Modern Competences on the International Labor Market in relation to the mechanisms of strategic management of enterprises

Associate Professor Adam Jabłoński
Head of Scientific Institute of Management
WSB University in Poznań, Faculty in Chorzów, POLAND

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ERASMUS+ training opportunities for students: a gateway to the International Labor Market
Adam Jabłoński is an Associate Professor in WSB University in Poznan Faculty in Chorzow, e-mail: adam.jablonski@ottima-plus.com.pl.

He is also President of the Board of a reputable management consulting company “OTTIMA plus” Ltd. of Katowice, and Vice-President of the “Southern Railway Cluster” Association of Katowice, which supports development in railway transport and the transfer of innovation, as well as cooperation with European railway clusters (as a member of the European Railway Clusters Initiative).

He holds a postdoctoral degree in Economic Sciences, specializing in Management Science. Having worked as a management consultant since 1997, he has broadened his experience and expertise through co-operation with a number of leading companies in Poland and abroad.
Adam Jabłoński is the author of a variety of studies and business analyses on business models, value management, risk management, the balanced scorecard and corporate social responsibility. He has also written and co-written several monographs and over 100 scientific articles in the field of management. Adam’s academic interests focus on the issues of modern and efficient business model design, including Sustainable Business Models and the principles of company value building strategy that includes the rules of Corporate Social Responsibility.
Modern competences on the International Labor Market in relation to the mechanisms of strategic management of enterprises

Plan of Presentation:

1. Introduction to modern competences on the International Labor Market.


3. Competences in International Labor Market.

4. Conclusions and discussion.
Context of Modern International Business

Industry 4.0

New way to Business

- Digital Economy
- Social Economy
- Network Economy
- Sharing Economy
- Circular Economy
- Big Data Economy
INDUSTRY 4.0 - The future of the New Economy
Network Society with New Digital DNA
New Design Thinking - The edge of the real and virtual world

TRADITIONAL VS DIGITAL
New Design Thinking - Everything is SMART
Sharing economy sector vs. traditional rental sector

*Sharing economy sector and traditional rental sector projected revenue growth*

**2013**
- Sharing economy sector: $15bn
- Traditional rental sector: $240bn

**2025**
- Sharing economy sector: $335bn
- Traditional rental sector: $335bn

- Peer-to-peer lending and crowdfunding
- Online staffing
- Peer-to-peer accommodation
- Car sharing
- Music and video streaming
- Equipment rental
- Car rental
- Book rental
- DVD rental

Source: PwC analysis
Sharing Economy in modern business

The Sharing Economy

[Logos and icons representing companies such as BookMooch, Uber, Lyd, Lending Club, Airbnb, ParkatmyHouse.com, and Zipcar are shown in the diagram.]

WSB
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**Digital economy** shapes a new look at the processes of designing business models.

**Digital economy** also draws attention to social benefits resulting from existence of **modern business models**.
Modern business models based on the concept of **sharing economy**, **big data** and **circular economy** are based on technological solutions.

Easy access to information regarding their use arises through the extensive use of **mobile telephony** and **the Internet**.
Business models in the digital economy lead to the fact that these models change the priorities in the context of "having or having access".

In this aspect, the socialization of business takes place.

The quality of life of the business model users is important.

These models serve this purpose.
The strategic transformation of market behaviors with the assumptions of classical economics based on maximizing shareholder value for a shared economy, in which not only economic profit matters but social profit, the strategic intentions of the creators of modern business models play a key role, not always the economic factor is the primary stimulus for their creation.
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**DIGITIZATION**
- The conversion of products to digital format and the concomitant inventions that ensue.

**DIGITALIZATION**
- The innovation of business models and processes that exploit digital opportunities.

**DIGITAL TRANSFORMATION**
- The systems-level restructuring of economies, institutions, and society that occurs through digital diffusion.
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Disruptive Economy create

New Business Models

New Strategic Projects

New Business Processes

New Strategies
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Disruptive Economy create:

**Business Model** – a good business model explains how and why customers, suppliers, and complementors interact with the company through the digital interface. As circumstances change, it provides guidance as to the ways the value architecture can be altered and a systemic framework for maintaining overall coherence.
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**Disruptive Economy create:**

**Strategy** – about competitive position, about differentiating yourself in the eyes of the customer, about adding value through a mix of activities different from those used by competitors. Porter defines competitive strategy as "a combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there."
Disruptive Economy create:

Business Process – a series of steps designed to produce a product or service. Most processes (...) are cross-functional, spanning the ‘white space’ between the boxes on the organization chart. Some processes result in a product or service that is received by an organization's external customer. We call these primary processes. Other processes produce products that are invisible to the external customer but essential to the effective management of the business. We call these support processes.
Disruptive Economy create:

**Strategic Project** – designed to meet one or more strategic goals. The goal of these projects is to provide the roadmap to the question: "Where do we want to be five years down the road?" These types of projects may come from a SWOT, type of analysis where an organization has to determine where it is currently in comparison with where it thinks it ought to be.
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Strategic Factors Of Business:

- Digital Key Resources
- Critical Success Factors
- Value Drivers of Business
Key resources are the main inputs that your company uses to create its value proposition, service its customer segment and deliver the product to the customer. These are the most important things you need to have for your business model to work and business models are usually based on a number of tangible and intangible resources.

Critical success factors – best stated as action phrases and may include the means and/or desired results, as well as the action. A few critical success factor examples:

- Increase Market Share Through Current Customers,
- Be Service-Oriented When Working With Our Customers,
- Achieve Order Fulfillment Excellence Through On-Line Process Improvement,
- Align Incentives & Rewards With Employee Roles For Increased Employee Satisfaction.
Value Drivers – entities that increase the value of a product or service by improving the perception of the item and essentially providing a competitive advantage.

Value drivers can come in many forms such as cutting-edge technology, brand recognition, or satisfied customers.
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Digital Ecosystem As New Business Environment:

CONTEXT

CONTENT

CONNECTION

COMMERCE
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**Context-oriented business models** mainly compile and structure existing information on Internet, instead of creating new content. These firms (e.g. Google) help users to find the information of their specific need, while helping them navigate through a large number of websites with higher transparency and reduced complexity. These firms primarily have on indirect and transaction-independent revenues like online advertising.

**Content-orientated business models** are for the collection, selection, compilation, distribution and presentation of online content, like any online news or media company (e.g. Walt Disney, Network18 etc.). Their value proposition is to provide convenient, user-friendly online access to various types of relevant content. While these firms are mainly depend on indirect, transaction-independent revenue streams – online advertising, they are also pursuing direct revenue streams, particularly for premium content.
Connection-oriented business models provide network infrastructure to enable user participation in online communities or networks, either on a physical ‘interconnection’ level (like Earthlink) or a virtual ‘intra-connection’ level (like offering email or instant messaging). These models (e.g. Facebook, LinkedIn, etc.) not only generate direct subscription revenues, but also establish indirect, transaction-independent – advertising revenue sources.

Commerce-orientated business models are used for various activities (like initiation, negotiation, payment and delivery) of commercial transactions over internet. These firms (e.g. Amazon, Flipkart, Dell, etc.) offer cost-efficient transactions by using electronic processes to perform traditional functions, i.e. creating direct (sales revenues) and indirect (commissions) revenue streams.
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Pierre Omidyar founds the Internet auction site eBay
Lawrence Edward Page and Sergei Brin found the Internet service provider Google Inc.
Manx Telecom implements one of the first UMTS networks at the Isle of Man
Marc Zuckerberg founds the social network Facebook
Implementation of the first commercial LTE-network of TeliaSonera in Stockholm and Oslo


Nokia develops and distributes the first smartphone
Introduction of DSL, cable modem, and wireless internet access in the U.S.
Apple introduces the first version of iTunes software and the iPod
AT&T launches U-verse using the FTTP, VDSL, and ADSL communication protocols
Samsung launches the Samsung S7 and Samsung Gear VR

Figure. Development of information and communication applications (1995 until 2016).
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Digital Business Models Map
A digital business model might be defined as a model that leverages on digital technology to improve several aspects of its organization. From how customers interact, to how the value proposition is derived, or how monetization happens.

E-Commerce / Marketplace
- Amazon
- Zappos
- zalando

On-Demand
- Uber
- Lyft
- Airbnb
- Etsy

Subscription-Based
- Netflix
- Salesforce

Free - Freemium Model
- Spotify
- Dropbox
- Mailchimp

Hidden Revenue Generation
- Google
- Facebook

Peer-To-Peer, two-sided Marketplace
- HyreCar
- Uber
- Airbnb
- LinkedIn

Ad-Supported
- Google
- Facebook
- Twitter
- Quora

Open Source Model
- GitHub
- RedHat

Source: fourweekmba.com/digital-business-models
<table>
<thead>
<tr>
<th>Year</th>
<th>Content</th>
<th>Commerce</th>
<th>Context</th>
<th>Connection</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>Google</td>
<td>Google!</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2001</td>
<td>Google Groups</td>
<td>AdWords</td>
<td>Google Search</td>
<td>Google Images</td>
</tr>
<tr>
<td>2002</td>
<td>Google News</td>
<td>Froogle</td>
<td>Google Toolbar</td>
<td>Google Search Appliance</td>
</tr>
<tr>
<td>2003</td>
<td>Google Local</td>
<td>Picasa</td>
<td>Google Directory</td>
<td>Google Deskop</td>
</tr>
<tr>
<td>2004</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2005</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2006</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2007</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2008</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2009</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2010</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2011</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2012</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2013</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2014</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2015</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2016</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
<tr>
<td>2017</td>
<td>Google Maps</td>
<td>Google Earth</td>
<td>Google Books</td>
<td>Google Scholar</td>
</tr>
</tbody>
</table>

Figure. Development of Google’s hybrid business model. Source: Based on Wirtz (2010, 2018), including updates.

*Since 2015 managed by Alphabet
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Figure. Adapted sustainable business model canvas (Bocken, 2015 developed from Osterwalder and Pigneur, 2010 and building on Richardson, 2008).
Job Capabilities For the Future

47% of today’s jobs will be gone in 10 years
41% of US workforce participates in crowd/gig economy

Essentially all the “new jobs” created since 2008 fall into the category of “alternative work.”

- 41% of companies have fully implemented or have made significant progress in adopting cognitive, AI and Robotics,
- 77% of these companies believe technology is creating “better jobs”, and only 20% see job reductions,
- 50% are retraining workers to work side by side with machines,
- 67% of employees believe they must continuously reskill themselves to stay in their career, and 58% believe they will have a new career within five years.

Source: Oxford Economics, National Bureau of Economic Research, and Bureau of Labor Statistics Copyright © 2017 Deloitte Development LLC. All rights reserved.
Job Capabilities For the Future:

- Empathy
- Communication
- Close vision
- Speaking
- Design
- Interpreting data
- Judgement
- Social skills
- Integrated thinking
- Hybrid jobs

Talent for survival Essential skills for humans working in the machine age, Deloitte UK, 2016
LinkedIn analyzed thousands of job postings to determine which skills companies value most in 2019. The professional social network found that hiring managers and employers value “soft skills” — like being creative and collaborative — over more technical skills like cloud computing or knowledge of artificial intelligence technology.

Here are the top five most in-demand skills of 2019, according to LinkedIn:

- Creativity
- Persuasion
- Time management
- Collaboration
- Adaptability
### The Future of Jobs Report 2018

<table>
<thead>
<tr>
<th>Trends set to positively impact business growth up to 2022</th>
<th>Trends set to negatively impact business growth up to 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing adoption of new technology</td>
<td>Increasing protectionism</td>
</tr>
<tr>
<td>Increasing availability of big data</td>
<td>Increase of cyber threats</td>
</tr>
<tr>
<td>Advances in mobile internet</td>
<td>Shifts in government policy</td>
</tr>
<tr>
<td>Advances in artificial intelligence</td>
<td>Effects of climate change</td>
</tr>
<tr>
<td>Advances in cloud technology</td>
<td>Increasingly ageing societies</td>
</tr>
<tr>
<td>Shifts in national economic growth</td>
<td>Shifts in legislation on talent migration</td>
</tr>
<tr>
<td>Expansion of affluence in developing economies</td>
<td>Shifts in national economic growth</td>
</tr>
<tr>
<td>Expansion of education</td>
<td>Shifts of mindset among the new generation</td>
</tr>
<tr>
<td>Advances in new energy supplies and technologies</td>
<td>Shifts in global macroeconomic growth</td>
</tr>
<tr>
<td>Expansion of the middle classes</td>
<td>Advances in artificial intelligence</td>
</tr>
</tbody>
</table>

Table. Trends set to impact business growth positively/ negatively up to 2022, top ten.
# Job Capabilities For the Future

## The Future of Jobs Report 2018

<table>
<thead>
<tr>
<th>Stable Roles</th>
<th>New Roles</th>
<th>Redundant Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Directors and Chief Executives</td>
<td>Data Analysts and Scientists*</td>
<td>Data Entry Clerks</td>
</tr>
<tr>
<td>General and Operations Managers*</td>
<td>AI and Machine Learning Specialists</td>
<td>Accounting, Bookkeeping and Payroll Clerks</td>
</tr>
<tr>
<td>Software and Applications Developers and Analysts*</td>
<td>General and Operations Managers*</td>
<td>Administrative and Executive Secretaries</td>
</tr>
<tr>
<td>Data Analysts and Scientists*</td>
<td>Big Data Specialists</td>
<td>Assembly and Factory Workers</td>
</tr>
<tr>
<td>Sales and marketing Professionals*</td>
<td>Digital Transformation Specialists</td>
<td>Client Information and Customer Service Workers*</td>
</tr>
<tr>
<td>Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products</td>
<td>Sales and marketing Professionals*</td>
<td>Business Services and Administration Managers</td>
</tr>
<tr>
<td>Human Resources Specialists</td>
<td>New Technology Specialists</td>
<td>Accountants and Auditors</td>
</tr>
<tr>
<td>Financial and Investment Advisers</td>
<td>Organizational Development Specialists*</td>
<td>Material-Recording and Stock-Keeping Clerks</td>
</tr>
<tr>
<td>Database and Network Professionals</td>
<td>Software and Applications Developers and Analysts*</td>
<td>General and Operations Managers*</td>
</tr>
<tr>
<td>Supply Chain and Logistics Specialists</td>
<td>Information Technology Services</td>
<td>Postal Service Clerks</td>
</tr>
<tr>
<td>Risk Management Specialists</td>
<td>Process Automation Specialists</td>
<td>Financial Analysts</td>
</tr>
<tr>
<td>Information Security Analysts*</td>
<td>Innovation Professionals</td>
<td>Cashiers and Ticket Clerks</td>
</tr>
<tr>
<td>Management and Organization Analysts</td>
<td>Information Security Analysts*</td>
<td>Mechanics and Machinery Repairers</td>
</tr>
<tr>
<td>Electrotechnology Engineers</td>
<td>Ecommerce and Social Media Specialists</td>
<td>Telemarketers</td>
</tr>
<tr>
<td>Organizational Development Specialists*</td>
<td>User Experience and Human-Machine Interaction Designers*</td>
<td>Electronics and Telecommunications Installers and Repairers</td>
</tr>
<tr>
<td>Chemical Processing Plant Operators</td>
<td>Training and Development Specialists</td>
<td>Bank Tellers and Related Clerks</td>
</tr>
<tr>
<td>University and Higher Education Teachers</td>
<td>Robotics Specialists and Engineers</td>
<td>Car, Van and Motorcycle Drivers</td>
</tr>
<tr>
<td>Compliance Offers</td>
<td>People and Culture Specialists</td>
<td>Sales and Purchasing Agents and Brokers</td>
</tr>
<tr>
<td>Energy and Petroleum Engineers</td>
<td>Client Information and Customer Service Workers*</td>
<td>Door-To-Door Sales Workers, News and Street Vendors, and Related Workers</td>
</tr>
<tr>
<td>Robotics Specialists and Engineers</td>
<td>Service and Solutions Designers</td>
<td>Statistical, Finance and Insurance Clerks</td>
</tr>
<tr>
<td>Petroleum and Natural Gas Refining Plant Operators</td>
<td>Digital Marketing and Strategy Specialists</td>
<td>Lawyers</td>
</tr>
</tbody>
</table>

Table. Examples of stable, new and redundant roles, all industries.

Job Capabilities For the Future

The Future of Jobs Report 2018

- User and entity big data analytics: 85%
- App- and web-enabled markets: 75%
- Internet of things: 75%
- Machine learning: 73%
- Cloud computing: 72%
- Digital trade: 69%
- Augmented and virtual reality: 58%
- Encryption: 54%
- New materials: 52%
- Wearable electronics: 46%
- Distributed ledger (blockchain): 45%
- 3D printing: 41%
- Autonomous transport: 40%
- Stationary robots: 37%
- Quantum computing: 36%
- Non-humanoid land robots: 33%
- Biotechnology: 28%
- Humanoid robots: 23%
- Aerial and underwater robots: 19%

Figure. Technologies by proportion of companies likely to adopt them by 2022 (projected).
# Job Capabilities For the Future

## The Future of Jobs Report 2018

<table>
<thead>
<tr>
<th>Today, 2018</th>
<th>Trending, 2022</th>
<th>Declining, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analytical thinking and innovation</td>
<td>Analytical thinking and innovation</td>
<td>Manual dexterity, endurance and precision</td>
</tr>
<tr>
<td>Complex problem-solving</td>
<td>Active learning and learning strategies</td>
<td>Memory, verbal, auditory and spatial abilities</td>
</tr>
<tr>
<td>Critical thinking and analysis</td>
<td>Creativity, originality and initiative</td>
<td>Management of financial, material resources</td>
</tr>
<tr>
<td>Active learning and learning strategies</td>
<td>Technology design and programming</td>
<td>Technology installation and maintenance</td>
</tr>
<tr>
<td>Creativity, originality and initiative</td>
<td>Critical thinking and analysis</td>
<td>Reading, writing, math and active listening</td>
</tr>
<tr>
<td>Attention to detail, trustworthiness</td>
<td>Complex problem-solving</td>
<td>Management of personnel</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>Leadership and social influence</td>
<td>Quality control and safety awareness</td>
</tr>
<tr>
<td>Reasoning, problem-solving and ideation</td>
<td>Emotional intelligence</td>
<td>Coordination and time management</td>
</tr>
<tr>
<td>Leadership and social influence</td>
<td>Reasoning, problem-solving and ideation</td>
<td>Visual, auditory and speech abilities</td>
</tr>
<tr>
<td>Coordination and time management</td>
<td>Systems analysis and evaluation</td>
<td>Technology use, monitoring and control</td>
</tr>
</tbody>
</table>

Table. Comparing skills demand, 2018 vs 2022, top ten.

### Job Capabilities For the Future

<table>
<thead>
<tr>
<th>Mass competencies</th>
<th>Niche competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Creativity</strong></td>
<td></td>
</tr>
<tr>
<td>Complex problem-solving skills</td>
<td><strong>Negotiation</strong></td>
</tr>
<tr>
<td><strong>Social intelligence</strong></td>
<td></td>
</tr>
<tr>
<td>Social perceptiveness</td>
<td>Coordination</td>
</tr>
<tr>
<td>Customer orientation</td>
<td>Persuasion</td>
</tr>
<tr>
<td><strong>Systems understanding</strong></td>
<td></td>
</tr>
<tr>
<td>Judgement and decision-making</td>
<td></td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td></td>
</tr>
<tr>
<td>Computers and electronics</td>
<td></td>
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<tr>
<td></td>
<td></td>
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<tr>
<td><strong>Communications</strong></td>
<td></td>
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<tr>
<td>Communications and media</td>
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</tr>
</tbody>
</table>

Figure. Future-proof ‘requirements’ (‘knowledge’ and ‘skills’).
Job Capabilities For the Future

Of the 10 best jobs for 2019 - based on income, anticipated growth rate, work environment and stress - five are in mathematical sciences, according to a new report released by CareerCast.com.

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Profession</th>
<th>Annual Median Salary</th>
<th>Growth Outlook (To 2026)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Data scientist</td>
<td>&quot;$118,370 &quot;</td>
<td>19%</td>
</tr>
<tr>
<td>2</td>
<td>Statistician</td>
<td>&quot;$88,190 &quot;</td>
<td>33%</td>
</tr>
<tr>
<td>3</td>
<td>University professor</td>
<td>&quot;$78,470 &quot;</td>
<td>15%</td>
</tr>
<tr>
<td>4</td>
<td>Occupational therapist</td>
<td>&quot;$84,270 &quot;</td>
<td>24%</td>
</tr>
<tr>
<td>5</td>
<td>Genetic counselor</td>
<td>&quot;$80,370 &quot;</td>
<td>29%</td>
</tr>
<tr>
<td>6</td>
<td>Medical services manager</td>
<td>&quot;$99,730 &quot;</td>
<td>20%</td>
</tr>
<tr>
<td>7</td>
<td>Information security analyst</td>
<td>&quot;$98,350 &quot;</td>
<td>28%</td>
</tr>
<tr>
<td>8</td>
<td>Mathematician</td>
<td>&quot;$88,190 &quot;</td>
<td>33%</td>
</tr>
<tr>
<td>9</td>
<td>Operations research analyst</td>
<td>&quot;$83,390 &quot;</td>
<td>27%</td>
</tr>
<tr>
<td>10</td>
<td>Actuary</td>
<td>&quot;$102,880 &quot;</td>
<td>22%</td>
</tr>
</tbody>
</table>

FROM WORKERS TO WARRIORS

FROM WARRIORS TO WINNERS
Conclusions and discussion

WORK LIFE BALANCE
OR
TOTAL PERFORMANCE MANAGEMENT
OR
PASSION AND ADVENTURE
OR
OBSESSION
OR
????????
Thank you for attention

Associate Professor Adam Jabłoński
Head of Scientific Institute of Management
WSB University in Poznań, Faculty in Chorzów, POLAND

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3rd to 7th June 2019 in Viana do Castelo, Portugal
ERASMUS+ training opportunities for students: a gateway to the International Labor Market