

**Transnational meeting CEMA-NET**  
**30<sup>th</sup> november – 2<sup>nd</sup> december 2005, Bratislava, Slovakia, Hotel Tatra**

**Working group:** CONSTRUCTIVE ADAPTABILITY  
**Chairwoman:** Alexandra Bautzman (Austria)

**Participants:** Ms. Brundilde Schram (Austria)  
Ms. Connie Hasemann (Denmark)  
Mr. Thierry Miniewski (France)  
Mr. Francois Morel (France)  
Mr. Manuel Strack (Germany)  
Ms. Bettina Lutterbeck (Germany)  
Ms. Chiara Sgarella (Italy)  
Ms. Katarina Kolláthová (Slovakia)  
Ms. Pilar Contelles (Spain)  
Ms. Maria Paz Grau (Spain)

**Agenda**

1. Introduction
2. PPT presentation of each project + main items of CA Matrix + discussion
3. Comments to CA paper
4. Definition process, what does CA mean for our group?

**1. Introduction:**

Introduction of each member of WG and short presentation of each project and/or organization, (Katarina/Slovakia, Francois/France, Thierry/France, Connie/Denmark, Manuel/Germany, Bettina/Germany, Maria/Spain, Vladimir/Slovakia - partner of slovak DP, Chiarra/Italy, L. Hanks/Slovakia, V. Palenik/Slovakia, Brundhilde/Austria, )  
Thierry is taking part on this meeting of this WG because Bernadette did not arrive because of illness. Thierry is normally a member of steering comete.

**2. PPT Presentations:**

1. Chiarra from Italy with project VARCO
2. Brundhilde from Austria
3. Connie from Denmark
4. Thierry and Francois form France with The Alter Action Insertion project
5. Manuel from Germany
6. Katarina from Slovakia with project of Institute of employment
7. Maria from Spain with Ancora project

**3. Comments to CA paper:**

Definition of Constructive Adaptability

Manuel starts with definition of CA and empowerment.

Maria with her definition: at first to find out what the person is and what his past has been (definition of constructive; constructivness)

Chiara: concept of flexibility - her point from our presentation - to improve quality of work and life of persons.

Alexandra: research of HR management in university of America, found dimensions on CA:

1. solving problems creatively
2. dealing with uncertain/unpredictable work situations
3. learning new tasks, technologies, procedures
4. demonstrating interpersonal adaptability
5. demonstrating cultural adaptability
6. demonstrating physically oriented adaptability

We split up into three groups because of creating definition of constructive adaptability by each group, what does constructive adaptability mean for each project.

1. group: Manuel, Maria, Bettina, Katarina
2. group: Thierry, Chiara, Francois, Pilar
3. group: Alexandra, Connie, Brundhilde

### Definition of constructive adaptability by each group:

Each group create own definition, that are basic of complete definition of constructive adaptability. These are synthesis of it.

#### 0. BACKGROUND

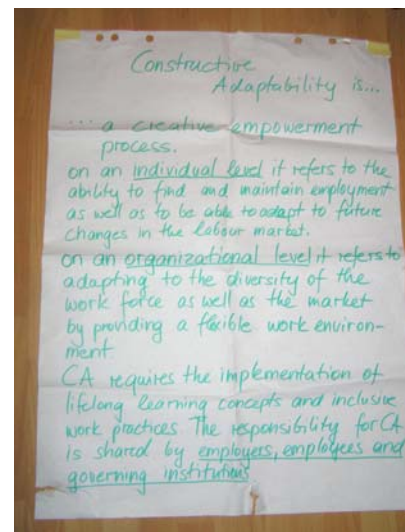
Thierry will do it.

#### 1. DEFINITION

CA is a creative empowerment process

- on an individual level it refers to the ability to find and maintain employment as well as to adapt to future changes in the labour market
- on an organizational level it refers to the ability to adapt to the diversity of labour force by providing a flexible work environment.

CA requires the implementation of life-long learning concept and inclusive work practices. The responsibility for CA is shared by employers, employees and governmental institutions.



#### 2. INDIVIDUAL LEVEL. PROFESSIONAL AND SOCIAL ADAPTABILITY

To be adaptable, a person must be seen as a part of a group, the person must exist in a group and must recognise himself-herself within the group. So professional adaptability can't be achieved without achieving social adaptability.

- Professional adaptability
  - Transferring personal competencies into the companies.
  - Valorisation of the inclusion of persons in the company.
  - Companies ability
- Social adaptability
  - Existence of a person in a group.
  - Participation social activities.
  - Abilities interpersonal and intercultural relations.

=> GLOBAL METHODOLOGY

- mentoring
- screening and monitoring
- life-long learning
- psychological help
- social responsibility
- individual and at level group intervention
- information and awareness raising

3. DIMENSIONS OF ADAPTABILITY

- Demonstrating interpersonal and cultural adaptability, problem solving. The communication reflects

the way we're thinking and acting, so behaviour and communication style must be adapted to whom we're talking to -interpersonal flexibility-

("Not thinking in black and white."

(Interprofessional adaptability. One word has different meanings in different "worlds".

My landscape is not your landscape. TO RESPECT THAT AND CARE FOR

(I have to be aware of myself.

IQ

EQ -> added value

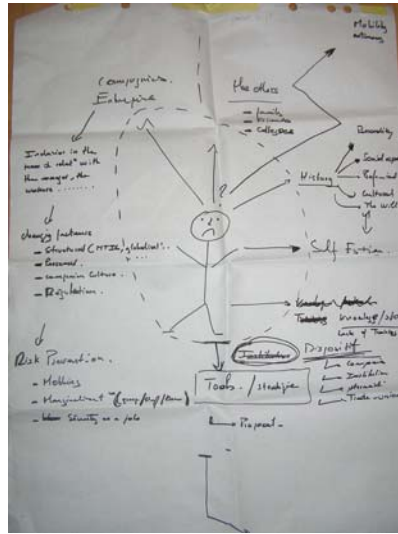
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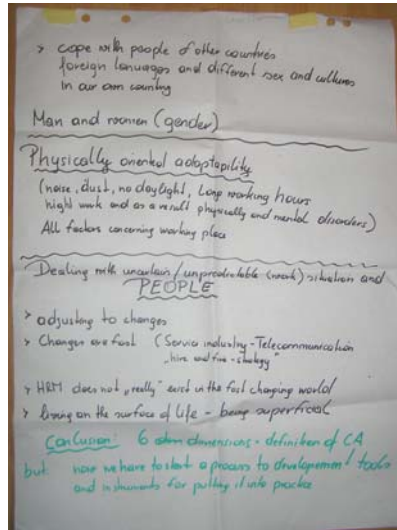
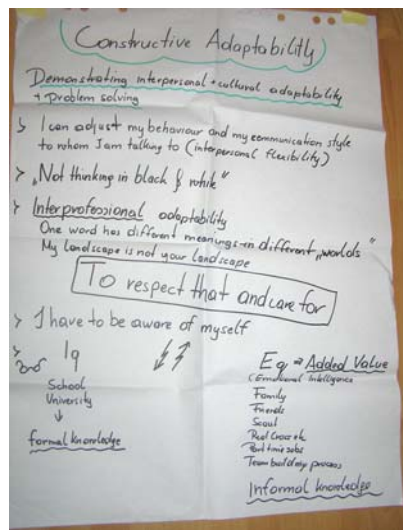
.....  
FORMAL KNOWLEDGE

real cross ...  
part time jobs  
team build my process

.....  
INFORMAL KNOWLEDGE



- cope with people of other countries foreign languages and different sex and cultures in our own country



## MAN AND WOMEN (gender)

Physically oriented adaptability

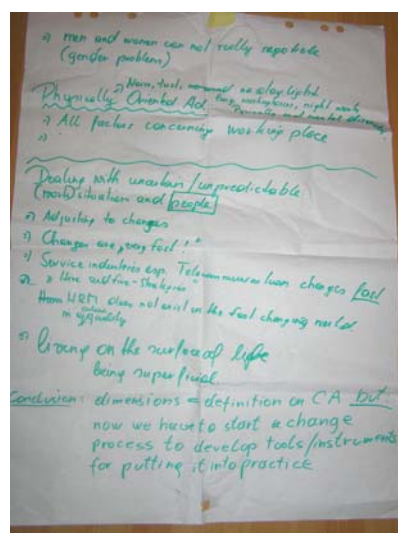
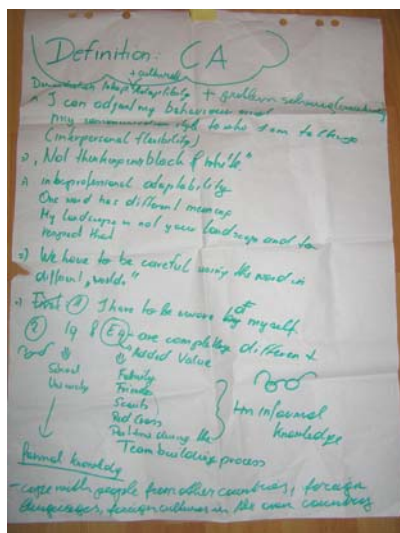
(noise, dust, no daylight, long working hours, night work and as a result physically and mental disorders)

All factors concerning working place.

Dealing with uncertain (unpredictable work) situation and PEOPLE.

- adjust to changes
- changes are fast (service industry - telecommunication "hire and fire - strategy")
- HRM does not really exist in the fast changing world.
- living in the surface of life - being superficial

Conclusion: 6 dimensions - definition of CA, but: now we have to start a process to development tools and instruments for putting it into practice



### To do list:

In next meeting in Vienna:

- finishing "definition" paper
- experience - sharing (film from DK, exchange results from our projects)
- exchanging of tools/instruments - tools -> presentations of each country, mail documents to Alexandra in english (if available) by 1 march
- seminar

Writing minutes: Mr. Thierry Miniewski

Chairwoman: Ms. Alexandra Bautzman

### Target

- share knowledge + get inspired in our local work within the CA area
- to get an european dimension of intercultural communication and experience diversity
- to gather tools/instruments + exchange them for getting developed to inovative products
- exchange infos about change processes
- some "common product" (CD, leaflet, book....) ease to be distributed
- "contest" with participants of our projects (ideal working environments)
- seminar for CA group

Writing minutes in Bratislava: Katarina Kollathova (Slovakia)