

Global feedback from the various focus groups on the competences model & on the ways to learn those competences

Legend:

Belgium Switzerland France Hungary Italy UK

THE COMPETENCE MODEL

1. To know, understand and being able to position the social economy sector	Less important → maybe put it at the end rather than at the very beginning
	To defend a model, to have the strong emotional link with the social project, to have a wider vision
	Important
2. To develop a feeling of membership and pride to belong to the social economy sector	Less important → maybe put it at the end rather than at the very beginning
	Maintain the values of the ESS in the context of competition
	Important
3. To develop a strategy allowing to sustain the social enterprises' goals	A shared vision across the team
	Understand and promote the strategic positioning as a structure of social economy (understand the objectives and tasks of social enterprise).
	Most important

	<p>Sustainability</p> <p>Scaling up</p> <p>To develop a communication strategy</p> <p>To manage change</p> <p>To identify market opportunities, to create markets, etc. = entrepreneurial skills !</p> <p>To adapt to the constant changes in the environment</p>
4. To manage the financial aspects	<p>Diversification of income, Revenue-raising possibilities, government support or other forms of state subsidies</p> <p>To ensure the good financing mix between the public subsidies and the private incomes, without denaturizing the project</p> <p>Coping with economic constraints while generating means for the future and development.</p> <p>Financial balance</p> <p>Financial: economical uncertainty, finding demand, market, market gaps, difficulties in funding, ensuring liquidity/cash flow / Revenue-raising possibilities, government support or other forms of state subsidies</p> <p>economic and financial sustainability (specific responses: Guaranteeing economic continuity and sustainability, Finding funding streams outside of public contracts, business development)</p> <p>Developing a social balance sheet</p> <p>To maintain profitability</p>
5. To know, understand and mobilize the internal governance system	<p>The transition from vertical hierarchic structure to a participative horizontal structure</p> <p>Democratic management: what are we exactly talking about? There is a real need to train the collaborators!</p> <p>democratic management</p>
6. To manage the various external stakeholders	<p>Networking / networking</p> <p>Development of interpersonal skills in cooperation with local players</p>

	<p>Develop the structure and ensure its sustainability with new partnerships.</p> <p>Ensure convergence between the political vision and the team responsible for the operational implementation?</p> <p>Making and sustaining contacts, organizing events</p> <p>Community building</p> <p>policy and institutions (specific responses: Uncertainty for the future of the organization, Influencing decision-makers, Responding to the real demands and needs of the consumers, fee for service to the public administration, cross contamination with other realities)</p> <p>Stakeholders and context (specific responses: Knowing your context and involving all the stakeholders including staff and external, Relating to stakeholders - especially external, Relational skills, managing relationships)</p> <p>flexibility</p>
7. To manage human resources	<p>Most important</p> <p>Recruitment : how to choose the right person according to the tension between social and economic goals AND attract new people (sense at work and quality of life is what attract the people)</p> <p>Heterogeneity of the workers (profile, motivations, etc.);</p> <p>HRM is where a difference can be made with the private classic enterprise;</p> <p>Keep the young; attract new persons, competences' transfer, etc. / Make sense of the activity to be attractive to young talent</p> <p>To give a feedback</p> <p>Seek to maintain a good climate between employees and volunteers / Volunteer management (attract, maintain, reward, recognize)</p> <p>Motivation of the organization's members</p>

	<p>Relationships (specific responses: communicating about the core mission, Engaging and involving members, Generational turnover, Involve new people)</p> <p>Being able to put the different skills of each person together</p> <p>Ability to delegate and evaluate based on organizational objectives</p> <p>knowing how to attain new skills and improve one's skills (knowing where to look)</p>
	cohesion
	to train and retain the staff and volunteer

Other comments

- Web2 environment with enterprise resource planning, distance to learning and working, re-localisation of economy and new economical model
- The transition from vertical hierarchic structure to a participative horizontal structure (change management)
- Empower the results oriented structure and the project oriented management
- Conflict management / conflicts management (to be creative and able to find solutions)/ Conflict management and resolution (between competing missions/business development, between stakeholders, between oversight bodies, etc)
- internal and external communication
 - to adapt the discourse to the people you address
 - to share information in transparency
 - to work on the picture of the organization
 - consistency between the discourse and the practice
 - to convince, to obtain the adhesion

- To find the right indicators to measure the social impact (not only the economic one) / Keep up daily with the values of the social economy and demonstrate its added value
- Innovating and thinking constantly to improvements in customer relations. / accounting and presenting social achievements
- The manager is lonely and has to be empathic, innovative, exemplary, able to listen, polyvalent, able to prioritize, with a specific social sensibility / values and motivations (specific responses: Being able to attract people to the cause of the organization, Being able to raise awareness, being passionate and inspired about your work)
- Something around the achievement of the objectives on time with the means granted
- How to start up a new enterprise, how to influence the attitude of local players to participate in social economy works, to find a good compromise between voluntarism and non-profit undertaking
- Understanding of legal regulations, deregulation
- project management
- Technical skills
- Proactivity (specific responses: Innovation – listening and interpreting consumer demand, Creativity in finding solutions)
- knowing how to work with uncertainty
- Flexibility and mental elasticity – being open-minded
- The ability to identify market opportunities (new sectors of activity, new business)
- Knowing how to activate skills you don't have (like legal)
- Patience
- Technical skills pertaining to the sector you operate in (for ex. If you're in the agricultural sector, you should know something about farming)
- the relational and values areas should be somehow shown as more important than others
- communicating about the core mission

Business skills:

- **The most important skills were the business skills!**
 - ➔ This is reinforcing the idea that this new organization of the skills is interesting!

Tension between the economic and social goals of a social enterprise:

- **Understanding of business rules while acting in not for profit**
- **which is lived at each step of the organization and its management**
- **The comments describe the challenges of social economy position (value of the group, local and social activities, mobilization...) in a market economy (competition, innovation, financial stability...)**
- **Reconcile economic development with local and social activities.**

WAYS TO LEARN THOSE COMPETENCES

- How did the managers acquire those competences?

Hungary: they acquired their competencies first in classrooms, but improved their skills on the job and partly with the help of mentors.

Italy: mostly on the job and in professional training (particularly for economic, human resources, and fundraising)

Switzerland: most of them have acquired their competences with non-formal and informal self-development at work and with others managers, colleagues and mentors.

- ➔ *In Most countries, the managers have acquired their competences with non-formal and informal self-development at work and with others managers, colleagues and mentors*

- How would they like to learn those main competences?

Hungary: the best way of acquiring the mentioned competencies is the 'on the job' form.

Practice based training with many case studies, and best practices from Hungary and from other European countries, and we have to minimize the traditional educational forms. Employing mentors can be useful as well after the training programme.

Italy: Short, specific courses on targeted topics ; Case studies and first person accounts ; Comparing best practices ; small groups with a climate open to participation from all ; Peer exchange opportunities ; Personal experience sharing, also internationally

Switzerland: Learning with others (“from a mentor”) which is totally linked to “on the job”

Belgium: it is also an important moment of exchange with the other managers.

UK1: the respondents found a combination of the class room and on the job the best way to acquire them, with a bit of mentoring. They also felt they need to be complemented by life experience and wide reading.

UK2: There was strong support for mentoring. Participants recognised the value of classroom learning / activities to supplement on the job / experiential learning. Self-study, being a teacher, being a mentor were identified as important ways to accelerate the acquisition of skills and competencies.

- ➔ In global, managers prefer to acquire those competences on the job. They thus need practice based training with many case studies, best practices, peer exchange opportunities, personal experience sharing, and so on. Employing mentors can be very useful such as short, specific courses on targeted topics.

Not one type of manager

What we have to keep in mind is the fact that there is not one type of manager. Some are active in big organizations and have specialist who work with them while others have to be able to do everything because they operate in a smaller organization.