

ZÁPADOČESKÁ UNIVERZITA V PLZNI

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BAKALÁŘSKÁ PRÁCE

What are soft skills? Which ones are becoming increasingly popular in the current globalized world and why?

Case study of a Czech firm highlighting a specific soft skill

Klára Staňková

Plzeň 2017

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Prohlašuji, že jsem práci zpracovala samostatně a použila jen uvedených
pramenů a literatury.

Plzeň, duben 2017

Na tomto místě bych chtěla poděkovat panu Alokovi Kumarovi, M.A. za pomoc, rady a trpělivost při zpracování této bakalářské práce.

Plzeň, duben 2017

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1 INTRODUCTION

The author of this Bachelor Thesis has chosen the topic about soft skills. It is because she is nearly close to this topic and to some of these skills. Practical part is a case study of firm Hotely Srní a.s. The author is working here and is in every day touch with people, that means with all Soft skill that are mentioned below.

The introduction will describe the main topic and therefore what Soft skills are, what are their definition and usage.

The author will introduce individual skills.

“Soft skills are communicating, conflict management, human relationships, making presentations, negotiating, team building and other such ability, defined in terms of expected outcomes and not as a specific method or technique such as statistical analysis.“ [1]

“The term Soft skills means, how we can deal not only with people and their behavior, but also with oneself. Originally, soft skills were called ‘social competence’, these were for example cooperation, communication etc.“

“Soft skills are the underlying principles that trademark a company for professionalism and excellent customer service. They provide differentiation between all the cookie-cutter look-alikes and play a vital role in a customer loyalty. In today’s working environment, where customers and employees are demanding more, instilling the use of soft

skills in your team members is something you simply can't survive without." [2]

These three definitions provide us with the idea/vision, how important soft skills are, mainly in job.

Generally, soft skills help us to understand other people, (or) to cooperate with someone who is problematic.

We can differentiate for example presenting, communicating skills, dealing with conflicts etc.

The theoretical part is divided into 8 parts, in which the author will describe individual soft skills, why do we need them and which of them is the most popular nowadays. There are ideas to improve individual skill as well.

The practical part of this thesis consists of two interviews. The first interviewed person is Ing. Jan Nouza, General Manager and the second one is with Blanka Hančová, Front Office Manager. Both of them are working for Hotely Srní a.s. nearly for 10 years.

The author has always worked with people so it was reasonable choice to choose this kind of practical part.

2 MEANING OF SOFT SKILLS

“Labour markets requirements and also employment’s demands has detected big changes in past years. Earlier were emphasized only expert knowledge, but nowadays they are more interested in the individual personality of a candidate.” The term “personality” includes soft skills.

It sounds easy and if we would talking about some of the soft skills, everyone knew about them, and everyone would think, that they had got these soft skills. But the reality is different. [3]

Expert claims that:“tech skills may get you an interview, but these soft skills will get you the job-and help you keep it.“ [4]

2.1. THE MOST POPULAR SOFT SKILLS NOWADAYS

The most popular of skills, in this globalized world, are communication skills, team work and collaboration, adaptability, problem solving, leadership skills, presentation skills and assertiveness.

And why are they so popular?

This brings following question - why are they so popular?

The reason, why Soft skills are so popular, is really simple. They help us to accomplished our job more effectively. (They permit us to do our job good and on time).

"They influence how we feel about our jobs and how others perceive us. Every single occupation you can think of demands that you have specific character traits, whether you're a doctor who needs to be

an excellent communicator in order to convey information to her patients, a janitor who must have good interpersonal skills so that he can get along with his co-workers or an actor who must be persistent in spite of facing rejection over and over. An important thing to note is that soft skills are transferable between occupations. While you may have to go back to school to learn new technical skills if you change careers, you can always take your soft skills with you since they are valued in a variety of fields.“ [5] In general, you want to get a good job, you have to be flexible, have language skills and some intellectual basis. All these skills produce the most suitable candidate for a given job. Therefore, working on your soft skills could help to keep your job on a long-term basis or you are able to reach a higher position. Communication and presenting skills are also important in everyday life or in school. In any case, it is always good to know how to talk with other people, or how to solve a problem, which seems to be unsolvable. All over the world, there are courses based on help with improving soft skills.

These courses provide internet materials to download, but also training of soft skills in small groups, where you can learn how to lead your team.

Following chapters will describe the main eight soft skills, which are important for getting a good job.

3 EMOTIONAL INTELLIGENCE AND COMMUNICATION

3.1 EMOTIONAL INTELLIGENCE

Emotional Intelligence is related to all well-known soft skills. In general, this kind of soft skill exposes how you manage your emotional abilities and how you use them in everyday life. The difference between IQ and EQ is, that EQ can be changed during life and we can improve its height, and that is because EQ is not an innate ability.

To understand our emotions requires thinking about them and detecting, why they are here and where they come from.

Emotions are always here for something, it is a response to our life experiences. [6]

Emotion Intelligence consists of 4 parts:

- **Self-awareness (consciousness)** – skill of perceiving our emotions in one given situation
- **Self-management** – skill of controlling our emotions and positive behavior
- **Social-awareness** - skill of recognizing other people's emotions and of understanding, what they are dealing with
- **Relationship management** - the skill of using ours and somebody else's emotion. Due to this, we can control some interactions, and this guarantees a bright communication. [8]

General abilities of emotional intelligence are:

- to understand your feelings and moods

- to control your emotions
- to motivate yourself [9]

Goleman's five domains of emotional intelligence:

1. Knowing your emotions
2. Managing your own emotions
3. Motivating yourself
4. Recognize and understanding other people's emotions
5. Managing relationships, managing the emotions of others. [10]

3.1.2 STRESS

Even stress belongs to soft skills. Because if we are in stress, we do not have our emotions under control. Or we are not able to provide the oral presentation. According to the connection of stress to emotional control, it is convenient to mention also this psychological disease.

Stress is the feeling of strain and pressure.

But we have good stress (positive) and bad stress (negative).

Stress can be generally defined as a change in our mind, or a change in our body.

Good stress is, for example:

Eustress, represented by a feeling of fun and excitement keeps us healthy and vital.

Acute stress, positive or negative, is the stress we experience in everyday life, for example in work.

Episodic acute stress is long-lasting stress, similar to a disobedient child.

Reactions to stress depend on its level. But we can always notice these symptoms: hormones are released (adrenalin), the heart rate is speeding, blood flow is shunting and reactions are slowing...

Higher levels of stress can overwhelm the mind and body, getting in the way of your ability to accurately “read” a situation, hear what someone else is saying, be aware of your own feelings and needs, and communicate clearly.

Being able to quickly calm yourself down and relieve stress helps you to stay balanced, focused, and to control your emotions, no matter what challenge you will stand against or how stressful a situation becomes.

Following steps may help you to remove stress from your life quickly.

Develop your stress-busting skills by working through the following three steps:

- **Realize when you are stressed** – The first step to reducing stress is recognizing what stress feels like. How does your body feel when you’re stressed? Are your muscles or stomach tight or sore? Are your hands clenched? Is your breath shallow? Being aware of your physical response to stress will help you to regulate tension when it occurs.

- **Identify your stress response** – Everyone reacts differently to stress. If you have a tendency to become angry or agitated under the influence of stress, you will have the best response to stress-relieving activities that quiet you down. If you tend to become depressed or withdrawn, you will respond best to stress-relieving activities that are stimulating. If you tend to freeze—speeding up in some ways while slowing down in others— you need stress-relieving activities that provide both comfort and stimulation.
- **Discover the stress** – busting techniques that work for you– The best way to reduce stress quickly is by engaging one or more of your senses: sight, hearing, smell, taste, and touch. Each person responds to sensory input differently, so you need to find things that work for you as soothers and/or energizers. For example, if you're a visual type of person you can relieve stress by surrounding yourself with uplifting images. If you tend to respond to sound, you may find a wind chime, a favorite piece of music, or the sound of a water fountain helps to quickly reduce your stress levels. [47]

3.2 COMMUNICATION SKILLS

In these days, the most important part of soft skills and its basis are communication skills. If we can control our communication skills, we are also good team-workers and leaders. Due to this skill, we can solve our problems more effectively.

The communication competence appears in all definitions of soft skills. The area of communication is really bright. Following sub-chapters will deal with the most important parts of communication.

3.2.1 COMMUNICATION

The word communication is polysemous. We are going to deal only with communication between two or more people.

Basic requirements for effective communication are comprehensibility, brevity, correctness, completeness and politeness. [11] People are talking together for some reason. It can be for example: information exchange.[12]

Every communication has its own function, and these functions are variable. The basic functions are informative, cognitive, instructive, educational, socialization, integrating, persuasive and motivating... [13] But communication is not always positive, it has also its own negative aspects. Among these aspects are for example: defamation, telling lies, manipulation, aggression, disinformation and so on...

The division of communication is simple. There is two types of communication - verbal and non-verbal communication.

Not only what we are saying is important, but also the way we say it. For a fruitful conversation, we need a little bit empathy.

Communication scheme from Schutz von Thum

It is important to take into account that different people talk or hear in different levels. It is good to know, on what is the perceptive level, so we could adapt our communication on this level. [14]

3.2.2 VERBAL COMMUNICATION

Verbal communication means expressing with words in a corresponding language.

It means that we can talk about oral and written communication, direct or indirect, live or reproduced. [15]

The communication levels of verbal communication [16]

- **Rational Communication** – is the base for glossing something. All emotions are left out.
- **Emotional Communication** – it deals with partner's feeling, emotions, individual opinions and emotional extremes (crying and hysteria) etc.

Types of verbal communication [17]

- **Formal communication** – formal communication is obviously planned, it has its own goals and it is public. The example of formal communication is a job interview.
- **Informal communication** – is more frequent than formal communication and it is not so hard to prepare it. "Chatting" with somebody is a good example of informal communication.

Paralinguistic communication

Paralinguistic communication is an inseparable part of verbal communication. It deals with accompanying signs like: loudness of our speech, quality of the speech, color of our voice and intonation, emotions in speech, fluency of the speech, filler words etc. [18]

Written communication

Written communication includes correspondence (official letter, personal and cover letters, CV, e-mail, SMS and MMS (Multimedia Messaging Service), business cards, publications etc. [19]

3.2.3 HORIZONTAL AND VERTICAL COMMUNICATION

We can distinguish between horizontal and vertical communication (see the appendix)

HORIZONTAL COMMUNICATION

See some definitions of horizontal communication as follows:

Ricky and W. Griffin *“Horizontal communication involves colleagues and peers at the same level of the organization.”*

According to, it is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy. Horizontal communication is often referred to as 'lateral communication. It allows people with similar rank in an organization to collaborate or cooperate. The information flows among people, with same status.

This communication is mostly done through oral media, the length of speech is short. It is mainly informal.

“The essentials of effective Horizontal communication are as follows:

- **Recognition:** To make Horizontal communication effective top executive must recognize it is a realistic and useful way to exchange a message.
- **Emergency communication:** To make it effective this communication system is to be considered a form of emergency communication to affect a quick resolution of a particular problem.
- **Direct supervision:** To make more effective of this system manager should convince the workers.

- **Discipline:** To make more effective discipline to be maintained strictly in every level. Otherwise management may be broken.
- **Clear understand ability:** To make effective, care should be taken so that managers may have clear understanding that horizontal communication is a functional part of the total communication process.
- **Interdepartmental communication increase:** To make it effective, organizational structure should be made in such a way that opportunity for interdepartmental communication can be ensured.
- **Act as Lubricant:** To make effective, departments must be developed, so that it will act as lubricant in the way of effectively using horizontal communication.” [46]

There are some advantages of horizontal communication. People on lower are permitted to work with each other directly and it supports and develop teamwork. But it is time consuming and it can cause conflicts between employees through communication. Also management has great problem with this type of communication, because they do not have control. So there may be some disadvantages.

VERTICAL COMMUNICATION

There is one definition from **Ricky and W. Griffin**: “*Vertical communication is communication that flows both up and down the organization, along formal reporting lines.*”

It is communication that flows from the bottom to top, so from superiors to subordinates. It is also known as “downward communication or upward.” Information can be transmitted in formal or informal way. The downward and upward communication are explained as:

Downward communication

Superior send information to their subordinates. It can be given in oral or written form. Written forms of downward communication are for example manuals, handbook, notices. By contrast meetings, telephonic conferences, speeches are given in oral form.

Upward communication

It is when information flows from subordinates to superior, in the hierarchy. Subordinates impart their suggestions, attitudes or mistakes.

3.2.3 NON-VERBAL COMMUNICATION

Non-verbal communication is also known as a “body language”. It means that we have to communicate with words. It is scientifically proven, that non- verbal communication is more important than verbal. [20]

(It is often state, that 55% of successful communication depends on body language, 38% on para-linguistics and only 7% of contents) [21]

Non-verbal communication is divided into:

- **Kinesics** – “Is the interpretation of human body. Especially facial expressions and gestures” [22]
- **Gestic (Mimic)** – “relating to or consisting of bodily movement or gestures” [23]
- **Facial expressions** – “to copy or imitate closely, especially in speech, expression and gesture” [24]
- **Haptics** – “is any form of interaction of involving touch” [25]

- **Proxemics** – “the interrelated observations and theories of man’s use of space as a specialized elaboration of culture” [26]
- **Posturology** – “is the study of the postural system and of the sensors used to inform your central nervous system about imbalance in your posture” [27]

3.3 EMPATHY

To empathize with somebody is a skill providing the willingness to understand to other people, understand their behavior, actions, their intentions, feeling and thoughts and relations with other people. The empathy creates a base for communication. [28]

We cannot gain confidence in talking other people without this skill, and without confidence, we cannot cooperate with them. That is why it is important to work on this skill.

Empathy means to put oneself in other situations. We need to know what they want, why they react like that, take their wishes and feelings serious.[29]

3.3.1 EMPHATIC AND ACTIVE LISTENING

A big role during communication, besides speaking and body language, has listened. Listening represents 45-53% percentage at the process of communication. For a successful communication, it needs to know how to listen actively and how to ask questions. Even if this skill is common, and everybody knows how to listen, 80% of people cannot listen to other. [30]

We can divide “listening” in to two parts:

“**Emphatic listening** is when we are trying to listen and understand the feelings and we can empathize. Then it is easier to understand why the message is interpreted in this way.” [31]

“**Active listening** means, that listener is perceptive and attentive to speaker and his own thoughts and interpretation presents only when the speaker ends his speech.”

The goal of this listening is to gain more information, understand what the speaker said and give a feedback. [32]

4 TEAM WORK AND COLLABORATION

Man needs other people to live.

If we need help, we have to communicate with other people. We have to co-operate, work in a team. You have to know some requirements.

1. **Listening:** In a team of co-workers, you have to listen. You should observe your colleagues' "piggy-backing" (or building) off each others ideas.
2. **Questioning:** in this team, you should question each other. Observe the interacting, discussing, and posing questions of all members of the team.
3. **Persuading:** in this team use persuasion. You should observe their exchanging, defending, and rethinking of ideas.
4. **Respecting:** In this team respect the opinions of others. You should observe their encouraging and support the ideas and efforts of others.
5. **Helping:** in your team help each other. You should observe the offering assistance to each other.
6. **Sharing:** You should observe the colleagues' offering ideas and reporting their findings to each other.
7. **Participating:** in your team, you should participate. You should observe each man contributing to the project.

4.1 TEAM CO-OPERATION

If we say Team Co-operation, it means that we have to have a group of people. If we are working on a complicated case and we need to use creativity and various perspectives, it is good to put together a team.

But if we have only a simple job it is probably better to use one man. He will do it faster. Now, it is up to a leader, because he has to decide when it is better to use team work and when not.

This is also known as a synergistic effect.

Synergistic effect:

"An affect arising between two or more agents, entities, factors, or substances that produces an effect greater than the sum of their individual effects." [33]

We have also a negative synergistic effect, but it comes when the individuals in the team do not have common goals, and some diffident people can not say their opinions. What is also important, is laziness of the group and bad relationships.

Team roles

If there is a team, are there roles.

Meredith Belbin identified 9 team roles which are used all over the world[34]

1. **Plant** – person, who was actually planted in a team, is highly creative and good in solving problems
2. **Monitor evaluator** – has the logical point of view
3. **Coordinator** – delegate and draw team members
4. **Resource Investigator** – find the opposite side and make sure, that the teams solving are the best one
5. **Implementer** – plan a strategy
6. **Completer finisher** – control the quality, they are used just at the end of work
7. **Team-worker** – help to gel the team
8. **Shapper** – controls if the team is still focused on a problem

9. **Specialist** – might focus on his own ideas (see the appendix No.1)

Team-building

If we want to make our team efficient we can use various method how to weld somebody together. It is called Team-building. It can be out of work, it can be adventurous and funny. Something that lighten the atmosphere. It is mostly an adrenaline rush and members have to rely on their colleagues.

4.2 NEW RELATIONSHIPS

For someone who is new to the team is really important to know, how to make new relationships. For that, you have to know situations and handle friendly with new people. To make new relationships, try to make these simple steps:

Befriend colleagues. Greet them when they get to work. Invite them to lunch or coffee. Talk for a few minutes in the break room as you are getting a drink. Participate in work events like softball clubs, staff lunches, and training days. Stay away from gossip. It only destroys relationships.

Learn to manage conflict in a healthy way. Address issues with the individual(s) involved in a private manner. Approach the discussion in a nonjudgmental, but assertive manner. Ask questions and try to understand their side of the story. Work together to find a solution. Network with people inside and outside your organization. Ask people about their jobs. Share a bit about what you do. Note connections and

ways you could potentially help each other. Exchange contact information and be sure to follow up with them.

5 PROBLEM SOLVING

„Problems are only opportunities in work clothes”- Henry Kaiser,
American industrialist

Problem. It is something that everyone knows very well. We have to solve many problems during the day. It does not matter if it is at work, or at home.

We need to find the best way how to solve it without big troubles.

If you want to be good at work you have to have your own process to use when approaching a problem. If you have a system or process, you can solve any problem. [35]

We have four basic steps in solving problems: [36]

1. Defining the problem
2. Generating alternatives
3. Evaluating and selecting alternatives
4. Implement solutions

First of all, is good to understand the problem and recognize the cause. Then we can determine the process.

5.1 ANALYTICAL THINKING

Analytical thinking helps you with solving problems. Employers often require it, because it is very useful.

It is processed when we derive opinion from another opinion, and at the end are right conclusions. This logical way discuss information, choose

important information. People who have analytical thinking can quickly react and solve problems which have arisen. [37]

5.1.2 CONFLICT MANAGEMENT

There is no single definition of conflict, so let's define conflict management:

„Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. “
[38]

According to Kenneth W. Thomas and Ralph H. Killmann, we have 5 conflict Management styles:

1. **Accommodation**
2. **Avoiding**
3. **Collaborating**
4. **Competing**
5. **Compromising**

(see appendix 2)

6 LEADERSHIP SKILLS

„Skills that brings working process, simple structures and concrete goals, ensures rules and their control.” [40]

Leaders become as leader because they have charisma and other people want to follow them. But not every leader is the same. Everyone has its own charisma, its own styles etc.

Leadership means dealing with people, to motivate them, enthuse and build a respect. When you have a vision and you want to tell it, everyone, you need to know how to perform yourself. They also have to be able to work in a team and such a leader must be a representative person. [41]

6.1 MOTIVATING PEOPLE

People can motivate themselves, but the leader has some kind of responsibility. He should create a milieu which would motivate and satisfy him. He has to support his team, create optimal working conditions and show his colleagues, that the energy pays off.

The TIME magazine shows us some tips, how to motivate your team.

1. Find some way how to communicate with your team. Find common hobbies, sports, movies.
2. Show them respect, show them that you respect them because of their work. People need to know, how good they are.
3. Be personable, talk with them about their families and about everything which is out of your office.

4. Show your emotions, people need to know, that you are not a working machine. Show them, that you are happy about something.
5. Be flexible, when a new situation comes you have to react quickly. When somebody is ill, you have to find the right solution.
6. Help them, with everything. If you can.
7. Get know your team, make a party or ask them for a coffee.
8. Make Brainstorming, everyone has his idea and even if it is “shrinking violet”, he wants to present it.

It is always better to find the motivation, what others are interested to, than is everything easier.

As a leader you have to know, how to increase productivity of others. Try to concentrate to their strong and weak sides, emphasize what is good enough, make meetings, put questions instead of direct advise bring some coffee.

Coaching

This is about equal relationship between coach and the one, who is coached. Coach puts questions. Respondent answers and understand to his surrounding, makes visions and plans as well. Than respondent set her/his own goals.

If coaching is regular, it has very good results. So the leader should use it and make productivity and motivation stronger and better.

7 PRESENTING SKILLS

A goal of presenting is to inform people about the topic you have chosen. It is necessary to prepare it, because if you want to make your presentation brisk and funny, even if you are talking about the scientific topic, you need more time to try the speech at home or somewhere else. If you want to interest somebody, you must be self-confident and have something up your sleeve.

Good idea, how to interest, is using technical aids. Because even if you are talking about really boring topic it will be more interesting with pictures, graphs and tables. So do not be afraid and use a modern technology.

But what is serious and often the problem is stage fright. There is no guaranteed method how to get rid of nervousness. But there is some exercise to reduce it. It takes practice.

To give an impression of being self-confident you have to be convinced about the topic of your speech and you have to know what are you talking about. People perceive even the smallest mistake in your face. Because if you are not sure about the topics, or about your speech, your body says it for you.

At the end of the presentation is time for questions. But be careful and be prepared! You must respond to questions.

7.1 HOW TO IMPROVE YOUR PRESENTATION SKILLS

Three steps how you can improve your presentation skills, and your speech.

1. **Research your audience** – in any case, it is good to know for whom is your presentation. If you are not quite sure that the audience is interested, just ask some questions during your speech.
2. **Structuring your presentation** – the brief introduction of your topic. You can prepare Opening, Body and Closing of your speech.
3. **Practice** – As it was said, it is good to practice your speech. At home, in front of the mirror. But be careful, do not memorize it. Because if there will be a question, you will not react spontaneously.[42]

Other tips how to improve your presentation skills are given from popular singer Christina Aguilera, a well-known person, who has also problems with nervousness.

- Rehearsing does not mean memorization – Memorizing your speech can make you sound mechanical and over-rehearsed. 'Really the only people who are good at memorizing things are actors,' Braithwaite says. 'if you're going to do it well, you actually have to act it out and play a character, and most speakers aren't very good at that.' Even if you are good at acting, Parnell suggests that you don't memorize your speech to perfection. 'When an individual is too polished, it makes them relatively inaccessible in the mind of the

audience,' he says. 'The audience is human at the end of the day, and this person doesn't seem to be like them. It really retards the rapport building process.'

Videotape yourself – You can't know how you come off to people until you see it. Recording yourself is the best way to target the areas where you can improve.

Calm your nerves – Aguilera suggests changing the word 'presentation' to 'conversation' when thinking about your big day. Feel better yet? If not, you can also quell panic by conditioning yourself to be in presentation-mode. Aguilera imagines that he is going to stand up and give a presentation when he's at restaurants, in meetings, or, one time, even at an outdoor amphitheater. 'I walked all the way to the front of the stage as if I were looking for someone,' he says. 'Then I stood there and looked at the audience and said to myself, 'this is what it would feel like to.'

Stop working on it-You really need time to start getting into relaxation mode. [45]

- Verbal ids: Work on your tone – Evolutionary psychology suggests that people of both sexes respond better to deep male voices and high female voices, it takes practice to change the tone of your voice, but it can be done.

Don't use words like don't -Don't think about elephants. OK, now what are you thinking about? Tell your audience what they should do instead. Similarly, don't say 'I hope you will enjoy this presentation.' Say, 'I am confident that you will enjoy this presentation.' [45]

7.2 SELF- PRESENTATION

Now, you have to know how to utilize everything that you have. Your personality, your speech, your knowledge.

But especially for women, it is very important what are you wearing. So if you are still nervous, go and stand in front of your wardrobe and think about your favorite dress. [43]

8 ASSERTIVENESS

Assertiveness really important. We have to learn how to behave assertiveness. If we are working with people, we have to behave like that. That is the rule. We can have „bad mood” or we can be sick, but always if we are talking with people about work, we have to keep smiling and throw all the worries away.

Here are 10 rights which may help us.

- I have the right to be ultimate judge of my behavior thoughts, and emotions and to take the responsibility for their initiations and consequences upon myself.
- I have the right to offer no reasons or excuses to justify my behavior.
- I have the right to change the mind.
- I have the right to judge whether I am responsible for finding solutions to other people problems.
- I have the right to make mistakes- and to be responsible for them.
- I have the right to say, „I don´t know.“
- I have the right to the independent of the goodwill of others before coping with them.
- I have the right to make decisions without using logic.
- I have the right to say, „I don´t understand.“
- I have the right to say, „I don´t care.“ [44]

9 ADAPTABILITY

It is something we need to survive, in this globalized world. What is now do we now, but tomorrow?

It means that we can adapt in given situation. But not so quick. We have to react to conditions, we fit into the team. We have general knowledge about new trends. But the best way how to learn to be adaptable or flexible?

We may show us some practical tips which come from experiences.

1. See the big picture – your first reaction can be very positive and important. It presents what we now, ourselves. So try to comment on ideas or situation.
2. Improvise – it shows, that you are not only flexible but also creative.

So Keep Calm and do whatever you want to do!

3. No “I” in adaptability – it is like a team working, there is no time and no place to be selfish.
4. Change up your routines – even if routines make our life easier, it is good to take a break. Find a new system in your work. It is simple, like you are changing your morning routines, instead of “hurry coffee” a cup of tea and 10 for yourself.

10 TIME MANAGEMENT

Time management is effective control over your time. Sometimes it seems that other people have more time than the others. They manage more in work or school and besides they have time for their free time activities and friends. These people can only organize and manage the time. To learn how to manage your time should be the first soft skill we know(learn). Because if you plan your day and you are able to use your time gap, you could gain more time for developing else skills.

Goal determination

Life goals are very important, because if we do not have them, we can not plan our life or career. The one that has no goals can not celebrate the success, because he does not realize, when success comes.

Without goals, we lose our motivation, because without goals there is no point in doing.

We should set our goals in different parts of our life, in career sphere, mental sphere, family and society sphere and also financial. For better life it is good to keep the balance between all of them. But in this world, so many people focus on career.

Goals should be attainable, so it could be fun to work on them. The should be also positive, or positively formulated.

We can also differentiate between goals and wishes. Every wish should be reformulated to an achievable goal. For example the wish could be:“I want to improve my language skills“ and the goal will be:“I can enroll on a language course.“

It is better to set your goals on paper, because written goals are more achievable. Every task should have its own date, people have a tendency to move tasks, if they have not concrete deadline.

Setting priorities

Every task should have its own priority, so we know what we have to do immediately, or what could wait. Priorities are divided:

A important and urgent	B important and not urgent
C not important and urgent	D not important and not urgent

- **Priority A** – things that are necessary to manage immediately (today)
- **Priority B** – thing that important to achieve goals. This task used to be move, but if they are fulfilled, things with priority A would not exist. It is good to work on one task with priority B, every day.
- **Priority C** – these task are necessary, but they are not important to achieve goals. So the best way is to refuse them. Do not pay attention and time to them.
- **Priority D** – there is no reason to manage with these tasks. Maybe they are funny, but useless.

Long-term and Short-term plans

„We need short-term plans to know, what are we going to do tomorrow. We need long-term plans to give our short-term and medium-term plans a sense and direction.“ [47]

Under the time management is good to make a one-year plan. Or plan every day, week and month. It is advisable to outline the progress. For example prospect to 10 years, what we can achieve during 10 years. In this prospect are goals and wishes.

Based on goals and visions, there are one-year plan. This plane contains goals for next year or planned actions, meetings, birthdays etc. It is necessary to complete this plan every month, on the grounds of information, that are given. There could be also a one-day plan, best way to do this plan is to plan 60% of the day.

Biorhythm is also very important, if you know your own bio- rythmus, you know your most efficient phase. Within this most efficient phase, you should do your tasks. While in weaker phase you can relax. This time is best for little talk with friends.

Pareto principle 80/20

(originally, Pareto principle means that 80% of Italy's wealth belonged to only 20% of the population)

Generally, this is not a law. It is only observation, that most things are not distributed eventually.

All this examples can be applied:

- 20% of the input creates 80% of the result
- 20% of the workers produce 80% of the result
- 20% of the customers create 80% of the revenue
- 20% of the bugs cause 80% of the crashes
- 20% of the features cause 80% of the usage [48]

11 PRACTICAL PART

For this practical part was chosen to do 2 interviews which are related to the topic Soft skills.

Before these interviews, author would like to briefly introduce a company which was chosen, and both respondents.

Hotely Srní a.s. is a big company owned by Kooperativa Insurance Group. In this case, Hotel is highlighting one or two specific soft skills, in any case in this sphere is only one the most important and that is communication. That is also proved in given interviews.

First interview is made with Ing. Jan Nouza, General Manager of Hotely Srní a.s. He has many experiences and he is objective. He could tell us whether we need soft skills, if we are going to work with people. He also introduces us 3 Institutions which held courses and training in this branch.

The second one is with Blanka Hančová, Front office Manager. She has been working as a reception clerk, she was daily in contact with other people and guests. Her general view of the most important soft skill is for his purpose helpful.

Questions for both interviews are almost similar and are chosen as from the general view as with regard to financial aspect/side. Mainly, the author would like to point out that in this globalized world full of communication devices, is communication the most important and sometimes most ignored. There is mentioned how is communication mentioned on EQ. The other thing is high risk of not giving back money, that was invested to employees education.

Both respondent have five questions, both of them work in this branch for mostly 10 years.

Author has peripheral mentioned one Organization, which holds courses and trainings to improve soft skills. In Czech Republic are minimal 10 companies, which organize trainings for Hotels, Restaurants and Individuals. This company is called AHR(The Czech Association of Hotels and Restaurants).

11.1 INTERVIEW WITH ING. JAN NOUZA

Ing. Jan Nouza is General Manager only for 6 Months. He has been working as Economic Manager and he lets us take a look into hotel ...

Q1: Let me ask you few questions about Soft skills, it is discussed topic nowadays. In your work, you are in everyday contact. What do you think, which one is the most important?

From my point of view is the most important communication. But communication is related to EQ so we can hardly evolve them, just as assertiveness and conflict managing. We have to learn it, because this is the only thing we have to have under control, especially at work. Other important skills are conceptual and structural thinking, the willingness to risk and time management.

Q2: In your hotel are these skills indispensable for doing it right. As it was mentioned, there are several companies that hold courses and trainings, for example AHR(The Czech Association of Hotels and Restaurants). Do you have your own experiences with some of them?

There are many companies, courses and trainings on the market. Only AHR offers at least 10/year. For 2017 there are courses with topics: Interviews and Job interviews, Changes and motivation, Time management, presenting skills, Communication and EQ and Problem solving in operation. Few years ago, I attended one of them it was called „Effective communication with guest“, I think, but I was little bit disappointed. It would serve no purpose. And what is important is, that

one course is really expensive. For one, one course cost 4 500 Kč. Much more better was training held by Scott Hagget or MOTIVP.

Q3: Your employees, do you want them to pas some of these courses? Or were something like that realized, in the past?

It is not so easy to consider this situation. Most of Soft skills are related to EQ, as it was said in previous question. One day courses, that makes no sense, they are not effective. But we were thinking about it, we have prepared a complex of courses, but considering all conditions, we abandoned ours intention. Other problem, and I hope not only in our Hotel, is high fluctuation of employees.

Q4: The last question is financial. Where are these courses paid from? Are there Grants or Founds?

Like in other companies, our budget is planned. Courses are paid from operating founds. Nowadays most of this founds are from MPSV Summons. That is European social- fond; Operative program employment. Unfortunately, last year we had to cancel it. Because of condition and there was high risk of non-returning all grants.

Q5: Maybe one more question. Could you give us one advice, how to handle with people?

Try to make things better. Smile and be nice and polite. But I have no idea, how we can learn it. You have to have a patience with others.

The Goal of this interview was to find out, what the most important soft skill is and reveal the financial side partially. The company that is introduced highlight one specific soft skill, communication. Mr. Nouza shows, that there are trainings to improve communication skills. Here

was mentioned AHR Company, which holds 10 courses/year, unfortunately they are bit expensive and there is high risk.

In this interview are mentioned two topics. The first one is the most popular soft skill nowadays and how to improve them. This interview can serve also as an advice, where we can develop our skills. The other problem is financial side. It is not easy to prepare a training and pay it.

11.2 INTERVIEW WITH BLANKA HANČOVÁ, FRONT OFFICE MANAGER

Mrs. Hančová is chief of all reception clerks, so she is the one who is everyday in contact with guest and employees, every day she has to manage with conflicts, she has to lead her team and be very assertive. A man, who works with others and face all problems could help us understand.

Q1: You are Front Office Manager, you are a reception clerk. How long are you doing this job?

It is almost 10 years, 4 years as a reception clerk and 6 year as Front Office Manager. But honestly, it is not a big promotion. Be Front Office Manager is like being reception clerk with big responsibility. It does not mean that I am in office, writing only e-mails.

Q2: Which of well known soft skills is the most important? Not only in your work but also in this world and society?

It is communication, definitely. I know I am maybe little bit biased, but in world full of communication medias, people do not know how to handle with others, how to speak or behave. After first meeting with man/women I am able to make a picture. This stands also in reverse order. This can make your work easier, and not only work but life.

Q3: Have you ever participate yourself in one of these courses? If not, would you like to? Which skill would you like to improve?

I am sorry about it, but I have never visited special course about soft skills, but I want to. I am not sure which one of them would it be, maybe

Renew Management. It is always good to learn something new, something that is related to soft skills or to our job.

Q4: What do you think is it necessary to pass these special courses when you want to work in a hotel or generally in public services?

I think it is not necessary, but it could be beneficial. Even if you do not work with people. For my team it would be good to try one of them. But it is not up to me, and as I know, it is not so easy to organize it. And of course pay it.

Q5: It was said that most important soft skill is communication, but there are any others. You have to content with Team leading. Where do you learn it?

As my supervisors led me, I try to lead my team. It is necessary to motivate them, show them, that you are strong. Let them leave something in the company, give them choice to show themselves.

Q6: Could you give us any advice?

Always tell the truth. It is necessary to cooperate. In every work, company even among friends, you have to think about yourself as a part of a team. Every consequence has an impact on the whole team.

In this interview the point is that communication is actually the most popular. Not only in this firm, but generally in our globalized world. Trainings and courses are fine, they help us, but there are other important things, like telling the truth, working as a team. Even communication could be easier if you have support in your team.

12 CONCLUSION

This Bachelor's Thesis deals with soft skills, so it was necessary to define them, first of all. First part is general about definition and use of Soft skills.

The second part includes was the most popular soft skill and why do we use them.

The third part was mainly about emotions and communication. When and why we use our emotion in communication a when it is good and when not.

The fourth part was about Team, so there were set terms like Team building, Roles in teams and so on.

The fifth part deals with problem solving, so with some analytical processes.

The sixth and seventh parts are about Leadership and Presenting skill, which are closely connected with leadership.

Last part of this Thesis is practical. It is case study of Czech firm, highlighting one specific soft skill, and that is communication.

There are two interviews, one is with General manager and the second one is with Front Office Manager. Both of them have similar questions. Here was found out, that most popular soft skill, not only in this firm but also all over the world, is communication.

In this case is communication on every day program. There were also mentioned other skills, that are necessary when working in a hotel.

There are several courses in combination, the darker side of this all is money. Most of employers want to educate their employees, but because of high risk of non-returning money, they are not realized. In conclusion, both respondents come to an agreement about most popular soft skill.

The first problem that was mentioned was relation between communication and EQ. That is connected to educational courses and trainings.

Second problem is financial side of this everything. In Czech republic there are companies that hold courses and trainings, but these are expensive. Even if trainings could be paid from grants, there is no guarantee.

In the end, it should be noted that author used mostly internet sources. Most practical information are from trainings and conferences.

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15 ABSTRACT

This Bachelor's Thesis deals with the topic of Soft skills. What are the, which are the most popular nowadays? So the first part is an introduction. There are defined soft skills and also why do we need them.

The Theoretical part is divided into 7 smaller parts. In each part is described one skill. Where do we use them, what are the systems of using them.

The authors relation to these skills is very close. She is in contact with at least with four of them, so she was really interested in describing methods and skills as themselves.

The practical part is focused on a Czech firm, namely Hotely Srní a.s. This firm is highlighting one specific soft skill.

The practical part includes two interviews and author's comment.

16 RESUMÉ

Tématem této bakalářské práce je Co jsou to soft skills? Které z nich jsou populární v současném globalizovaném světě a proč? Případová studie české firmy, která se zaměřuje na jednu specifickou Soft skill.

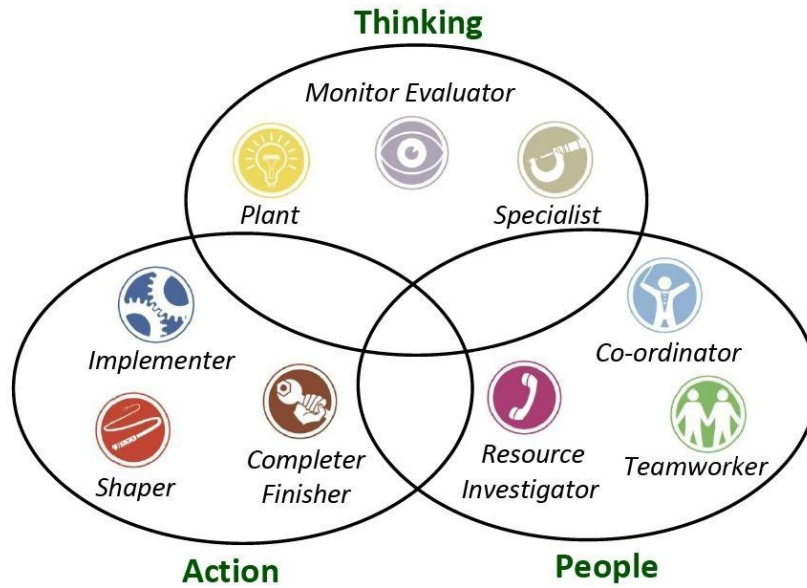
Autorka rozdělila práci na dvě hlavní části. Teoretickou a praktickou. V teoretické části se zabývá “měkkými dovednostmi” jako takovými, tedy jejich definicí, určením a také použitím. Dále je v teoretické části popsáno několik nejpopulárnějších dovedností.

Praktická část obsahuje krátké představení firmy, která je studovaná a dále dva rozhovory, které jsou zaměřené na konkrétní soft skill, která je v dané firmě vyzdvižovaná.

Praktická část práce zahrnuje také autorčin komentář k daným rozhovorům.

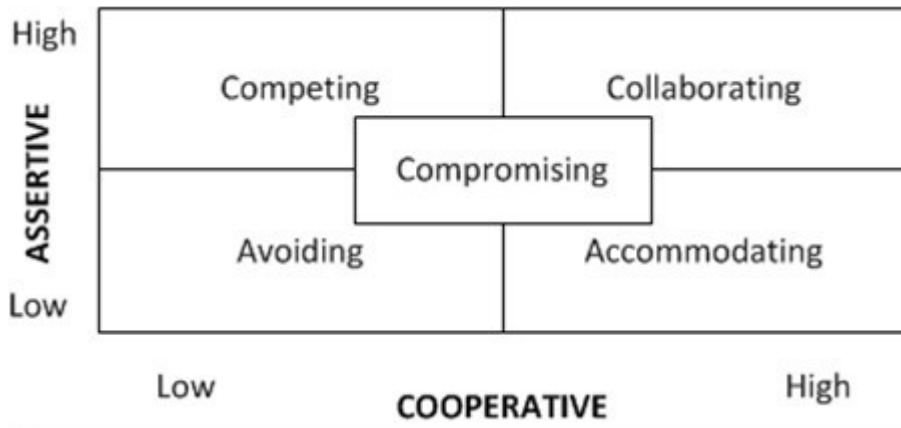
17 APPENDICES

Appendix 1



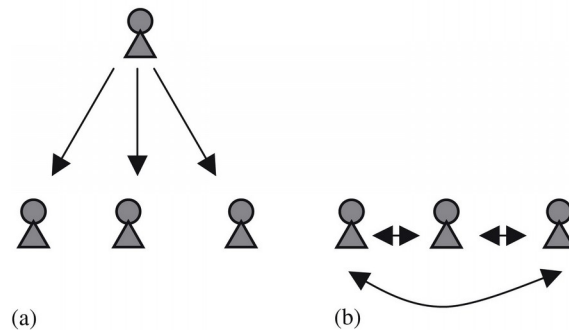
Appendix 2

Thomas-Killman Conflict mode Instrument



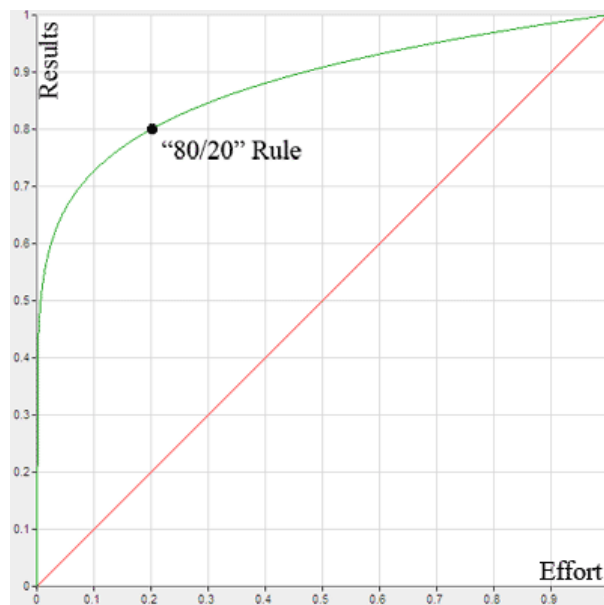
Appendix 3

Horizontal and Vertical Communication, scheme



Appendix 4

Pareto Principle



Appendix 5

Rozhovor s Ing. Janem Nouzou, generálním manažerem a ekonomem společnosti Hotely Srní a.s.

Otázka č.1: Ve vaší práci jste denně v kontaktu s lidmi, to znamená i s našimi již zmiňovanými Soft skills.Která z nich je podle Vašeho názoru tou nejdůležitější?

Z mého pohledu je nejdůležitější komunikace. Ale komunikace je úzce spojena s EQ, tedy ji můžeme těžko rozvíjet, stejně jako asertivitu a řešení konfliktů. Ale nějak se to naučit musíme, protože komunikace je to jediné co můžeme mít pod kontrolou. Nicméně jsou i další měkké dovednosti, které oceňuji a to koncepční a strukturované myšlení, ochota riskovat a organizační schopnosti.

Otázka č.2: 2. Jsou různé kurzy ke zlepšení těchto dovedností, které například pořádá společnost AHR. Máte zkušenosti s nějakými kurzy?

Kurzů je na trhu nabízeno nepřeberné množství, jen AHR ročně vypisuje minimálně 10 kurzů ročně, dle poslední nabídky na rok 2017 vybírám namátkou: interviews a pohovory, změna a motivace, time management, prezentační dovednosti, komunikace a emoční inteligence, krizové situace v provozu.

Před několika lety jsem byla na kurzu AHR,myslím, že se to jmenovalo „Efektivní komunikace s hostem“ a byl jsem zklamán, v porovnání z dříve absolvovanými tréninky např. Se Scott Hagget nebo MotivP.

Otázka č.3. preferujete pro své zaměstnance školení v těchto dovednostech? Případně, byla už nějaká školení realizována?

Většina našich potřeb měkkých dovedností je silně vázána na EQ. Typy jednodenních kurzů, které jsou povětšinou nabízeny, nejsou moc efektivní. V minulosti jsme uvažovali a připravovali komplex školení z dotací, vzhledem k podmínkám jsme od toho ale upustili. Dále proti hovoří poměrně vysoká fluktuace zaměstnanců.

Otázka č.4. Poslední otázka je finanční. Z čeho jsou tato školení placena? Jsou nějaké příspěvky, dotace..?

Rozpočet na různá školení je každoročně plánován, jsou hrazeny z provozních prostředků společnosti.

V současnosti je největší množství dotačních prostředků do této oblasti z výzev MPSV, jedná se o Evropský sociální fond- operační program zaměstnanost. Žádost jsme ale nakonec nepodali z důvodu podmínek vysokého rizika vrácení dotace.

Appendix 6

Rozhovor s Blankou Hančovou, Front Office Manager a recepční Hotelu Srní a.s.

Otázka č. 1: Jak dlouho děláte práci recepční/ práci front office manager?

Je to téměř 10 let. 4 roky jako recepční a 6 let jako Front Office Manager. Ale není to žádné velké povýšení, naopak. Dělán práci recepční, jen mám větší zodpovědnost. Neznamená to, že jen sedím v kanceláři a píšu e-maily.

Otázka č. 2: Soft skills znáte, denně s nimi přicházíte do styku. Jaká soft skill je podle Vás nejdůležitější? A Proč zrovna tahle?

Za nejdůležitější považuji komunikační dovednosti. Možná jsem lehce zaujatá, ale v tomto světě plném komunikačních prostředků, lidé neumí komunikovat sami se sebou. Hned po prvním setkání si na základě komunikace můžete udělat obrázek o člověku. To samozřejmě platí i obráceně.

Otázka č. 3: Institut AHR pořádá různé kurzy. Zúčastnila jste se Vy sama nějakého kurzu? Či byste někdy ráda?

Bohužel jsem nikdy tento nebo podobný kurz nenavštívila, ale ráda bych. Jen nevím, který z těch kurzů bych si vybrala. Možná komunikace a Renew management.

Otázka č.4 :Myslíte, že pokud lidé pracují s lidmi, je nutné aby tyto kurzy navštěvovali?

Myslím, že to není nutné ale určitě je to užitečné. Byla bych ráda, kdyby můj tým navštívil alespoň jeden z těchto kurzů. Ale bohužel to není na mně, abych rozhodla. Jak již bylo zmíněno, není jednoduché to zorganizovat a zaplatit.

Otázka č.5: Další důležitou soft skill- ve Vašem případě je Team-Leading. Jak jste se naučila vést kolektiv recepčních?

Tak jak vedli mí nadřízení mě, tak se snažím i já vést svůj tým. Je důležité zaměstnance motivovat a nechat je, aby po sobě něco ve firmě zanechali.

Otázka č.6: Můžete nám dát nějaký tip, ohledně komunikace s lidmi?

Vždy říkat pravdu. Je nutné spolupracovat, jak v práci tak mezi přáteli. Každé rozhodnutí má dopad na celý kolektiv. Je nutné fungovat jako kolektiv.