



## PROJECT RESULT 2

*Model of the soft skills*

*of the virtuous public executive*



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## INTRODUCTION

The second project result (R2) of the “Connected to EU” project focused on developing a comprehensive model for enhancing the soft skills of virtuous public executives. This result, led by Liceul Teoretic “Stefan Odobleja,” was completed between September 2022 and May 2023. The model was designed to address the critical need for transversal skills in public administration, ensuring that managers are equipped to lead effectively in an increasingly digital and participatory environment.

## OBJECTIVES

The primary goals of this result were:

1. To define monitoring indicators for identifying the ideal state of a public body and its leadership.
2. To create a model for developing the soft skills necessary for virtuous public executives.
3. To establish a non-formal investigation methodology to assess organizational and managerial practices.
4. To identify areas for personal and professional growth in public managers.
5. To propose a training framework to address skill gaps.

## ACTIVITIES UNDERTAKEN

1. **Identification of Monitoring Indicators**
  - Fondazione Gazzetta Amministrativa developed key performance indicators to evaluate the ideal state of public bodies and their managers.
2. **Creation of a Non-Formal Investigation Methodology**

- Caio Consulting designed a methodology combining qualitative and quantitative tools:
  - A set of 4 open-ended questions to capture organizational context.
  - A questionnaire with 9 quantitative questions targeting organizational culture, role-related tasks, and psychological well-being.

### **3. Data Collection and Analysis**

- Each partner identified 15 public managers (45 total) as participants.
- Interviews and surveys were conducted online, focusing on soft skills, organizational challenges, and training needs.
- Partners prepared individual reports evaluating the interview results.

### **4. Validation of Training Topics**

- Based on interview findings, WIDE validated key training topics for e-learning modules, including:
  - Digital transformation
  - Communication and public speaking
  - International law
  - Psychology of work and organizations

### **5. Development of the Soft Skills Model**

- Liceul Odobleja synthesized partner inputs into a final model outlining essential soft skills for public executives:
  - Leadership
  - Teamwork
  - Critical thinking



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- Effective communication
- Adaptability to digital change

## RESULTS ACHIEVED

### 1. Final Report on Soft Skills Development Model

- A comprehensive report detailing the methodology, findings, and proposed model was produced by May 2023.

### 2. Training Framework Proposal

- A structured training framework addressing identified skill gaps was outlined for implementation in subsequent project phases.

### 3. Enhanced Collaboration Across Partners

- The collaborative process strengthened transnational insights into public administration challenges and solutions.

## IMPACT AND INNOVATION

The development model introduced an innovative approach by combining qualitative insights with quantitative data to tailor skill development specifically for public executives. It emphasized not only technical but also interpersonal competencies critical for fostering transparency, efficiency, and citizen engagement in public administration.

## NEXT STEPS

The validated soft skills model served as the foundation for Phase III of the project, where e-learning modules were developed to train public managers in these competencies. This ensured



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continuity in addressing the identified gaps while promoting best practices across participating countries.