

Competencies model: management in the social economy ¹	
1. Strategic skills	1.1 To understand the missions, the core business ² and the concrete objectives of the social enterprise → To know, understand and mobilize the governance system appropriate for the social enterprise
	1.2 To situate the missions, core business and concrete objectives in the external environment, peculiar to the social economy and to be able to act upon it
	1.3 To anticipate the evolutions and to develop new projects
2. Business skills	2.1 To manage and to analyze the operations (including the quality's preoccupations)
	2.2 To manage the material means
	2.3 To manage human resources
	2.4 To manage the administrative and financial aspects
	2.5 To manage the relationships with the various stakeholders (customers, beneficiaries, fundraisers, suppliers, partners, competitors)
	2.6 To manage the projects
3. Interpersonal skills	3.1 To develop a feeling of membership and pride to belong to the social enterprise, to their missions and more generally to the social economy sector
	3.2 To coordinate a staff in order to attain a mission, a common objective, while being able to delegate
	3.3 To negotiate with the various stakeholders ³
	3.4 To influence
4. Cognitive skills	4.1 To search information
	4.2 To process information
	4.3 To communicate and spread information
5. Cross-disciplinary skills	5.1 Support in the values
	5.2 Political and interpersonal skills
	5.3 Global and critical vision of the organization
	5.4 Innovation
	5.5 Implication and adaptability
	5.6 Educational sense

¹ The blue colour indicates the competencies of the management which are specific to the social economy sector.

² The « core business » is “the most important work that an organization does, that it is most expert at, that makes it different from other organizations, that contributes most to its success and, usually, that it was originally set up to do” (<http://www.glossaryofmarketing.com>).

³ Reference to the point 2.5

The 'KSC Framework': the knowledge/skills/competencies specific to the management in the social economy⁴

<i>The main specific competence</i>	<i>Knowledge: to know...</i>	<i>Skills (know-how): to be able to...</i>	<i>Competencies: to behave...</i>
<i>A. To know, understand and being 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 social economy, of the social entrepreneurship; to be sensitive to the general interest, the citizenship, the social justice, the 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			
<i>B. To develop a feeling of membership and pride to belong to the social</i>	To be aware of the societal role, the stakes and the issues social economy is answering	To position your social enterprise as part of a social movement	Self advocacy
			Capacity to raise awareness

⁴ Pay attention to the fact that this framework should not be read by lines but by blocks of competence. One knowledge does not correspond to the one skill 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.

<i>economy</i>			
<i>C.To develop a strategy allowing to sustain the SE's multiple goals</i>	The multiple goals of a social enterprise	To analyze and understand the social needs	Consistency
	The tension that can be caused by those multiple goals	To anticipate the future social needs	Idealism
		To translate the missions into very concrete objectives and goals	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 economical requirements	
		To understand the articulation between those various goals	
		To manage the interface between the social enterprise's various needs (HR, material means, etc.)	
<i>D.To know, understand and mobilize the internal governance system</i>	The governance system appropriate for the social enterprise	To define clearly and in an accepted way the legitimacies of all (the various actors, the decision-making bodies & entities, etc.)	Assertivity
	The tasks and responsibilities of each decision-making bodies (board, AG, etc.) The legal requirements		Diplomacy
		To understand and mobilize the governance system appropriate for the social enterprise	Sincerity
		To interact permanently with the decision-making bodies	
		To inform the decision-making bodies	
		To determine global performance indicators peculiar to the social enterprise	
		To communicate upon those global performance indicators	

<i>E.To manage the various external stakeholders</i>	The variety 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.	
		To make of the lobbying	
		To manage the interface between the various stakeholders' expectations	
		To be part and active in the appropriate networks	
<i>F.To manage the financial aspects</i>	The revenue sources (fundraising, government aids, etc.)	To provide financial figures for social business plans	Rigour
	The various channels and possibilities of subsidies	To obtain funds from different sources: government, foundations, corporations, private sponsorship, etc.	Creativity
		To answer call for tender (to obtain subsidies or financing)	Opportunism
		To elaborate various scenario according to the obtaining or not of the subsidies	
		To identify, analyze and interpret the indicators of financial results while keeping in mind the priority of social aims	
		To develop a proactive approach of the risk and of the profitability of the financing means, according to the social enterprise's needs and realities	
<i>G.To manage the human resources</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		Capacity to be a model (consistency and congruity)
		To anticipate different planning scenarios in	Capacity to be a leader

		<p>terms of human resources, according to the strategic objectives, the skills' need, the funding, etc.</p>	<p>Ability to adapt the speech to the various audiences</p>
		<p>To be sensitive to the particular needs of the different groups (paid staff, volunteers), to deal with that diversity, to manage appropriately the different groups and their relationships</p>	
		<p>To develop a serene work atmosphere, encouraging trust, 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 motive and implicate the staff; to influence them to achieve at best their personal objectives ; to show marks of recognition to the staff; to set up an incentive policy in terms of conditions of employment, remuneration, trust, involvement, decision-making, etc.</p>	