

Managers' competences in social enterprises: which specificities? A proposition of competence model¹

<i>The main specific competence</i>	<i>Knowledge To know...</i>	<i>Skills (know-how) To be able to...</i>	<i>Behaviours To behave with....</i>	
A. <i>To develop a strategy that can sustain the SE's multiple goals</i>	The multiple-goals nature of a social enterprise	To identify, analyze and understand the (future) social needs notably by listening, interpreting and anticipating the demands expressed by consumers, beneficiaries, the state, etc.	Consistency	
	The tension that can be caused by those multiple goals		Idealism	
	The field in which the organization operates	To identify the market opportunities or to create markets and to investigate them		Proactivity
		To define the identity and the scope of the activities of the enterprise, taking into account : - The missions, objectives and resources of the organisation - The tensions between the social aim and the economic requirements		Innovation
		To understand the articulation between those eventually competing goals		Adaptability
		To translate the missions into very concrete objectives and goals		
		To manage the interface between the social enterprise's various needs (HR, material means, etc.)		
		To manage various projects		
		To master the technical skills specific to the field in which the organization operates		
		To determine global performance indicators specific to the social enterprise (including the right indicators to measure the social impact)		

¹ Pay attention to the fact that this framework should not be read by lines but by blocks of competences. One particular knowledge does not correspond to the one skill in the next column or to one competency - the three are independent! What is linked is the block of competence 'to know, understand and being able to position the social economy' for example.

		To communicate efficiently and to develop a communication strategy To manage change (growth, activity diversification, environment changes, scaling up, etc.)	
B. <i>To know, understand and mobilize the internal governance system</i>	The governance system appropriate for the social enterprise (democracy)	To define clearly and in an accepted way the legitimacies of all (the various actors, the decision-making bodies & entities, etc.), the democratic functioning and its implications	Assertiveness
	The tasks and responsibilities of each decision-making body (board, general assembly, etc.)	To understand and mobilize the governance system appropriate for the social enterprise	Diplomacy
	The legal requirements specific to the field and to the legal form	To interact permanently with the decision-making bodies	Sincerity
		To inform the decision-making bodies	
		To communicate the global performance indicators	
C. <i>To manage the various external stakeholders</i>	The diversity of the external stakeholders, specific to the social economy (local communities, public authorities, customers/users/beneficiaries, other social enterprises, FPOs, etc.)	To identify the various stakeholders and to determine their degree of implication	Capacity to raise awareness
	The appropriate networks	To collaborate with the local communities, the appropriate networks, the public authorities, the customers/users/beneficiaries, the other social enterprises, the FPOs, etc. and to develop interpersonal relations with them	Flexibility (in order to accommodate the various stakeholders' expectations)
		To advocate on behalf of the organization and to influence decision-makers	
		To manage the interface between the various stakeholders' expectations	
		To actively participate in the appropriate networks , to make and sustain appropriate contacts, to build partnerships	
D. <i>To manage the staff and the volunteers</i>	The adapted tools of the HRM	To keep a consistency between the organization's objectives and the way it behaves toward its own employees	Empathy
	The specificities of the types of personnel involved (such as volunteers, people in socio-professional integration, cooperators, etc.)	To anticipate different planning scenarios in terms of human resources, according to the strategic objectives, the skills' needed, the funding, etc.	Capacity to be a model (consistency and congruity)
		To be attractive and retain young staff and volunteers by	Capacity to be a leader

		<p>involving them and managing the generational turnover in order to attain new skills To deal with the workers' diversity in terms of profile, motivations, status, etc., to be sensitive to the particular needs of the different groups, to manage appropriately the different groups and their relationships</p> <p>To efficiently manage the volunteers</p> <p>To develop a serene work atmosphere, encouraging trust, cohesion, collaboration, solidarity and well-being of the personnel</p> <p>To evaluate the staff, according to the performance criteria specific to the social enterprise</p> <p>To motivate and implicate the staff; to influence them to achieve their personal objectives ; to show marks of recognition to the staff; to give feedback; to set up an incentive policy in terms of conditions of employment, remuneration, trust, involvement, decision-making, etc.</p> <p>To improve collaborators' skills, to train the staff and the volunteers</p> <p>To manage conflicts</p>	<p>Ability to adapt the speech to the various audiences</p> <p>Understanding</p>
E. To manage the financial aspects	The revenue sources (fundraising, government aids, etc.)	<p>To provide financial figures for social business plans; to understand the cost structure and to be able to raise revenues to cover those costs</p>	Rigour
	The various channels and possibilities of subsidies	<p>To ensure a good financial mix (to understand the link between sources of funding and types of benefits generated by the social enterprise); to diversify the income sources</p>	Creativity
		<p>To maintain profitability</p>	Opportunism
		<p>To obtain funds from different sources: market, government, foundations, corporations, private sponsorship, etc.</p>	
		<p>To answer calls for tender (to obtain subsidies or financing)</p>	
		<p>To elaborate various scenarios based on obtaining subsidies or not and to deal with economic uncertainties</p>	

		To identify, analyze and interpret the indicators of financial results while keeping in mind the priority of social aims	
		To develop a proactive approach to the risk and profitability of the financing means, according to the social enterprise's needs and realities	
F. <i>To know, understand and be able to position the social economy</i>	The different concepts , peculiar to the social economy (non-profit, social economy, social enterprise, third sector, etc.)	To understand the various legal forms and their strategic advantages	Support in the values of the social enterprise and of the social economy, of social entrepreneurship; to be sensitive to the general interest, citizenship, social justice, solidarity, etc.
	The history of the sector	To position your social enterprise in relation with the different concepts and in its context (e.g. in relation to the market, the public sector, the eventual competitors, etc.)	
	The legal , regulatory and institutional texts		
	The legal and organizational forms and structures of the social enterprises	To pick out the potential competitors and partners	
	The public regulations (specific legal constraints, public policies, public revenue sources, etc.)		
	A global overview of the social economy market, of its recent evolution and of the 'raison d'être' of the social enterprises		
The main useful networks			
G. <i>To develop a feeling of membership and pride in belonging to the social economy</i>	To be aware of the societal role, the stakes and the issues the social economy responds to	To position your social enterprise as part of a social movement	Self advocacy Capacity to raise awareness
		To defend the specific model of the social enterprise	
		To provide a shared vision of social enterprise across the team, notably by being part of the appropriate networks	