



**SZÉCHENYI**  
ISTVÁN  
**EGYETEM**

KAUTZ GYULA GAZDASÁGTUDOMÁNYI KAR  
MARKETING ÉS MENEDZSMENT TANSZÉK

**Konczosné Szombathelyi Márta**

**ECOPSI**

# **European Communication Professionals Skills and Innovation Programme**

**MTA GTB Kommunikációmenedzsment Munkabizottsága  
Gazdasági és Vállalati Kommunikáció Intézményközi Szellemi Műhely**

**2014. november 14.**

**Veszprém: Pannon Egyetem Gazdaságtudományi Kar**

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## 2. Eredmények

- ❖ Irodalom
- ❖ Kvantitatív kutatás
- ❖ Kvalitatív kutatás

### 3. Összegzés



# 1. Résztvevők, célok, módszer

The logo for 'ecopsi' is displayed in a large, bold, blue font. The letter 'o' is replaced by a blue speech bubble containing twelve yellow stars, mimicking the European Union flag.

European Communication Professional Skills and Innovation Programme



## Résztvevők, célok

- ✓ Ralph Tench (Leeds), Ansgar Zerfass (Lipcse), Piet Verhoeven (Amszterdam), Dejan Verčič (Ljubljana), Angeles Moreno (Madrid), Ayla Okay (Isztambul) (2011-2013)
- ✓ Competencies and Role Requirements of Communication Professionals in Europe. Insights from quantitative and qualitative studies. ECOPSI Research Report
- ✓ Leeds, UK: Leeds Metropolitan University ([www.ecopsi.org.uk](http://www.ecopsi.org.uk))
- ✓ to map and evaluate the current and future communication management skills of practitioners across Europe
- ✓ to develop understanding of the competencies held by senior communications practitioners and the contributing knowledge, skills and personal attributes

# Módszerek

✓ country specific literature reviews on PR

✓(1) quantitative, through

- ❖ an online survey of nearly 2,200 practitioners in 42 countries and

✓(2) qualitatively through

- ❖ a small number of focus groups and
- ❖ 53 individual interviews with communicators from four role groups: chief communications officers, crisis communicators, internal communicators and social media managers, across 6 geographically distinct regions of Europe



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## 2. Eredmények



## Range of skills, knowledge and personal attributes identified in the European literature

Skills	Knowledge	Personal attributes
Writing and oral communication	Business knowledge/literacy	Handling pressure
Project planning and management	Current awareness	Leadership
Critical thinking	Theoretical knowledge	Integrity/ honesty/ethical
Problem solving	Knowledge of PR history	Objectivity
Media skills	Knowledge of other cultures	Listening
Persuasion	Knowledge of communication models	Confidence/ ambition
Strategic thinking	Knowledge of how to apply PR theory	Team player
Mentoring and coaching		Energy/ motivation
Advanced communication skills		Discipline
IT skills (including new media channels)		Intelligence
Crisis management		Ability to get on with others/ interpersonal skills
Research		Wide interests
Reading comprehension		Intellectual curiosity
Community relations		Creativity
Consumer relations		Flexibility
Employee relations		Judgement and decision making
Professional service skills		Time management
Social responsibility		Respect for hierarchy
PR ethics		Follows organisational 'rules'
		Honesty
		Adaptability
		Integrity



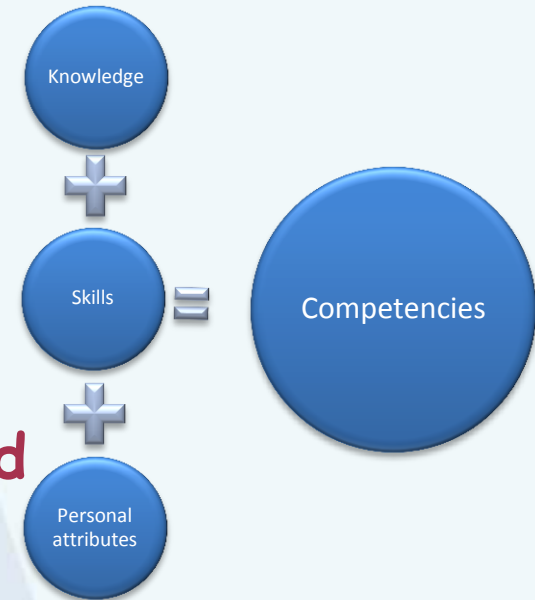
## ✓ Competencies: How knowledge and skills are used in performance

### ✓ 4 roles:

- ❖ chief communications officers,
- ❖ crisis managers,
- ❖ internal communications managers and
- ❖ social media managers

### ✓ Identify: competencies are needed

### ✓ Identify: skills, knowledge and personal attributes





# ECOPSI Communication Role Matrix

- ✓ **Survey, focus groups, in depth interviews**
- ✓ **Counselling (build relationships, consulting, coaching)**
- ✓ **Organising/executing (planning, making it happen)**
- ✓ **Managing (cross functional awareness, business focus)**
- ✓ **Performing and creating (craft e.g. writing, design, presentation)**
- ✓ **Analysing/interpreting (research, listening)**
- ✓ **Supporting/guiding (vision and standards, ethics, developing others)**

Competency	Knowledge	Skills		Personal attributes	
		Hard	Soft (human and conceptual)		
<b>Counselling</b> (build relationships, consulting, coaching)	Languages Intercultural theory and issues  <i>Learning curves of co-workers</i> <i>Personality</i>	Diversity Consulting Consensus building Negotiation	Team building Conflict resolution <i>Persuasive communication</i> <i>Motivation</i>	Empathy Trustworthiness Team minded (worker) Negotiation Sympathetic Political intuition <i>Authenticity</i> <i>Integrity</i> <i>Patience/tolerance</i>	Participative Sociable Authority Calmness Self-criticism Responsiveness <i>Self awareness</i> <i>s</i> <i>Humour</i>

from the focus groups

from the interviews

Competency	Knowledge	Skills		Personal attributes
		Hard skills	Soft skills	
<b>Organising/ executing</b> (planning, making it happen)	Corporate strategy Financial systems Planning systems <b>Project management</b>	Writing Strategy Planning Project management Time management Administration <b>Organisational skills</b> Creativity with budgets	Strategic thinking Planning Decision making	Composure Energy Competitive Leadership Enthusiasm Perseverance/re silience Self-reliance Multi-tasking Proactivity Agility/Flexibility <b>Results orientation</b>

<b>Managing</b> (cross functional awareness, business focus)	Management Economics Branding Law Knowledge about own organisation Business systems General knowledge Risk management Stakeholder management Public affairs/political dynamics Change management Language of the Board Understanding of own business model	Mapping (organisational network systems) Leadership	Negotiation Influencing Delegating Managing people Sense of timing (when to communicate)	Confidence Global and strategic vision Diplomacy Experience Courage Daring/Risk Taking (and being willing to fail and learn from this) Stress resistance Adaptability
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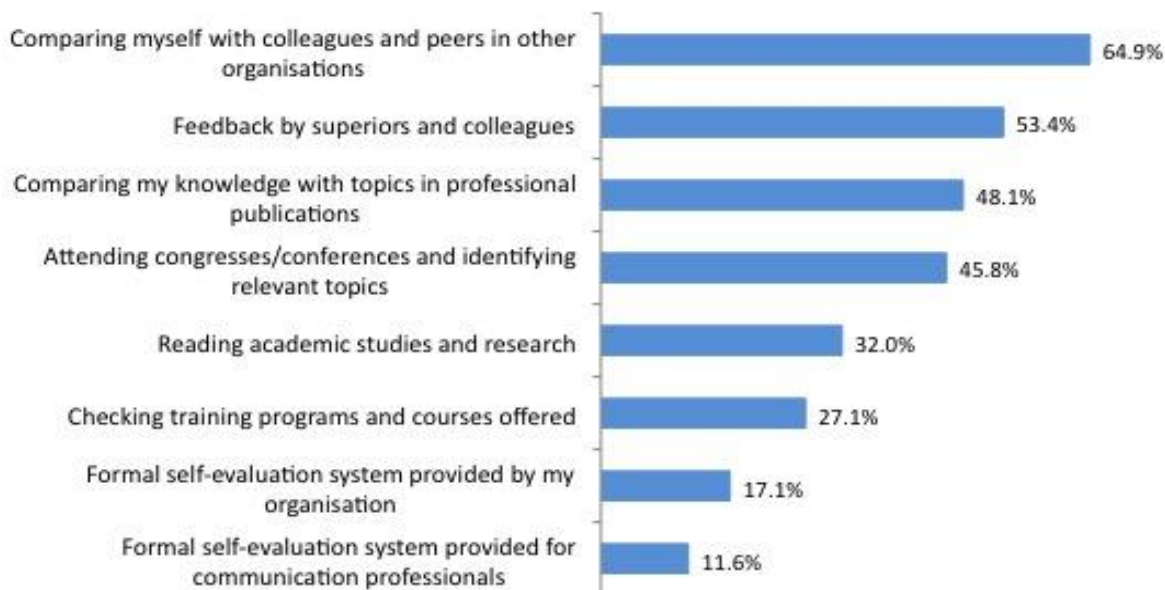
<b>Performing and creating</b> (craft e.g. writing, design, presentation)	New technologies Communication processes Web 2.0 tools and effects on organisational communication Media systems and structures  Intercultural aspects of communication messages and products Global media environment	Writing Editing Design skills Computer writing skills Multi media skills Visioning Verbal coherence /concision	Communication Presentation Creative problem solving Story telling	Communicative Entrepreneurial Polyvalence/supporting diverse and differing perceptions Initiative Lifelong learner Innovative and creative Enquiring Openness Pioneering
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<b>Analysing/interpreting</b> (research, listening)	Research and analysis methods <b>Human Resources (HR) policies and links to communication</b> Prediction/forecasting Monitoring tools Web monitoring tools <b>Listening, understanding and interpreting trends, linking them to business strategies</b> <b>Recognising trends</b>	Critical thinking Reading comprehension Research <b>Social environmental analysis</b>	Forecasting <b>Listening</b>	Curiosity Questioning <b>Good judgement</b> <b>Strong instincts</b>
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<b>Supporting/guiding</b> (vision and standards, ethics, developing others)	Corporate governance Ethics/ethical frameworks Legal issues		<b>Visioning</b>	Ethical and socially responsible Authority Integrity Honesty Influence Reputation Sincerity <b>Objectivity</b> <b>Sensitivity/humanity</b>
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## How communication professionals evaluate knowledge and development needs

### Most important means to self-assess knowledge and needs

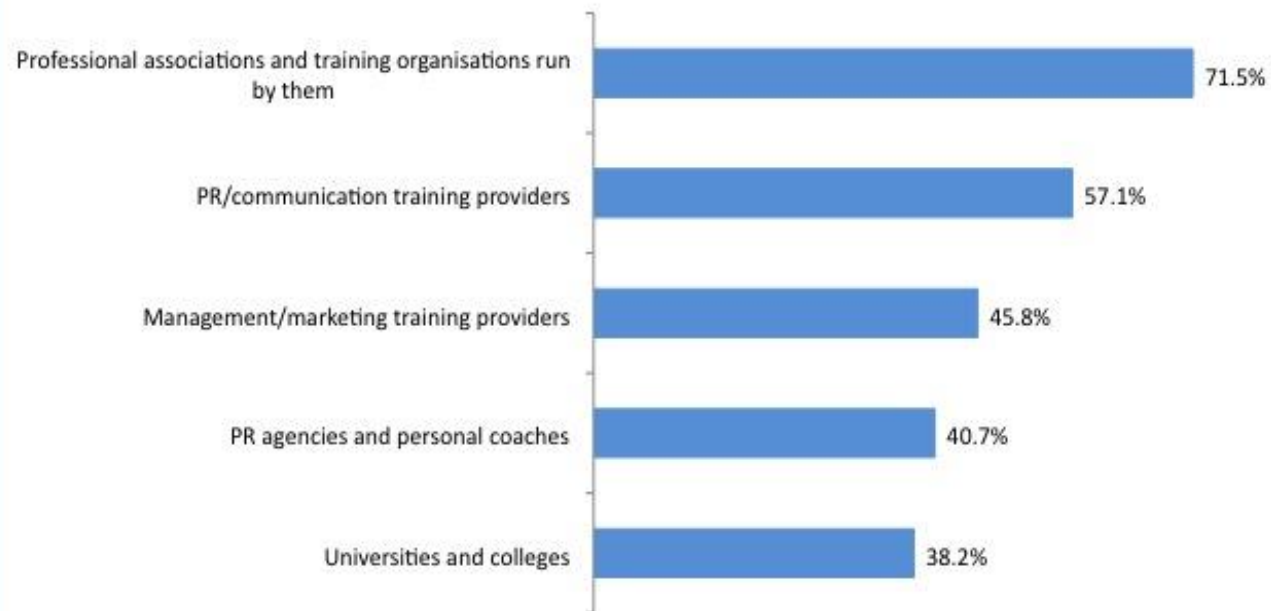


[www.communicationmonitor.eu](http://www.communicationmonitor.eu) / Zerfass et al. 2012 / n = 2,185 PR professionals. Q 14: Which of the following means do you use to identify the level of your professional knowledge and potential development needs? Please pick the three most important! Figure displays percentage of respondents who chose items as Top-3 issue.



## Sources of professional development used by communication professionals

Training providers that have been used within the last five years



[www.communicationmonitor.eu](http://www.communicationmonitor.eu) / Zerfass et al. 2012 / n = 1,712 PR professionals working in communication departments. Q 18: Which of the following sources of personal professional training and development (seminars, workshops, online-courses, study programs etc.) have you used in the past five years while working?

## Professionalisation of communication: Explaining the function to top management and proving value for organisations are key challenges

### Barriers affecting professionalisation of communication management



[www.communicationmonitor.eu](http://www.communicationmonitor.eu) / Zerfass et al. 2012 / n = 2,185 PR professionals from 42 countries. Q 6: Many barriers are affecting the professionalisation of PR / communication management. In your opinion, how strongly do the following issues affect professionalisation? Scale 1 (effects not at all) – 5 (affects very strongly). Considered scale points 4-5.

## Relevance of competency fields for communication professionals

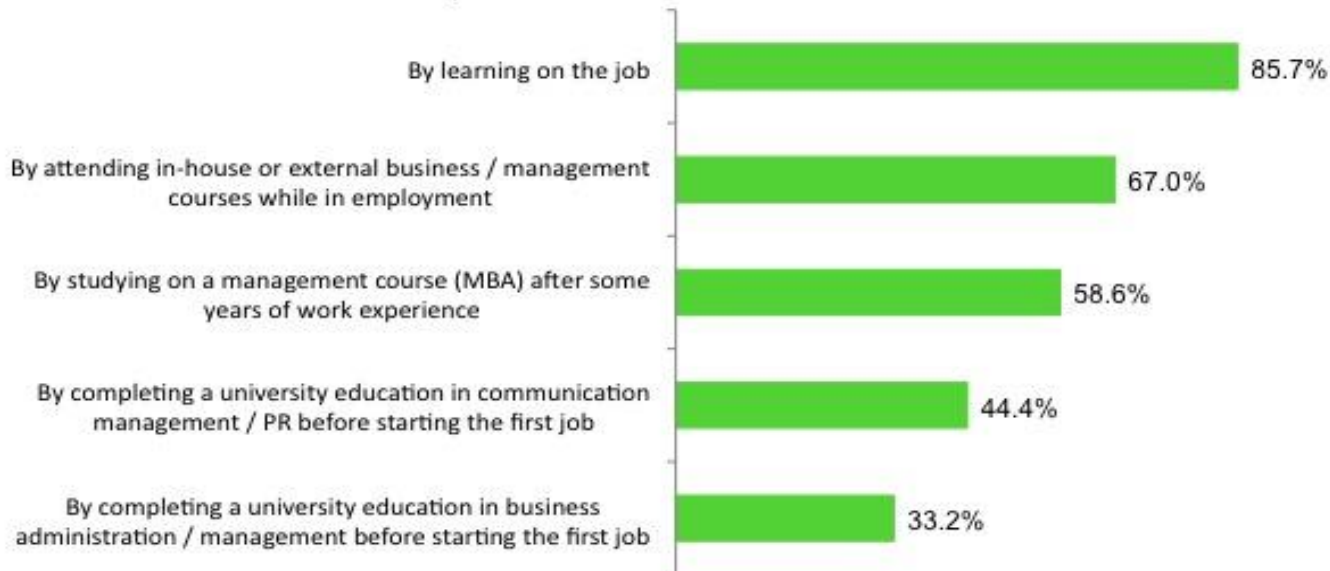
Skills and knowledge	... need to be developed	...training offered / facilitated in own organisation	Gap between need and offering
<b>Management skills</b> (decision making, planning, organising, leading, human resources, self management)	45.8%	23.7%	-22.1%
<b>Management knowledge</b> (current affairs, social and political trends, legal, ethical)	42.2%	11.7%	-30.6%
<b>Business knowledge</b> (markets, products, competitors)	38.5%	16.2%	-22.3%
<b>Business skills</b> (dealing with budgets, invoices, contracts, taxation)	32.8%	17.0%	-15.8%
<b>Communication knowledge</b> (theory and principles, e. g. audiences, program development, campaigning, evaluation etc.)	27.4%	10.6%	-16.7%
<b>Communication skills</b> (written, oral, message production)	18.6%	19.4%	+1.4%

www.communicationmonitor.eu / Zerfass et al. 2012 / n<sup>min</sup> = 1,673 PR professionals working in communication departments. Q 20: Thinking of yourself, your current capabilities and your future development, which of the following skills and knowledge areas do you believe are in need of developing? Does your organisation already offer training programmes in these fields? Scale 1 (no need to develop) – 5 (strong need to develop). Considered scale points 4-5.



## Training and development measures for enhancing management capabilities

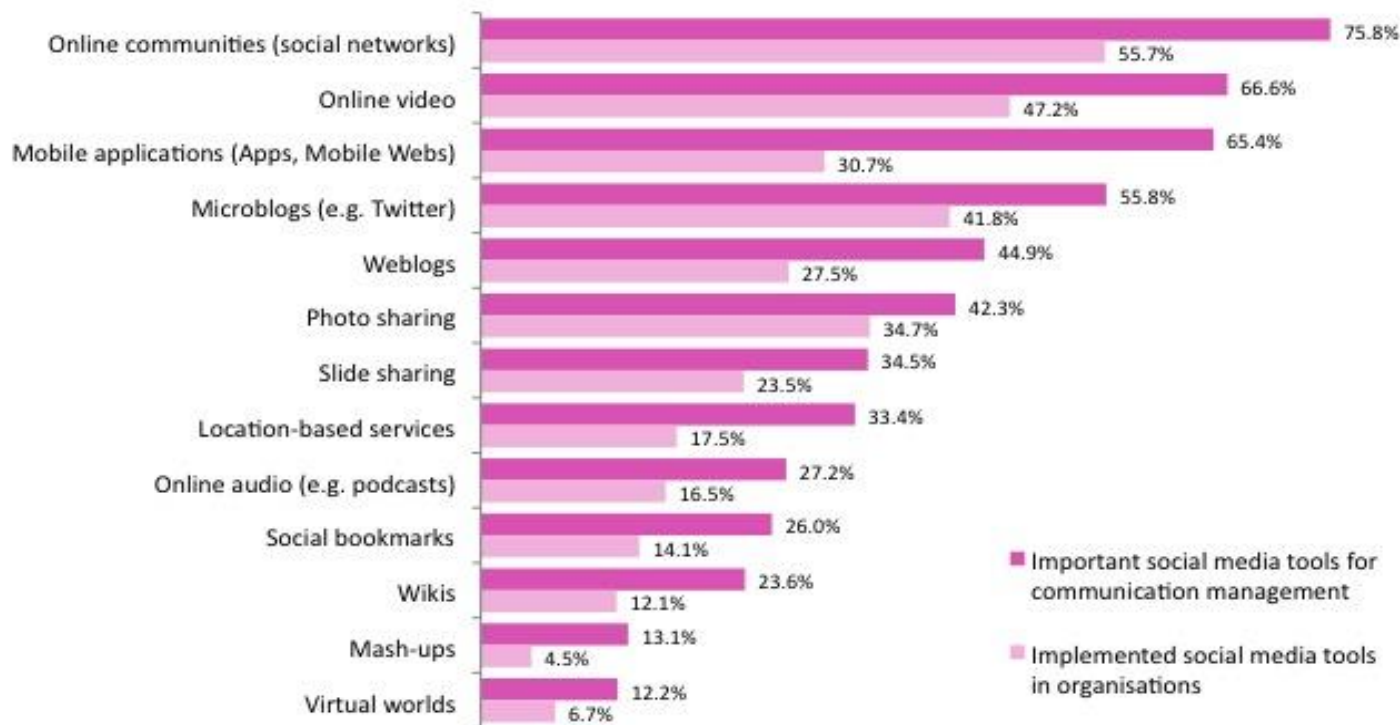
### Effectiveness of measures to acquire business and management capabilities



[www.communicationmonitor.eu](http://www.communicationmonitor.eu) / Zerfass et al. 2012 / n = 2,185 PR professionals; Q 21: How effective do you rate the following education and training measures to acquire business and management capabilities relevant for communication professionals?



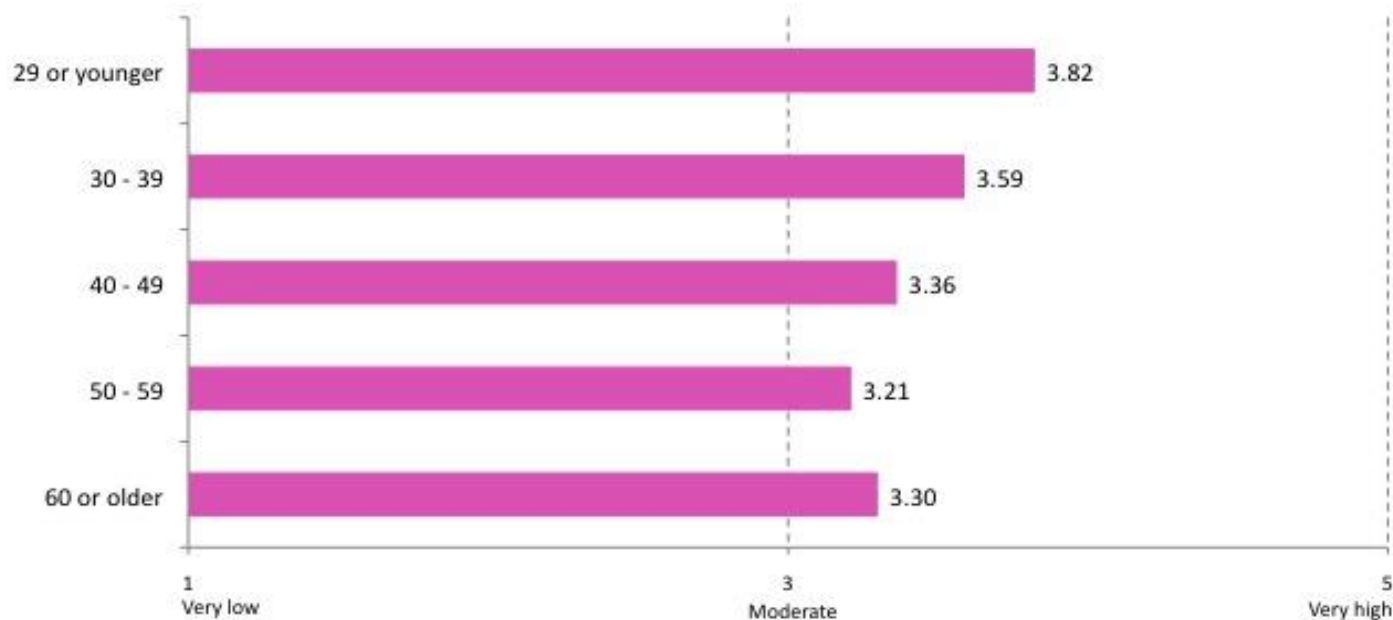
## Social media tools in communication management: Importance and implementation in European organisations



www.communicationmonitor.eu / Zerfass et al. 2012 / n = 1,925 PR professionals. Q 10: Can you indicate the level of importance today for communication management (in general) of the following tools? / Q 11: To what extent has your organisation implemented these instruments in its daily communication activities? Scale 1 (not important / not used at all) – 5 (very important / used significantly). Considered scale points 4-5.

## Younger professionals are more competent in the digital world

Personal skills in using digital technologies for internal and external communications



[www.communicationmonitor.eu](http://www.communicationmonitor.eu) / Zerfass et al. 2012 / n = 2,185 PR professionals. Q 12: How do you rate your personal skills in using digital technologies for internal and external communications? Scale 1 (very low) – 5 (very high). Mean values.

## Employers prefer young professionals with a dedicated academic education in communication management

Most important qualifications when recruiting early career professionals



[www.communicationmonitor.eu](http://www.communicationmonitor.eu) / Zerfass et al. 2012 / n = 2,185 PR professionals. Q.23: Which of the following education and training qualifications are most important for your organisation when recruiting early career PR / communication professionals? Please select the three most important items.

## The most important knowledge areas via role

Chief Communications Officer	Crisis Communication Manager	Internal Communication Manager	Social Media Manager
Knowledge about organisation	Knowledge about organisation	Knowledge about organisation	Knowledge about organisation
Listening, understanding and interpreting trends, linking them to business strategies	Listening, understanding and interpreting trends, linking them to business strategies	Listening, understanding and interpreting trends, linking them to business strategies	Listening, understanding and interpreting trends, linking them to business strategies
Project management	Corporate strategy	Corporate strategy	Corporate strategy
Communication processes	Project management	Human Resource (HR) policies and links to communication	Web 2.0 tools and effects on organisational communication
	Web 2.0 tools and effects on organisational communication		Web monitoring tools



## The most important personal attributes via role

Chief Communications Officer	Crisis Communication Manager	Internal Communication Manager	Social Media Manager
Integrity	Trustworthiness	Empathy	Curiosity
Daring/Risk Taking	Empathy	Courage	Empathy
*(Empathy; Results orientation; Lifelong learner; Authenticity; Innovative and creative)	Multi-tasking	Curiosity	Daring/Risk Taking

## CONCLUSIONS/RECOMMENDATIONS/NEXT STEPS

- ✓ A key outcome of this project is to build a European theory of communication management.
- ✓ There is little organized life-long learning or evidence of recognized CPD pathways and the value of formal undergraduate and postgraduate education is questioned.
- ✓ Social Media knowledge may be an acknowledged weakness that people feel they need to improve in.
- ✓ The industry needs to look closely at how it can foster intercultural relationships and cross-cultural working

- ✓ The value of observing others and learning from them is noted.
- ✓ There is evidence of an emerging future need to be a 'generalist communications specialist'.
- ✓ Public relations and communication is a maturing discipline in the European context with many shared experiences. Despite this development for the practice there are on-going gaps and deficiencies in the development of the individuals as well as broad variation in how practitioners identify needs and access appropriate interventions.
- ✓ There are numerous opportunities for deeper and on-going professional training and development



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# Köszönöm a figyelmet!