	Level	Building Block	Age	Model	Changeability
Professionalism	3	Training			Within weeks
	2	Professional Experience	15+	Apprenticeship	Within years
Personality	1	Sociocultural Imprint	3-15	Lewis Model	Very Little
	0	Core Identity	0-3	Tangible character types, Big Five	Not at all

Training

- Seminars, workshops, classes...
- Prerequisite: Basic skills
- Result: Awareness and specific knowledge
- Note: Role play ≠ Real life situation
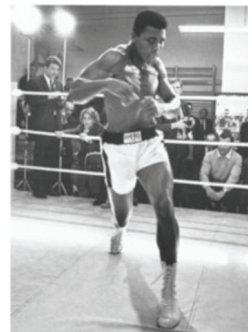
RE Practices acc. to ReqMan Framework
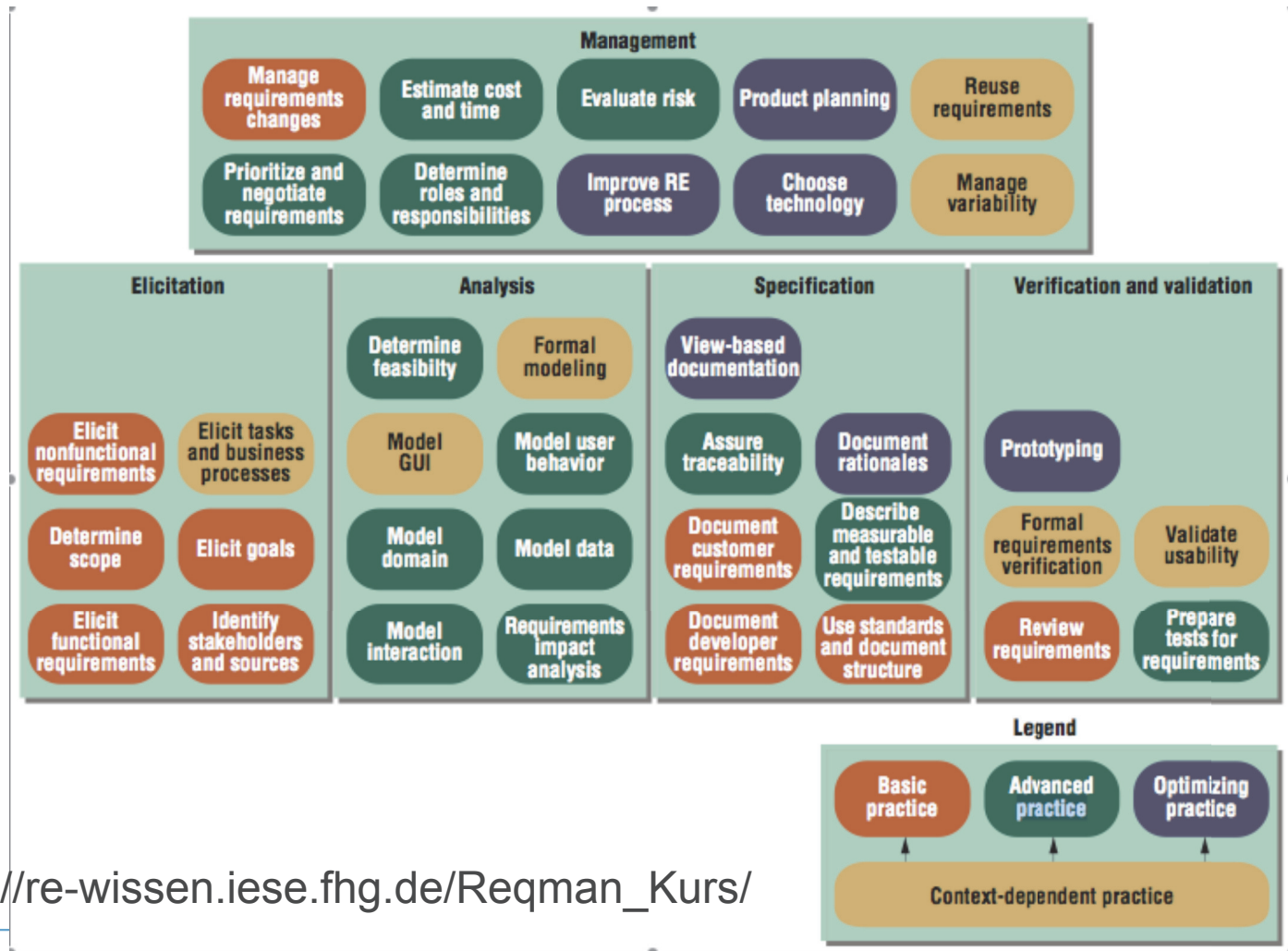
Lernkurs: http://re-wissen.iese.fhg.de/Reqman_Kurs/

Mapping Soft Skills to RE Practices

RE Practice	Core Identity	Sociocultural Imprint	Professional Experience	Training
Document customer requirements	Persistent, patient, diligent, detail-oriented, not creative, acceptance of customer's view	Empathy, Intuition, Ability to adopt customer's view	Ability to follow train of thought of future readers	Precise phrasing
...	...	...	...	...

Complete Matrix Available on Request

Soft Skill Profiles

- Technical profile
    - Knowledge
    - Methods
    - Technologies

- Soft skill profile
    - According to Building Block Model and Mapping Table

- Analogy:
    - Technical profile ≈ functional requirements
    - Soft skill profile ≈ non-functional requirements

Application in Projects and HR

- **Communication**: Achieve „empathy treaty"
    - Self perception: What type am I?"
    - Observation: „What type are the others?"
    - Acceptance: „Every type has advantages."
    - Analysis: „How can we communicate best?"

- **Management**
    - Project teams: Short-term manning
    - Staffing: Complete a team
    - Personnel Development: Improve team

Application in Projects and HR

- Preparation:
    - Task description
    - Technical profile
    - Soft skill profile

- Approach:
    - Check occurence (questions, tests, interviews)
    - Match profile (judgement may be subjective)
    - Develop perspectives and suggestions

Conclusion & Outlook

- Soft skills do already get attention,
  but so far their consideration is still minor.

- Future Work
    - Validate use in practice
    - Apply to other domains

- Contact
    - www.soft-skills-in-engineering.net
    - penzenstadler@tum.de