



ACADEMIC AND EMPLOYABILITY SKILLS

[Document subtitle]



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1.0 Introduction

The first purpose of this report is to explain the skills that an employer expects of a newly appointed in line manager, also discusses some previous studies skills, Time Management, Inter-Personal Communication, Negotiation. The second aim of this report is to provide an analysis of my own skills and a conclusion on any differences and needs that may arise from my analysis. In the end I will provide few recommendations on how I intend to overcome these gaps.

“A set of achievements, understanding and personal attributes that make an individual more likely to gain employment and be successful in their chosen occupations” (Yorke and Knight; 2004)

What are Employability skills

Employability Skills - Can be defined as the transferable skills needed by an individual to make them employable (Morgan, 2017). Along with good technical understanding and subject knowledge, employers often outline a set of skills that they want from an employee.

Managing people can be rewarding, and it's also very important role in most institutions. Research has shown that the first tier of line management (front line managers, supervisors and team leaders) have the greatest influence on staff performance and engagement to their organisation. Having skilled and able managers is therefore critical to any organisation's success.

The following skills are the most important:



T.1 Top ten most wanted employability skills

Research has shown that managers are critical to the success of any business because they have a considerable influence on the behaviour of employees and their overall attitude towards the organisation. Employability skills are essential because the labour market is intensely competitive, and employers are looking for people who are flexible, take the initiative and can undertake a variety of tasks in different environments.

Therefore, it is essential that the newly appointed line managers are:

- Recruited and selected to ensure they have the right skills and qualities to motivate workers and deal with difficult situations.
- Trained, so that they can carry out their duties effectively.
- Coached by senior managers, so that they can develop their management skills, play an active role in decision making and discuss any problems they may be facing.

Line managers have responsibility for managing individual employees or teams. The line managers, in turn, then report to a higher level of management on the performance and well-being of the employees or teams they manage. Line managers tend to perform the same tasks as their teams or have recent experience of the work.

Skills require by an employer for the position of a newly appointed line manager are: Inter-personnel and communication skills, Time Management, Negotiation and conflict.

2.0 Main Findings

2.1 Employability skills for a newly Appointed Line Manager

2.1.1 Time Management

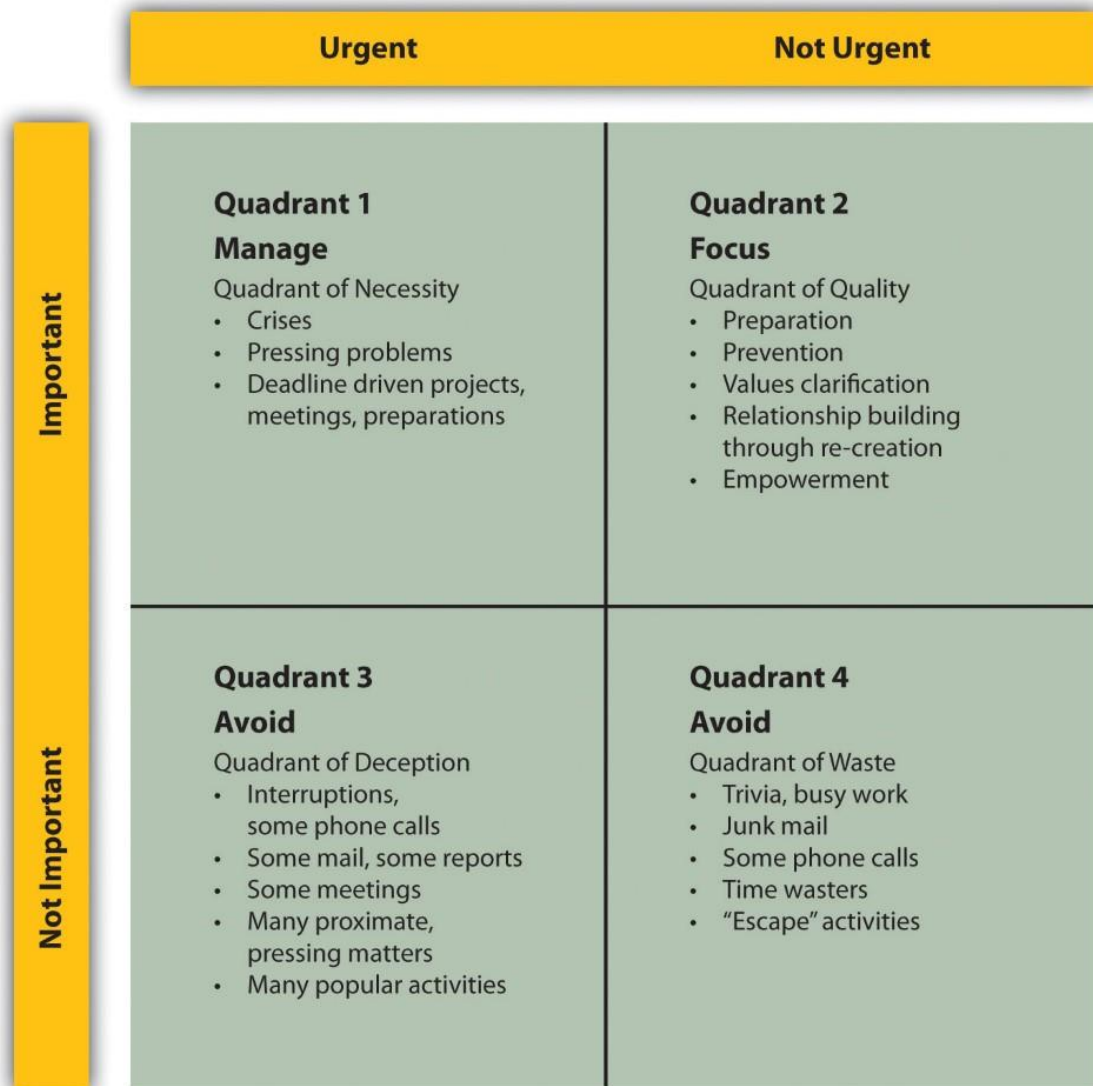
“We all have time to either spend or waste and it is our decision what to do with it. But once passed, it is gone forever” Bruce Lee(“ Zen in the Martial Arts”)



Dr. Mackenzie (1934) contends that, Time management is about controlling the use of the most valuable resource. It is administering activities in relation to time. It is setting priorities and taking charge of the situation and time utilization. It means controlling those habits or activities that cause waste of time. It is being willing to adopt style and methods to make maximum use of time.

Time management is essential for many reasons, it is one of the most sought qualities for employees to have, managers need to be able to assess their workers productivity and make sure they are getting the most out of their staff. Not only is good for business but is also a skill that can be of benefit to workers themselves.

D.2 JOHARI'S WINDOW (1955) IN EMPLOYABILITY SKILLS.



Based on Johari's Window(1995), the table is a technique that helps the newly managers to better understand their relationship with themselves and others (Joseph Luft and Harrington Ingham; 1955). Is aimed to illustrate and improve self-awareness and mutual understanding between Managers and employees.

Time management can help tasks seem less daunting, more organized, and to be finished in a timely and more productive manner. There are a number of benefits that can be enjoyed from utilizing proper time management.

- Less procrastination

By making a schedule, the tasks that need to be completed are set out and the person is aware of what need to be done. This schedule also allows for time not to be wasted and ensure that the tasks meets the deadline.

- More opportunities

Another benefit of time management is that it leads to more opportunities. Organisation and time management often allows for tasks to be completed ahead of schedule. Reliability and productiveness are key qualities that many employers look for.

- Time management makes an individual punctual and disciplined.

Managers should prepare a “TASK PLAN” or a “TO DO LIST”, give a sense of direction at the workplace.

- Research says that individuals who accomplish tasks on time are less prone to stress and anxiety.

- People who stick to a time plan are the ones who realize their goals and objectives within the shortest possible time span.

Managing time effectively helps staff member to meet targets way ahead of deadline and finish off task in time.

2.1.2 Interpersonal Communication

The Collins English Dictionary (1979) define the term *soft skills* as “desirable qualities for certain forms of employment that do not depend on acquired knowledge”.

Soft skills are character traits that enhance a person's interactions, job performance, and career prospects (Parsons; 2008).

Research showed that interpersonal skills are the most important skills at all levels in job. (Sheikh, 2009. Smith, 2007). People skills are the interpersonal attributes that characterize a manager relationship with others.

Interpersonal Skills	
Communication	Influence
Leadership	Motivation
Negotiation	Problem solving

Based on evidence, soft skills are just as good an indicator of job performance as traditional job qualifications (hard skills). Hard skills are the technical abilities and knowledge that one possesses, where's soft skills are the personal attributes and interpersonal qualities that are intangible.

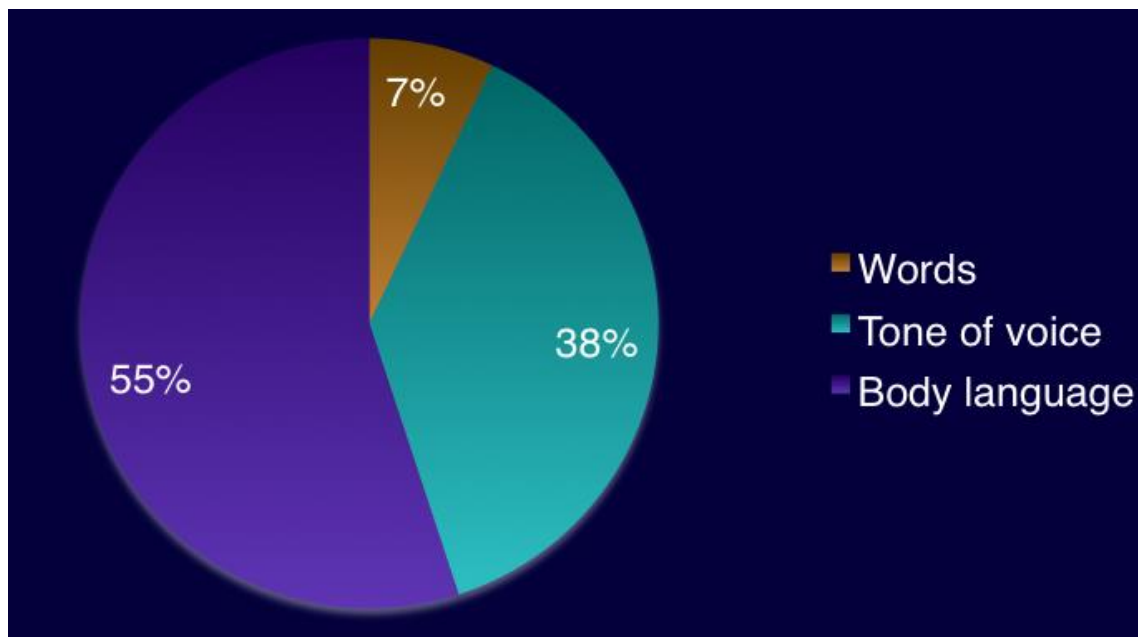
Business executive consider interpersonal skills a very important attribute in job applicants. They want employees who are honest, can communicate well, get along with others and work hard.

Research published in the “*Business Communication Quarterly Journal*” outline 10 key interpersonal communication skills identified as crucial in newly appointed in line manager.

Table 2. Interpersonal Communication.

Communication	Oral, speaking capability, written, presenting, listening.
Courtesy	Manners, respectful, etiquette, gracious.
Flexibility	Adaptability, willing to change, lifelong learner.
Integrity	Honest, ethical, high moral, friendly, positive, empathetic.
Attitude	Optimistic, enthusiastic, happy, confident.
Professionalism	Business-like, poised.
Responsibility	Accountable, reliable, gets the job done, self-disciplined.
Team work	Gets along with others, helpful, collaborative.
Work ethic	Hard working, loyal, self-motivated, on time.

Albert Mehrabian (1981) claims that the message that someone receives is broken up as follows:



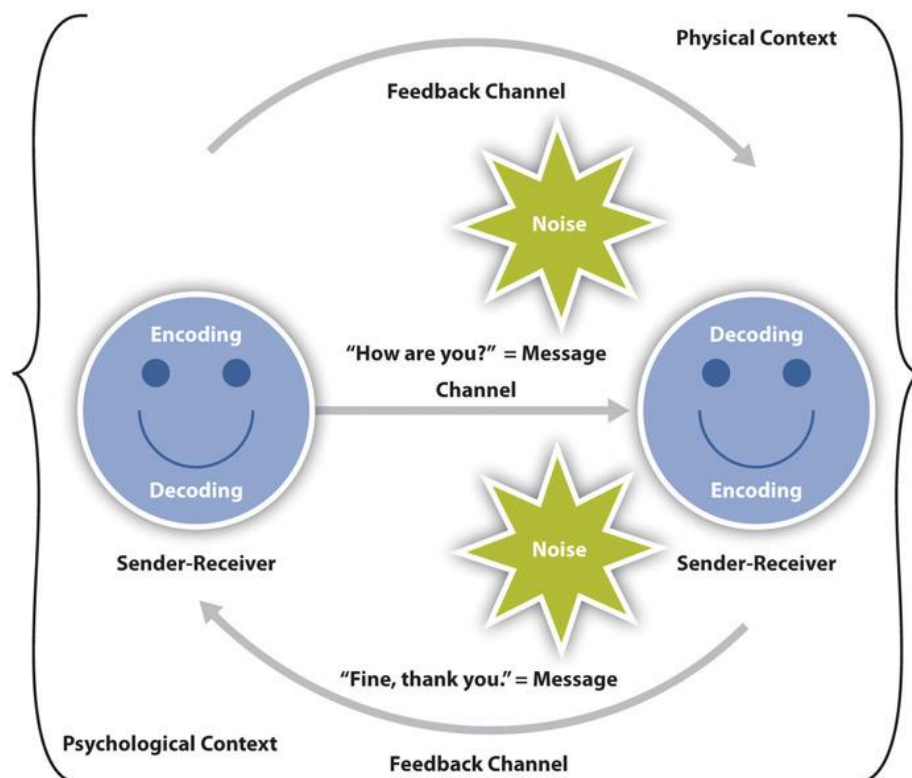
D.3 Interpersonal Communication

Body language is the management of time, space, appearance, posture, gesture, touch, expression, eye contact, and vocal prosody. As such **nonverbal communication** is a key part of effectiveness as a Manager. Effective communication is important to managers in business organisations because their communication with employees affects how employees perform their duties, it can increase employee morale and job performances.

Osmo Wiio and Welin-Goos (1978), argue that communication does not happen in isolation:

- Psychological
- Relational
- Situational - “where” is the communication
- Environmental (noise level, location, temperature, time of day)
- Cultural – if the person come from a culture where it is considered rude to make long, direct eye contact then the message can be misunderstanding.

D.3 Contextual Interpersonal Communication



It is critical to have interpersonal skills, because poor communication between Managers and employees, and within teams, can harm the business in a variety of ways. If a manager is unable to clearly communicate tasks, workers can quickly become frustrated and disconnected with the business goals. Interpersonal communication is essential for organisations (Simon; 1947).

Interpersonal skills are influential in recruiting for newly line manager:

- Keeps the feedback loop open
- Expands opportunities
- Approachable
- Social awareness
- Transparency and trust

“communication is a good example of everything that is more talk than actual course” (Rogers; 1976)

The results and benefits of having effective interpersonal communication are evident on a daily basis. All organisations must observe and evaluate how their members communicate with their clients, because it is very likely that the development of institutions depends on the ability of employees to share a sensitive information with citizens.

Another benefit is to increase changes of employability and a successful career and life, a good communication benefit

for:

- Lower staff turnover
- Increased staff loyalty
- Higher productivity
- Less gossip
- Better motivation
- Faster decision making and problem solving
- Stronger business relationships
- Enhanced professional image
- Stronger marketing messages
- Improving work flow

2.1.3 Negotiation

Negotiation is a process between two or more parties (each with its own aims, needs, and viewpoint) seeking to discover a common ground and reach an agreement to settle a matter of mutual concern or resolve a conflict (Gerald I. Nierenberg, Henry H. Calero; 2009).

D6. Negotiation Stages



Transactional analysis developed by Eric Berne (1950), can be used to improve communication and understanding of ways of behaving and negotiating. The goal of transactional analysis is autonomy, which is defined as awareness, and the capacity for intimacy. Another important skill for newly manager is being **Assertiveness**, means being able to stand up for your own and for other people's rights in a calm and positive way, without being either aggressive, or passively accepting "wrong".

In Business Negotiation skills are necessary on both informal day-to-day interactions and formal transactions such as negotiating conditions for sale, service delivery, and other legal contracts. Good negotiations contribute significantly to business success, as they help to build better relationships. Negotiation skills can be of great benefit in resolving any differences that arise between Manager and Employees, to defuse any conflicts and to empower the relationship in the organisation.

2.1.4 Other Skills

Technology has helped shape the workforce in business, that's why many employers want the people they hire to come equipped with certain technological skills. (Karehka Ramey, 2017). The new skills that had been grown in the last five years and it is playing an important part in business is:

Social media skills and networking skills – employees need to know how to use different platforms, network, to know how to use social media sites effectively, to learn how to send a message across on social media make an applicant more attractive candidate.

Networking skills are important to business success and benefit from training on building relationship between employer-employees-clients-stockholders. Networking is not a restricted to specific situation and people can network at any time and place, which makes every opportunity a network opportunity (Yeng;2006).

Having IT Skills, Network, Social Media and Computer Skills, a manager can increase his potential to a higher position in the company, a better connection with customers and staff, improve productivity, and train staff basic and advance IT skills.

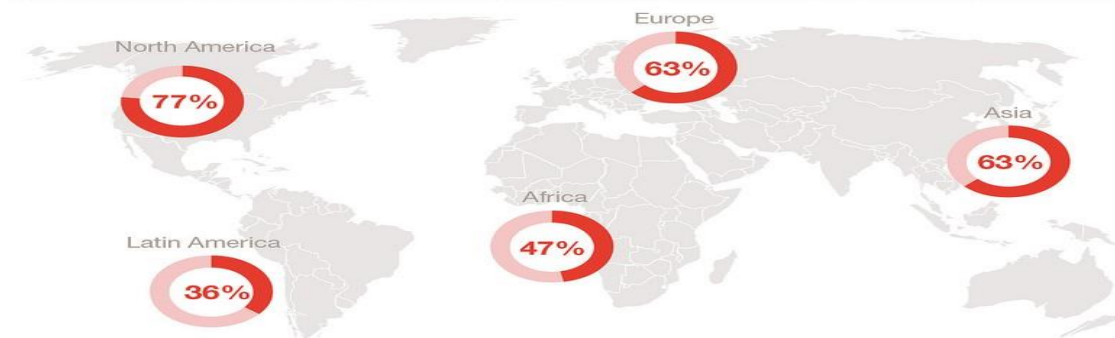
Computer skills

-most employers now require some computer literacy (WORD, POWER POINT, EXCEL) or more advanced software.

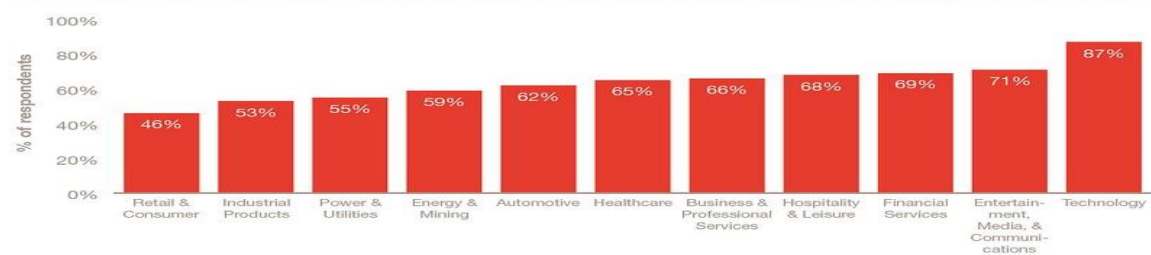
D.5 Business and IT leaders around the world.

Digital IQ by region and industry

Business and IT leaders in North America are more confident about their digital acumen than their counterparts in other regions.



Surprisingly, customer-facing industries varied widely when it came to rating themselves as having a strong Digital IQ, placing in the middle and back of the pack.



Q. Please rate your organization's Digital IQ, defined as how well companies understand the value of technology and weave it into the fabric of their organization.

Respondents who stated "strong" or "very strong"

Base: 1,494

Source: PwC, 6th Annual Digital IQ Survey, 2014

The importance of computer skills (IT) in business has a significant impact on recruitment selection, IT Skills will increase productivity and also stave off problems that can cost time and significant amounts of money.

Many companies have started to depend upon computerised technology to get work done. Network relationship allow for successful business practices and the development of mutual respect (Kay; 2004).

Employers want from their newly line managers to possess advanced computer skills because companies are dependent on computers and modern technology.

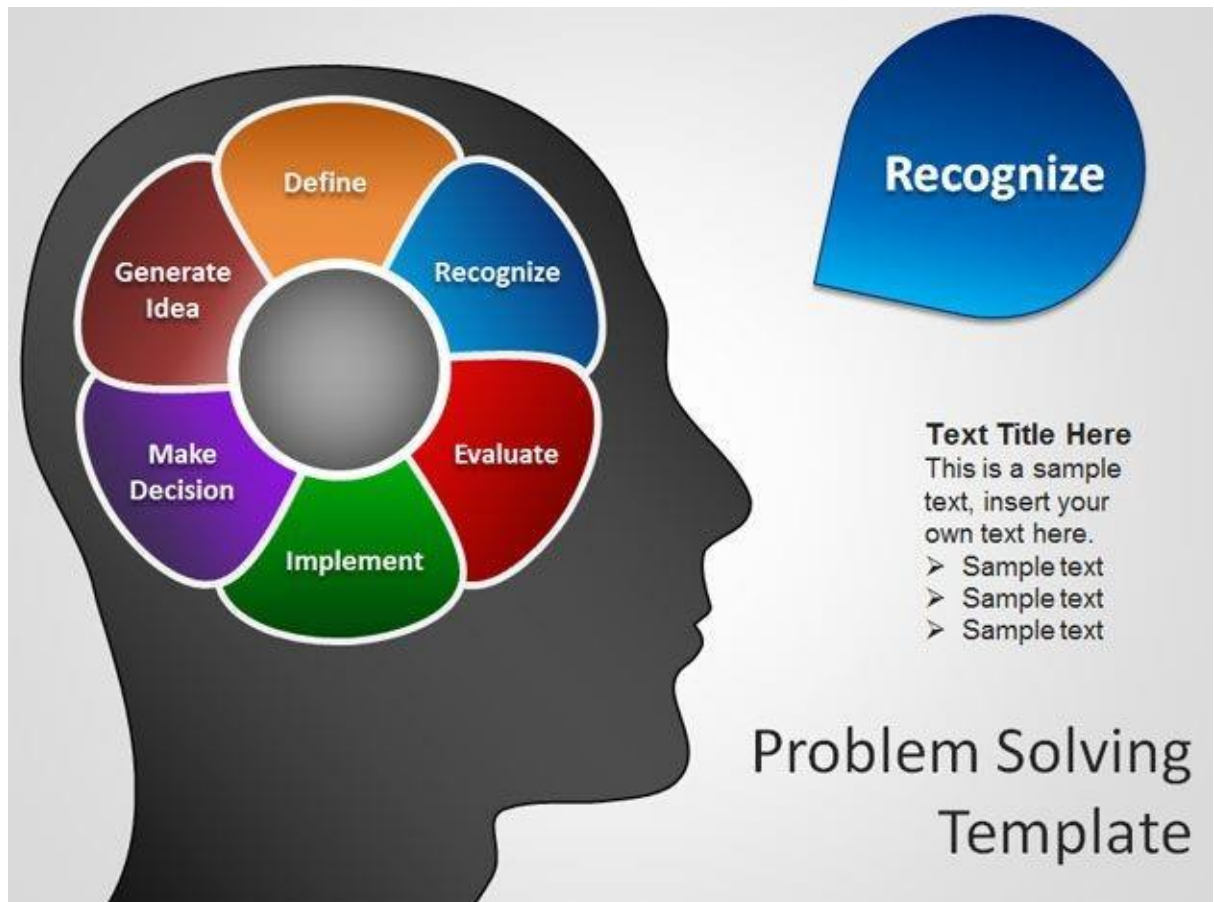
Problem solving and critical thinking skills

Albert Einstein once said *“the formulation of the problem is often more essential than the solution, which may be merely a matter of mathematical or experimental skill”*

Problem solving requires two distinct types of mental skill, analytical and creative. The process of working through details of a problem to reach a solution.

The importance of problem solving, and critical thinking for a newly Manager are:

- To identify the problem, the first step is to determine if a problem exist.
- Analyse the problem, look from different angles
- Possible solutions
- Take action



The benefits for improving problem solving and critical thinking is a better position in management. Understanding the critical components involved in problem solving will help improving this skill set and demonstrate candidate expertise to employer. Strong problem solvers are valuable addition to any team, build the trust and the company respect.

“you can never solve a problem on the level
on which it was created”- (Albert Einstein;1989)

The right candidate for the position of manager should track problem solving successes, measure the outcomes, so managers will have no problem identifying a strong problem solver.

2.3 Skills Analysis

1. What skills do you currently have?

- Skills Analysis

Based on SWOT ANALYSIS

A SWOT- analysis encourages you to think about your strengths, weaknesses, opportunities and threats (A. Sarsby; 2016).

STRENGTHS • Interpersonal skills • Planning • Teamwork • IT skills • Communication skills • Problem solving • Time management • Creativity	WEAKNESS • Critical thinking • Analytic skills • Research skills • public speaking • report writing • Negotiation
OPPORTUNITIES • training programs • Innovation and technology • Events • Courses • New market	THREATS • New technology • Stronger candidates applying for the job • Not confident with presentation skills

The aim of SWOT analysis is to describe the existing skills I have, and the skills discussed in lectures, to support the discussion with examples of where I implement and improve these skills.

Effective time management skills provide me with the ability to juggle a variety of workloads, efficiently use of my time and meeting critical deadlines. Time management skills can also demonstrate professionalism, ability to multitask, and your availability to contribute to team projects while meeting company objectives.

Managing your time effectively means being honest with yourself and with others about your personal and professional abilities. For example, I'm a morning person, scheduling high-level, detail-orientated in early part of the day makes more sense than selecting late afternoon. Learning how to prioritize go hand in hand with time management skills. I decide which tasks take precedence include sorting by deadline, importance, finance, or necessity.

As an example, is my presentation that I must present a power point on the 20th of March and Laura's assignment that is 3000 words on 5th of April. Get into habits help me to stay on track. Assess some work every day, check my journal and make amends if any circumstances changed. Having a routine, help me to complete my assignments in time before deadline, which I can submit as a draft before the final submission, giving me time for any corrections and achieving my goals for better marks. I plan to write 300 word, four days a week before 22th of March to complete 3000 words.

Eliminate all distractions

Distractions can be a major time suck, particularly in open or busy work environments, such as:

- Constant monitoring mobile phones or personal email during work hours
- Listening to music
- Surfing the web
- Starting and stopping tasks repeatedly

To avoid all these distractions, I decided to create a cushion, I build a time cushion into every day to allow for unanticipated needs and emergencies. For example, when I work for my assignments, I switch off my phone, I let know my family that four days a week ,2 hours I won't be around only if is an emergency and require my attention.

To plan for unexpected, I don't schedule myself to tight, I plan to complete tasks ahead of schedule, rather than waiting until the last minute.

Review and Analyse

Even the most effective time management systems can benefit from occasional review. To analyse and review my work I show to Chris and to Laura, after class, or I email, submit a draft before the deadline, to get a feedback on my work and to have time to correct any mistakes. I set aside some time to take stock of my routine and my allocation time to analyse and what has room for improvements, to ensure that I consistently operating at peak performance.

2. What gaps are there in your skills?

According to PayScale (2018), these are the top four skills most recent grads are lacking:

- Writing a report
- Public speaking
- Negotiation skills
- Critical thinking/ problem solving

“The skills gap” is the divide between the skills employers expect employees to have and the skills employees and job seekers actually possess.

To identify and to measure I undertake a skills gap analysis:

	importance	Required level	Actual level
Negotiation skills	high	5	4
Writing a report	high	3	2
Public speaking	moderate	4	3

Conducting a skills gap analysis can be time-consuming. But the results are worth it. Knowing which skills you need to grow.

3.0 Conclusion

Management is the key to a successful operation. It requires highly developed cognitive, interpersonal, presentational skills. The qualities which make up a successful manager are numerous and varied, time management, interpersonal communication, negotiation and other skills have to be present, despite that many changes in organisations and management have occurred in recent times such as technology in the modern world.

Line managers have a very important role to play, not only in day to day management of people but in improving communication, achieving goals and reach the company targets. It is therefore important that proper consideration is given to the way line managers are selected, developed and managed on an ongoing basis to ensure they are able to perform this role and highlights key skills important for newly line managers in developing vital people management skills.

4.0 Recommendation

Based on SMAR ANALYSIS I will make the follow recommendations on how to overcome the gaps in my skills:

SMART – is a well-established tool that you can use to plan and achieve my goals, when you use SMART you can create, attainable and meaningful, action plan, and support needed to achieve them, model ensure that my actions clarify my progress towards objectives and goals. (George T. Doran; 1981).

To overcome these gaps, I have in plan the follow recommendations:

- Improve my academic vocabulary
- To attend lectures and power point presentation
- To read more academic books and journals
- To learn negotiation tools

Specific	report writing Negotiation skills public speaking.
Measurable	It is important to asses my progress based on defined criteria and to monitor and acknowledge progression towards these criteria getting feedback from Beth and Laura.
Achievable	yes
Realistic	yes, it can be proved by feedback from colleagues, teachers, Beth, student support.
Timebound	05 th of April at:15:00PM

Table4. SMART ANALYSE

5.0 Reference List

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