

ZÁPADOČESKÁ UNIVERZITA V PLZNI

FAKULTA FILOZOFICKÁ

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

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FAKULTA FILOZOFICKÁ

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Klára Staňková

Vedoucí práce: Alok Kumar, M.A.

Katedra anglického jazyka a literatury

Fakulta filozofická Západočeské univerzity

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

Plzeň, duben 2015

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

Plzeň, duben 2015

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1 INTRODUCTION

Author of thesis Bachelor's Thesis have chosen the topic about soft skills. It is because she is nearly close to this topic and to some of these skills. She has been working at Kašperk castle for 8 years and have a lot of experiences with communication, presenting skills and empathy.

In the introduction, it will be described the main topic and therefore what Soft skills are, what is the definition and use of them.

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 give us the idea/vision, how important soft skills

are. Mainly in job.

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

We can differentiate for example presenting, communicating skills, managing 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 what are the most popular nowadays.

Practical part of this thesis includes two interviews. One with castle manager, Zdeněk Svoboda and the other one is with chief guide, Filip Petlička. They will answer the same questions and author point out to some differences between castle manager and guide. Both of them are from Kašperk castle, so it was a clear choice to make a practical part with these two.

2 MEANING OF SOFT SKILLS

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

It sounds easy and if we were talking about some of soft skills, everyone will know about them, and everyone thinks, that they have these soft skills. But reality is different.[3]

Expert says 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 soft 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?

The reason why are soft skills so popular, is really simple. They help us to do our job. 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, if you want to get a good job, you have to be flexible, have language skills and have intellectual basis. Then you are good candidate. And if you will work on your soft skills, you will keep your job for whole life or you are able to reach higher position. But skills like communication and presenting skills are also important in everyday life or in school. In any case, always is good to know how to talk wit other people, or how to solve a problem, which seems to be unsolvable.

All over the world are offered courses to improve soft skills. Not only internet materials to download, but also training courses in small groups, where you can learn how to lead your team.

In following chapters will be described eight soft skills, which are important for getting a good job.

3 EMOTIONAL INTELLIGENCE AND COMMUNICATION

3.1 EMOTIONAL INTELLIGENCE

Emotion Intelligence is related with all well-known soft skills. It means, that you manage your emotional abilities and use them in your life. The difference between IQ and EQ is, that EQ can be changed during life and its high we can improve, and that is because EQ is not innate.

To understand our emotions is need to think about them and detect, why are they here and where from they come.

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

Emotion Intelligence consist of 4 parts:

- **self-awareness(conscious)** - It is a skill to perceive our emotions in one given situation
- **self-management**-to control our emotions and behave positive
- **social-awareness**-skill to recognize other people's emotions and to understand, what is happening with them
- **relationship management**-skill to use our and somebody else's emotions and thanks to this, we can control some interactions. This guarantee a bright communication. [8]

Core 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 can not do a presentation. The author of this Thesis thinks, that is important to mention here also this psychological disease.

Stress is the feeling of strain and pressure.

But we have Good stress(positive) and Bad Stress(negative).

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

Good stress, is for example :

Eustress, which is fun and exciting and keep us healthy and vital.

Acute stress may be positive or negative, it is the stress we have in all-day life, in work for example.

Episodic acute stress is never-ending stress. Like disobedient child.

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

High 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 stay balanced, focused, and in control—no matter what challenges you face or how stressful a situation becomes.

To remove stress quickly from your life may help you these steps.

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 regulate tension when it occurs.

- Identify your stress response**– Everyone reacts differently to stress. If you tend to become angry or agitated under stress, you will respond best 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, sound, smell, taste, and touch. Each person responds differently to sensory input, so you need to find things that are soothing and/or energizing to you. For example, if you’re a visual person you can relieve stress by surrounding yourself with uplifting images. If you respond more 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

Communication skills are in these days basis and most important part of soft skills. If we can control our Communication skills, we are also a good team-worker or leader. We can solve our problems more effective with this skill.

The communication competence appear in all definitions of Soft skills. The area of Communication is really bright. Here are 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.

The basic requirements 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 we can combine them. 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 easy. We have verbal and non-verbal communication.

Important is not only what we say, but also how 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 consideration that different people talk or hear in different levels. It is good to know, on what level is, the one we are talking with, perceptive and on that level we have to talk with him.[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 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, has its own goals and it non-public. The example for 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 good example of informal communication.

Paralinguistic communication

Paralinguistic communication is inseparable part of verbal communication. It deals with accompanying trait 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 also correspondence (official letter, personal and social letters, CV, e-mail, SMS and MMS (Multimedia Messaging Service), business cards, publications etc. [19]

3.2.3 NON-VERBAL COMMUNICATION

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

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

Non-verbal communication is divided into:

- **kinesics** - “Is the interpretation of human body. Especially facial expressions and gestures”[22]
- **gestic** – “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

Empathize with somebody is a skill and willingness to understand other people, understand their behavior, action, their intentions, feeling and thoughts and relations with other people. The Empathy create a base for communication. [28]

Without this skill we can not gain confidence from other people, and without confidence, we can not cooperate with them. That is why is important to work on this skill.

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

3.3.1 EMPHATIC AND ACTIVE LISTENING

A big role during communication has, besides speaking and body language, listening. Listening has 45-53% percentage at the process of communication. For a successful communication is need to know how to listen, active listening and questions asking. Even if this skill is common, and everybody know how to listen, 80% of people can not listen to other. [30]

We can divide “listening” in to two parts:

“Empathic listening is when we are trying to listen and understand to feelings and we can empathize. Then is easier to understand why is the message 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 team. You have to know some requirements.

1. Listening:

The in this team listen to each other's ideas. You will observe your colleagues "piggy-backing" (or building) off each other's ideas.

2. Questioning: in this team question each other. You will observe the interacting, discussing, and posing questions to all members of the team.

3. Persuading: in this team use persuasion. You will observe them exchanging, defending, and rethinking ideas.

4. Respecting:

In this team respect the opinions of others. You will observe them encouraging and supporting the ideas and efforts of others.

5. Helping: in your team help each other. You will observe the offering assistance to each other.

6. Sharing: You will observe the colleagues offering ideas and reporting their findings to each other.

7. Participating: in your team you will participate. You will 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 have a complicated case and we need to use creativity and various perspectives, it is good to put together team. But if we have only 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.

It 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 team does 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. **Co-ordinator** – delegate and draw team members
4. **Resource Investigator** – find the opposite side and make sure, that the teams solving is the best one
5. **Implementer** – plan a strategy
6. **Completer finisher** – control the quality, they are used just at the end of work
7. **Teamworker** – 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)

Teambuilding

If we want to make our team efficient we can use various method how to weld somebody together. It is called Teambuilding. 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 in 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 requires it, because it is very useful.

It is process when we derive opinion from other 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 has arisen.[37]

5.1.2 CONFLICT MANAGMENT

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 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 becomes leader because they have charisma and other people want 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 team, and such a leader must be a representative person.[41]

6.1 MOTIVATING PEOPLE

People can motivate themselves, but 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 pay 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 off you 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 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.

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 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 problem is stage fright. There is no guaranteed method how to get rid of nervousness. But there are 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 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-** 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 question, you will not react spontaneously. [42]

Another 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.' [46]

7.2 SELF- PRESENTATION

Now, you have to know how to utilize everything what 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.

- 1.** I have the right to be ultimate judge of my behaviour thoughts, and emotions and to take the responsibility for their initiations and

consequences upon myself.

2. I have the right to offer no reasons or excuses to justify my behaviour.
3. I have the right to change the mind.
4. I have the right to judge whether I am responsible for finding solutions to other people problems.
5. I have the right to make mistakes- and to be responsible for them.
6. I have the right to say, „I don´t know.“
7. I have the right to the independent of the goodwill of others before coping with them,
8. I have the right to make decisions without using logic.
9. I have the right to say, „I don´t understand.“
10. 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 no so quick. We have to react on conditions, we fit into the team. We have general knowledge about new trends. But the best way how to learn being 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 present 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 PRACTICAL PART

For the practical part, author have chosen two people. One of them is castle manager, Mgr. Zdeněk Svoboda. He works and lives at Kašperk castle nearly for 15 years. His experience are not overestimated. The second one is Filip Petlička, young chief guide. The author chose them because of differences. It is interesting how absolutely different but still similar opinions they have.

Author has chosen this place because, as it was said, she works here for 8 years and also have lot of experiences with some of soft skills.

This Czech company focuses on one Soft skill, namely on COMMUNICATION.

Kašperk castle is the highest royal castle in Czech Republic. It is

a touristic destination and it lies on a border with Germany, which means that castle visited also foreign tourist and not only Czechs. But no matter if it is Czech or German.

For a guide is important to know how to talk with people. Not only with nice and polite people, some of them are nervous, unpleasant and offended. A guide must be very strong person, and has to have good teacher(castle manager) who teach him how to behave during the tour when you are attacked by absurd questions.

The question of perfect guide and other questions were put to Zdeněk and Filip.

But let's start with the castle manager.

Q1: You are working here nearly 15 years. That is amazing. Have you ever pass a course focused on Soft Skills, primarily on Communication skills?

ZS: To be honest, I passe one course which was ensured by National Heritage Institute. But it would serve no purpose. It was only theoretical lecture and no practical tip or experiences. So I have to say that all my skills and knowledge come from experiences. I am not perfect guide, but I think I can teach my colleagues a bit.

Q2: So what about the perfect guide?

ZS: Does not exist! But I think if you want to be a good guide, you should have interest for what are you doing, for example for history. For me is important when the guide comes and engaged my attention. I have motto: " Believe in what are you doing." Of course the guide should speak fluently, aloud and so on. But I think the interest, the emotions are mor important.

Q3: What do you mean, emotions?

ZS: I mean when there is a good community and good mood,the guide is more polite to other people. And when people see a guide, whos laughing

from the very beginning of the tour, they are more satisfied.

Q4: Do you think that local guides are competent in communication? Or do you think about invitation for an externist to make an official course?

ZS: No, I do not think about externist. It is a foreign professional and he/she does not know anything about us. Formal training course do we not need.

Q5: But if you change your mind, are there any sources, that can pay it?

ZS: If there will be no subsidy we have to pay it from money which will be earned for a whole season.

Thank you for your time!

The second interview is with young, perspective guy, Filip Petlička. He is a chief guide for two years and author of this thesis is interested in difference between answer from Zdeněk and from Filip. Let's see.

Q1: You are working here for two years. What helps you with improving your communication skills?

FP: Well, I studied Czech Studies and Literature and I also visited some seminars about modern communication. But it is also about experiences. You never know, what kind of people will come and if they slept well or not.

Q2: Again, your perfect guide?

FP: I am more critical than Zdeněk. I require intellectual skills, at least some general knowledge, but from the guide some kind of relationship to this place, to this castle. But I also know that people, who spend here two weeks and never come back, are they only because of money. And I insist on language skills. Perfect Czech and one other language!

Q3: What are you thinking about invitation externist that can make a professional course?

FP: It sounds good. I would like to try it, but I am not sure if it would be

beneficial for us.

Q4: What do you think about indirect communication?

FP: I think it is maybe more important than the direct speech. I tell you an example. During Winter Tour was on the door a small paper with a favour: "Do not feed our guides." Everyone, who has seen it begin to laugh. And that is the think. If you show that you are friendly and not so formal and boring, they(tourists) will be also friendly. And that is what we are all about. Then is even the communication with annoying man nice. Of course it is individual and we have to search for the best way how to communicate with everyone and with a wide smile.

11 CONCLUSION

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

The second part was about the mos 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.

And the last part in the practical part. It is a case study of a Czech firm highlighting a specific soft skill, which is on our case Kašperk castle with the most important skill- communication. There are two interviews

Here we can see two point of views. Someone do not need a professional help, someone do. But it on situation and place. At this castle is really nice atmosphere and all guides are really good. Of course, they are not perfect.

We could see a case situation, with one specific soft skill. Maybe the most important, communication. In our case is communication on everyday programe. Sometimes it is not easy to be quiet and just smile. We have to learn how to react on fierced-temperd people, how to react when there is a problem during the tour, it is meant when someone is drunk, then what can we dare to him. We have more to learn, not only from our castle manager but from other sources. Like some courses or so.

The work with people is nice but very mentally hard. Especially the communication.

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13 ABSTRACT

This Bachelor's Thesis deals with the topic of Soft skills. What are they, 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 in 7 smaller parts. In each part is described one skill. Where do we use them, what are the systems of using them.

The author's 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 herself.

The Practical part is focused on a Czech firm which specializes on Communication. The Author has chosen Kašperk castle, as the firm, because it is close to her and it is a sample example of working with Soft

Skills.

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

14 RESUMÉ

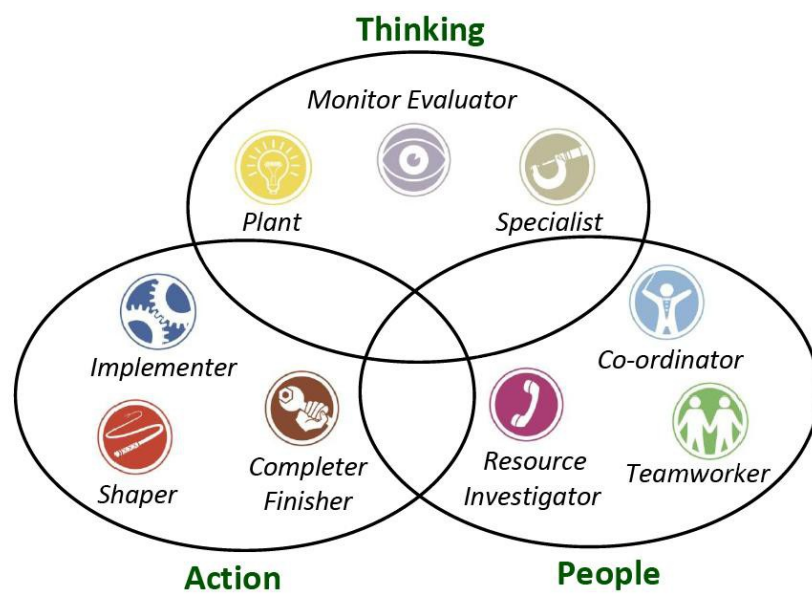
Tématem této bakalářské práce je Co jsou to soft skills? Které z nich jsou populární v současném globalizovaném světě a proč? Případová studie české firmy, která se zaměřuje na jednu specifickou Soft skill.

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 dva rozhovory. Jeden s Kastelánem hradu Kašperk, paem Zdeňkem Svobodou a druhý s hlavním průvodcem na tom samém hradě, Filipem Petličkou. Kromě několik otázek, které směřují na specifickou Soft skill, tedy na komunikaci, již se na hradě zabývají, je připojen i krátký komentář autorky.

15 APPENDICES

Appendix 1



Appendix 2

Thomas-Killman Conflict mode Instrumen

