



General Training Framework Ariadne Project – WP 4 Euricse

**revised after pilot tests and seminars*

This document provides the general structure for a 3-day manager training in social economy. Responding to the 8 training variables proposed in WP4, each partner can adapt this tool to design a training offer that either:

- Offers a general social economy management course
- Enriches an existing social economy management course
- Enriches a general management course with social economy specificities

Each day is structured with a general module in the morning and a country or participant oriented module in the afternoon.

When taken all together, the 3-day training covers:

Day 1: Role, definition and characteristics of the social economy and its actors

Module 1 (morning) – social economy in Europe

Module 2 (afternoon) – social economy, country oriented

Day 2: Manager competences in the social economy

Module 3 (morning) – competency model overview

Module 4 (afternoon) – focus on specific groups of competencies

Day 3: Future trends and development in the social economy

Module 5 (morning) – potential development of the social economy in Europe

Module 6 (afternoon) – country/local/enterprise oriented opportunities for growth

Modules 1, 3, and 5 are general for all European contexts and target groups. Modules 2, 4, and 6 are to be adapted for the specific training needs (based on country, sector, or target).

An important element that emerged from the pilot testing is the value of participant networking and information exchange. In each module, an objective and learning outcome specific to this aim has been included.

DAY 1:
Role, definition and characteristics of the social economy and its actors

MODULE 1 (morning): Social Economy in Europe

Objectives:

This Module should provide an overview and discussion of points 1 and 2 from the Country Specific Chart from a **European perspective** – 1. Specific characteristics and 2. Positioning/role in socio-economic system.

- Definition of social economy and related terminology in Europe and explain the different forms it takes
- Historical evolution/pioneers, in particular perspectives, values, and practice
- Overview of laws and regulations in Europe (across or within sectors)
- Main characteristics of relationship with public authorities, markets, and networks
- Stimulate discussion and sharing of participant experiences and opinions related to the topic

Learning outcomes:

- Understand the role, forms and definitions of the social economy in Europe in the economic and social systems
- Understand the underlying values and principles motivating the development of social economy organizations in the global economy
- Understand the activities of social economy organizations and how they are able to overcome market and state failures
- Understand and compare the various models of Social Economy across Europe
- Understand how European institutions view and interpret the social economy phenomena and resulting regulations and support structures
- Create a network among participants and sharing of experiences, successes, and challenges, related to the topic

Relevant part of KSC framework:

F. To know, understand and be able to position the social economy

MODULE 2 (afternoon): Social Economy in Specific Country

Objectives

This Module can provide an overview and discussion of points 1 and 2 from the Country Specific Chart from a **country specific perspective** – 1. Specific characteristics and 2. Positioning/role in socio-economic system. Alternatively, based on the 8 variables and participant priorities, this module can focalize on a specific aspect within these points of the country specific chart.

The general objectives could be:

- Definition of social economy in specific country and explain the different forms it takes
- Historical evolution/pioneers, in particular perspectives, values, and practice
- Overview of national laws and regulations (across or within sectors)
- Main characteristics of relationship with public authorities, markets, and networks
- Stimulate discussion and sharing of participant experiences and opinions related to the topic

Learning outcomes:

- Understand the role, forms and definitions of the social economy in the economic and social systems in a country specific context
- Understand the main similarities and differences between your country and others in Europe
- Understand the underlying values and principles motivating the development of social economy organizations in the local context
- Understand the activities of social economy organizations and how they are able to overcome market and state failures (e.g. advocacy, production of goods and services, intermediary services)
- Understand the national laws and regulations specific to participant's enterprise form and sector of activity
- Know what relationships exist and with public authorities, markets, and networks
- Create a network among participants and sharing of experiences, successes, and challenges, related to the topic

Relevant part of KSC framework:

F. To know, understand and be able to position the social economy

Day 2:
Manager competences in the social economy

MODULE 3 (morning) – Competency Model Overview

Objectives

This Module should provide an overview of general management competences and highlight those specific to managers in the social economy.

- Overview of the Ariadne KSC framework
- Comparison with general management competence
- Self analysis of competences
- Identify priority competences and those needed in the future
- Overview of possible methods to learn competences
- Stimulate discussion and sharing of participant experiences and opinions related to the topic

Learning outcomes:

- Understand the KSC framework and be able to recognize the knowledge, skills, and behavior in practice
- Self identification of personal competences acquired, lacking, and priority for future
- Understand how to acquire missing competences or improve others
- Create a network among participants and sharing of experiences, successes, and challenges, related to the topic

Relevant part of KSC framework:

All (A – G)

MODULE 4 (afternoon) – Focus on a Specific Competence Group

Objectives

This module should focus on one of the 7 competence groups from the KSC framework. Which group focused on depends on either information gathered before the course about the participants (e.g. questionnaire or focus groups prior to course). Common objectives (no matter which competency group is chosen) are:

- Overview of the definitions and theory of the competency
- Explain the knowledge, skills, and behavior and how they work in practice
- Analyse how to learn or improve the knowledge, skills, and behavior
- Stimulate discussion and sharing of participant experiences and opinions related to the topic

Learning outcomes:

- Understand why that particular competence group was selected
- Self identification of personal knowledge, skills and behaviors acquired, lacking, and need to learn or improve in the future
- Understand how to acquire missing knowledge, skills, or behaviors or improve others
- Create a network among participants and sharing of experiences, successes, and challenges, related to the topic

Relevant part of KSC framework:

1 out of A, B, C, D, E, F, or G

Day 3:
Future trends and development in the social economy

MODULE 5 (morning) – Potential Development of the Social Economy in Europe

Objectives

This module should cover the main development trends (macro and micro economic) in Europe in order to identify future development opportunities for the social economy.

- Overview of the macroeconomic context in Europe: markets, policies, and enterprise forms
- How the economic crisis has impacted the social economy
- What opportunities and challenges do the current trends offer the social economy?
- Stimulate discussion and sharing of participant experiences and opinions related to the topic

Learning outcomes:

- Ability to decipher the international context and how it applies to participants' organizations
- Understand how different enterprise forms can react to economic and social crisis
- Identify concrete business opportunities in the current and future scenario
- Awareness of EU regulations, policies, funding opportunities regarding social economy
- Create a network among participants and sharing of experiences, successes, and challenges, related to the topic

Relevant part of KSC framework:

- A. To develop a strategy that can sustain the SE's multiple goals
- F. To know, understand and be able to position the social economy

MODULE 6 (afternoon) – Country/Local/Enterprise Oriented Opportunities for Growth

Objectives

This module should focus on a specific topic of interest relevant to the participants within the topics of Point 3 of the country specific chart “future prospects” (managerial dimension, prospects for innovation and development, further depth on European prospects). General objectives include:

- Examine the opportunities for innovation, development, and growth in the local context or organization, with particular reference to potential expansions in traditional sectors of activity or in new sectors
- Identify the main actors involved in the innovation process (organizations, market demand, public authority, community, etc)
- Analyze the resources, skills, and processes required for entrepreneurial development and managerial growth within the organization
- Stimulate discussion and sharing of participant experiences and opinions related to the topic

Learning outcomes:

- Determine potential for new business opportunities in traditional or new sectors of activity
- Identify the real possibilities for one’s own organization in order to take advantage of new opportunities
- Understand the development strategies, resources and skills necessary for one’s own organization in order to implement innovative strategies
- Ability to plan for capacity building within organization to implement new strategies
- Create a network among participants and sharing of experiences, successes, and challenges, related to the topic

Relevant part of KSC framework:

- A. To develop a strategy that can sustain the SE’s multiple goals
- D. To manage the staff and the volunteers
- E. To manage the financial aspects

