

CALL FOR CHAPTERS

Book title: *SOFT SKILLS: The missing link to quality human performance and enhanced organizational sustainability*

Publisher: Routledge

This book will be part of a Book Trilogy in [Routledge's Human Centered Management Series](#) to be published in 2020. The two complementary books will be *Constructive Sensible Leadership* and *Human Centered Organizational Culture*

Since its inception in 2016 the HCM Book Series has pioneered a paradigm change in management to advance from static resource-based organizations of the industrial past to agile human centered organizations aligned with fast changing demands in the Knowledge Society and Economy. In this context Soft Skills refer to a variety of human traits and acquired complex skills that include, but are not limited to, empathy, communication, character, critical thinking, personality, ethics, networking, emotional and social intelligence, and multiple combinations that empower people to advance in life (Sharma, 2018), at work, and in other environments.

Soft Skills are considered the “glue” linking human abilities and efforts with technical and hard skills that foster performance, productivity and strengthen the wellbeing of people in sustainable organizations. Soft skills are increasingly viewed as an essential element of leadership and organizational behavior (Yukl, 2012) and are considered the missing link to bridge the education students receive at school with work force demands to prepare them for change and the challenges to attain more rewarding jobs (Rao, 2010) and a better life (Tarr and Weeks, 2016).

Soft Skills are fundamentally human dexterities and talents that entail constant connectivity with other people but no or minimal interaction with other resources or machines. Soft Skills complement job competencies of workers across sectors, industries and worldwide. Studies report that global demand for Soft Skills expands rapidly in the fast growing service oriented economy.

But there are gaps in research about application of Soft Skills in the workplace. Among others, why are Soft Skills far more difficult to be emulated by artificial intelligence (AI) and robotics than hard skills (Lambert, 2017), transferability across industries, sectors and countries, from education to government, from customer service and business to engineering (Majluf, 2016), and fast growing attention in management and business education in universities around the world (Lepeley and Albornoz, 2013, Massaro et al, 2016, Bardy, 2016, Tarr and Weeks, 2016, Ochoa et al, 2018, Lepeley et al, 2019). The Soft Skills of workers significantly affect organizational culture cross applications (Dutta 2008) including generational variations (Tulgan, 2015), diversity (Gentry

et al. 2009; Muir 2004), organizational behavior (Ibrahim, Boerhannoeddin and Kayode, 2017) and deployment of technology (Ramesh and Ramesh, 2010).

Humphrey (1992) reported that high level skills like abstract reasoning, self-identity, language competencies, and social intelligence are signs of human maturity and require constant evolution and advanced work as prerequisite to expand the capacity of the mind. It is argued that Soft Skills embedded in social intelligence can define human capacity better than quantitative intelligence (Humphrey 1992). The above arguments are leading organizations worldwide to give prominence to the Soft Skills of their employees.

Yet Soft Skills as a concept face constant scrutiny and criticism. Among others that are hard to measure and teach (Nghia, 2019)/ And the Soft Skills name is vulnerable, weak and does not represent the important impact they have in the workplace or the productivity of the workforce (Engelhard, 2019).

Soft Skills provide substantial contribution to humanize leadership, management and organizational culture across sectors and industries in developed and developing countries (Massaro et al, 2016, Lepeley and Albornoz, 2013) and new research is needed. The purpose of this book is to bridge existing gaps.

Editors seek contributions addressing comprehensive analysis of Soft Skills with high potential to improve the workplace with visionary outlooks on what, how, and where Soft Skills have greater impact on the wellbeing of people in management and organizations including effects on corporate social responsibility CSR.

In contrast with journal articles emphasizing theoretical constructs, literature reviews and references, the editors seek chapters with multidisciplinary approaches and multisector contributions of scholars and practitioners interested to share relevant personal experiences and innovative solutions that are practical and appealing to a global audience of academics, practitioners, students, and the general public in developed and developing countries.

Chapters in the HCM Book Series all focus on the *wellbeing* of people as common denominator to attain quality standards, high work engagement, increased performance, productivity and sustainability in organizations in the global VUCA (volatile, uncertain, complex, ambiguous) environment.

The following is a non-exhaustive list of topics to explore to enhance the book contents.

- Historical background of Soft Skills in human interactions from the industrial revolution to the Knowledge Age of digital, AI and automatization.
- Facets of Soft Skills in; Psychology, Sociology, and Anthropology
- Ethical dimension of Soft Skills
- Soft Skills in; Human Centered Organizations, leadership, organizational politics, and organizational culture
- Soft Skills in; communication, conflict management and negotiation

- Existing gaps in the role Soft Skills play in the Knowledge Economy
- Current status of Soft Skills: research studies and practical case studies.
- Soft Skills issues across gender, diversity and generations.
- Soft Skills application and challenges in education (elementary, secondary, vocational and Tech education, higher education, the professions, executive and corporate education).
- Soft Skill deployment and challenges in business, entrepreneurship and industries (health care, banking and finances, engineering, customer services, international business, non-profit organizations, government agencies, the military).
- Soft Skills comparison and contrasts across organizational, national and international/global cultures.
- Soft Skills comparison and contrasts between developed and developing countries.
- Innovation in Soft Skills, definitions, measurement, integration and value.
- Unique, specialized and innovative Soft Skills applications.

Editors:

Ronald Tarr, RAPTARR, LLC & University of Central Florida. US
 Maria-Teresa Lepeley, Global Institute for Quality Education GIQE. US
 Roland Bardy, Florida Gulf Coast University, US & Wittenberg Center, Germany
 Peter Essens, University of Groningen. The Netherlands
 Nicholas Beutell, Iona College. US
 Nicolas Majluf*, Universidad Catolica, Chile
 Nureya Abarca*, Universidad Catolica, Chile
 (*authors of the Leadership book)

Deadlines:

Chapter abstract (250 words max):	January 6, 2020
Chapter acceptance:	January 30, 2020
Full chapter submission (5.000 words max):	May 1, 2020

Chapters are reviewed by all book editors to secure relevance and coherence.

Submission Guidelines:

Manuscript length should not exceed 5,000 words (excluding references). Font: Times Roman 12'. Double-spaced with 1-inch margins on each side.

Submit chapter abstracts and chapters to both: Ronald Tarr tarr.ron@gmail.com and to the HCM Series and book editor Maria-Teresa Lepeley mtlepeley@globalqualityeducation.org

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