

# VGU

# VIETNAMESE-GERMAN UNIVERSITY



Vietnamese Creativity



German Quality



Universal Opportunities

## Thank you to EuroCham & BECAMEX

VGU

Vietnamese - German University

## Why the Development of Soft Skills is Critical to Successful Organizational Performance

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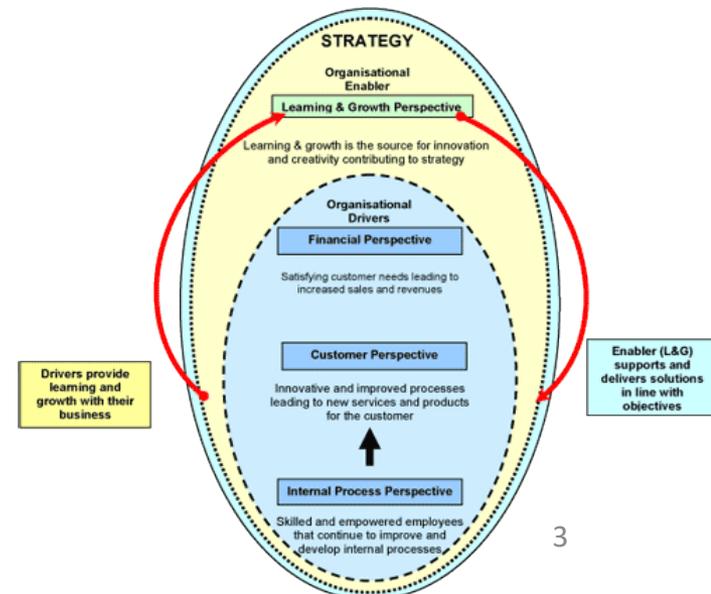


# Introduction

- **Human Resource Development (HRD)**: “...preparing and continually developing people and learning systems to achieve the highest possible performance in order to meet strategic goals”.
- **Organisational Performance**: An analysis of company's performance as compared to goals and objectives.

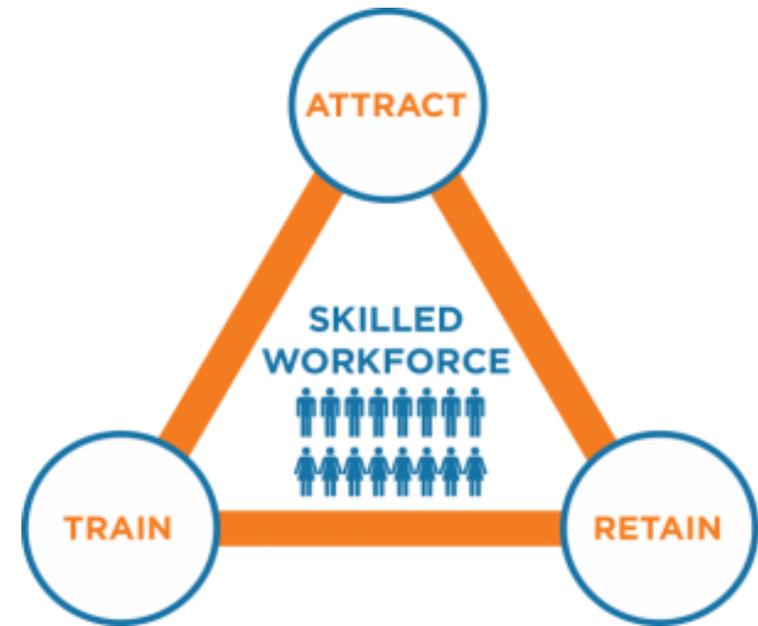
Within corporate organizations, there are four primary outcomes analyzed:

- Financial
- Customers
- Internal processes, and
- **Employee learning and growth**



# A Skilled Workforce

- **A Skilled Workforce:** vital to ensure that the **your organisation remains competitive.**
- **Comprises different domains of skills:**
  - **cognitive** skills,
  - **people** skills, and
  - **technical** skills.
- **Skills Gap in Vietnam:** **closing** of this **skills gap** is imperative for strong economic growth.
- **Vietnamese Employers:** high quality **cognitive, people, and technical** skills.



# Cognitive and People Skills

- **Cognitive skills:** include the use of **logical, intuitive** and **creative thinking**.
- **People skills:** include
  - social skills,
  - life-skills,
  - emotional stability,
  - decision making,
  - interpersonal skills and
  - other soft skills.



# Soft Skills

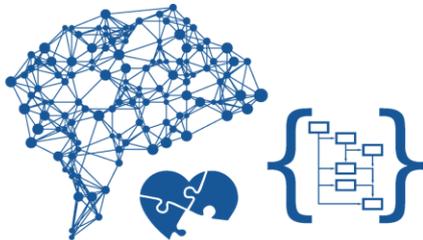
- **Technical Skills:** gets your foot in the door.
- **People Skills:** what opens most of the doors to come.
- **Soft Skills that are Crucial for Career Success:**
  - your work ethic,
  - your attitude,
  - your communication skills,
  - your emotional intelligence,  
and
  - a whole host of other personal attributes.

# Top 10 Skills

## in 2020

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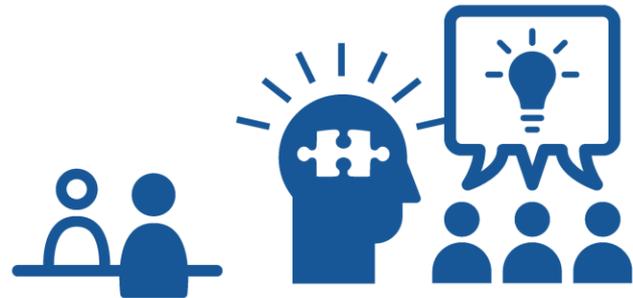
1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility



## in 2015

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1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



# How Soft Skills Help You

- **Soft Skills help you Excel as a Leader.**

- problem solving,
- delegating,
- motivating, and
- team building

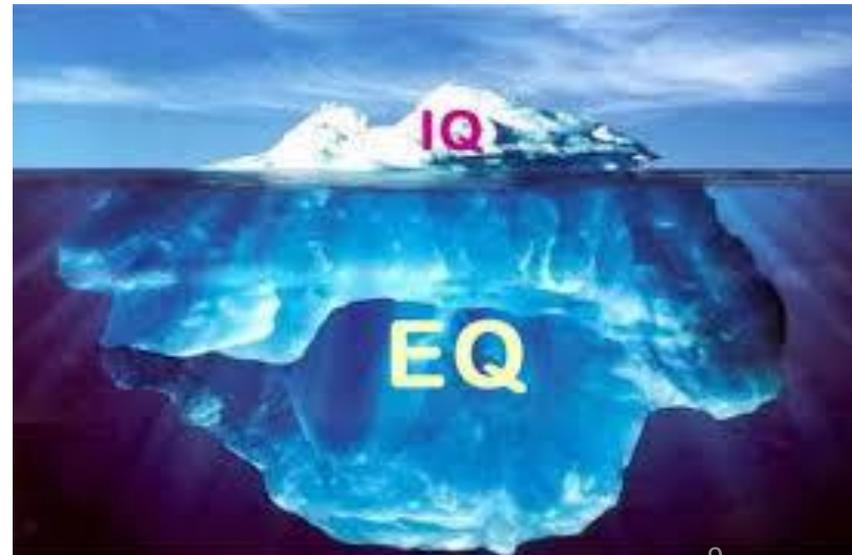


are all much easier if you have **good soft skills**.

- Knowing how to **get along with people** – and displaying a **positive attitude** – are crucial for success.

# Undervalued

- **Soft Skills:** often undervalued, less development opportunities.
- **Organizations:** expect people know how to behave on the job.
- **We Assume that Everyone Knows and Understands the Importance of:**
  - being on time,
  - taking initiative,
  - being friendly, and
  - producing high quality work.



# World Bank's STEP Employer Survey

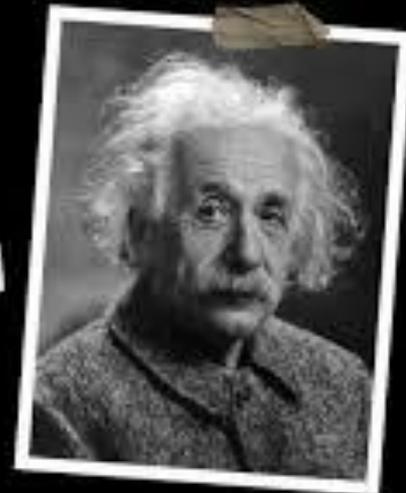


- found that **leadership**, **problem solving**, **creative and critical thinking**, and **communication** were in the **top five job-related skills** among white and blue-collar workers.

# What does this Mean for Business?

1. **A skills strategy for Vietnam:** It should not just look at technical and vocational education and training (TVET) and university education.
2. **Critical thinking, problem-solving, communication and other soft skills** are not acquired through rote learning.
3. The views by **Vietnamese employers** are very similar to those of employers in much more advanced middle and high income economies.

"Education is not the learning of facts, but the training of the mind to think."  
-Albert Einstein



# Where Do We Start (Macro)?

- **Education reform**: unlikely to be successful if it is set by directive by the Government.
- **Fundamental education reforms** that are needed to prepare the Vietnamese workforce for the future require an open discussion in society, involving:
  - businesses,
  - schools and universities,
  - parents and students, and
  - the authorities at different levels.
- **The message**: **critical thinking, communication, teamwork** etc. are the skills of the future.



# Where Do We Start (Micro)?

## Training needs analysis

- **Top down approach**
  - Identifying gaps at a strategic level and determine what learning initiatives are needed to close these gaps.
- **Bottom up approach**
  - As part of your staff development planning identify the gaps in competencies of your staff and identify training needs from these gaps.
- There needs to be alignment between the **learning initiatives** and the **overall strategy** and **performance** of the organisation.

# Needs analysis

## Needs analysis is carried out:

- to ensure that there is a clear **business case** for the learning program or intervention.
- there are clear links from the program to immediate or long-term **needs of the business**.
- what learning and development is required for individuals to perform in their **current jobs**?
- what development opportunities will prepare them for possible **future assignments**?
- links between **individual learning** and **organisational development**.



# Learning Initiatives

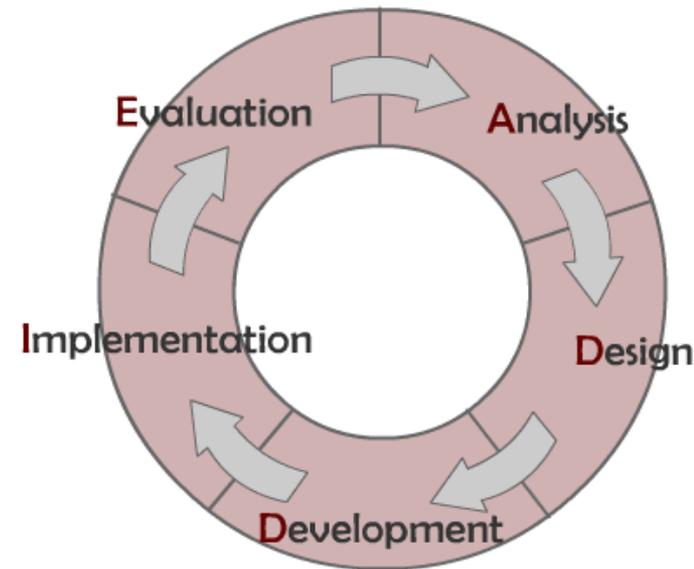
- Academic study.
- Coaching
- Mentoring
- Training programs
- Workshops
- On-line learning etc.



# Designing Learning Programs

Phases of the design process include:

- Needs analysis
- Setting learning objectives
- Determining content
- Designing the learning processes
- Determining methods of evaluation
- Developing curriculum

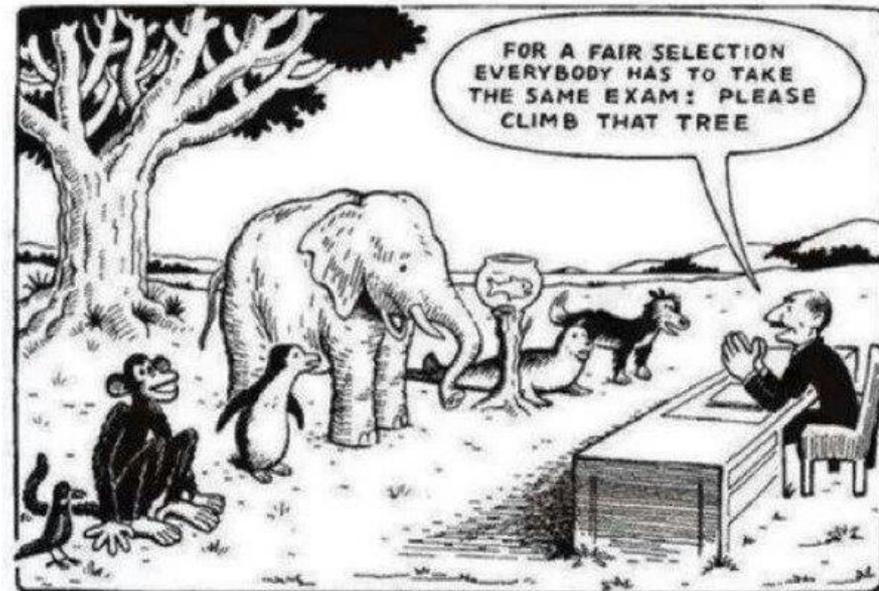


# Individual focus

The HRD focus for the learning for individuals can be about developing:

- **Awareness** and **understanding**
- **Skills** and **competencies**
- A change in **perceptions** and **attitudes**

A BAD ATTITUDE IS  
LIKE A FLAT TIRE,  
YOU CAN'T GET  
VERY FAR UNTIL  
YOU CHANGE IT.



## Our Education System

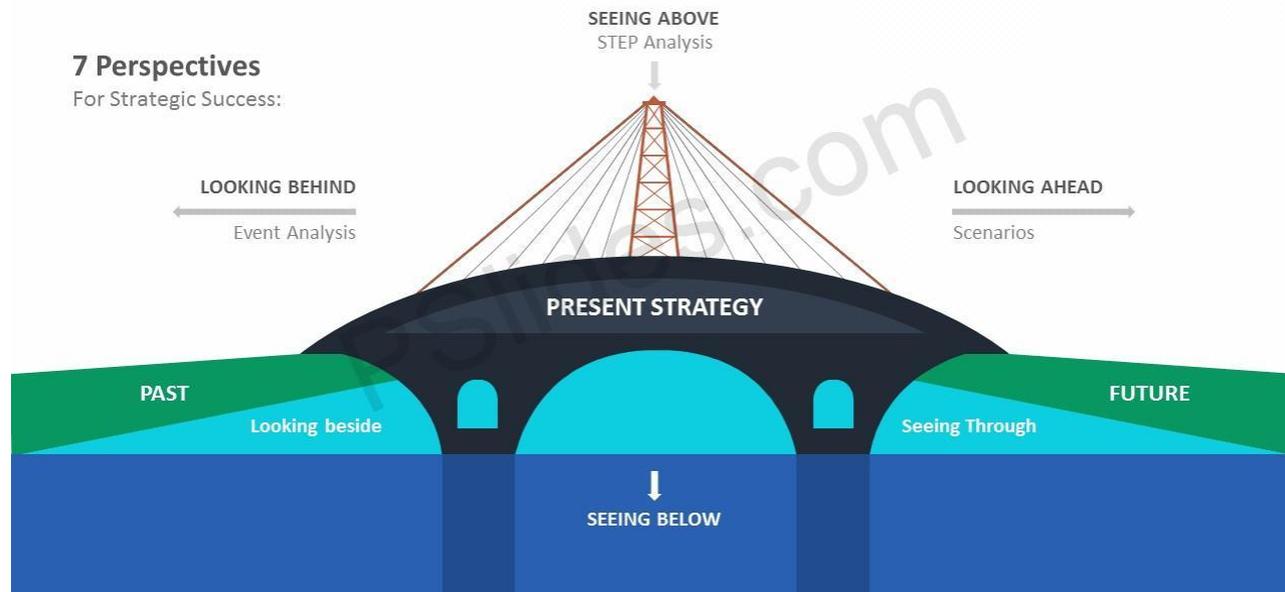
*"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."*

*- Albert Einstein*

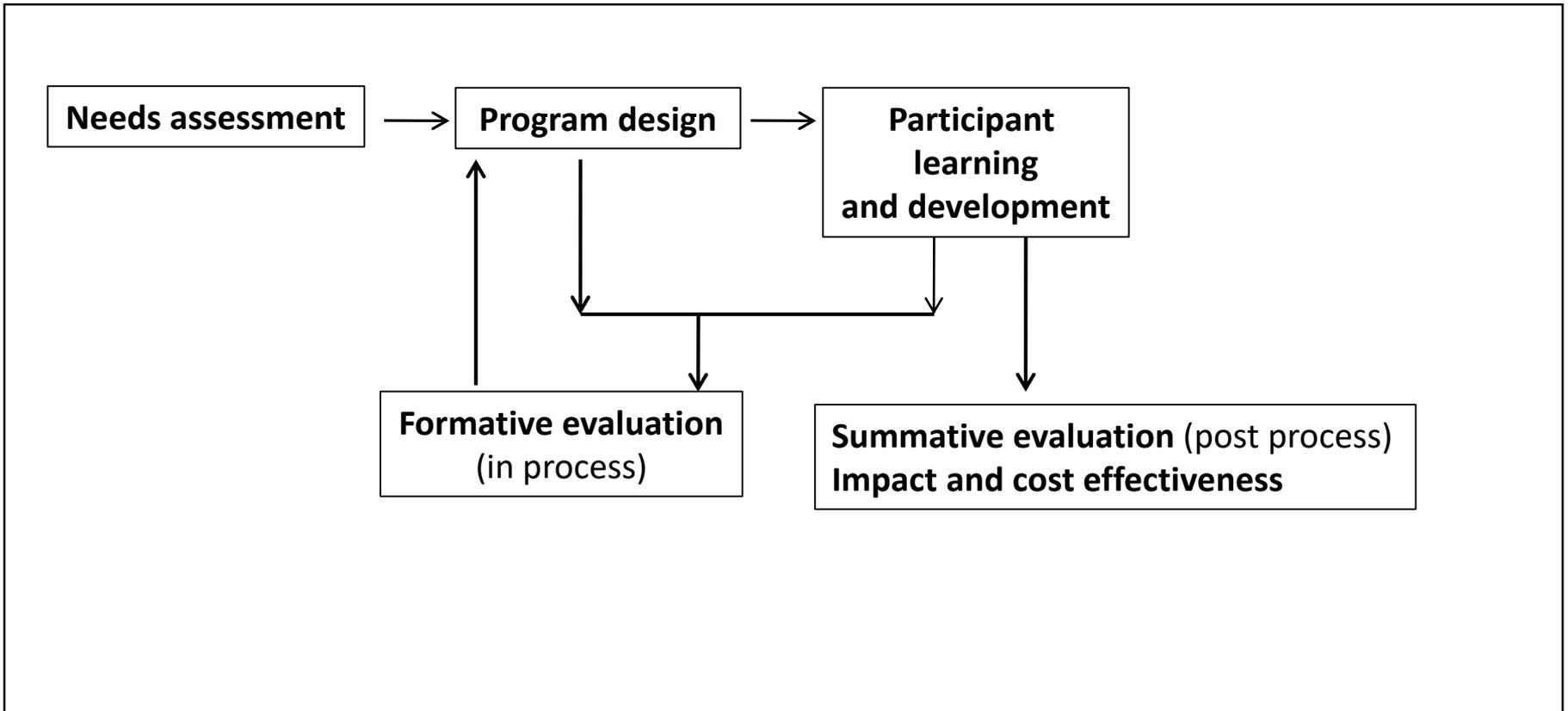
# Questions to Ask?

- Where is my organisation heading? **It's vision.**
- What does it need to do to get there? **Strategy**
- What are the **existing gaps** in organisational performance?
- What will be the **future gaps** in organisational performance?

## MINTZBERG STRATEGY BRIDGE POWERPOINT DIAGRAM

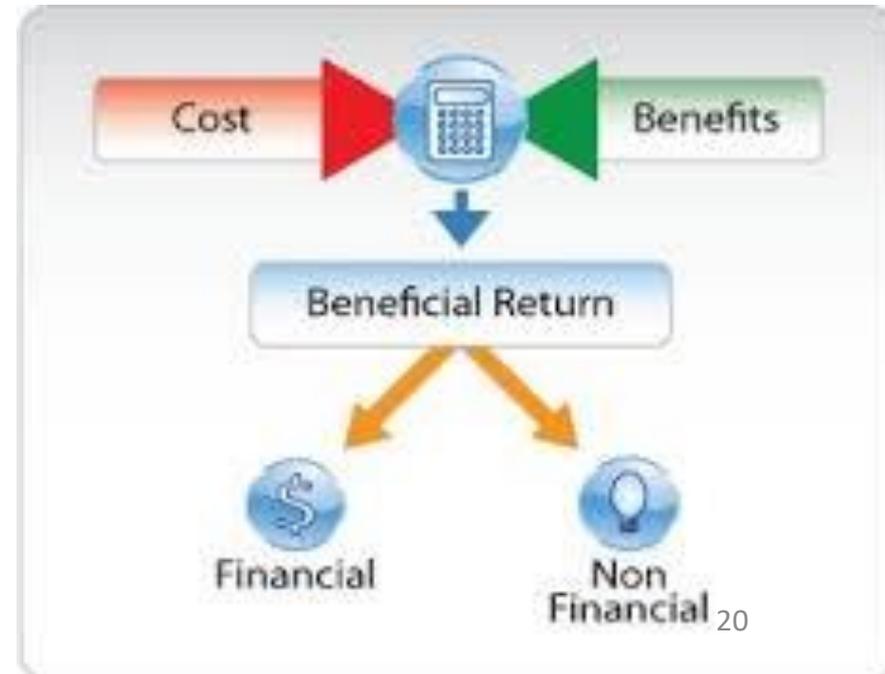


# Assessment System for a Development Program



# Return-On-Investment Framework

$$\text{ROI}(\%) = \frac{\text{Net Program Benefits} \times 100}{\text{Program Costs}}$$



# Strategically driven HR imperatives

- The **organisational core competencies** and **individual competencies** necessary for executing strategy.
- **Organisational** and **individual alignment** with the **strategic direction**.
- **HR systems** in place that position and **focus people** for **performance**.

The business benefits of organisational alignment include increased competitive advantage, increased revenues, reduced costs and increased profits



# Aligning Competencies, Organisational Units & HR systems

HRD traditionally **'closes the gaps'**:

- Facilitating strategic conversations to **identify the gaps**.
- Supporting successful **strategy implementation**.
- **Building alliances** that will be supportive of the learning interventions needed.

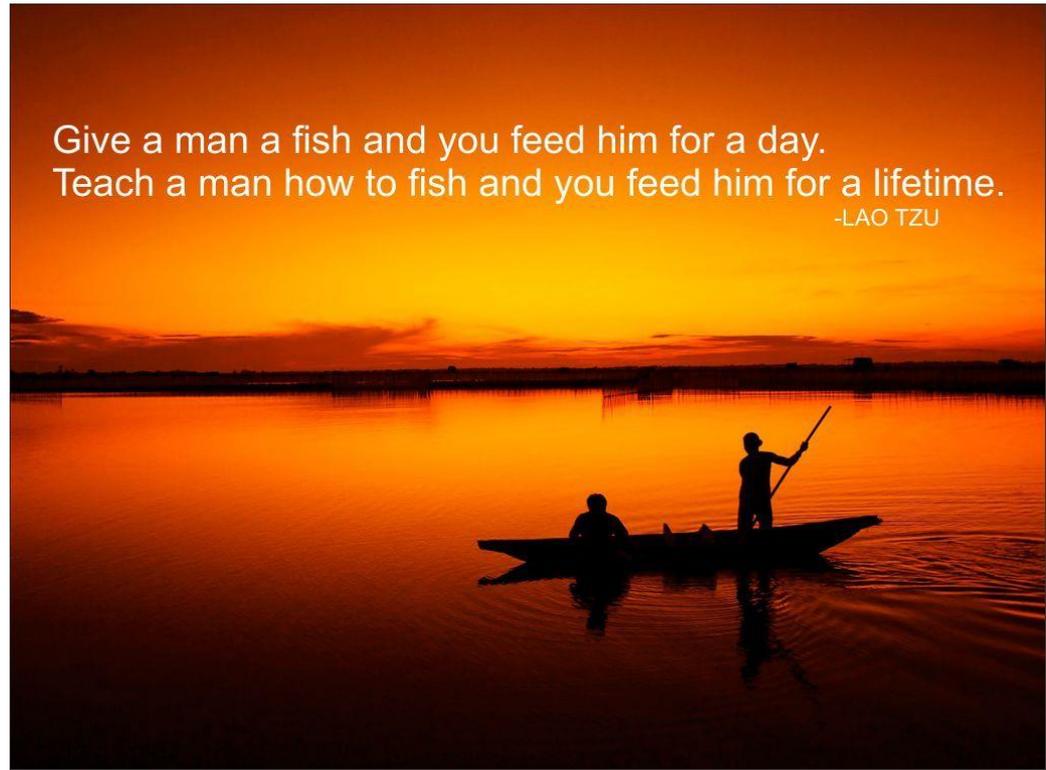
# Where Do I Begin?

- How can I incorporate **soft skills** into my organization's training programs?
  - Team activities,
  - Leadership roles,
  - Individual/group presentations,
  - Problem solving tasks,
  - Analytical skills,
  - Internships, and
  - Critical/creative/systems thinking activities.



# Conclusion

- Organisations need to **continuously develop their staff** to survive and thrive.
- **Staff development** needs to be aligned with the overall needs of the organisation.
- Therefore, learning initiatives need to result in **improved performance** for both the **individual** and the **organisation as a whole**.



Give a man a fish and you feed him for a day.  
Teach a man how to fish and you feed him for a lifetime.  
-LAO TZU

# Thank You Very Much

- $1 + 2 + 3 + 4 + 5 = 1$
- $2 + 4 + 6 + 8 + 0 = 5$
- $3 + 6 + 9 + 2 + 5 = 2$
- $0 + 0 + 0 + 0 + 0 = 5$
- $1 + 1 + 1 + 1 + 1 = 0$
- $2 + 6 + 6 + 2 + 0 = ?$





# Vietnamese-German University



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