

FIERE SURVEY ANALYSIS

Sicily

2015



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EXECUTIVE SUMMARY

The FIERE (Furthering Innovative Entrepreneurial Regions of Europe) project aims to support regional organisations' employees to behave more entrepreneurially and innovatively within their work environment. The primary aim of the FIERE Skill Needs Analysis survey was to identify the skills required by employees and their organisations in order for individual employees to behave more entrepreneurially, innovatively and creatively within their organisations. For instance the survey explored the skills required by the respondents' organisation, the skills that respondents consider as valuable for their role and the specific skills that they considered should be included in the training programme. Furthermore, the survey also determined the level of empowerment that employees have in decision making processes within their organisations and whether organisations encourage individual employees to seek out new opportunities.

In Sicily (Italy), the FIERE survey was administered via three different methods: an on-line survey tool, email and face-to-face interviews. This was coordinated by CESIE. In total 53 responses were collected from 27 organisations of which 30% are not-for-profit NGOs and associations, followed by community enterprises at 22%, for profit businesses also at 22%, public sector (at 7%) and voluntary organisations (at 4%).

This report addresses a number of key themes including demographics, entrepreneurial background, skills needs analysis and the value and benefit of accreditation of a skills training programme. The key findings from Sicily in relation to the demographics section were as follows:

- Overall, the education attainment of respondents was high as 49% hold a degree and 33% hold a post graduate qualification;
- Generally, both men and women are distributed pretty much equally across types of organisations surveyed, as well as across levels of job roles within organisations;
- Generally, most of the respondents (both male and female) had been working in their organisations (and in their roles) for less than three years. This is probably due to the age of the respondents (particularly low amongst the majority of the organisations interviewed) but also to the nature of the not-for-profit organisations surveyed, that usually attracts many youngsters;
- The distribution across roles in the organisations (senior management positions, operatives, middle management positions) was even between men and women interviewed across sectors and ages. One of the reasons for this could be the fact that most of the organisations surveyed are private sector organisations, and, in particular, not-for-profit entities, where many women are involved as well in higher levels of the hierarchy.

The entrepreneurial background section identified past entrepreneurial activity of the employees and the level of freedom and entrepreneurial behaviour within the respondents' organisations. The key findings include:

- The majority of respondents (77%) indicated that they had some past entrepreneurial background, where males (58%) tend to behave more entrepreneurial than females;
- The survey results indicated that private sector respondents (including NGOs and not-for-profit organisations) have more freedom and greater empowerment from their organisation to think and behave entrepreneurially than any other kind of sector, especially in comparison with the public sector;
- In Sicily 30% of respondents set-up a voluntary organisation in the past and this was evenly distributed between males and females.

The Skills Needs Analysis section helped to build a complete picture of priorities, opinions and preferences in relation to the entrepreneurial skills required for the respondents' role and required by their organisation. Also which skills the respondents felt were important for them to be trained in.

- Most respondents stated that their role required them to be passionate about their work (99%), resilient (100%), proactive (98%), analytical (100%), and decision-makers in their role. In particular, women asserted they especially needed to be open-minded, creative and proactive. While male respondents considered they needed to be rather decisive in their roles;
- According to all respondents, innovation/creativity and employee resourcefulness are considered to be the most important skills within their respective organisations;
- For the majority of the interviewees only critical thinking, analytical thinking and leadership were not considered important for their organisations' employees;
- In the private sector leadership is not very important for both males and females, while innovation and creativity is the most important skill for all interviewees.

In relation to the benefit and accreditation section, the vast majority of respondents (92%) agreed training would be beneficial for their organisation and 56% thought the training should be accredited by an educational organisation. However, there were many additional suggestions from respondents about the contents of the programme such as the requirement that the training's learning outcomes are clearly defined. Overall, the most preferred mode of delivery of the programme was a workshop (45%). Other suggestions were to include mentoring actions, simulations, case study work with a senior manager, non-formal learning activities and practical experiences.

Based on the main key findings, a training course in innovative entrepreneurship skills is very much valued. Another interesting fact is that both men and women have set-up or started one or more entrepreneurial initiatives in their lives so far, and have thus already used some of their innovative entrepreneurship skills in the past. However, this past entrepreneurial experience is not necessarily reflected in interviewees' current employment, where they are not always able or inclined to initiate or improve

procedures or services within their organisations, as is particularly evident in the public sector. It is also important to take into consideration when designing and implementing a skills training programme particular sector and occupation nuances that may influence the effectiveness of programme delivery. Ultimately, the survey has shown that a practical training in a series of workshops is needed, especially to boost innovation/creativity and employee resourcefulness

The FIERE skills needs analyses survey will support the development of an entrepreneurial skills training programme which will be delivered in each FIERE partner country during 2015. Each FIERE partner conducted the survey in their region and produced a detailed individual country report which is available on the FIERE website¹. The objective of this report is to provide an overview of the data collected for Italy and to summarise the key findings.

¹ <http://www.fiereproject.eu/>

1. Introduction

The survey took place in Sicily (Italy) between June and October 2014.

Sicily is the largest of the 20 regions of Italy (area of almost 26,000 km²) and one of the most densely populated (5,043,480 people). It is also the largest island in the Mediterranean Sea and constitutes an autonomous region of Italy, the “Regione Sicilia”. Its economy is mainly based on the agricultural sector, as well as on third-sector activities such as services and tourism. The region is one of the four convergence regions in Italy. Mafia still plays a negative role, especially on the island’s economy although it is much weaker now than in the past, also thanks to civil society initiatives such as [“Addio Pizzo”](#) [Racket Goodbye].

With FIERE, CESIE surveyed 27 organisations, and a range of 1-8 people per organization (with an average of 2 people per organization).

Most of the organisations are private sector entities (for profit and not-for-profit businesses) and community enterprises, established mainly in the capital city of Sicily, Palermo. However, some of them are also located in other parts of Sicily, such as the area of Agrigento.

Only two of the organisations are public authorities in the field of economic development (a Regional Organisation for entrepreneurship and the Chamber of commerce of Palermo). Six organisations are community enterprises in tourism, agriculture, design, catering and the social sector. Four are voluntary organizations active in the social sector (working with children and unemployed people). All others (14) are private sector organisations. Of these, only six are for profit businesses and eight are not-for-profit NGOs/associations. The for-profit businesses are active in the field of online marketing, catering and communication businesses or are professional firms. The eight other organisations are not-for-profit private NGOs or foundations, active in the social field, working with migrants, children and other beneficiaries in sectors such as youth employment, international cooperation, development issues, youth initiatives and entrepreneurship.

Type of organisation	Quantity	Males	Females
Public sector	2	<p>66% of the male respondents are in the organisation for over one year only, Of these 100% are in their current job for over one year;</p> <p>33% of the male respondents are in the organisation for over two years, Of these 100% are in their current job for over two years;</p> <p>66% of the male respondents are senior executives; 33% are middle managers.</p>	<p>In the public sector there was only one female respondent.</p> <p>This interviewee had been in the organisation for nineteen years and in her current job for fifteen years.</p> <p>The interviewee is a senior executive.</p>
Voluntary	4	<p>66% of the male respondents have been in the organisation for three years, of these 50% are in their current job for one year and 50% for three years.</p> <p>33% of the male respondents have been in the organisation for ten years and are in their current job for over seven years.</p> <p>33% of the male respondents are senior managers and 66% are middle managers.</p>	<p>33% of the female respondents are in the organisation for over 5 years, 33% for over 3 years and 33% for less than a year.</p> <p>33% of the female respondents are senior managers and in this role for less than a year; 66% of the female respondents are operatives. Of these, 50% have been in this role for 5 years and 50% for over less than a year.</p>
Community enterprise	6	<p>80% of the male respondents are middle managers; 55% of these are in this role for three years; 35% of these are in this role for two years; 10% for four years.</p> <p>20% of the male respondents are operatives that have worked in their role and in their organisation for one year.</p> <p>55% of the male respondents have worked for their organisation for three years. 30% of the respondents have worked in their organisation for one year, 15% for four years and 15% for eight years.</p>	<p>50% of the female respondents are middle managers and in this role for less than a year; 5% of the female respondents are operatives and in this role for less than a year; 25% are senior executives and in this role for three years.</p> <p>75% of the female respondents have worked for their organisation for less than a year. 25% of the respondents have worked in their organisation for four years.</p>
Private sector	14	<p>33 % of the male respondents work in a for-profit business. The remaining 66% work in the not-for-profit sector.</p> <p>45% of the male respondents are middle managers (mostly project managers); 33% are senior executives and 12% are operatives.</p> <p>35% of the male respondents have worked in their organisation and in their role one year or more; 20% for less than one year; another 20% for up to seven years; 15% for four years and 10% for nine years.</p>	<p>20 % of the female respondents work in a for-profit business. The remaining 80% work in the not-for-profit sector.</p> <p>55% of the female respondents are middle managers (mostly project managers); 35% are senior executives within innovation hubs or associations; 10% are operatives.</p> <p>55% of the female respondents have worked in their organisation for less than two Years; 35% of the female respondents have worked in their organisation for over four years and 10% for over twenty years.</p> <p>80% of the female respondents have worked in their role since they've been</p>

Type of organisation	Quantity	Males	Females
Other [entrepreneurship hub within a school]	1	In this sector there was only one male respondent. The interviewee was a senior manager with one year of experience in that role, in that organisation.	working in their organisation, while 20% for less years than how many they've been working for. n. a. [only 1 employee (male) was surveyed in this case]
Total Orgs surveyed	27	<p>55% of all male respondents were middle managers; 35% of them were senior executives and only 10% were operatives.</p> <p>33% of all male respondents have worked in their organisation for one year or a little more; 33% for three years; another 18% for up to seven-ten years; 12% for four years and 4% for two years.</p> <p>36% of all male respondents have worked in their role in their organisation for one year or a little more; 28% for three years; another 15% for up to seven-nine years; 12% for two years and 9% for four years.</p>	<p>50% of all female respondents were middle managers; 35% of them were senior executives and only 15% were operatives.</p> <p>50% of all female respondents have worked in their organisation for one year or a little more; 100% of these had worked in their role for one year or a little more.</p> <p>17% of all female respondents had worked in their organisation for four years; of these, 55% had worked in their role for four years and 45% for three years.</p> <p>13% of all female respondents had worked in their organisation for five years; 33% of these had worked in their role for five years; 33% for four years and the remaining 33% for three years.</p> <p>10% of all female respondents had worked in their organisations for nineteen years or more; 50% of these had worked in their organisation and in their role for 15 years, while another 50% for up to twenty years.</p> <p>3% of all female respondents have worked in their organisation for two years; 100% of these in their role for two years.</p> <p>3% of all female respondents have worked in their organisation for three years; 100% of these in their role for one year.</p> <p>3% of all female respondents have worked in their organisation for seven years; 100% of these in their role for two years.</p>

The table shows how both men and women are distributed pretty much equally across types of organisations surveyed, as well as across levels of job roles within organisations. Contrary to the general trend at least in Italy, that sees less women in higher positions compared to men, this is not the case here. One of the reasons for this could be the fact that most of the organisations surveyed are private sector organisations, and, in particular, not-for-profit entities, where many women are involved as well in higher levels of the hierarchy. Also, most of the respondents (both male and female) had been working in their organisations (and in their roles) for less than three years. This is probably due to the age of the respondents (see also below) but also to the nature of the not-for-profit organisations surveyed, that usually attracts many youngsters.

2. Demographics:

Type Org	Males Respondents						Female Respondents						Total Respondents by age						Overall Total
	15-20	21-30	31-40	41-50	51-60	60+	15-20	21-30	31-40	41-50	51-60	60+	15-20	21-30	31-40	41-50	51-60	60+	
Public Sector					2	1					1						3	1	4
Voluntary			3					1	1	1				1	4	1			6
Comm + Enter		2	7					1	3					3	10				13
Private Sector		4	6	2				6	7	3	1			10	13	5	1		29
Other		1												1					
Total		7	16	2	2	1		8	11	4	2			15	27	6	4	1	53

Highest level of education attainment:

Type Org	Males Respondents							Female Respondents							Total Respondents by Qual							Overall Total
	Pri	Sec	Tert	Deg	PGrad	PhD	Oth	Pri	Sec	Tert	Deg	PGrad	PhD	Oth	Pri	Sec	Tert	Deg	PGrad	PhD	Oth	
Public Sector				3							1							4				4
Voluntary			1		2						2	1					1	2	3			6
Comm + Enter			1	5	3					1		2	1				2	5	5	1		12
Private Sector			1	7	4					2	8	6	1				3	15	10	1		29
Other			1														1					1
Total			4	15	9					3	11	9	2				7	26	18	2		53

The two tables above show how, across both genders, the majority of the interviewees holds a university degree. Very few males and females (four and three respectively) hold only a tertiary level diploma or a PhD (possessed by two of the female interviewees). The distribution of interviewees according to the different kinds of qualifications at a global level, remains unchanged if we consider only a specific type of organisation. For example, also within community enterprises, we can find more women and men holding a degree or a post-graduate degree than other kinds of qualifications.

3. Entrepreneurial background:

Set-up/started:

Type Org	Males Respondents							Female Respondents							Total Respondents by set-up/started							Overall Total			
	O.B	Club	Soc	Vol	Inrst	Lob	Oth	No	O.B	Club	Soc	Vol	Inrst	Lob	Oth	No	O.B	Club	Soc	Vol	Inrst		Lob	Oth	No
Public Sector		1		1				2										1		1					2
Voluntary				2			1	3			1	1			1	3			1	3				2	6
Comm + Enter	1		2	2	1		1	7			1	1	1			3	1		3	3	2		1		10
Private Sector	4		2	3	1		2	12			1	6	3		1	11	4		3	9	4		3		23
Other																									
Total	5	1	4	8	2		4	24			3	8	4		2	17	5	1	7	16	6		6		41

Current organisation – initiated/improved:

Type Org	Males Respondents						Female Respondents						Total Respondents by initiated/improved						Overall Total
	Goals	Prods	Servs	Procs	Prcdrs	Oth	Goals	Prods	Servs	Procs	Prcdrs	Oth	Goals	Prods	Servs	Procs	Prcdrs	Oth	
Public Sector							1		1	1	1		1		1	1	1		4
Voluntary				3			3	2	2	1	1		3	2	2	4	1		12
Comm + Enter	4	1	5	2	3		2	3	4		2		6	4	9	2	5		26
Private Sector	9	5	9	5	6		8	5	7	7	4		17	10	16	12	10		65
Other	1	1	1	1	1								1	1	1	1	1		5
Total	14	7	15	11	10		14	10	14	9	8		28	17	29	20	18		112

Overall, it seems that more male respondents set-up or started one or more initiatives in their lives so far, as compared to female respondents.

The most “innovative” group across both genders is not surprisingly that of the private sector. Female respondents tend to be rather more proactive in creating interest groups and/or voluntary groups than other kinds of initiatives.

Regarding table 2, it can be noted how public sector employees tend to be less proactive in initiating or improving procedures and other aspects of their organisations. Both men and women respondents have mostly initiated or improved services and goals within their organisations, rather than procedures, processes or products.

4. How entrepreneurial is the organisation?

Type Org	Encourage employees look for new opportunities, etc				Empower employees to make own decisions				Do employees need to be creative, etc			
	Male		Female		Male		Female		Male		Female	
	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Public Sector		3	1			3	1		1	2	1	
Voluntary	3		3		3		3		3		3	
Comm + Enter	9		4		9		4		9		4	
Private Sector	11		17		10	1	17		11		17	
Other	1				1				1			
Total	24	3	24	0	23	4	25		25	2	24	

Almost all respondents replied positively to these queries. This is mainly linked with the fact that many interviewees were young female and male respondents working in socially active and innovative realities. However, it is clear that public organisation employees are NOT empowered to make their own decisions or to look for new opportunities.

5. Skills needs analysis:

	Does your organisation require you to be (Q17):																			
	Public Sector				Voluntary				Comm + Enter				Private Sector				Other			
	Male		Female		Male		Female		Male		Female		Male		Female		Male		Female	
	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Resourceful	n.a.	n.a.	1	0	0	3	3	0	3	6	1	3	11	1	6	7	1	0	n.a.	n.a.
Resilient	n.a.	n.a.	1	0	1	2	3	0	4	5	3	1	12	0	9	4	1	0	n.a.	n.a.
Open minded	n.a.	n.a.	1	0	0	3	1	2	2	7	1	3	6	6	8	5	1	0	n.a.	n.a.
Analytical	n.a.	n.a.	1	0	0	3	1	2	0	9	3	1	8	4	6	7	1	0	n.a.	n.a.
Self-confident	n.a.	n.a.	1	0	0	3	2	1	2	7	2	2	8	4	5	8	0	1	n.a.	n.a.
Self-starter/proactive	n.a.	n.a.	1	0	1	2	3	0	4	5	2	2	8	4	9	4	1	0	n.a.	n.a.
Creative/innovative	n.a.	n.a.	1	0	0	3	2	1	3	6	3	1	8	4	9	4	1	0	n.a.	n.a.
Decisive	n.a.	n.a.	1	0	0	3	2	1	2	7	3	1	7	5	5	8	1	0	n.a.	n.a.
Results Driven	n.a.	n.a.	1	0	1	2	2	1	5	4	4	0	10	2	6	7	1	0	n.a.	n.a.
A leader	n.a.	n.a.	0	1	0	3	1	2	0	9	0	4	8	4	2	11	0	1	n.a.	n.a.
A manager	n.a.	n.a.	0	1	0	3	1	2	1	8	0	4	6	6	3	10	0	1	n.a.	n.a.
A decision maker	n.a.	n.a.	1	0	0	3	3	0	1	8	3	1	9	3	8	5	0	1	n.a.	n.a.
Passionate about your work	n.a.	n.a.	1	0	0	3	3	0	4	5	3	1	10	2	9	4	1	0	n.a.	n.a.
Other	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

Overall, for the majority of the organisations, the enlisted skills were all required. Only the “manager” and “leader” skills were not considered to be required by the majority of respondents. This could be explained with the fact that most respondents were not senior managers and not in a leading position within their organisation. In the private sector, male respondents considered that being resourceful, resilient, results-driven and passionate about their work were the most required characteristics within their organisations. Female respondents also thought that being resilient and passionate about their work was important; but also being a self-starter was considered as such by most of them. In the voluntary sector, female respondents asserted their organisation required them to be resourceful, resilient, proactive, a decision maker and passionate about their work.

	In your opinion ----- do you to be (Q18):																	
	Public Sector				Voluntary				Comm + Enter				Private Sector				Other	
	Male		Female		Male		Female		Male		Female		Male		Female		Male	
	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N	Y	N
Resourceful	n.a.	n.a.	1	0	0	3	2	1	3	6	1	3	7	5	7	9	1	0
Resilient	n.a.	n.a.	1	0	1	2	2	1	4	5	3	1	9	3	11	5	1	0
Open minded	n.a.	n.a.	1	0	0	3	1	2	2	7	1	3	8	4	6	10	1	0
Analytical	n.a.	n.a.	1	0	0	3	2	1	2	7	3	1	7	5	10	6	1	0
Self-confident	n.a.	n.a.	1	0	0	3	2	1	3	6	2	2	9	3	7	9	1	0
Self-starter/proactive	n.a.	n.a.	1	0	0	3	3	0	6	3	3	1	5	7	11	5	1	0
Creative/innovative	n.a.	n.a.	1	0	0	3	1	2	4	5	3	1	7	5	10	6	1	0
Decisive	n.a.	n.a.	1	0	1	2	2	1	2	7	1	3	9	3	6	10	1	0 49
Results Driven	n.a.	n.a.	1	0	1	2	2	1	2	7	2	2	6	6	7	9	1	0 49
A leader	n.a.	n.a.	0	1	0	3	2	1	0	9	0	4	6	6	5	11	1	0 48
A manager	n.a.	n.a.	0	1	0	3	2	1	0	9	1	3	6	6	5	11	1	0 49
A decision maker	n.a.	n.a.	1	0	0	3	2	1	4	5	3	1	8	4	10	6	1	0 49
Passionate about your work	n.a.	n.a.	1	0	0	3	3	0	4	5	4	0	8	4	13	3	1	0 49
Other	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

Most respondents stated that they needed to be passionate about their work, resilient, proactive, analytical, and decision-makers in their role. Women asserted they especially needed to be open-minded, creative and proactive. While male respondents considered they needed to be rather decisive in their roles. Also here, being a leader and a manager were not seen as necessary characteristics in interviewees' roles, especially amongst women.

Summary for question 19

In your opinion how important are the following skills in your organisation?

1. For all respondents, except for a minor few, all enlisted skills are either “very important” or “important” in their organisations. According to all respondents, innovation/creativity and employee resourcefulness are considered to be the most important skills.
2. Details of the responses separated by males and females for each of the following:
 - a. Public sector - For the male interviewees, analytical thinking, problem-solving, creativity and innovation, efficiency and a sense of initiative are the most important skills. For the only female interviewee, project management, perseverance, resourcefulness and leadership are not very important skills.
 - b. Voluntary groups – For the male interviewees, only leadership is not considered a very important skill. For the female interviewees, all skills are either important or very important.
 - c. Community and Enterprise groups – For the male interviewees, critical thinking and leadership are not important skill sets. For the female interviewees, all skills are either important or very important.
 - d. Private sector – For the male interviewees, perseverance and analytical thinking are not important skills. For the female interviewees, leadership and analytical thinking are not important.
 - e. Other – For the only (male) respondent, perseverance is not an important skill.

Summary for question 20

In your opinion, in order to improve the efficiency and effectiveness of your organisation, how important is it that employees/volunteers are trained in...?

1. For the majority of the interviewees, the enlisted skills were considered to be “very important” or “important” for their employees’ training. Only critical thinking, analytical thinking and leadership were not considered important for their organisations’ employees.
2. Details of the responses **separated by males and females** for each of the following:
 - a. Public sector – For the male interviewees, the most important skills employees should be trained in are: leadership, resourcefulness, goal seeking and problem-solving. For the only female interviewee, the most important skills are: creativity/innovation, goal seeking, problem-solving.
 - b. Voluntary groups – For the male interviewees, leadership and analytical thinking are not very important skills for their employees. Whereas, for the female interviewees, all given skills are important or very important for their employees’ training.
 - c. Community and Enterprise groups – For most male interviewees, leadership skills are not important. Amongst female interviewees, only analytical thinking is not very important.
 - d. Private sector – For most male interviewees, leadership and persistence are not very important skills. Amongst female interviewees, leadership is also not very important, while innovation and creativity is the most important skill for all interviewees.
 - e. Other – For the only (male) interviewee, only leadership and persistence are not very important skills.

6. Benefit/accreditation:

Type Org	Training programme benefit organisation (Q.21)				Accredited by an approved educational org (Q.22)			
	Male		Female		Male		Female	
	Y	N	Y	N	Y	N	Y	N
Public Sector	2	1	1	0	2	1	1	0
Voluntary	3	0	3	0	0	3	2	1
Comm + Enter	8	0	4	0	6	2	2	2
Private Sector	12	0	16	1	8	4	8	8
Other	0	1	n.a.	n.a.	1	0	n.a.	n.a.
Total	25	2	24	1	17	10	13	11

For most interviewees (49 out of 53) the training programme would be beneficial to their organisations. For fewer interviewees this programme should be accredited (only 30 out of 53).

In the first question, for one of the female respondents, it was important to develop skills such as creativity, sense of initiative and innovation as they constitute the basis of the NGO sector. However, it is important that the learning outcomes are clearly defined on the outset of the training.

For one of the male respondents, a training programme on these skills would benefit employees and the organization's correct functioning; it would also stimulate employees to engage more and not to waste their energy.

	How should the training programme be delivered (Q.23):																	
	Public Sector				Voluntary				Comm + Enter				Private Sector				Other	
	Male		Female		Male		Female		Male		Female		Male		Female		Male	N
Series of workshops	n.a.	n.a.	1	0	3	0	0	3	3	5	1	3	5	7	9	7	1	0
On-line	n.a.	n.a.	0	1	0	3	1	2	0	8	0	4	1	11	1	15	0	1
Blended learning	n.a.	n.a.	0	1	0	3	1	2	4	4	2	2	3	9	6	10	0	1
Face to face lectures	n.a.	n.a.	0	1	0	3	1	2	0	8	1	3	0	12	1	15	0	1
Other	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	1	7	n.a.	n.a.	3	9	n.a.	n.a.	n.a.	n.a.

Most respondents indicated they preferred the programme to be delivered through a series of workshops (24 people). Also blended learning was considered positively (17 people). While, having an online course was considered a valid option only for three people. Face-to-face lectures were also interesting only for three people (all were female respondents).

Blended learning was particularly interesting for community enterprises employees.

One respondent suggested including mentoring actions, simulations, case study work with a senior manager in the training. Another one suggested including field trainings and non-formal learning activities, just as practical experiences.

OVERALL SUMMARY SICILY

In Sicily, most of the interviewed organisations were young, small entities, active in the social field. Most of them were not structured in a hierarchical manner and had less than ten employees. For this reason, we've needed to receive feedback from respondents belonging to a wider range of organisations (27 in total), than probably any other European FIERE region.

Of the 27 organisations we surveyed, more than half (14) are private sector entities. Therefore there were very few respondents in the other sectors. For example, in the public sector we only had four respondents. This means that their answers were surely not as indicative and “representative” of their sector, as in the case of the private organisations.

However, the survey allowed us to understand that a training course in innovative entrepreneurship skills is very much valued, especially in an environment, such as the one represented by the organisations surveyed, where employees are young men and women, that are eager to learn and very interested in social aspects and innovative elements of their work.

When looking at the demographics analysis of the survey, it is evident that both men and women are distributed pretty much equally across types of organisations surveyed, as well as across levels of job roles within organisations. The reason for this could be that most of the organisations surveyed are private sector organisations, and, in particular, not-for-profit entities, where many women are involved also in senior roles.

Moreover, it seems that both men and women have set-up or started one or more initiatives in their lives so far, and have thus already used some of their innovative entrepreneurship skills. This is particularly the case for men and for the private sector.

In their current roles within their organisations, most respondents stated they needed to be passionate about their work, resilient, proactive, analytical, and decision-makers. Women asserted they especially needed to be open-minded, creative and proactive; while male respondents considered they needed to be rather decisive in their roles. Moreover, being a leader and a manager were not seen as necessary characteristics in interviewees' roles, especially amongst women.

The most important skills within the surveyed organisations were considered to be: innovation/creativity and employee resourcefulness. While, overall, it was considered that employees needed to be trained in all skills (self-efficacy, creativity and innovation, proactiveness, goal seeking, problem solving, project management, persistence and resourcefulness) except critical thinking, analytical thinking and leadership.

For most interviewees (49 out of 53) the training programme would be beneficial to their organisations, while for fewer ones this programme should be accredited (only 30 out of 53).

Ultimately, the survey has shown that a practical training in a series of workshops is needed, especially to boost innovation/creativity and employee resourcefulness.