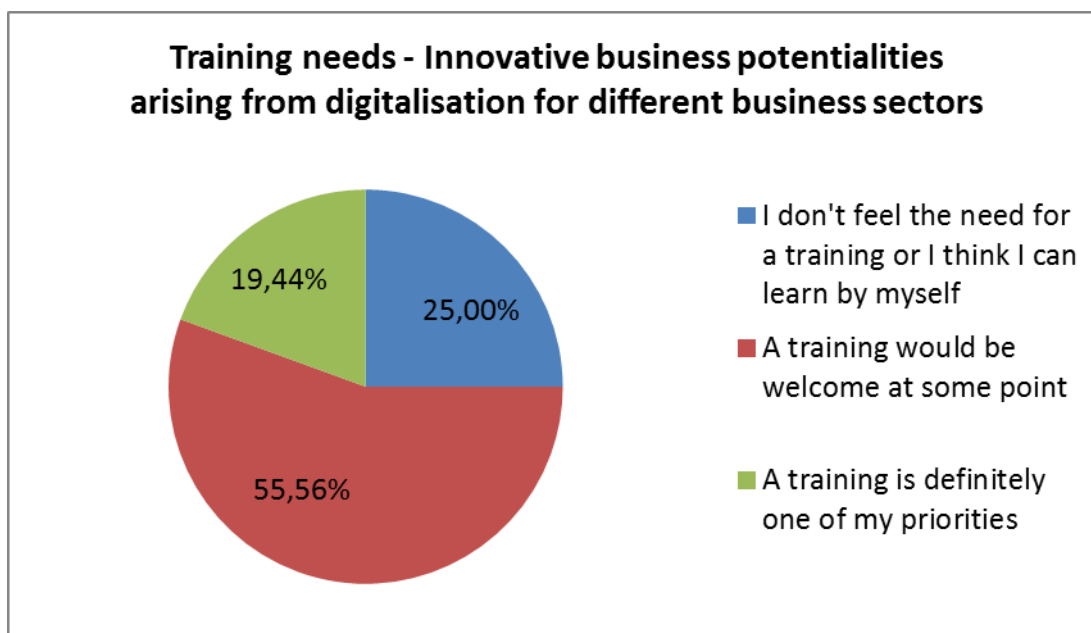
Skill gap for **51,16%** of respondents. For them, related training needs are reported below



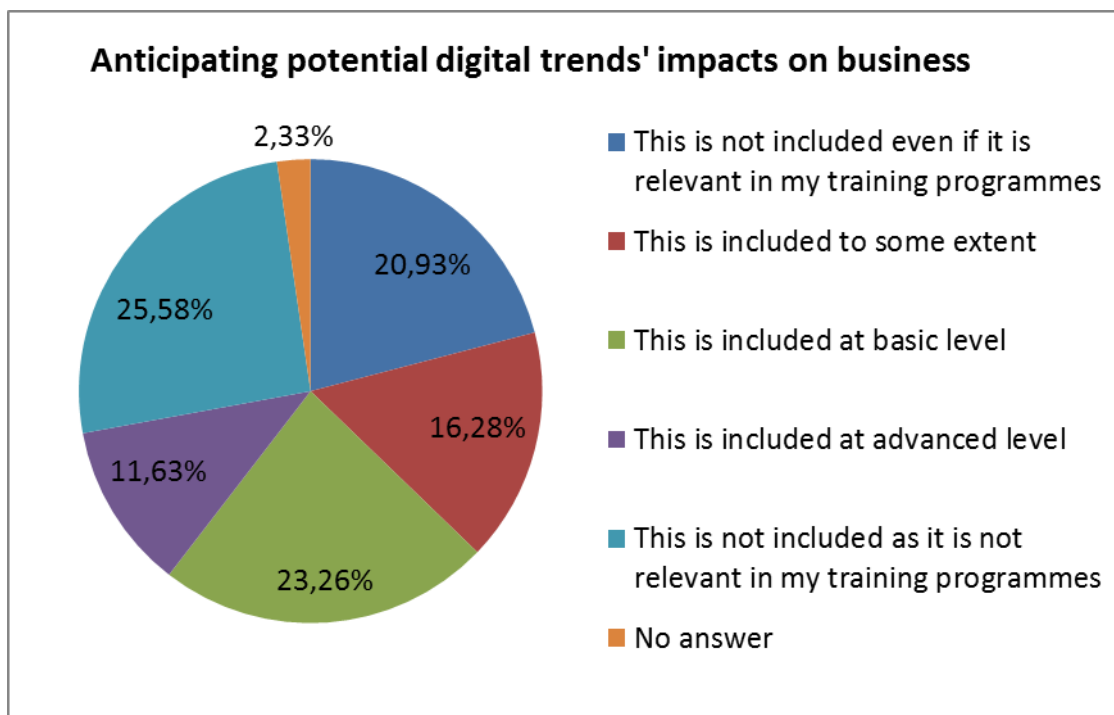
18. Innovative business potentialities arising from digitalisation



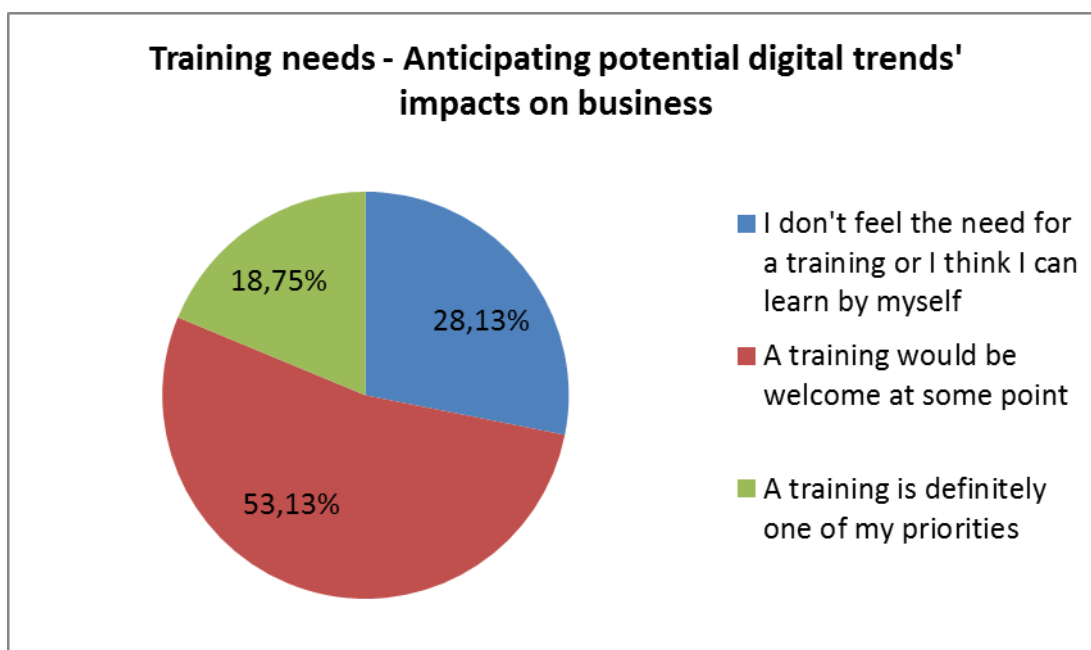
Skill gap for **41,86%** of respondents. For them, related training needs are reported below



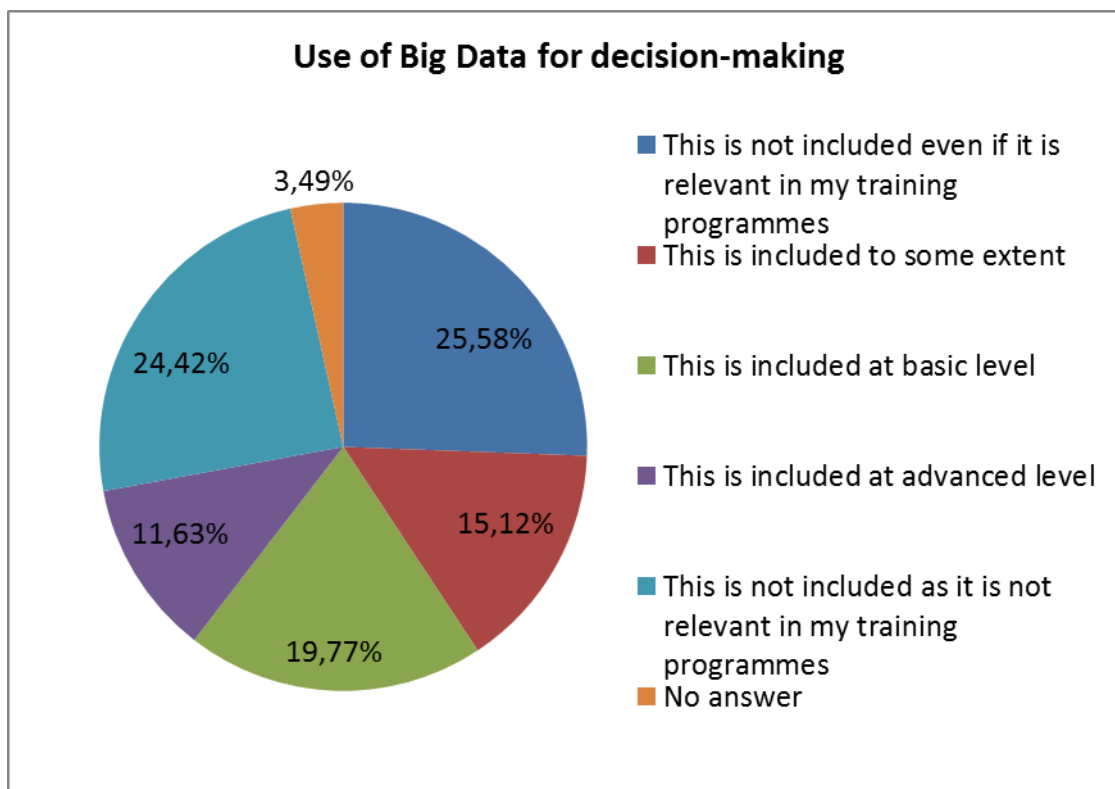
19. Anticipating potential digital trends' impacts on business



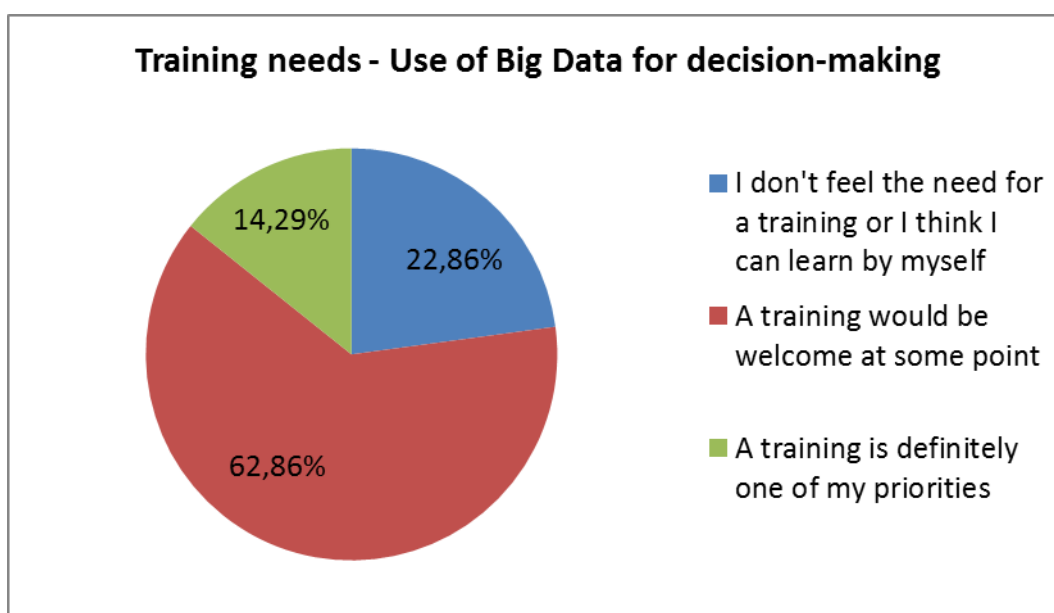
Skill gap for **37,21%** of respondents. For them, related training needs are reported below



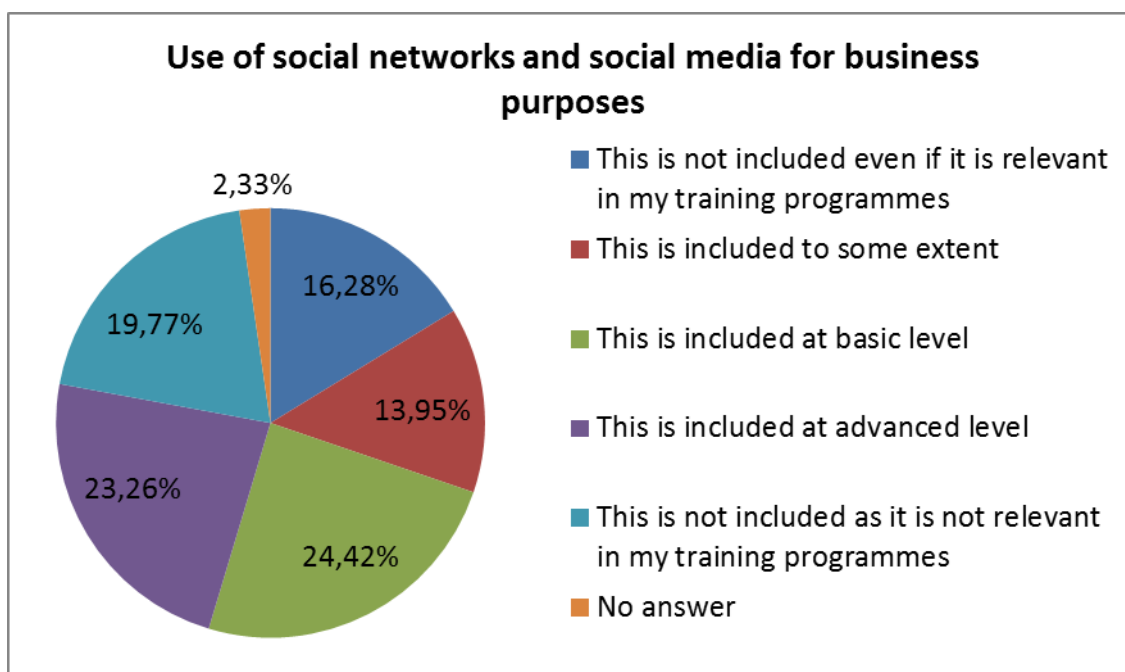
20. Use of Big Data for decision making



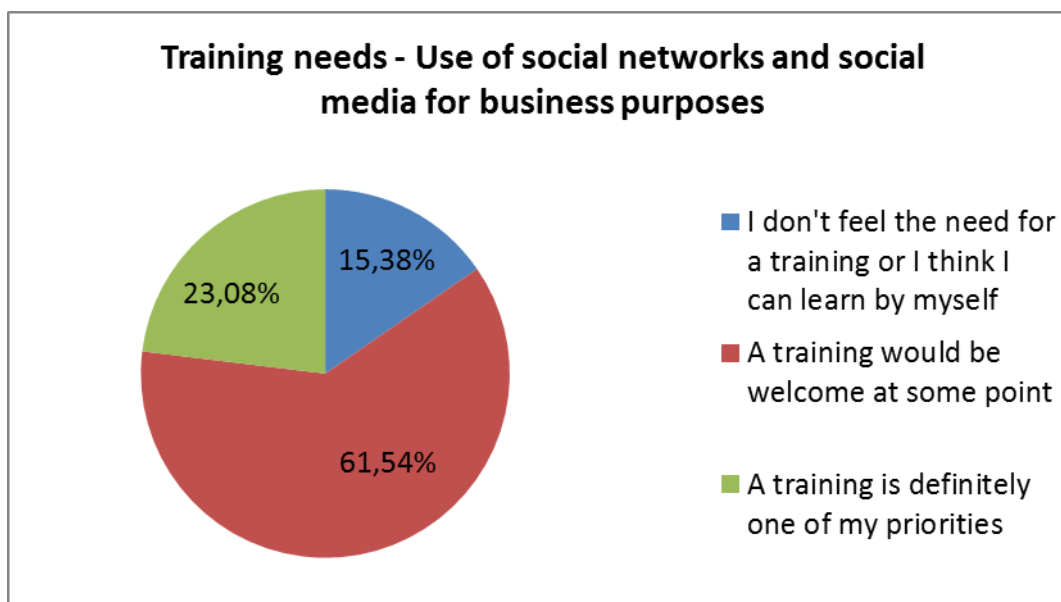
Skill gap for **40,70%** of respondents. For them, related training needs are reported below



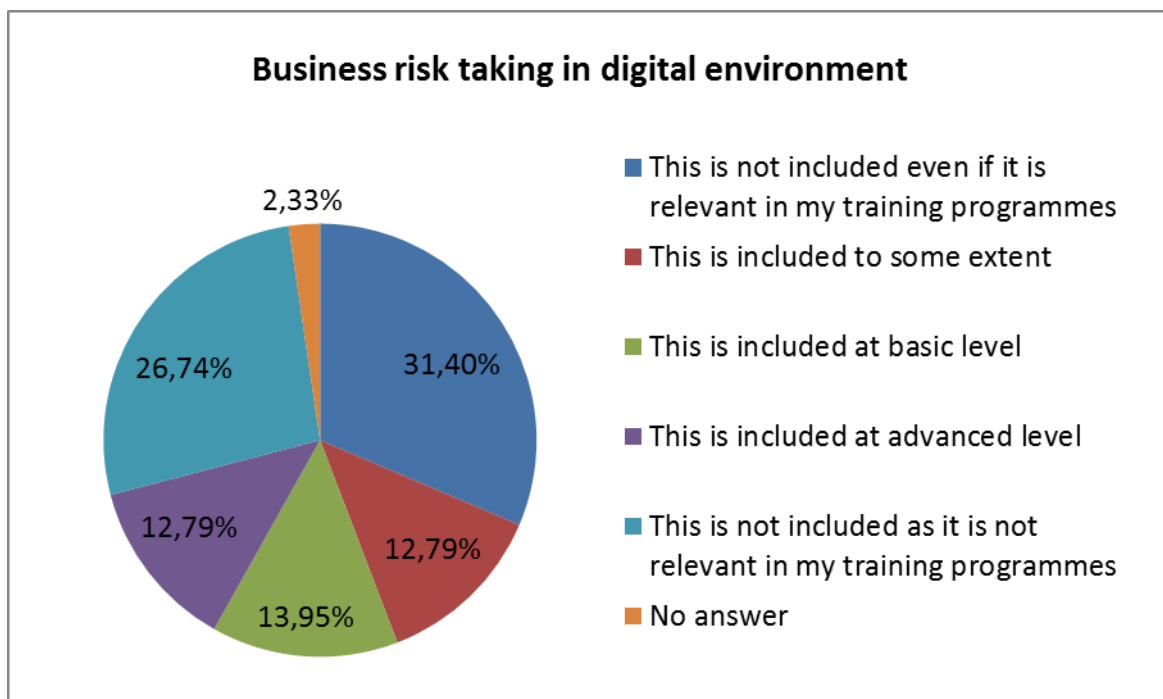
21. Use of social networks and social media for business purposes



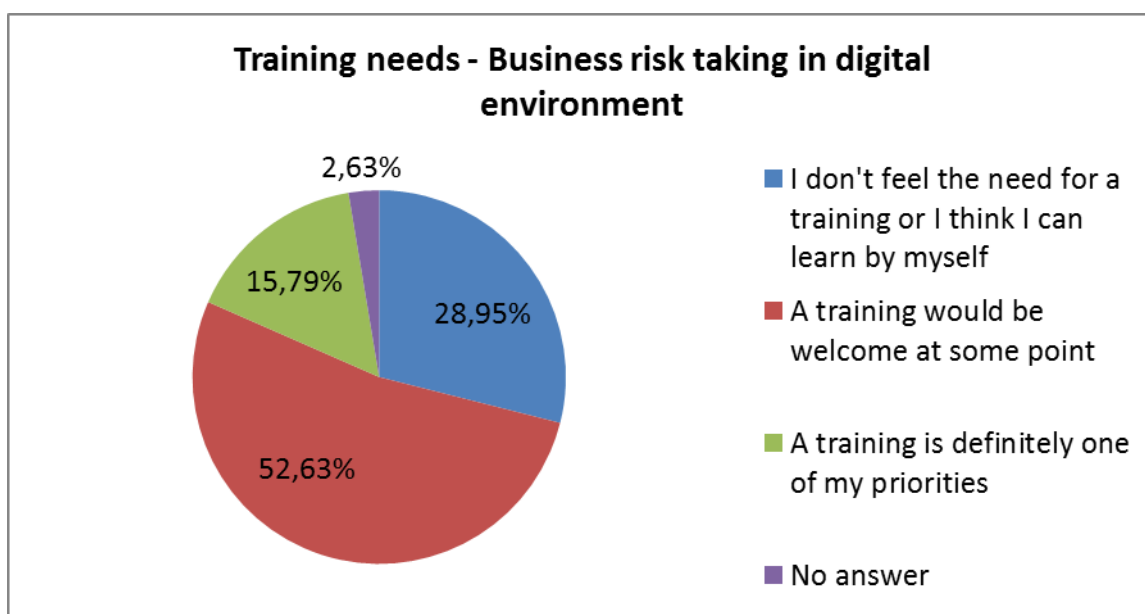
Skill gap for **30,23%** of respondents. For them, related training needs are reported below



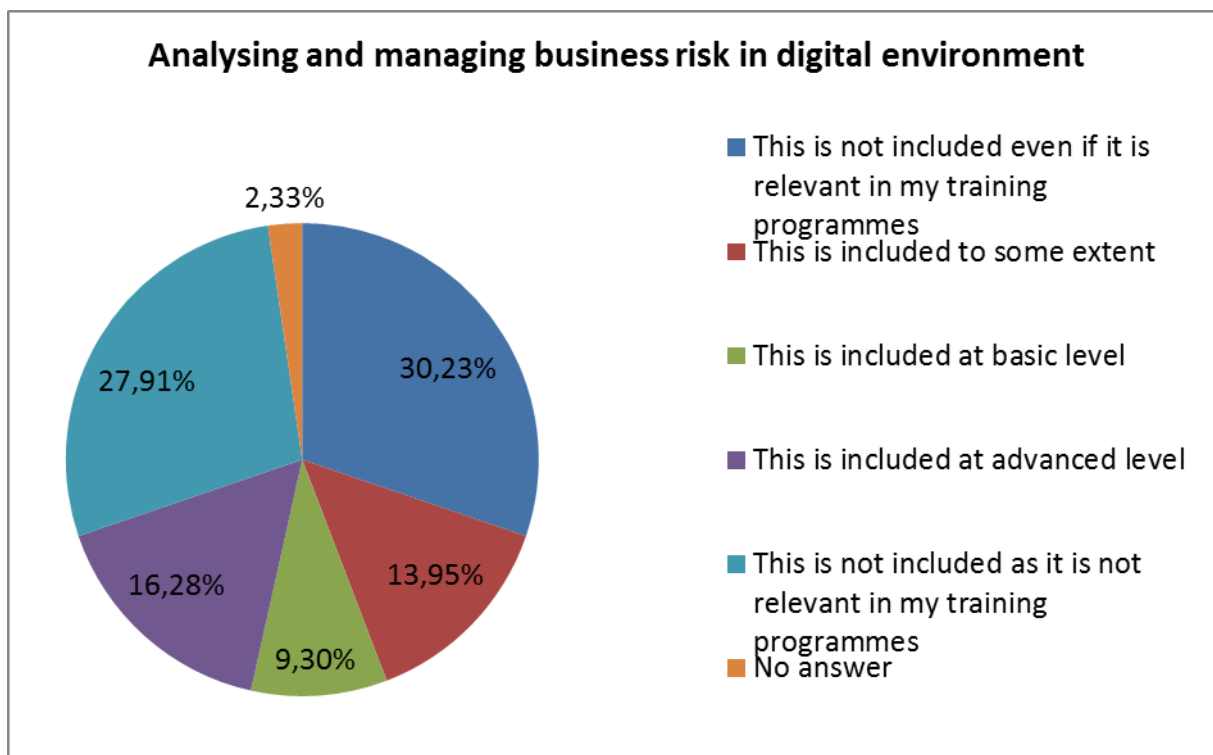
22. Business risk taking in digital environment



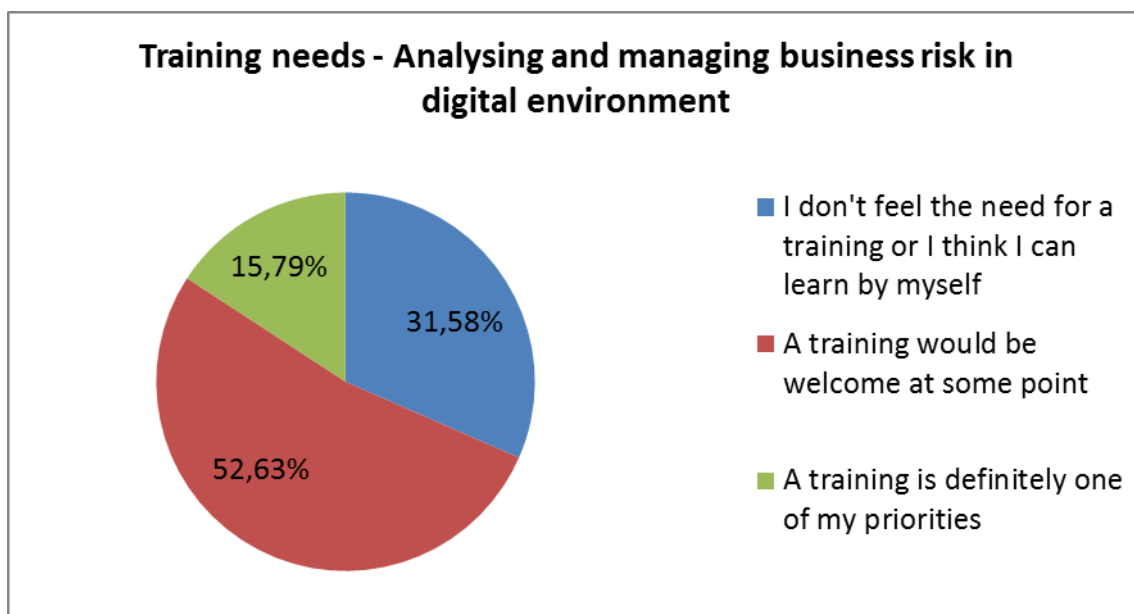
Skill gap for **44,19%** of respondents. For them, related training needs are reported below



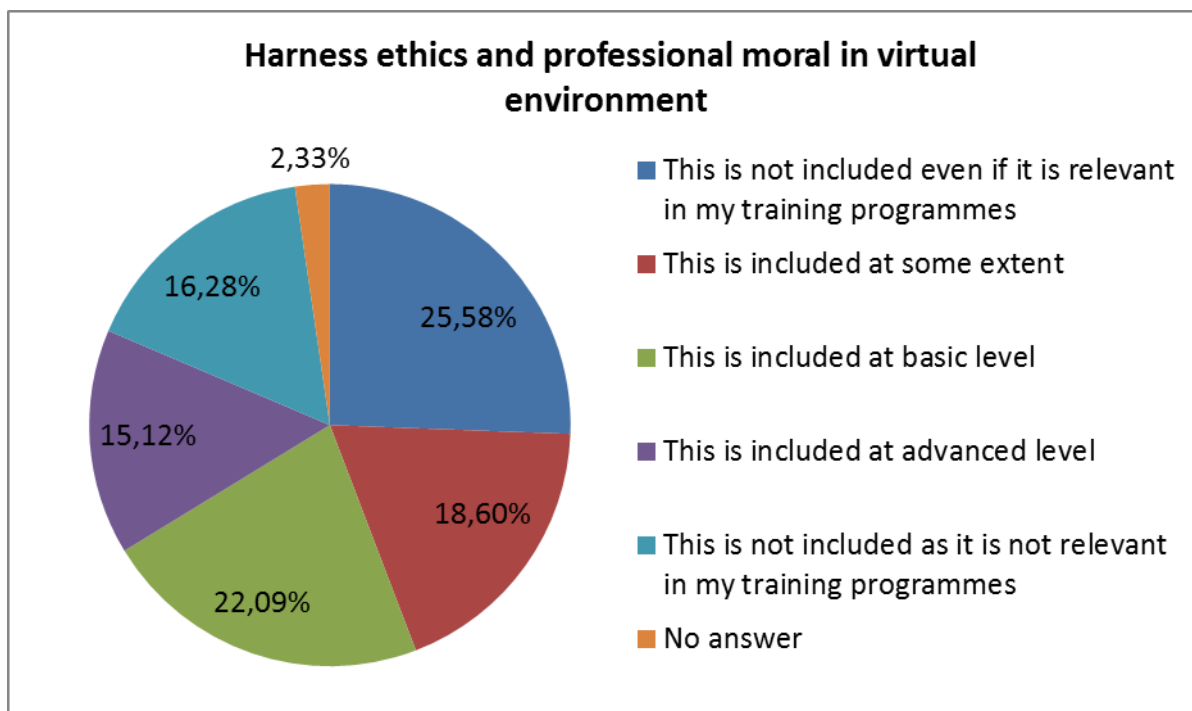
23. Analysing and managing business risk



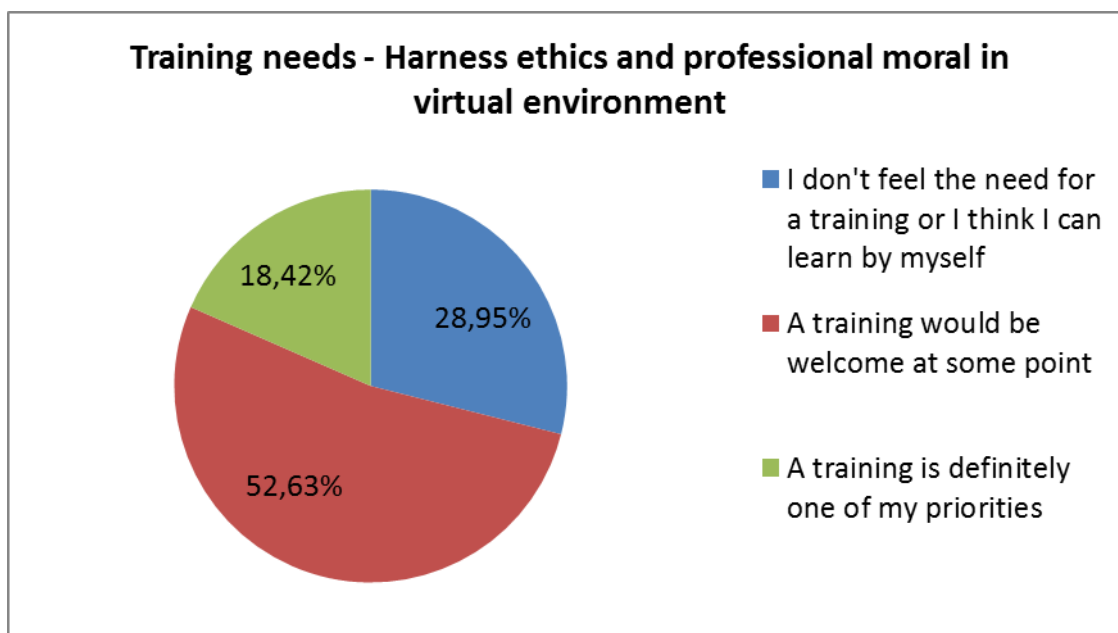
Skill gap for **44,18%** of respondents. For them, related training needs are reported below



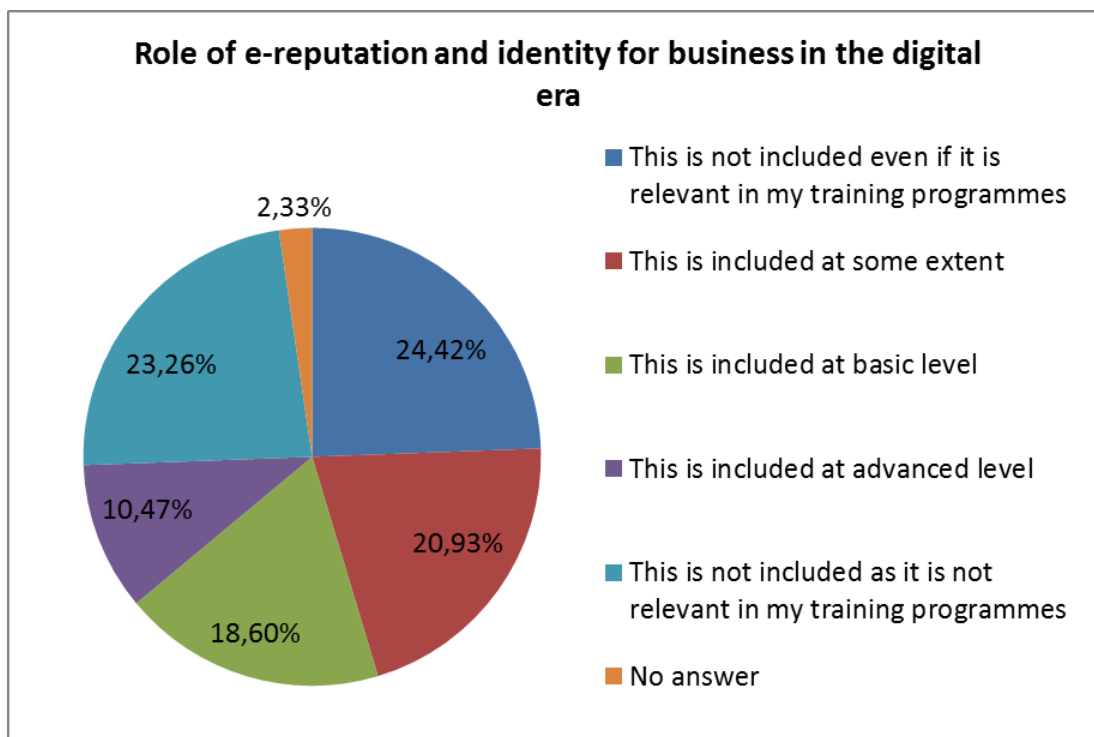
24. Harness ethics and professional moral in virtual environment



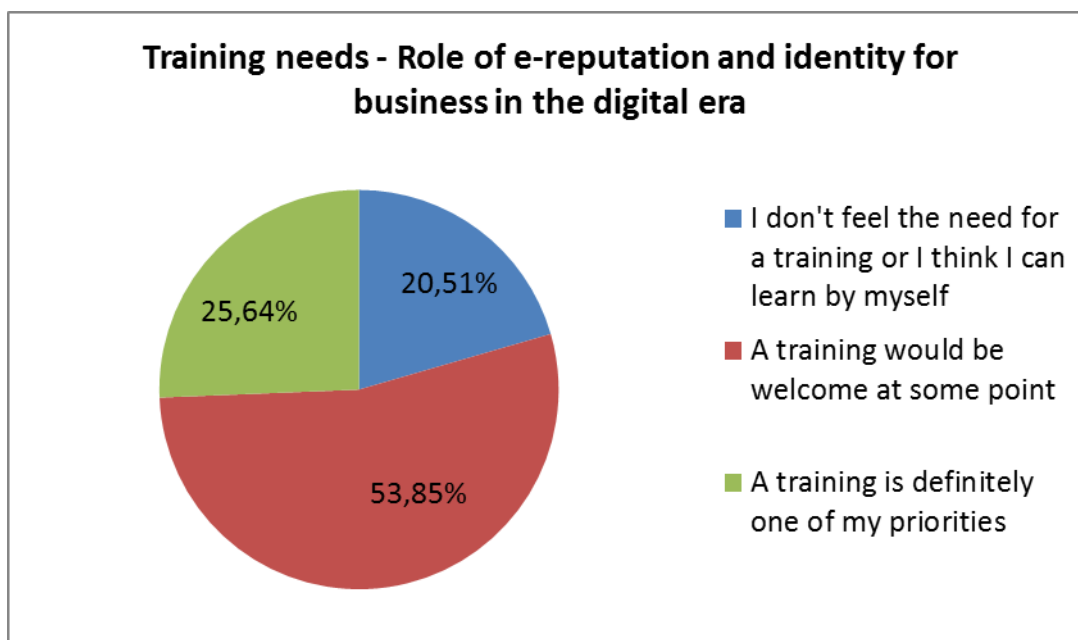
Skill gap for **44,18%** of respondents. For them, related training needs are reported below



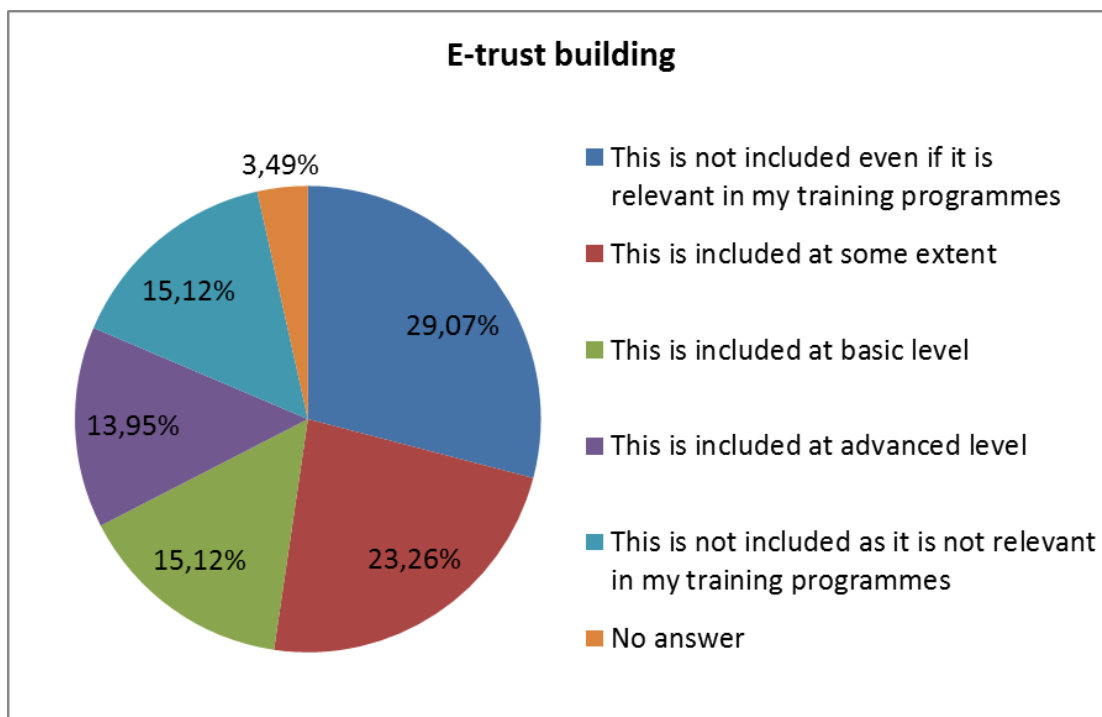
25. Role of e-reputation and identity for business in the digital era



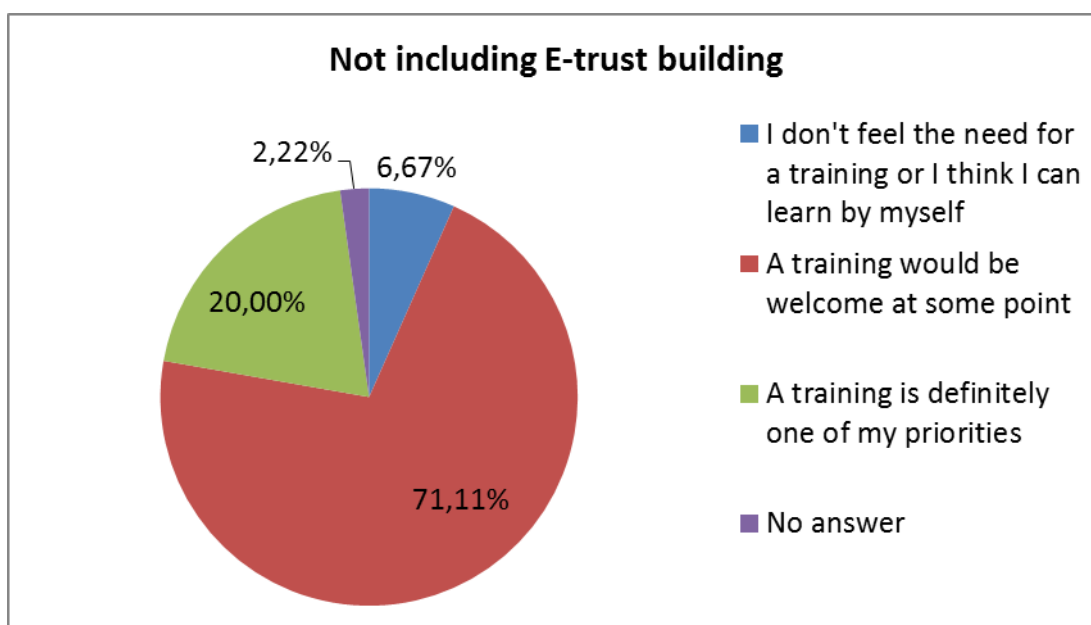
Skill gap for **45,35%** of respondents. For them, related training needs are reported below



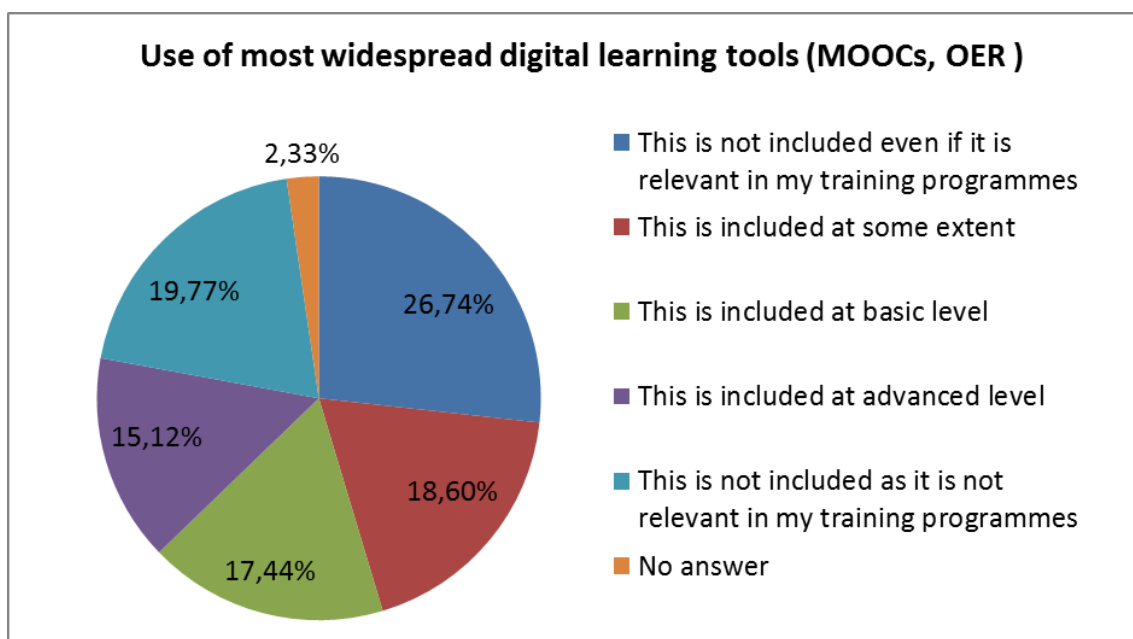
26. E-trust building



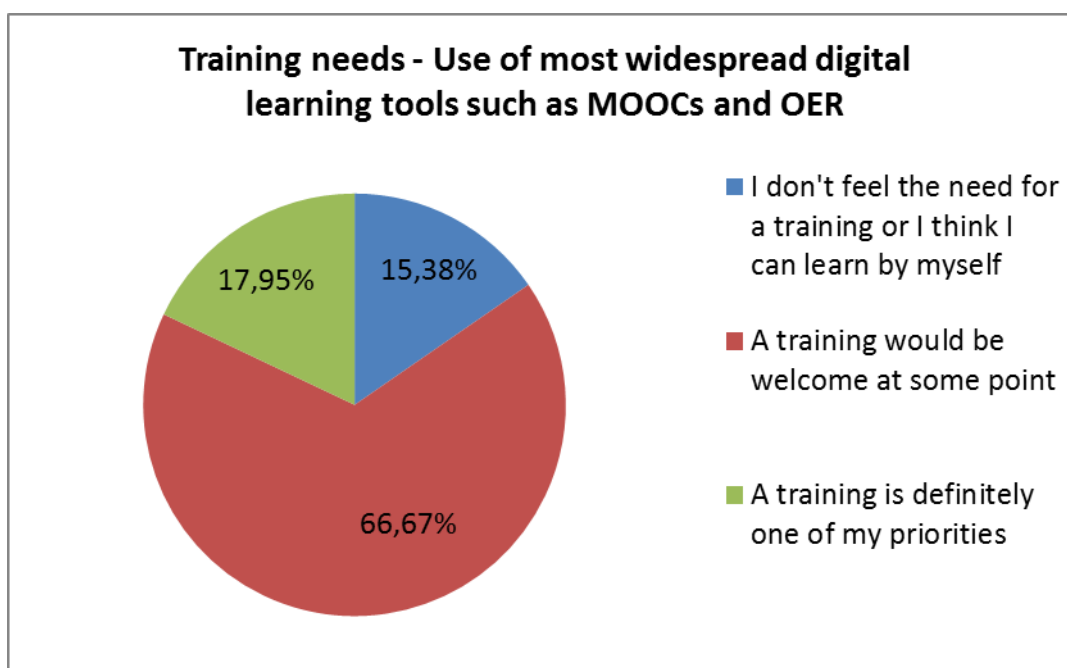
Skill gap for **52,33%** of respondents. For them, related training needs are reported below



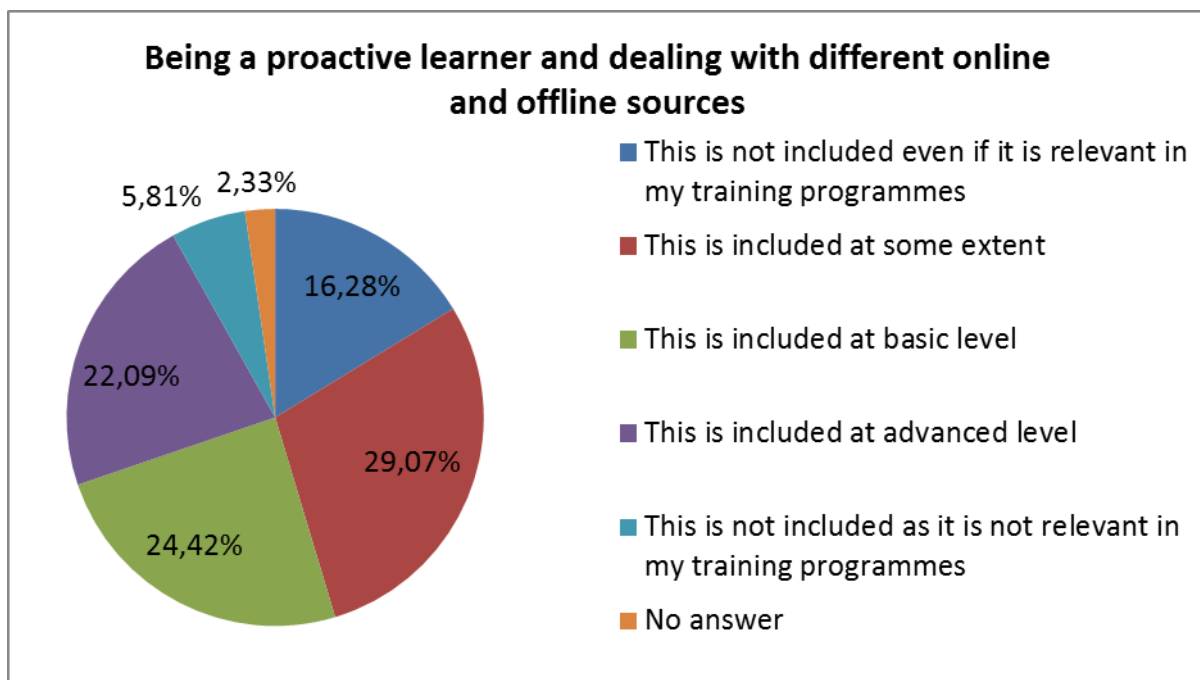
27. Use of most widespread digital learning tools such as Massive Online Open Courses (MOOCs) and Open Educational Resources (OER)



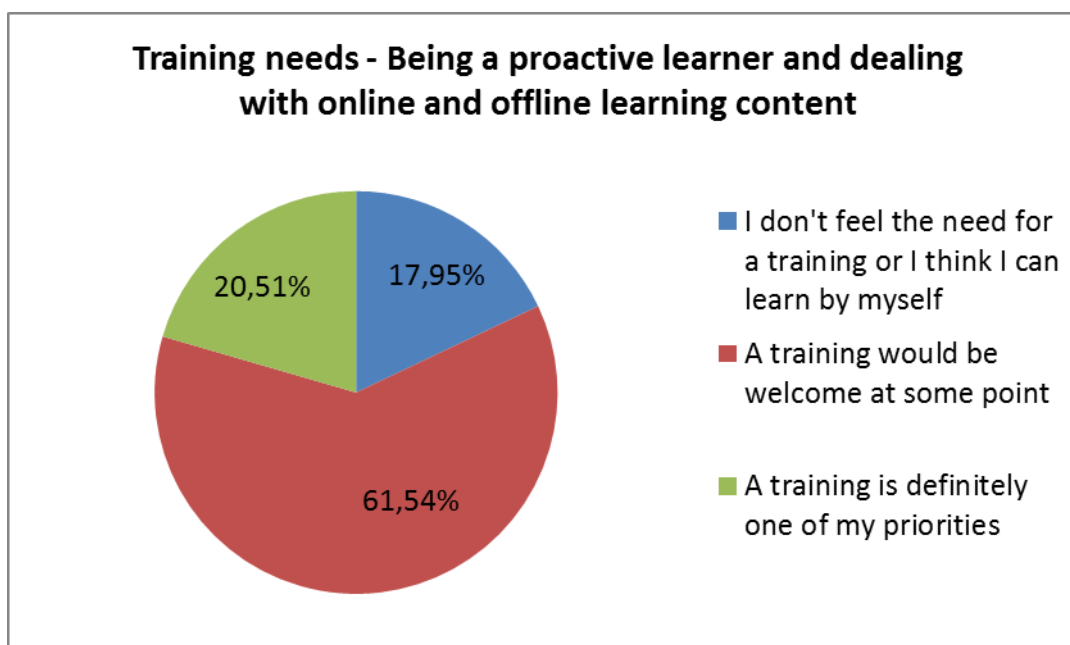
Skill gap for **45,34%** of respondents. For them, related training needs are reported below



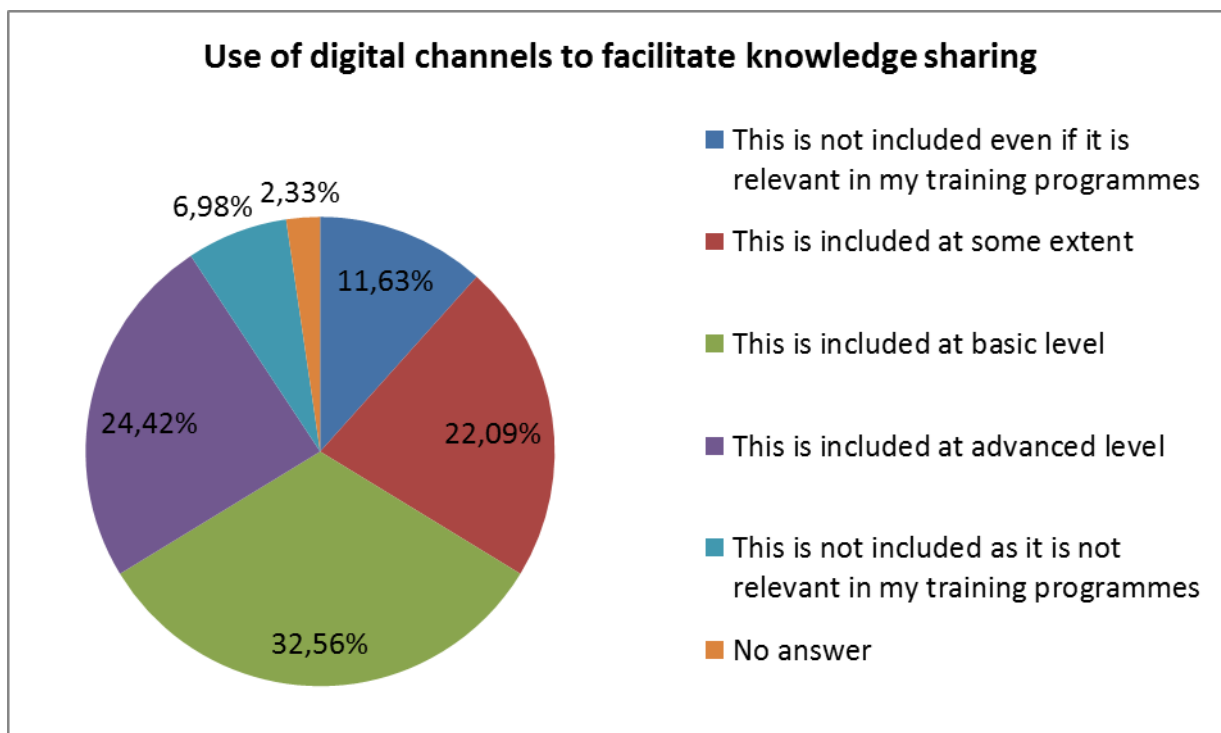
28. Being a proactive learner and dealing with different online and offline sources



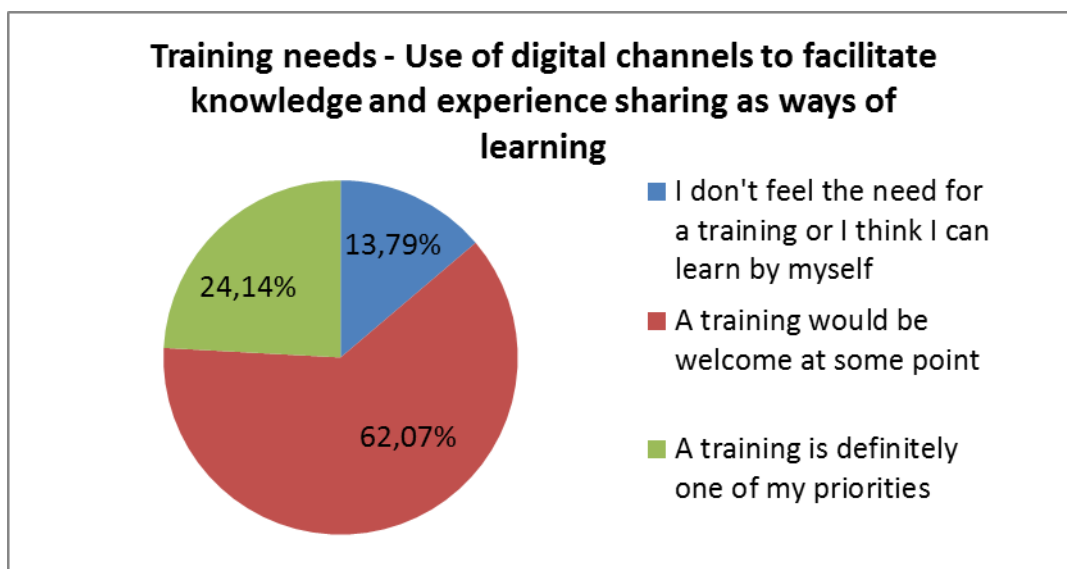
Skill gap for **45,35%** of respondents. For them, related training needs are reported below



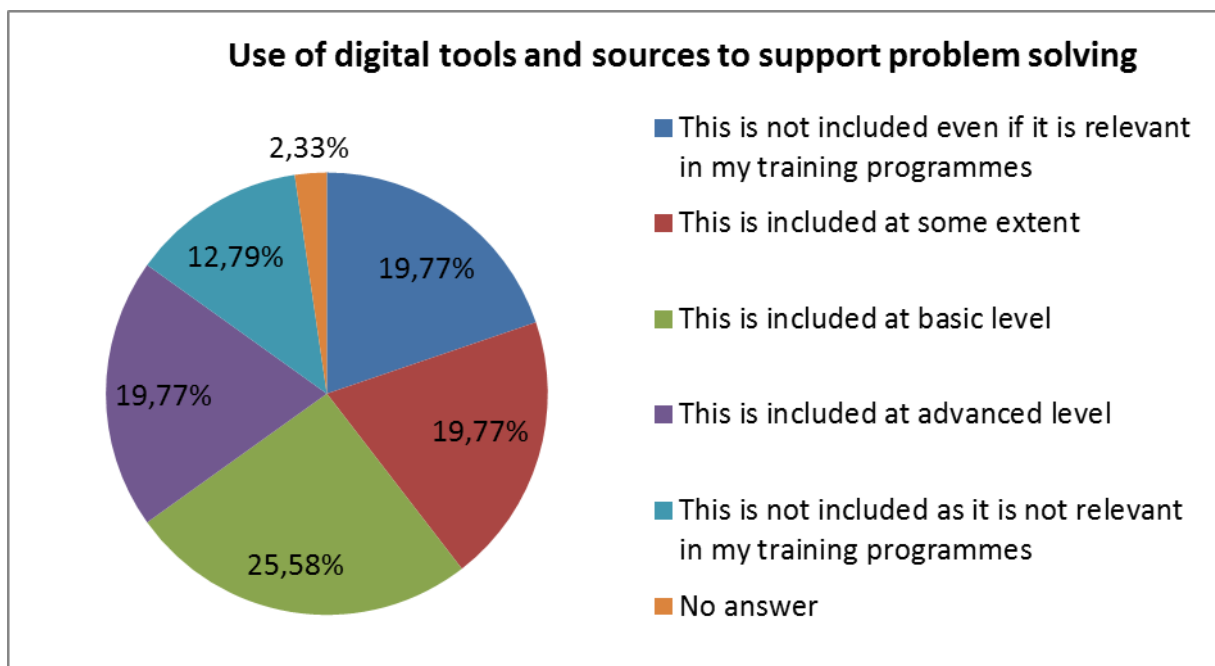
29. Use of digital channels to facilitate knowledge sharing



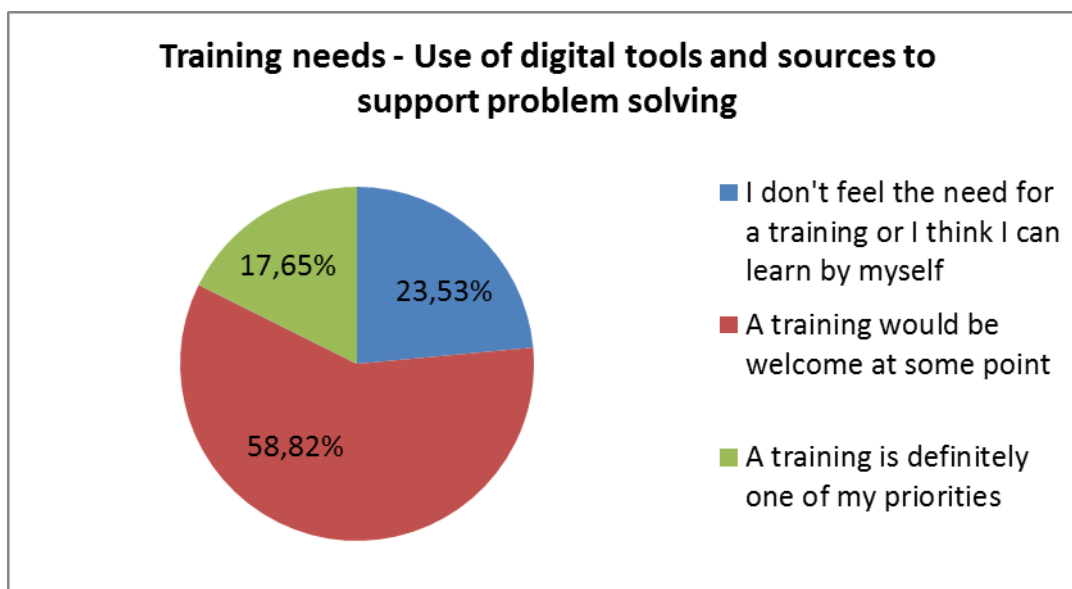
Skill gap for **33,72%** of respondents. For them, related training needs are reported below



30. Use of digital tools and sources to support problem solving



Skill gap for **39,54%** of respondents. For them, related training needs are reported below

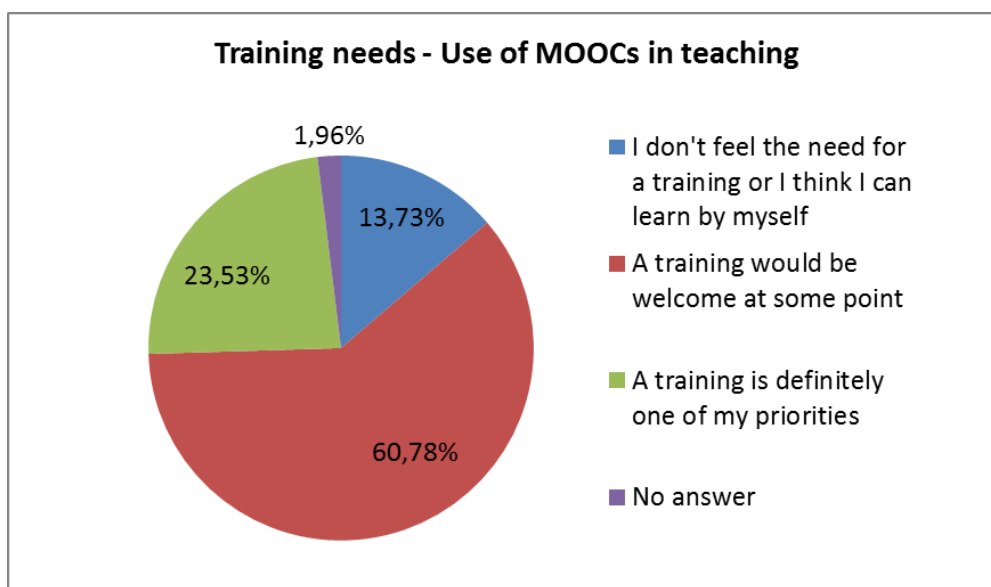
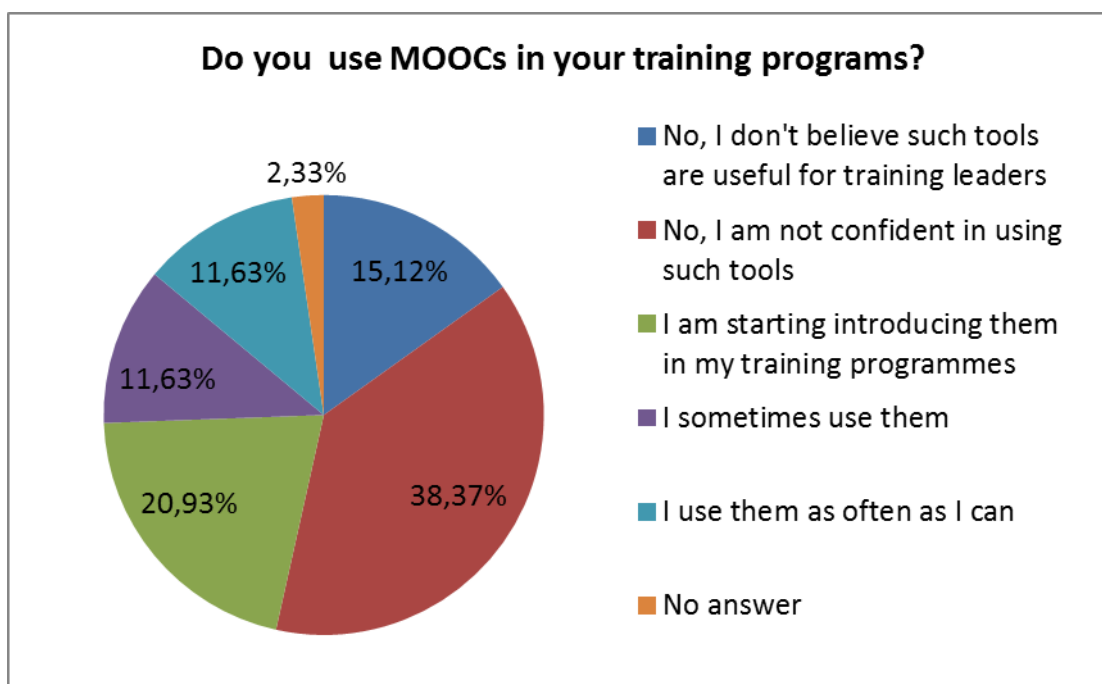


✓ Use of digital tools

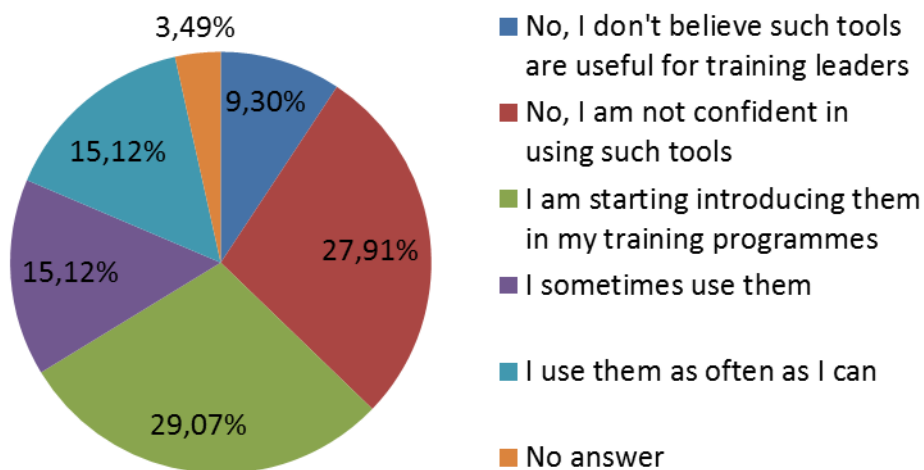
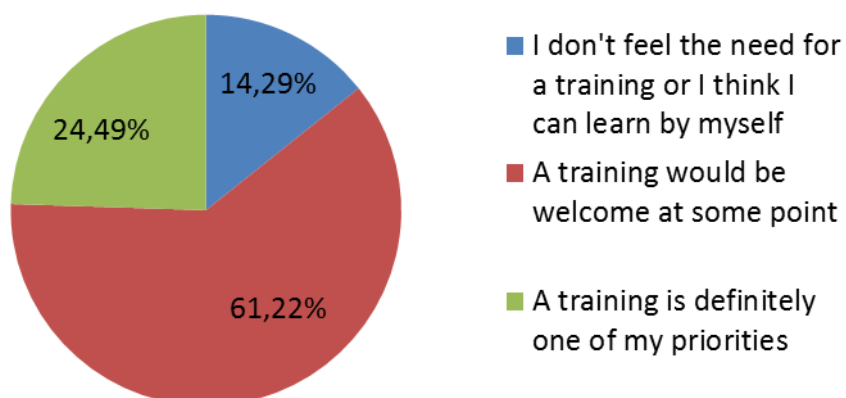
Trainers were then asked if they use some of the most widespread digital tools in their training programs.

For highlighting *training needs/priorities*, those answering that they do not feel confident in using such tools, or that they are just starting to use them, were then asked if a training on those specific skills was for them a priority, or if training would have been welcome at some point

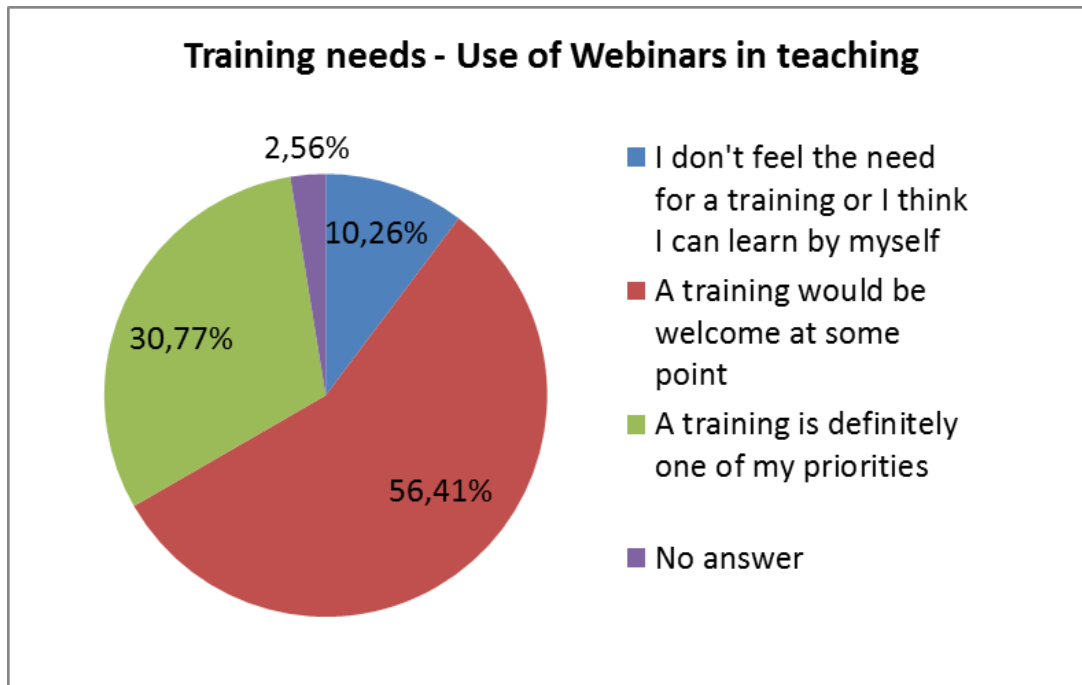
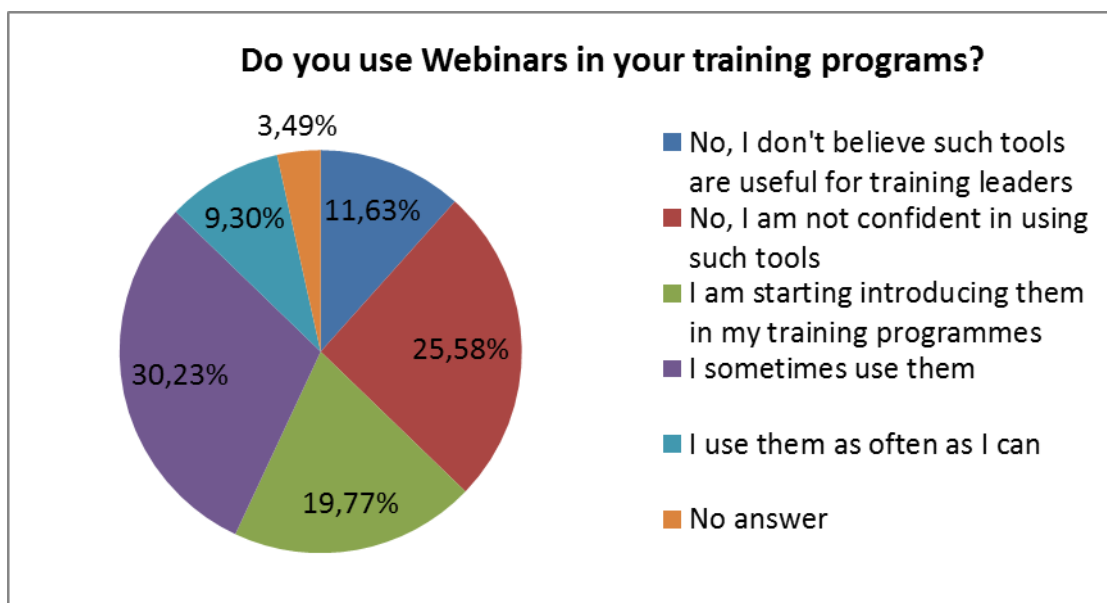
1. Use of MOOCs in training programs



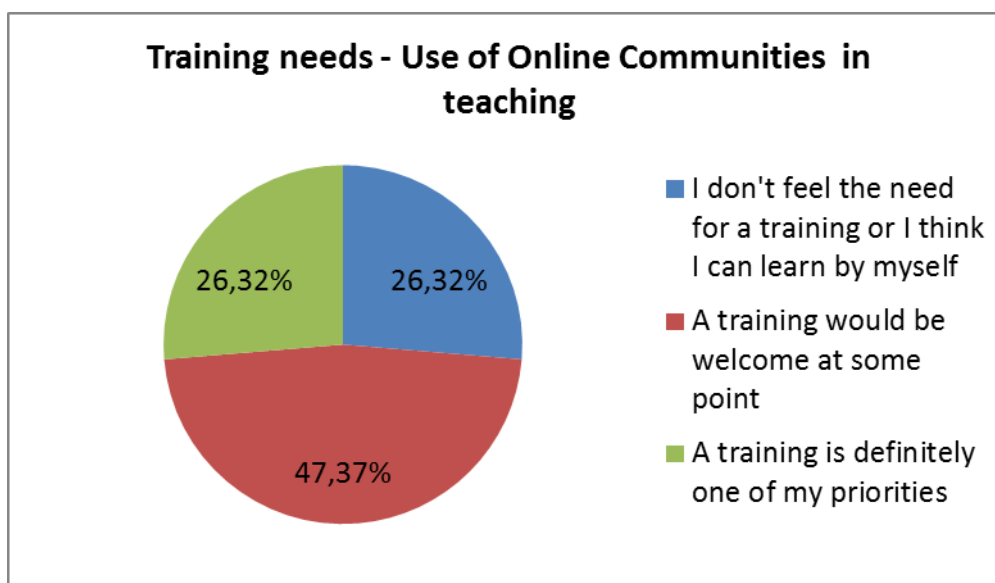
2. Use of OER (Open Educational Resources) in training programs

Do you use OER in your training programs?**Training needs - Use of OER in teaching**

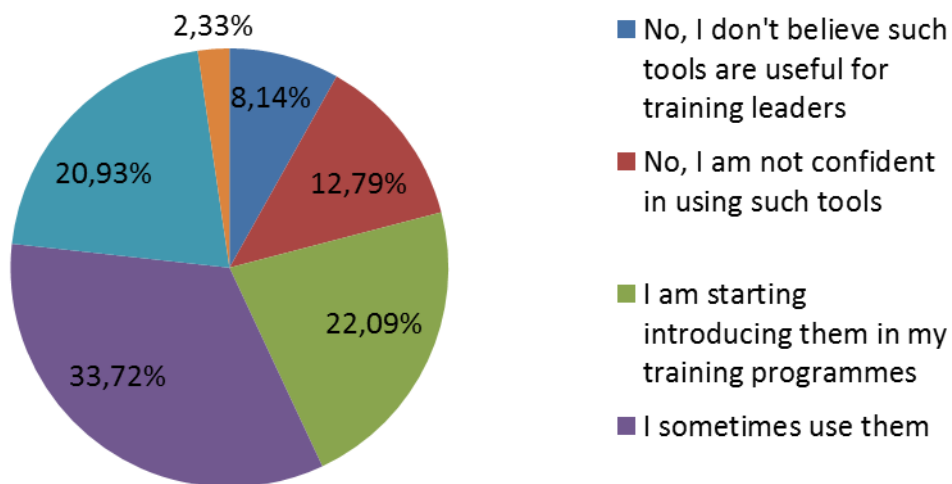
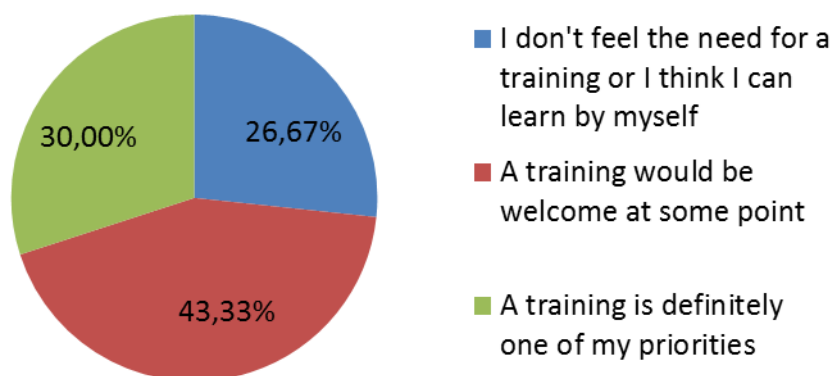
3. Use of webinars in training programs



4. Use of Online Communities in training programs

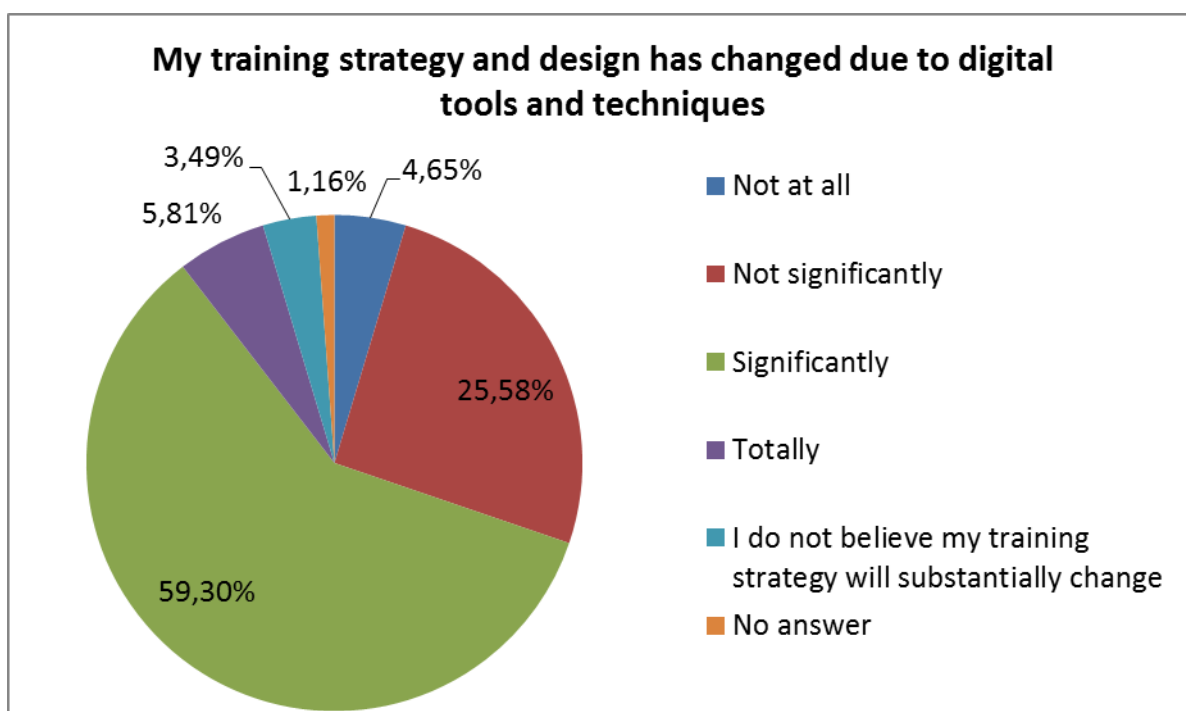


5. Use of Social Media in training programs

Do you use Social Media in your training programs?**Training needs - Use of Social Media in teaching**

✓ Training strategy and design

Trainers were finally asked if their training strategy and design has changed due to the fact that they can use digital tools and techniques



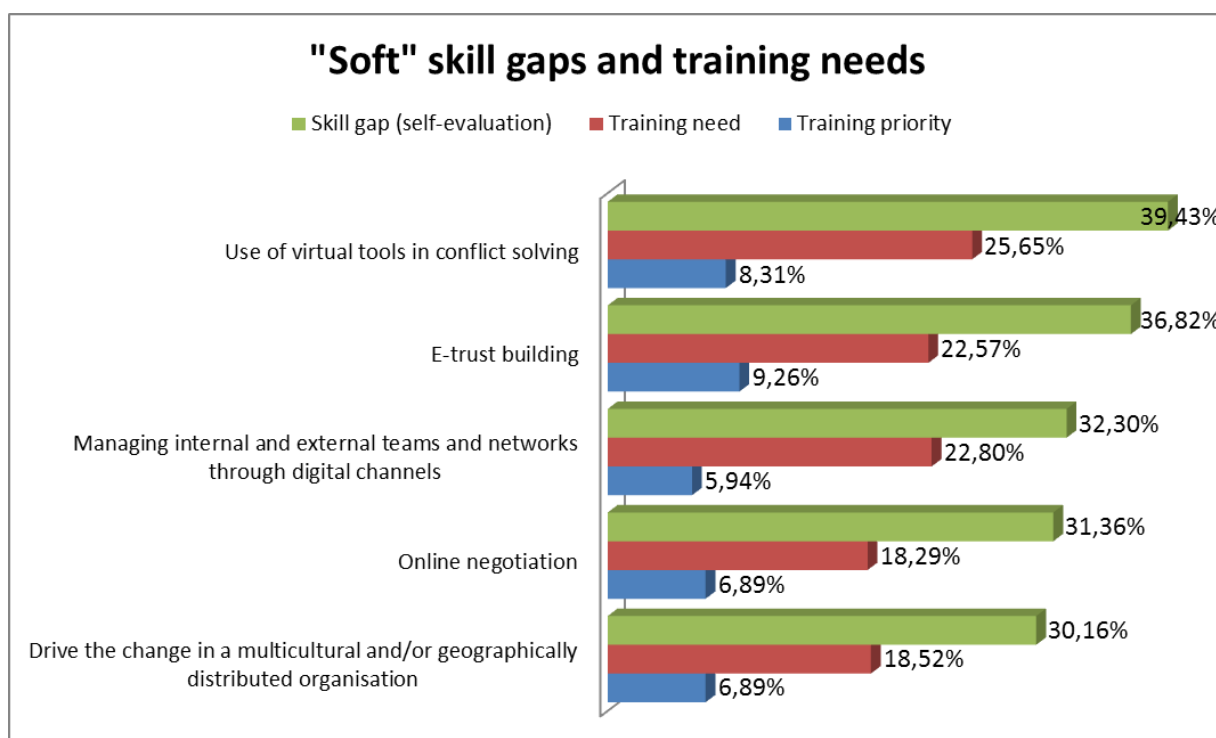
3 MAIN FINDINGS – SUMMARIZING RELEVANT SKILL GAPS AND TRAINING NEEDS FOR THE THREE TARGETS

In the following section, a final summary is reported on the most relevant skill gaps and related training needs for the three targets.

They are reported in two main groups ("soft" and "hard") so to also highlight the main relevant working areas for the Academy. For trainers, as main target of the project, skill gaps and training needs are shown also related to the use of digital tools and techniques

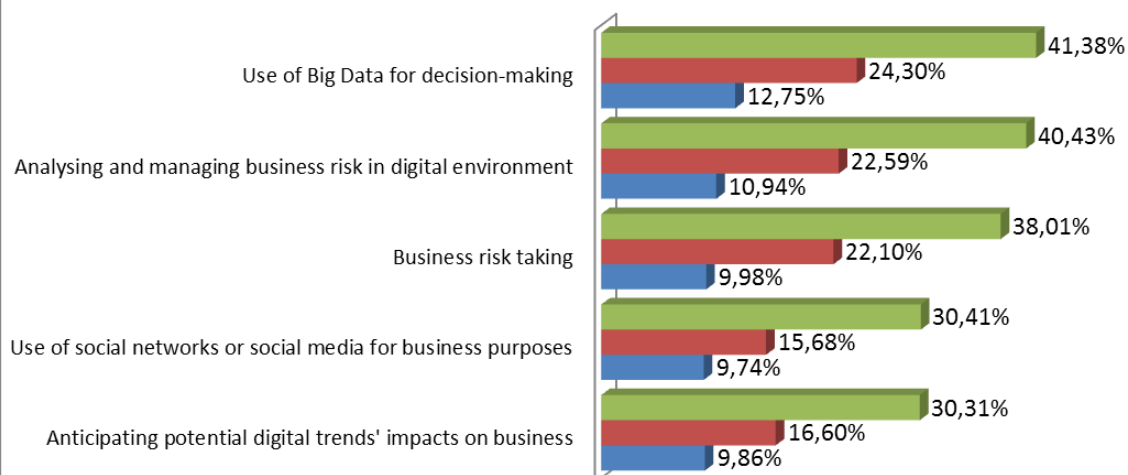
The following steps of designing Le@d3.0 Academy and CoP will move based on these findings.

✓ Managers



"Hard" skill gaps and training needs

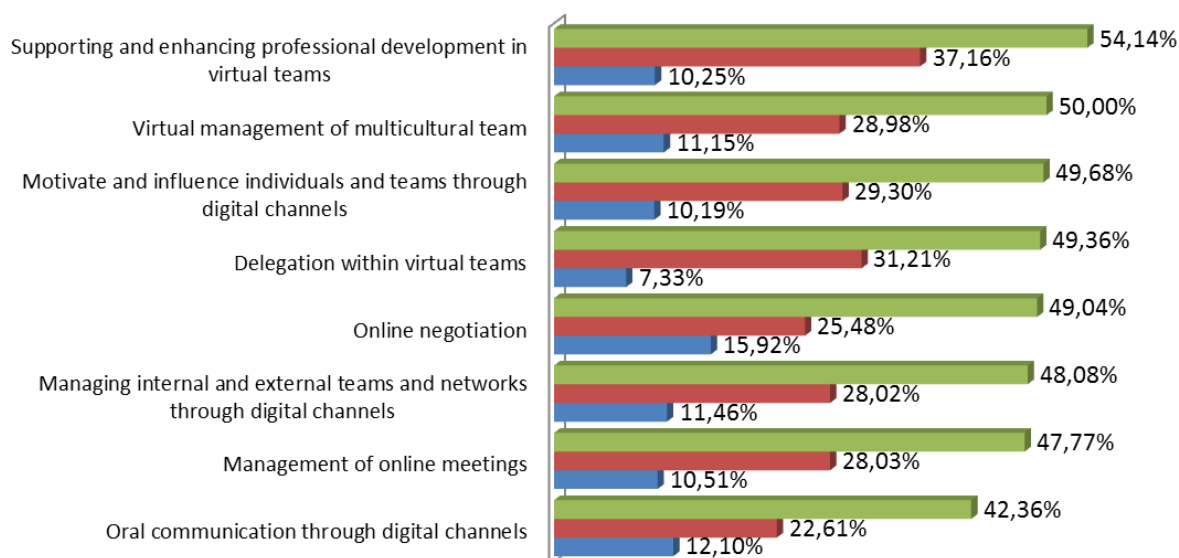
■ Skill gap (self-evaluation) ■ Training need ■ Training priority



✓ Students

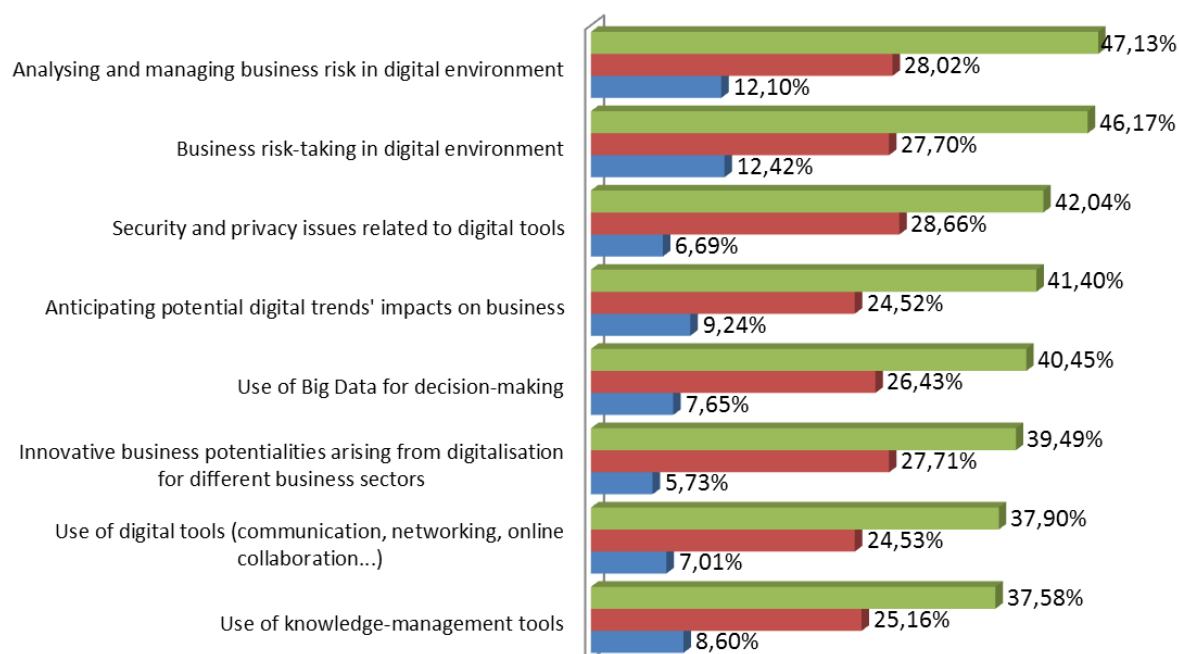
"Soft" skill gaps and training needs

■ Skill gap (self-evaluation) ■ Training need ■ Training priority



"Hard" skill gaps and training needs

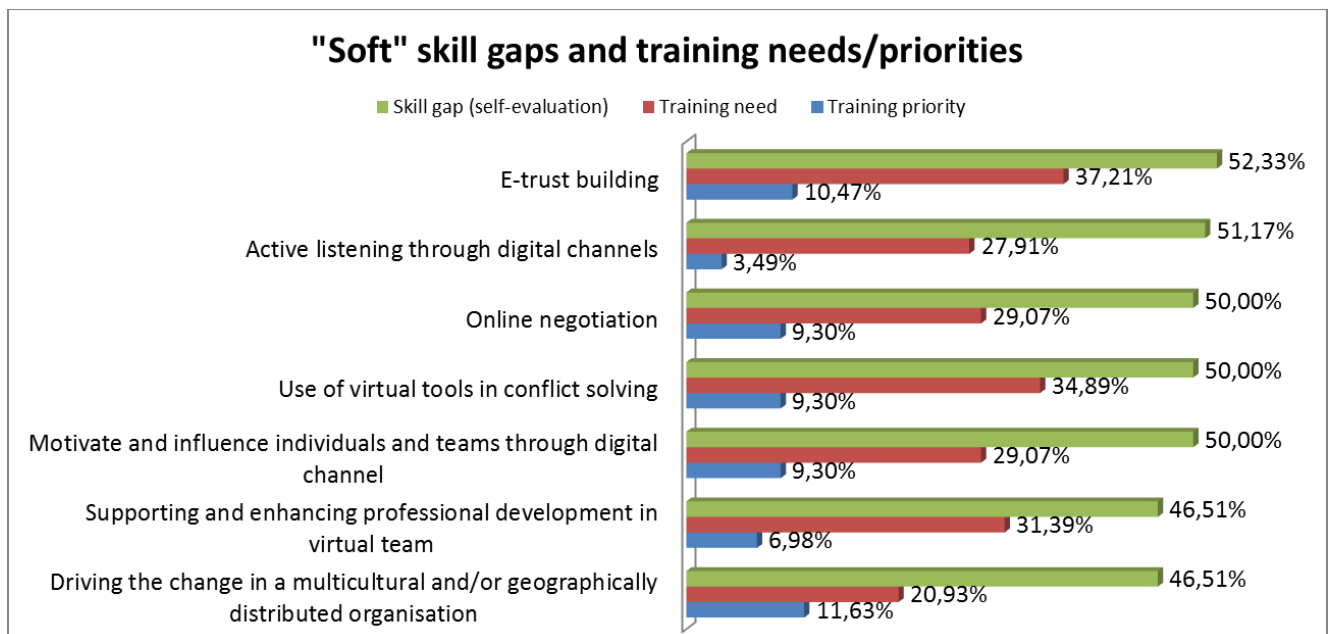
■ Skill gap (self-evaluation) ■ Training need ■ Training priority



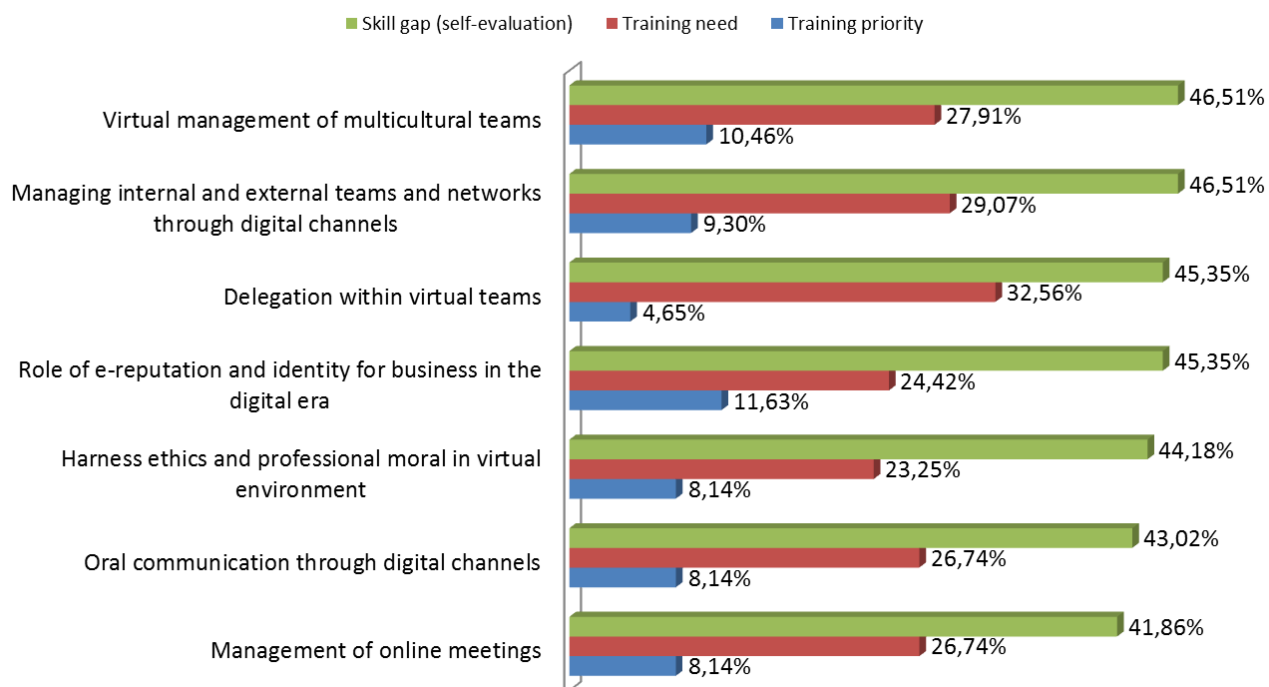
✓ Trainers

Since Trainers are the main target group of the whole project, some more in depth analysis has been conducted, in order to highlight the main needs they show, that have to be fulfilled to be able to effectively train today's leaders' SeLs.

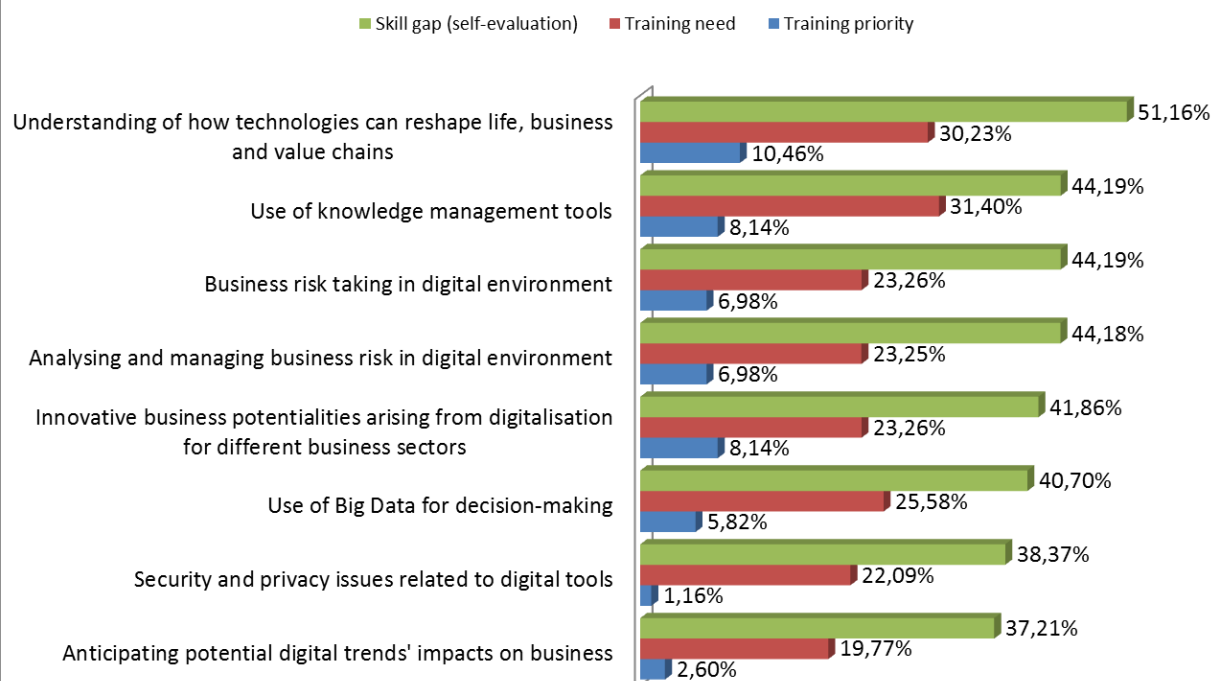
All the skills in which more than 30% of trainers declare they might need some training are reported below, together with the needs they declare about training on how to use digital tools and resources in delivering training programs.



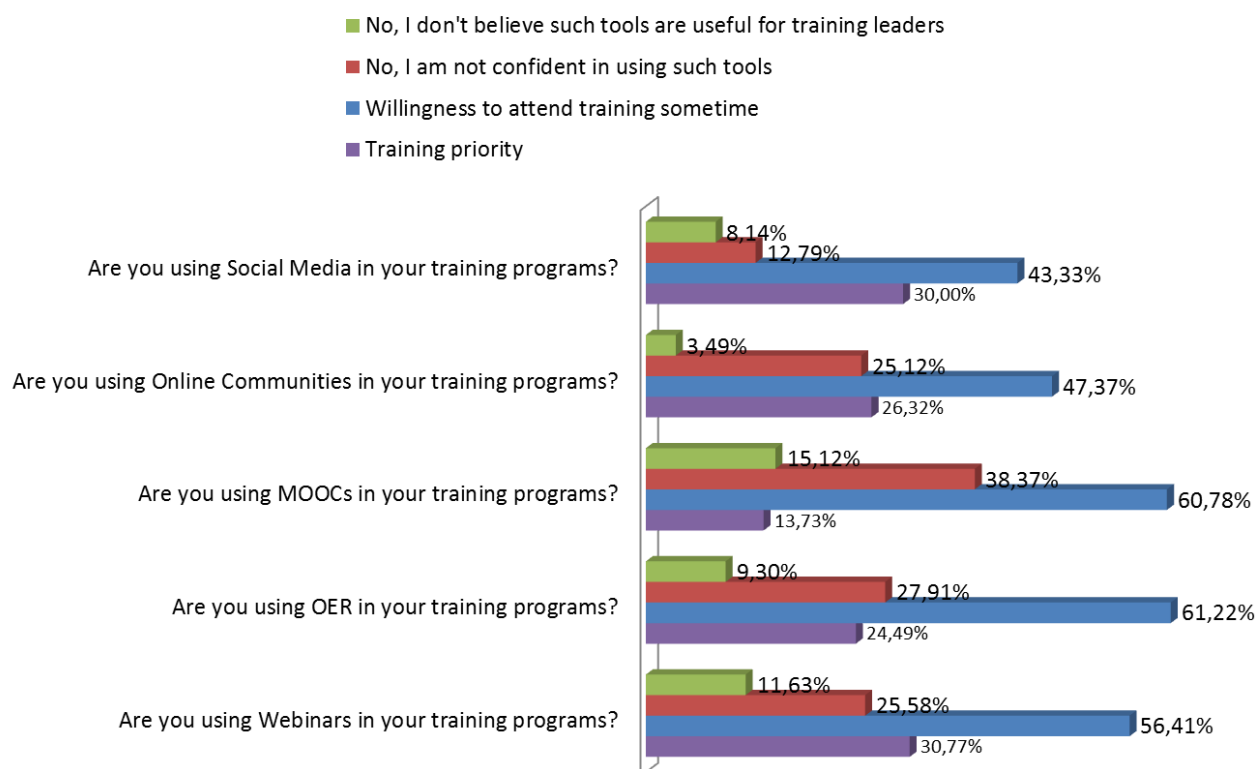
"Soft" skill gaps and training needs/priorities



"Hard" skill gaps and training needs



Use of digital resources in training programs and training needs





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