

Le Soft Skills Lab

Guide to discovering, experimenting, practicing or setting up a space dedicated to the development of SFC (behavioral skills) & Co

Produced by Forem, AID and the University of Luxembourg as part of the European Next Step4-SFC project.



Table of contents

| Why this guide? How do I use it? | 5 |
|-------------------------------------|---------|
| now do i use it: | |
| Thanks | 6 |
| Project history | 7 |
| The NS4SFC | |
| project and its | |
| members | 8 |
| 1.I'm discovering | |
| "Curious" profi 10 | lle |
| | |
| 1. Why Soft | |
| Skills in | |
| orientation, | |
| training and | |
| integration? | 10 |
| 2.The SFC | |
| approach in | а |
| competency- | b |
| ased | |
| approach | 11 |
| 3. Modeling the | • |
| Soft Skills La | |
| from the FAE | |
| Lab | 12 |
| 4. The SFC Lat | h |
| | , 14 |
| 5.A shared | ••• |

definition of the Soft Skills Lab 15 🔅 Challenge 15 2.1 experiment -"Explorer" profile 16 1. Why set up a Soft Skills Lab?? 16 2. To do what? 17 3. With whom? The "Lab'compagn ateur-trice" 18 4. What spaces for Soft Skills Labs? 21 🔅 Challenge 23 3.1 practice -"Practitioner" profile 24 1.SFC, maturity matrix, badges 24 2. Facilitation methodology 27 3. Facilitation sheets and 30 tools 4. Specific tools for working 31 with SFC 5. Recognition

and community of practice 33

4.1 practice -"practitioner" profile 38 1. Why set up this system?

38 2. Recommendat ions for implementatio

n 39

- 3. Values 44
- 🔅 Challenge 44
- 5. Conclusions 45
- 6.Bibliography 47

Why this guid e? How do l use it?

This guide will enable you to discov er, experi ment, practic e or

suppor t the develo pment of Soft Skills in an innova tive facility: the Soft Skills Lab. The Soft Skills Lab offers you the opport unity to experi ment with a metho dical appro ach and tools for tacklin

g Behav ioral Skills (BS) in vocati onal trainin g and in suppor ting job seeker s. From an openminde d perspe ctive, the generi с termin ology of Soft Skills covers the conce pts of behavi oral

skills, crossdiscipli nary skills, profes sional knowhow, self-a waren ess, profes sional behavi ors, and so on... This guide is divide d into 4 parts, each of which explai ns the "Soft Skills Lab" conce pt.

Depen ding on your objecti ve, you can either go straigh t to the chapte r(s) of the guide that interes t(s) you, or take a step-b y-step tour of the develo pment proces s. Each sectio n begins with a typical

situati on that anchor s the dispositive in the reality of guidan ce, trainin g or socioprofessio nal integra tion, and explai ns how the Soft Skills Lab provid es concre te solutio ns.

Small logos will help you find your way around:



Throu ghout

the guide, you'll find advan ced source s, contac t details for partne rs, and links or QR-co des to the project 's variou s tools. At the end of the guide, you'll find a bibliog raphy of the main refere nce

works and a note-t aking area. We hope you will find this guide useful in unders tandin g Soft Skills in your own contex ts, and that it will inspire you to re-join our comm unity of practic e.



Expression of thanks

This guide is the concrete result of a study carried out as part of a European SFC project: **Next Step4-SFC (NS4SFC)** <u>https://next-step4-sfc.eu/</u>

Developed by Forem, AID and the University of Luxembourg, it is the fruit of joint work with all project partners: in Belgium, Bruxelles Formation; in Italy, COOSS; in Spain, Esplai; in France, CRIF and Reconnaître. We would particularly like to underline the collaborative and benevolent dynamic that led to its development, and to thank the consor- tium for its invaluable assistance.

We would like to express our gratitude to the adult vocational training centers for their contributions. They enabled us to identify needs in the field and adapt our system as our work progressed.

We would also like to thank Formaform for its invaluable pedagogical support in the experimentation of Soft Skill Labs.

We would also like to thank the Fab labs and pedagogical innovation workshops, in particular Trakk in Namur, the Fab lab in Charleroi and the MakerHub in Technobel, for taking the time to present their innovative and inspiring systems to us.

We would like to thank the heads of the Digital Factories in the Walloon Region and Forem's Digilearn Studio for their help in analyzing the prospects for integration and collaborative dynamics.

We would also like to thank all the people in the partner countries who took the time to respond to the relevance surveys we carried out to build this new system.

Finally, this project would ne which has enabled us to co citizen-friendly Europe. It's work on such a complex the constant adaptation to need

Thanks to all of you, throug seems, we have been able Lab" concept. Commitment essential to the success of The NS4SFC project was conceived as a federator and incubator of a community of reflexive practices on SFC. This com- munity is materialized through the networking of some 4,000 members of the SFC Mooc, the Reconnaître humhub, subscribers to our FB and Linkedin pages and our various partners.

Thank you for your interest, and don't hesitate to join us!

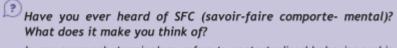
Projects history

The development of the "behavioral know-how" (SFC) concept is not new, and the work of the NS4SFC project <u>www.next-step4-sfc.eu</u> (2022-2024) builds on the developments of two previous European projects: OPC- SFC outils pédagogiques clés-savoir-faire comportementaux <u>www.opc-sfc.eu</u> de (2013-2015) and Step4-SFC <u>www.step4-sfc.eu</u> (2016-2019).

En effet, dès 2010, le Communiqué de Bruges et sa traduction dans les plans ré- gionaux ont suscité, chez les partenaires belges, la création

d'outils permettant de « d s'adapter à un environnem changement ». En 2013, s des recruteurs qui incitent d'insertion socio-profession cette dimension comporter les acteurs de l'enseignem cette thématique au centr l'année des compétence compétences non technique cadre européen des com-Conseil de l'Education et de pédagogique au sein de Formation).

Le constat de départ est de dimen- sion non technique. acteurs de la formation s'emparer de cette questi terrain. Tout d'abord il faut méthodes pour y arriver. partis du postulat de de compétences non techniq métier. The aim of the three successive European projects has always been to equip those involved in socio-professional integration to identify, develop and assess vocational skills - including behavior or behavioral know-how.



In our approach, terminology refers to contextualized behavior and is associated with know-how. It doesn't matter if you're messy in your daily life, but you can't escape being tidy in your job as an event organizer, for example.

The NS4SFC project and its members



The consortium of partners vocational education and guidance services), training academic world, training of trainers) both public and private. They all develop initiatives aimed at the sustainable integration of a wide variety of people, some of whom are very vulnerable and far from employment.

For Belgium

Le Forem, Office wallon de la formation et de l'emploi AID, Actions intégrées de développement

Bruxelles Formation, public body responsible for vocational training for jobseekers and French-speaking workers in the Brussels-Capital Region.

For France

CRIF Formation et Conseil, Research Center for Integration through Training and Consulting Recognize Open Recognition Alliance, non-profit association created following the publication of the Bologna Open Recognition Decla- ration.

For Italy

Soft Skills Lab



COOSS social providing care, Marche region.



For Spain Esplaï foundation and digital inclus

For Luxembourg Université du Lu Duchy of Luxem focused on resea a human face.

 Viens liker notre pag pho- tos de l'équipe

I'm discovering -"Curious" profile

Our approach is not to pit digitalization against the human dimension, but rather to bring them together in a space where digital technology supports human development.

Ý

My job advisor told me about a space called the "Soft Skills Lab" to improve my SFC, and especially my communication and team spirit. SFC? Soft Skills Lab? What does it mean? Kezako?

1. Why Soft Skills in orientation, training and integration?

« Soft Skills, a major asset in your skills portfolio!»

In 2018, the World Economic Forum points to the importance of Soft Skills as fundamental to socio-economic integration. In 2020, the Covid crisis is precipitating changes in our behavior at work. Everyone needs to reinvent themselves, to be adaptable and responsive. The need for digitalization, social contact, cooperation and networking is essential.Le contexte actuel, marqué par des successions de crises, oblige les institutions actives dans le domaine de l'insertion socioprofessionnelle à s'adapter et créer des solutions innovantes

visant le développement chercheurs d'emploi en p méthodologie et les outils S

The role of behavioral skil technological advances ar obsolescence of technical s or do not yet exist.

2. The SFC approach in a competency-based approach

« Behavioral know-how, an essential skill resource»

The Competency-Based Approach has been in use since the 1980s. It is a learning methodology focused on the skills to be mastered in a given context. It is in the tradition of socio-constructivism. This method marks the transition from an education based on structured subject content to a

How do you shop? Online?

In local shops? At the supermarket? Do you use a scanner or do you prefer a cashier? Have you thought about your choices and what you prefer, and why? learning logic articulated a "learning by doing".

Professional competence is to a precise plan of act accomplished), it is veri resources: knowledge, tecl we have called "behavioral professional gesture.

ÌÓź The relevance of behavioral skills lies in their development and evaluation in professional situations as part of the learning process.

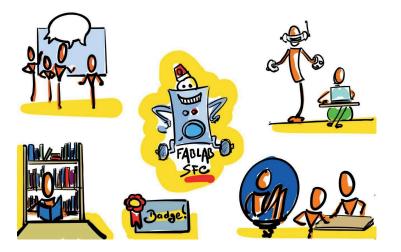
We have developed a methodology and tools to work on behavioral know-how, with a view to enhancing talent, creating human wealth and complementing diversity ...



Based on the principle that there is no such thing as a "turnkey" solution to the problems associated with Soft Skills, but that they are built up gradually over a lifetime, we felt it was essential to create a facility dedicated exclusively to this work of building Soft Skills, inspired by the Fab Lab model.

3. Modeling the Soft Skills Lab from the FAB Labs

« Soft skills are built in »



Our visits to Fab labs conceive a few fundamenta Soft Skills Lab. We see it as

- · A third place,
- · A space with the following
 - · Provision of material a
 - · Prototyping, trial and e

- · Learning by doing,
- · Designed for a wide range of audiences,
- · Polymorphic,
- · Careful, secure, value-driven,
- · Generates network effects and disruption,
- · Integration or belonging,
- · Collective response to an individual need,
- · Community of practice where achievements are capitalized on,
- A system that puts projects and requests at the heart of its actions:
 - · Promoting action-based learning,
 - · Offering a different kind of coaching posture,
 - Using a collaborative learning methodProposant une autre forme de posture dans l'accompagnement,

Soft Skills Lab

12 13

- $\frac{1}{2}$ Some resources :
- <u>https://www.devinci.fr/le-p</u>
- https://vignan.ac.in/subjection
- <u>https://besmart.informagic</u>
- http://officineideaproject.it
- <u>https://www.ac-ies.eu/inde</u>
- https://www.ludolabo.com
- fablabs.brussels
- https://www.imal.org/fr/fab
- <u>http://formalab.fr</u>

4. Soft Skills Lab Charter

« The Soft Skills Lab, a great place to relax»

Following the example of Fab Labs, we have drawn up a charter of values for Soft Skills Labs. Respecting this charter is the first step in building any Soft Skills Lab.

Soft Skills Lab values

General principle: all our actions encourage the active participation of all in the (co)-building of individual or collective projects, through mutual aid and sharing.



5. A shared defin

We offer you the definition wharmony with our partners'

Soft Skills Lab is a facilit and recognition of soft s designed as an open, i multi-modal third place worked on in concrete ac experimentation, practice view to socio-professiona form of a physical, virtua the environment and ec inclusive teaching practice

We are committed to accepting the uniqueness of each individual, to actively listening to them, and to being attentive to their needs within a common framework. ?

Imagine a third place where, above all, we'll make sure you feel good, and where everyone will respect these values. A space where you can get to know yourself better and showcase your talents, where you can meet, exchange ideas, document, share, train remotely or face-to-face, experiment and test solutions without fear of making mistakes. It's a real community, where everyone is considered to have part of the best answer. Are you interested? What would be the overriding value for you in the Soft Skills Lab?

Soft Skills Lab

14 15

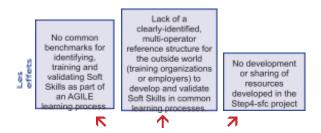


I'm planning to train trainees in the behavioral skills needed to become a truck driver. How can the Soft Skills Lab help me?

1. Why set up a Soft Skills Lab?

« A dedicated venue for a special theme! »

At the start of our work, we noted that there was a plethora of tools and resources dealing with Soft Skills, transversal competencies, behavioral competencies, soft skills, know-how, professional know-how, etc., but we couldn't find a learning dynamic to orchestrate all these resources.



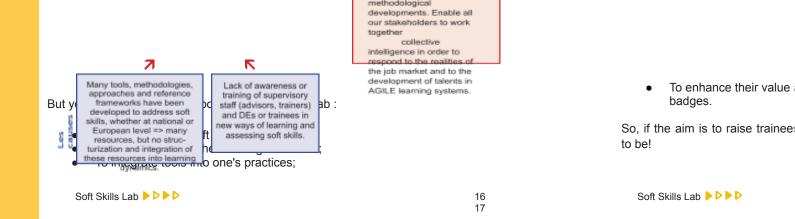
Convinced by the principle social interaction and mutu decided to develop a documentary and human re to continue exploiting the r Lab.

2. To do what?

« The "learning by

The main idea of the problem, a request, a proje and to build a prototype problem is considered a construction of the ecosyste

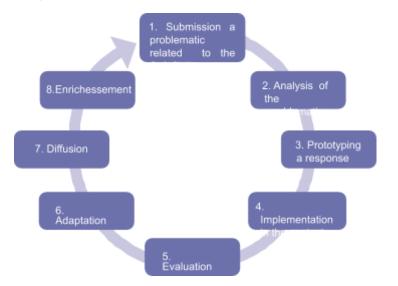
Here's an example of a prol



The probleme : No apprenticeship dynamic



As in a Fab lab, the first step is to define the problem, then to prototype a solution with the help of the community. Participants can then implement it in their own context, evaluate it, improve it and disseminate it to the growing community.



In this environment, where the Lab'compagnateur-trice her main posture consists someone to go where he or

Its main role is to:

- · Support participants in the
- Take care of the environm
- Ensure safety and equipm
- · Facilitate interaction and r
- · Direct participants towards

3. Who is it with? The "Lab'compagnateur-trice"

« It's people who make places. »

The "Lab'compagnateur-trice" is a contraction of the word "Lab" and the word "accompagnateur". Its purpose is to qualify the posture of this person within the Soft Skills Lab.

Ensure compliance with Soft Skills Lab values,

- · Capitalizing on achievements,
- Contribute to the organization of federative events.

To be able to provide support, he or she must have a good knowledge of the Soft Skills Lab's resources, but not necessarily be an expert.

He or she accompanies peers, trainers, trainees, course leaders, advisors, companies, sector fund representatives, technical or pedagogical experts,

Soft Skills Lab

18 19 center managers, HR reprito share their experiences, all these talents. He or she position (communication, a skills, team spirit, reliability)

However, it's not always e so vital to the smooth runn activity that can help the La

GUARDIAN OF TIME:

- · You ensure that available time is used efficiently.
- You draw attention to the risk of falling behind schedule..

SCRIBE :

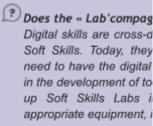
- On the shared workspace (e.g.: flip chart), you note important ideas, outstanding questions and patterns that emerge during discussions, but without imposing your own points of view.
- You manage the flip chart sheets so that useful information is visible to all team members.
- And don't forget to take part in the discussions!

SECRETARY :

- You produce a summary of the key points arising from the discussions: those that need to be retained for further work.
- You record all the information needed to continue the work
- decisions taken, deadlines set, upcoming meetings, collective and/or individual work plans, etc.
- You circulate your productions and other documents to all team members.
- Don't forget to take part in discussions!

SPEECH CIRCULATOR :

- You make sure that every member of the team has a say.
- You encourage team members in the background to speak up; you don't forget the scribe or the secretary!
- You prevent one or other team member from taking the floor to the detriment of the others.



4. What spaces for Soft Skills Lab?

« An incubato r for developi ng soft skills »

According to our definition, the Soft Skills Lab can take the form of a space where

physical, virtual, hybryd, itinerant



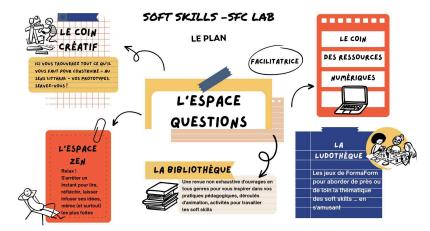


But in all cases, the environ ment and equipme nt must enable the develop ment of inclusive teaching practices

We could therefore imagine it in any location where these these conditions. And why not even in an ephemeral location ? Soft Skills Lab

20 21 Soft Skills Lab 🕨 🏷 🕨

In our experiments, we were able to implement different spaces represented by this illustration and the photos below.



(?) What's the best place candidate's stress man added value of the Soft

> The ideal context in wi learning ground - in this of

> The Soft Skills Lab is a resources with peers a initiating Soft Skills proje that should be identified process, to take stock an



You want a unifying to behavioural of any trade Soft Skills Lab

22 23



« Practitioner » profile

I'd like to develop activities with job seekers to encourage the emergence of their talents. How can the Soft Skills Lab help me ?

1. The SFC, maturity matrix, badges

« Posture rather than performance »

This perspective was developed by French the association. "Reconnaître". а partner the in NS4SFC project. Each axis corresponds to a posture assumed by the learner. Identifying the type of posture is a collective affair: we skill possess а when we recognize that we possess it. when and а community of people practicing in the same context recognizes it.

As a reminder, S Know-How) is a fundament in the same way as kn developed and measured observable indicators. In thi for each profession and as translates the SFCs ope including mastery of the cor The SFCs can also be broken down from a recognition perspective according to a maturity matrix comprising 4 axes (que (which we have applied to this guide).

The approach therefore cor CFSs via badges based on

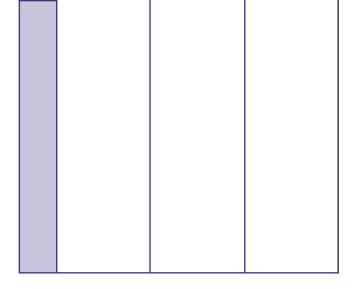
| | | l discover | I |
|---|--------------|---|-----------------------------------|
| I | ntenti on | From zero inten- tion (I was told to come) to curiosity | In ar in si |
| | | I'm interested- and I'd like to- learn more about it | l'r al m gi be Sei ei |
| F | Postur e | I become the the importance of CFS | l ∉ C st w I ≲ cr |

| | practice and develop develop them | environment to their full expression. | |
|--|---|---|--|
| | | expression. | |

Soft Skills Lab

24 25

| | I realize that CFS exists | Through my | |
|---|---|--|--|
| Exam ples applie d to traine e commi s | and has an impor- tance in my future profession. Self-control | exploration, I understand the implications of CFS in the work of a brigade, as well as in my learning and | |
| chefs | essential to carry out my tasks in the brigade. | my life. Every move I make, each of my tasks, can be | |
| | | accomplished in a more or less structured more or less structured and | |
| | | organized, and I'm beginning to see what that means in concrete terms. | |



On the contrary, here, people are actors in the development of their skills and reconnect skills to each other and to themselves.



DEN

2. Animation met « Soft skilling n

Phasing and duration

Let's take a look at a experiments before you practices and run the sys 1. Identify and analyze 2. Submit the problem

understanding through e.

For complete information on this approach and the maturity matrix, please refer to the Reconnaître et Esplaï partners' production no. 2 on "SFC recognition via badges".



With this strategy, we aim to make visible the people who embody the skills. the badges and the community of practice to which thev contribute. This approach positions everyone as knowledgeable contributors to open an recognition ecosystem. rather than as passive recipients of recognition awarded by a "knowing expert". Moreover, by adopting these four structuring postures of the community of practice, we avoid the trap of considering the individual as a sum of attributes and impose а loss-making model "I don't have the l'm badge, incompetent".

Soft Skills Lab

26 27

- Prototype responses in the form of learning activities (awareness-raising, training and development, valorization and recognition, etc.) using the human or pedagogical resources of the Soft Skills Lab;
- Evaluate the impact of the prototype;
- Integrate it into business practices;
- Enrich the community;
- Possibly offer recognition of developments with open badges

If you want to organize this over a first half-day, these different stages can be represented as follows:

SOFT SKILLS -SFC LAB



From our experiments, we have noted that half a day is not enough, but it can be a kick-off in a longer, iterative process, depending on needs. Note that it's not always easy to mobilize the community, and that it would be interesting to plan Soft Skills Lab attendance as part of the orientation,

| An example of a half-day seque | nce : |
|--------------------------------|-------|
|--------------------------------|-------|

| Horaire | Durée | Activités/objectifs | Modalités | Ressources et supports |
|-----------|-------|--|---|---|
| 9h-9h15 | 15' | Presentation | Each person introduces themselves with 3 SFCs they possess and think would be interesting to mobilize for the duration of the Soft Skills Lab. The facilitator collects each post-it note and assembles them into a "talent map" on a flipchart. | Post-it |
| 9h15-9h30 | 15' | Soft Skills Lab operation + testing context | Mini plenary session led by animators | Timeline Poster roles Resource plan |
| 9h30-10h | 30' | Sharing difficulties/identifying issues to be addressed Composition of sub-groups (SG) | Individual cards: "How do I? (cf. project sheet) Walk and meetings 2/2=> composition of groups by affinity/needs | Cardboard or sheet |
| 10h-11h | 1h | Exploration in SG and search for answers | Free exploration with animator support | Resource map/listing Resources available at Soft Skill Lab locations |

| | Libre | 1 question to the e |
|-------------|-------|--|
| 11h15-11h45 | 30' | Co-construction of |
| 11h45-12h00 | 15' | Pooling the results |
| 12h00-12h15 | 15' | Behind the scenes on the system and improvement Option to issue a t |

If you can take advantage of a stages of meeting participant prototyping solutions.

Example of a one-day sequence

| Time | Duration | Title |
|-------|----------|--------------------|
| 09:00 | 10' | Welcome |
| 09:10 | 15' | Ice breaker |
| 09:25 | 10' | Presentation and p |

Soft Skills Lab

28 29

| 09:35 | 40' | Speed dating problematic | Exchange |
|-------|-----|---|--------------|
| 10:15 | 15' | Pooling | Exchange |
| 10:3 | 15' | Pause | |
| 10:45 | 10' | Presentation of a tool for grouping | Transmissive |
| 10:55 | 20' | Formulate problems (if possible common ones) in a framework | Exchange |
| 11:15 | 20' | Pooling | |
| 11:35 | 20' | Presentation of tools to meet specific needs | Sub-group |
| 11:55 | 30' | Working on the use of the tool in relation to the problem (1st part) | Sub-group |
| 12:25 | 45' | Pause lunch | Exchange |
| 13:10 | 60' | Working on the use of the tool in relation to the problem (continued) | Sub-group |
| 14:10 | 15' | Time to clean up | Sub-group |
| 14:25 | 15' | Pause | Exchange |
| 14:40 | 30' | Pooling | Plénière |
| 15:10 | 30' | Open badges | Organisation |
| 15:40 | 10' | Evaluation | Individuel |
| 15:50 | 10' | Conclusion | Exchange |

We have gathered together а number of resources which we have classified according to the 4 degrees of maturity of Soft Skills development: 1. l'm

discovering: I'm becoming aware of the importance of Soft Skills for professional and social integration. 2. experiment: I explore my Soft Skills, those I have mastered or need to develop, and find opportunities to develop and practice them. 3. Т practice: I master the use of my Soft Skills, taking into account strengths my and weaknesses in order to adapt and adapt myself. 4. T support: I can support people in the

development of their Soft Skills, and organizations in facilitating their expression and development. Н er е yo u'll fin d а no nex ha us tiv е lis t of re so ur се s th at са n

be int eg rat ed int 0 dif fer en t le ar ni ng ра th s, as w ell as ex а m pl es of te ac hi ng sh ee ts th

ve be en tri ed ou

at ha

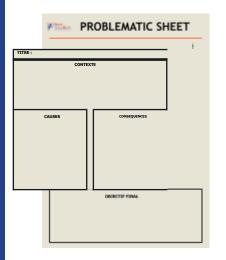
t..

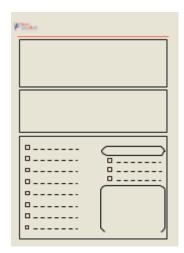
4. Specific tools

Thanks to successive prodeveloped a series of tool are the main ones :

3. Sheets and tools to support the animation process

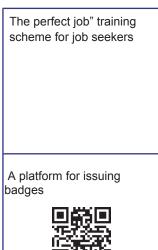
To help you define the problem and build a prototype response, we suggest the following template.:



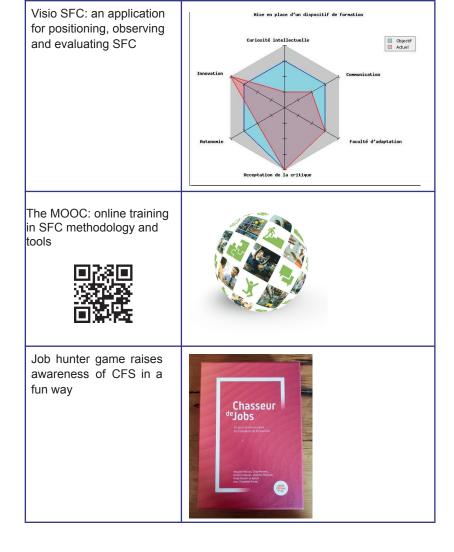








If you had to choose two would they be and how w Pick up your "I integrate







A community of practice is a of group who people share а common interest, passion or of area expertise, and who collaborate on a regular basis to deepen their knowledge, share ideas improve and

their skills.

The NS4SFC project has been designed as а community of practice under construction. It fosters interconnectio between ns different systems: the Soft Skills Lab, the SFC Mooc, the Reconnaître humhub, members of the FB community, linkedin, Epale,...

Soft Skills Lab

32 33

The identity of our community of practice is built around the exploration of Soft Skills, including SFC (behavioral know-how). Indeed, these skills can only be expressed through the social or professional practices that condition their development.

Thinking in terms of community reduces the pitfall of asymmetry between "us" (the supervisors) and "them" (the participants) to that of a pro- gression where the participants are potentially future supervisors in the "I accompany" axis, for example.

It is in this context that we have considered recognition. As things stand at present, we have 2 tools that make the development of Soft Skills or SFC visible.

The Visio SFC tool, which takes the form of a radar, enables SFCs to be identified by trade in the shopping-list, and expectations to be set by observable indicators on 4 levels. This tool is particularly suited to

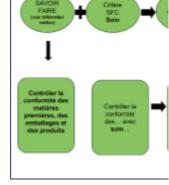
in the context of formative evaluation. Il It provides visual, easy-to-understand feedback on progress and supports learning. It can therefore be used as a basis for discussion between or as a teaching aid within a learning process: a medium for sharing and common re-flexivity.



NB: this work of identifying SFCs by trade and formalizing them in Visio SFC has been carried out at Forem level for around a hundred trade training courses. These tools are referenced on Forem's Hacord platform.

If you decide to create your visio for your own context, here are the main steps in the process :

| Identifier 3 à 6 SFC coeur de métier dans la shopping list Netter |
|---|
|---|

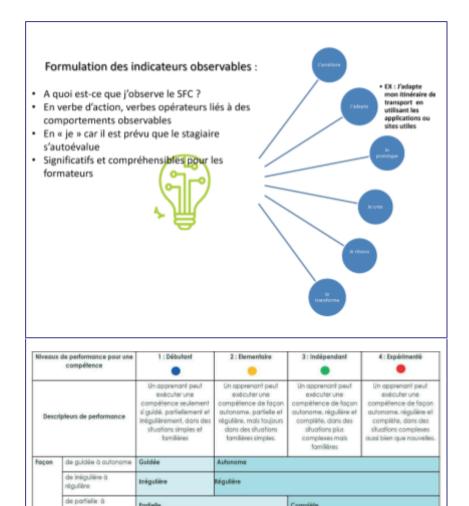


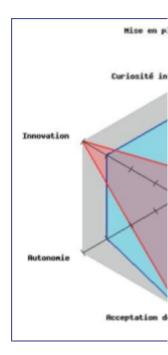
H.

Critière SFC Soin

Soft Skills Lab

34 35





The second tool for highlighting and recognizing Soft Skills is the Open Badge system.

These badges will recognize each

person's position within the with community regard to the 4 postures for mastering behavioral know-how. These postures will be documented in the development trajectory by evidence that will enable the chosen badge to be endorsed.

Challenge

Join the community and

🕕 To find out more, go to the

Soft Skills Lab

36 37

4. I accompany -Profile « Mentor »



set up a Soft Skills Lab and take part in the Soft Skills Labs network. How do I go about it?

I want to

1. Why set up this system?

- « Let's crea te links and
 - sow

- Forces : -Existing community Methodology and tools Educational and technological resource ٠ Spaces for Soft Skills labs ٠ Public awareness of the importance Skills Integration of SFC into training prog (e.g. included in Forem's quality mail Support from local, regional, national political institutions Common concern of socio-professio training and business organizations. **Opportunities**: Multi-operator reference structure Expansion of the system to include companies Support for socio-professional integr Support for political decision-makers
- Sharing with different operators
- Openness, inclusion, recognition
 - Creation of a Soft Skills eco-system
- Networking Soft Skills Labs
- European interest

•

for Soft Skill s grow th! » To set up this system, it is crucial to clearly define the mission of the "Soft Skills Lab" and the values that drive it. As a reminder, the Soft Skills Lab is a space dedicated to the development and recognition of soft skills. It is relevant to people seeking integrate to socially and professionally. It is designed to help them achieve their goals, solve

oppo rtuni ties their problems. build trust and fulfill the mission to which you are committing yourself by creating this scheme without vour contexts.

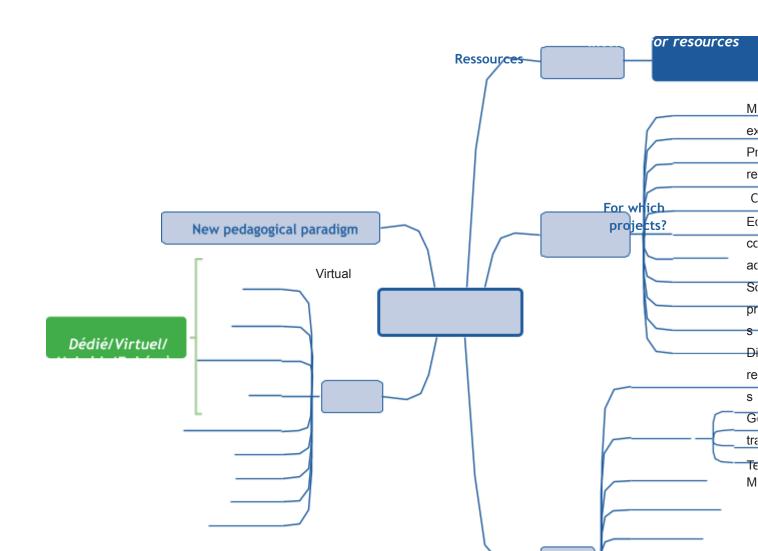
To visualize the suitability or otherwise of this device in relation to its application environment, we propose the SWOT matrix. However, we would like to make it clear that this non-exhaustive analysis is an aid to decision-making, and certainly not a prescription.

SWOT stands for strengths, weaknesses, opportunities and threats. It's an analytical model used to identify the ecosystem of the Soft Skills Lab project. It enables us to diagnose the project's external environment (opportunities and threats) and its internal context (strengths and weaknesses).

2. Recommendat « If you don't know wh

The Soft Skills Lab system which we submit to you consolidated, partly destro have gathered as we hav surveys carried out by UL, the experiments they have

Soft Skills Lab



Soft Skills Lab

Formes

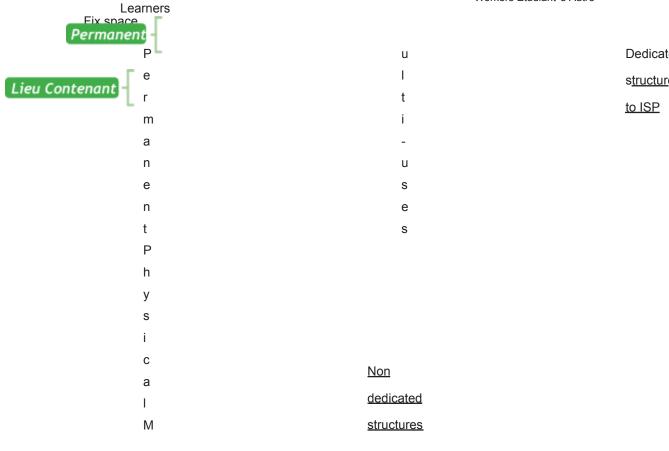
Tra cor

Jobseekers

Dédié

Multi-operators

Workers Etudiant ·e Autre



Т Ρ s е у а С С h h 0 е 0 r g s А s n t С i 0 m u а n t s 0 е r s

Public

| i | s | е |
|--------|---|---|
| S | S | С |
| e | i | h |
| J | 0 | n |
| 0 | n | i |
| b | | |
| e x | a | С |
| p | I | а |
| e | S | I |
| r | e | t |
| t | С | r |
| Ρ | t | а |
| r | 0 | i |
| 0 | r | n |
| f | S | е |
| е | т | r |

Logistic

The Soft Skills Lab is designed to be as close as possible to the realities of each individual. It can take the form of a fixed or itinerant location (a bus, a Soft Skills Lab truck, a Soft Skills Lab suitcase...), ephemeral (the Soft Skills Lab as the seasons change, the Soft Skills Lab by profession...) or permanent (in a Digital Factory, a third location, in training centers...), physical, virtual or hybrid.

However, at the very least, it must have the exchange and work spaces we described in Chapter 4, "What spaces for the Soft Skills Lab? The structuring of the space must also be adapted to the different activities, which sometimes require very different layouts.

In our experiments, we were able to organize these different spaces in a room dedicated to the Soft Skills Lab, and equip it with the necessary equipment: computers, modular equipment (tables, chairs, armchairs, cushions), flip chart, projector, etc.

Last but not least, it's essential to welcome participants so that they feel welcome and confident enough to participate actively.

Implementation

A priori, Soft Skills Labs could be set up in any ins- titutions or equipped third-party locations that are able to accommodate them. In the Walloon region, we have identified the digital Factories as an ideal space, with all the necessary logistical and digital equipment. This would be a great meeting place for the development of cross-disciplinary digital and human skills.

Our hope is that, through these regional, national and European implementations, we can bring a community of practice to life. Following the example of Fab Lab network meetings, these different entities could meet at regular intervals for a federative sharing event.

Fréquentation

It should be possible to use the surveys we have carried regular schedule for orienta training, it would be interest or to follow the rhythm of tra during training, at the end o

Communication

It's important to define your communication strategy carefully, so as to federate and involve the community, and create connections with the aim of meeting, learning, and personal and collective enrichment.

To this end, a communication plan must be drawn up to publicize the system and clarify its missions.

Communication aims to create links and offer value-added content for participants. For example, after-work sessions, conferences, round-table discussions, networking cocktails, themed breakfasts, success stories, writing workshops, fun workshops, etc. are all encouraged.

Training

The training of the staff accompanying the system, in both digital and soft skills, should not be overlooked. Indeed, the lab'compagnateur-trice must be able to act as a link between all the stakeholders, accompany the animation, be at ease with digital tools, know the educational resources, the institutional contexts in which Soft Skills will be deployed, master the Soft Skills approach and be a

force for proposals to build

Soft Skills such as organiza intellectual curiosity and an

Partners

The Soft Skills Lab aims to those involved in soft skills be inclusive and open to a trainers, advisors, trainers,

For the system to achieve it their share of commitment t Exemplarity and commitme development and recognition

All partners, including le participate in the Soft Skills

Soft Skills Lab

42 43

3. Values

Acronyme à retenir pour ne jamais oublier les 6 valeurs du Soft Skills Lab :

- 3CBDP TRUST
 - CONVIVIALITY
 - CREATIVITY
 - BENEVOLENCE
 - RIGHT TO ERROR
 - SHARING

In this collective intelligence approach to the Soft Skills Lab, what steps would you take if a participant raised the fact that they didn't feel confident in the Soft Skills lab you had implemented?

There's no magic formula, but here's an essential hint: you need to be able to hear the participant's discomfort and identify the causes so that we can work together to remedy it. To do this, you can use the "trust" value of the commitment you've made to identify the element(s) that create(s) this lack of trust. "We are committed to creating a safe working and relational environment. We ensure that groups operate in a caring and respectful way, offering protection and permission. Everyone's work must be recognized". It is the role of the Lab'compagnateur to ensure that this framework is respected..



Identify 5 partners Skills lab.

5. Conclusions

Although Soft Skills have been the subject of numerous developments, there are few references on the global dynamics of their learning. And yet, the development of Soft Skills is fully justified in today's ever-changing world, where today's professions may no longer exist tomorrow, and will have to evolve or be reinvented.

It is also essential to define what the term "Soft Skills" covers in terms of fields of action. Initially, we were attached to the SFC (Savoir-Faire Comportemental) terminology, which reflected our desire to work on the behavioral di- mension linked to the job. However, we've come to realize that if we create a system linked to the development of Soft Skills, it's up to us to integrate other approaches. Thus, the development and recognition of Soft Skills is part of an inclusive socio-professional integration objective.

At a time when algorithms and robotization are sometimes replacing human contact, when digitalization is becoming essential and offers real added value in learning, the Soft Skills Lab aims not only to make every citizen autonome their skills, but also to c a unifying link in a cor part of an eco-system li Skills.

I Pedagogically, Soft S are in both a reflectiv becomes a "meta" soft soft skills.

The Fab Lab model was the development and r build collective intellige open recognition in the

The Soft Skills Lab is a rationalize and optimiz integration between eq place in shared spaces Factories, for example.

Soft Skills Lab

44 45

Its ambition is to federate a community already well fed by various platforms such as the Mooc SFC, the Reconnaître humhub and the various existing networks around the theme of Soft Skills.

A To you, the reader, the curious, the practitioner, the decision-maker, we submit this innovative, ambitious and unifying project of the **Soft Skills Lab**. We invite you to join us in taking up the **challenge of developing** and **recognizing** Soft Skills!

6. Bibliog

Abbet, J.-P., & Moreau, J. dans la formation : Résulta et gymnasiens vaudois, recherche pour le pilotage o

Albandea, I., & Giret, rémunération des diplômés

Béret, P., & Dupray, A. (19 l'accumu- lation de comp Formation Emploi, 63(1), 67

Boudreault Henry, DIDAPF pas conçu pour celui qu https://didapro.me/

Boutin, G (2004). L'appr amalgame para- digma psychosociologie sciences

Brichau, Thomas. Les Sof des sciences économique Université catholique de Lo

Bruno, D. L., Gaëtan, T., & des effets de leur mise a (proactive ou réactive). Di and Mediation of https://doi.org/10.4000/dms

Duc, B., Perrenoud, D.,

transversales à partir du point de vue des formateurs et formatrices en entreprise: Entre objets de formation et critères de sélection. Éducation et socialisation. Les Cahiers du CERFEE, 47, Article 47. https://journals.openedition.org/edso/2818

Giret, J.-F. (2015). Les mesures de la relation formation-emploi. Revue

Française de Pédagogie, 1

Heckman, J. J., & Kautz, Scholarly Paper 20731 https://papers.ssrn.com/abs dans referentiels vf fr.pdf.

Soft Skills Lab

46 47

De Ketele, J-M., & Gérard, F.-M. (2005)., la validation des épreuves d'évaluation selon l'approche par les compétences, in mesure et évaluation en éducation, vol. 28, n° 3, UCL – BIEF, p. 2.

Le Boterf, G. (1998). L'ingénierie des compétences. Paris : Les éditions d'organi- sation

Loufrani-Fedida, S., & Saint-Germes, E. (2013). Compétences individuelles et em- ployabilité : Essai de clarification de leur articulation. @GRH, 7, 13.

Ly, S.-T. (2019). Quel impact du numérique sur nos métiers ? Administration & Édu- cation, 163(3), 39-48. <u>https://doi.org/10.3917/admed.163.0039</u>

Beckers, J., Paquay, L., Coupremanne, M., Scheepers, C., Closset, A., Foucart, J., Lemenu, D. & Theunssens, E. (2001). Comment décrire et analyser un dispositif réputé professionnalisant ? Proposition d'un outil descriptif et interprétatif. Com- munauté française de Belgique: Ministère de l'éducation, Collection «Recherches en éducation» (20 p). www.enseignement.be/index.php?page=26044&id fiche=1011&dummy=25065

Meirieu, P. (1991). Apprendre... oui, mais comment ? Paris, ESF éditeur, 8° éd., p.181.

Meyers, R., & Houssemand, C. (2006). Comment évaluer les compétences clés dans le domaine professionnel ? European Review of Applied Psychology, 56(2), 123-138. <u>https://doi.org/10.1016/j.erap.2005.07.001</u>

Romainville, M., Bernaerdt, G., Delory, Ch., Gérard, A., Leroy, A., L. Paquay, L., Rey, B., Wolfs, JL. (1998). « Réformes : à ceux qui s'interrogent sur les compétences et leur évaluation », Forum pédagogie, p.22

Tardif, J., & Dubois, B. (2013). De la nature des compétences transversales jusqu'à leur évaluation : Une course à obstacles, souvent infranchissables.

Revue française de <u>https://doi.org/10.3917/rfla.</u>

Taskin, L., & Dietrich, A renouvelée de la GRH et c supérieur.

Tison, E. (2021). Les Soft www.institutsapiens.fr/obse

Uribe, J. (2022, août 25). F cruitee. <u>https://recruitee.com</u>

Notes

.....

.....

Soft Skills Lab

48 49

Notes

| | |
|------|------|
| | |

.....

| |
|------|
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |

Soft Skills Lab

50



Project team : Forem : Christine Piret, AID : Martin Cocle et Sophie Pham, UL : Réginald Burton

Licence CC BY-NC-SA 4.0 https://creativecommons.org/licenses/by-nc-sa/4. 0/

Ed. resp. : Forem - Bld Tirou 104 - 6000 Charleroi - Raymonde Yerna - 10/2024