



COMMUNITY WORKS!
Initiatives for a Social and Solidarity Economy

ISSE

Initiatives for a Social and Solidarity Economy

Portfolio of competences in SSE



A portfolio of competences in SSE ?

This portfolio is the fruit of work between European partners and is part of the Erasmus+ project ISSE. Its focus is the Social and Solidarity Economy (Social Enterprise in the UK) and young people. This tool was created from an exploration of the different SSE experiences in France, Italy, Spain, United Kingdom and Greece and involved the direct experiences of people active within different SSE domains.

You can use it as a guide in your pathway in or towards SSE : What is your profile ? What are your competences ? What are the training-courses you intend to follow ?

Built upon the basis of 10 profile-types, under which different jobs or activities within SSE are sorted. You will find transversal competences in SSE common to all profiles, but with the most important competence and specific competences to each profile highlighted.

Guiding questions will help you compose your own profile and the SSE competences you need to start or continue your journey.

Our definition of SSE

SSE is a social movement comprising a variety of socio-economics practices orientated by four main principles:

- Collective organisation aiming to satisfy people's needs in their multiple dimensions above individual profit.
- Democratic and transparent organisation that respects the rights and interests of all.
- Commitment to active social and environmental responsibility.
- Collaboration, cooperation and networking.

Our definition of competence

A combination of Skills, Knowledge and Attitudes building up collectively:

Competence bases on a shared responsibility between the person, his/her context of work and of engagement and an educational pathway.

How to use this Portfolio?



In general you can interact each time you see this little pen!

You can do the reflection alone or guided by a trainer, a friend or anyone that can help you.

On each profile:



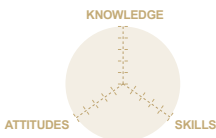
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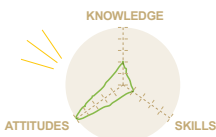
You can look at the related competencies and try to self-evaluate what level you think you have under each competence (skill, knowledge or attitude). 5 little flowers correspond to the scale. Feel free to tick or color how many flowers you think you have (from 1 to 5), the more you have the more complete the competence.



+



=



You can then try to evaluate yourself on the general frame of competencies, by using this graph... Under skills, knowledge or attitudes you find a little scale that you can use to evaluate yourself, according to the evaluation you made of your skills or attitudes or knowledge as explained above. Then you can draw the line, joining the 3 different points and you get a triangle representing the level of your competence for this profile !

You and SSE ?



Who are you ? 

What are your current or future activities, linked to SSE? 

What is your idea of SSE? 

Panorama of SSE profiles

THE SOCIAL MENTOR



THE FACILITATOR



THE MANAGER



THE RESEARCHER-DEVELOPER



THE SOCIAL ENTREPRENEUR



THE CONSULTANT



THE COMMUNICATOR



THE VOLUNTEER



THE ADMINISTRATOR



THE SSE SELLER



profile

THE SOCIAL MENTOR

I act in the field of individual care, I situate myself in social action, regarding the different social policies of the country, I accompany people in their professional, social and personal pathway.

MY TOOLBOX: individual interviews, family law, time management, planning tools,...



RELATED FUNCTIONS

Social and professional counselor, social worker, specialized educator, social assistant, social and family economy advisor, coach,...

RELATED COMPETENCES



KNOWLEDGE

MAIN FEATURES OF GUIDANCE

FAMILY LAW

SOCIAL POLICIES

ANTHROPOLOGY, PSYCHOLOGY, SOCIOLOGY,...

ATTITUDES

LISTENING

EMPATHY

RIGOR

SKILLS

GUIDANCE, ORIENTATION

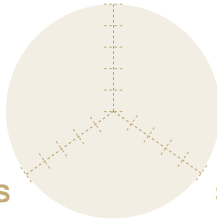
MOTIVATION AND REEVALUATION

OBSERVATION

NETWORKING

INTERCULTURAL APPROACH

COACHING





TRANSVERSAL COMPETENCES

COOPERATIVE COMPETENCE

POLITICAL COMPETENCE

LEADERSHIP COMPETENCE

EMOTIONAL COMPETENCE

ENTREPRENEURIAL COMPETENCE

MANAGEMENT COMPETENCE

ECONOMIC AND FINANCIAL

What about you?



Do you feel connected to this profile?

***Does this profile make you think of persons/
organizations you know?***

***Which competencies are particularly interesting
to you? Do you think about other competencies?***

profile

THE FACILITATOR

I work with groups, I co-build and facilitate educational processes, I transmit knowledge and skills, I support groups working together.

MY TOOLBOX: project management methods, facilitation technics, meetings, workshops, seminars,...



RELATED FUNCTIONS

Youth worker, trainer, group leader, ...

RELATED COMPETENCES

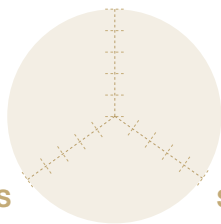


KNOWLEDGE

PEDAGOGY

EDUCATIONAL POLICIES

SOCIAL PSYCHOLOGY (GROUP DYNAMICS)



ATTITUDES

LISTENING

EMPATHY

SELF-CONFIDENCE

CONSIDERATE

PERSEVERANCE

DETACHMENT

SKILLS

EMPOWERMENT

CONFLICT MANAGEMENT

INTER-PERSONAL COMMUNICATION

GROUP FACILITATION TECHNICS

NEGOCIATION

MANAGEMENT OF DIVERSITY

profile

THE FACILITATOR

TRANSVERSAL COMPETENCES

COOPERATIVE COMPETENCE

POLITICAL COMPETENCE

LEADERSHIP COMPETENCE

EMOTIONAL COMPETENCE

ENTREPRENEURIAL COMPETENCE

MANAGEMENT COMPETENCE

ECONOMIC AND FINANCIAL



What about you?



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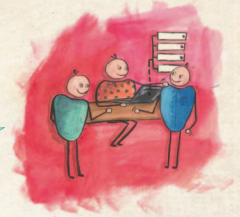
***Which competencies are particularly interesting
to you? Do you think about other competencies?***

profile

THE MANAGER

I am in charge, within a team, an organisation, a project. I coordinate persons and resources. I act independently in connection to other people, internally or externally, in a cooperative manner. I often initiate decision making processes. I ensure the participative governance of the project.

MY TOOLBOX: participative management, management tools, decision making tools, project management methodology,...



RELATED FUNCTIONS

Director, project manager, executive, team coordinator,...

RELATED COMPETENCES



KNOWLEDGE

INSTITUTIONAL, SOCIAL AND POLITICAL ENVIRONMENT

MANAGEMENT

COLLABORATIVE ECONOMY

DEMOCRATIC DECISION MAKING

ATTITUDES

RELIABILITY

ANTICIPATION

CLEAR SIGHTEDNESS

GENDER ISSUE SENSITIVE

ETHICAL

SENSE OF INITIATIVES

SKILLS

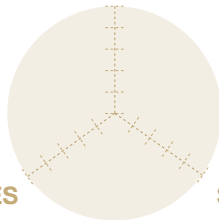
MANAGEMENT TECHNIQUES

SITUATION ANALYSIS

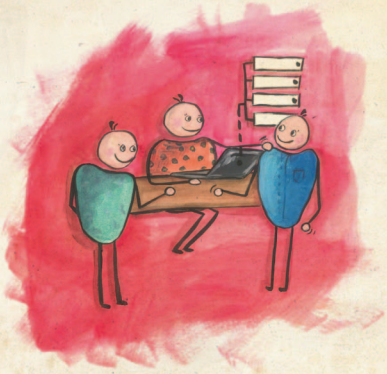
CONFLICT MANAGEMENT

CHANGE MANAGEMENT

TEAM AND NETWORKS FACILITATION



profile
THE MANAGER



TRANSVERSAL COMPETENCES

COOPERATIVE COMPETENCE

POLITICAL COMPETENCE

LEADERSHIP COMPETENCE

EMOTIONAL COMPETENCE

ENTREPRENEURIAL COMPETENCE

MANAGEMENT COMPETENCE

ECONOMIC AND FINANCIAL

What about you?



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organizations you know?***

***Which competencies are particularly interesting
to you? Do you think about other competencies?***

profile

THE RESEARCHER-DEVELOPPER

I collect data, I observe situations, I analyse, I formulate hypothesis for action, I conceive programmes, I work collectively for the sake of regions and projects.

MY TOOLBOX: inquiry, analysis and data crossing, data bases,...



RELATED FUNCTIONS

Conceiver, programmer, analyst, developer, sociologist, anthropologist,...

RELATED COMPETENCES

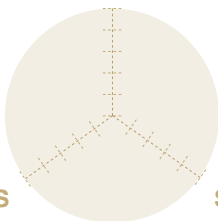


KNOWLEDGE

RESEARCH METHODS / ACADEMIC RIGOR

MACRO-LEVEL COMPREHENSION OF SOCIETY

GLOBAL ISSUES



ATTITUDES

OBJECTIFICATION /
DETACHMENT

PATIENCE

PERSEVERANCE

CREATIVITY

SKILLS

ANALYTIC

WRITING

SYNTHESIS

DIGITAL

COMMUNICATION AND PUBLICIZATION

INNOVATION

THE RESEARCHER-DEVELOPPER



TRANSVERSAL COMPETENCES

COOPERATIVE COMPETENCE

POLITICAL COMPETENCE

LEADERSHIP COMPETENCE

EMOTIONAL COMPETENCE

ENTREPRENEURIAL COMPETENCE

MANAGEMENT COMPETENCE

ECONOMIC AND FINANCIAL

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profile

THE SOCIAL ENTREPRENEUR

I'm bringing innovative solutions to society's most pressing social problems. I act as the change agent for society, seizing opportunities to improve systems. I invent new approaches, and create solutions to change society for the better. I develop innovative solutions to social problems and then implement them on a large scale

MY TOOLBOX: Status, commercial law, communication tools, networks,...



RELATED FUNCTIONS

Salaried entrepreneur, cooperative entrepreneur, cooperative manager,...

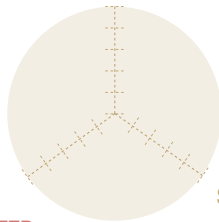
RELATED COMPETENCES



KNOWLEDGE

MANAGEMENT OF FLUID, FAST-PACED ENVIRONMENTS

INSTITUTIONAL AND POLITICAL STAKEHOLDERS



ATTITUDES

ACTION-ORIENTATED

ADAPTABLE

PASSION FOR SOCIAL CHANGE

WILLINGNESS TO BREAK FREE OF ESTABLISHED STRUCTURE

WILLINGNESS TO CROSS DISCIPLINARY BOUNDARIES

STRONG ETHICAL STANDING

SKILLS

ORGANIZATION

SELF-EVALUATION

CAPACITY TO FOLLOW-UP OBJECTIVES

CAPACITY TO WORK UNDER PRESSURE

TEAMWORK AND NETWORK

STRATEGIC AND POLITICAL

RISK TAKING

profile
THE SOCIAL ENTREPRENEUR



TRANSVERSAL COMPETENCES

COOPERATIVE COMPETENCE

POLITICAL COMPETENCE

LEADERSHIP COMPETENCE

EMOTIONAL COMPETENCE

ENTREPRENEURIAL COMPETENCE

MANAGEMENT COMPETENCE

ECONOMIC AND FINANCIAL

What about you?



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organizations you know?***

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profile

THE CONSULTANT

I bring expertise, an external view of an organisation, a team, a project. I provide tools in order to take an objective view of one's organisation. I evaluate, I advise, I produce reflection and recommendations. I consult teams.

MY TOOLBOX: evaluation tools, group facilitation, active listening techniques,...



RELATED FUNCTIONS

Evaluator, assessor, study-director, expert, coach,...

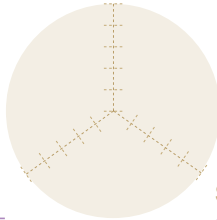
RELATED COMPETENCES



KNOWLEDGE

EXPERTISE IN ONE'S OWN DOMAIN

GENERAL INTEREST



ATTITUDES

TRANSLATOR OF
OTHER'S WORDS

ACTIVE LISTENING

PERSEVERANCE

CAPACITY TO STEP BACK

EMOTIONAL INTELLIGENCE

SKILLS

FEEDBACK TECHNIQUES

CAPACITY TO DEAL WITH DIFFERENT
COMMUNICATION TYPES

ANALYSIS AND SYNTHESIS

EFFICIENCY

FACILITATION TECHNIQUES

profile

THE CONSULTANT

TRANSVERSAL COMPETENCES

COOPERATIVE COMPETENCE

POLITICAL COMPETENCE

LEADERSHIP COMPETENCE

EMOTIONAL COMPETENCE

ENTREPRENEURIAL COMPETENCE

MANAGEMENT COMPETENCE

ECONOMIC AND FINANCIAL



What about you?



Do you feel connected to this profile?

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profile

THE COMMUNICATOR

I make it public, I facilitate social media. I shape data ready for dissemination. I create tools and spaces for communication. I work within teams, I network, I promote SSE across different media formats. I receive and transmit information.

MY TOOLBOX: computers, words, languages, images, web, media.



RELATED FUNCTIONS

Communication manager, community manager, Public relations officer,...

RELATED COMPETENCES



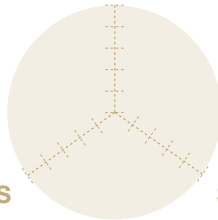
KNOWLEDGE

KNOWLEDGE AND COMPREHENSION OF "SOCIAL WEB"

WEB DEVELOPMENT

MARKETING

MEDIA AND SOCIAL NETWORKS



ATTITUDES

CURIOSITY

CREATIVITY

POSITIVE ATTITUDE

COMMITMENT

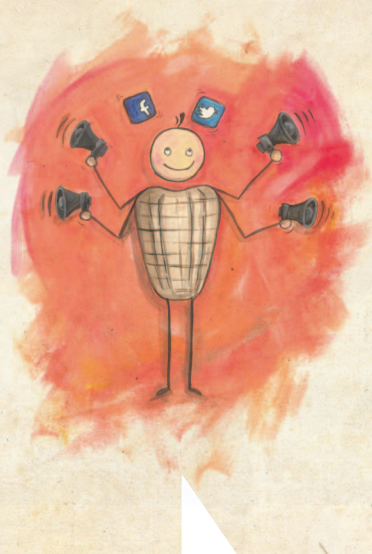
SKILLS

CREATIVE WRITING

CRITICAL AND ANALYTICAL THINKING

FOREIGN LANGUAGES

PLANNING AND ORGANIZATION SKILLS



TRANSVERSAL COMPETENCES

COOPERATIVE COMPETENCE

POLITICAL COMPETENCE

LEADERSHIP COMPETENCE

EMOTIONAL COMPETENCE

ENTREPRENEURIAL COMPETENCE

MANAGEMENT COMPETENCE

ECONOMIC AND FINANCIAL

What about you?



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***Which competencies are particularly interesting
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profile

THE VOLUNTEER

I'm committed to the field of SSE. I offer my time and competences to a non profit organization. I work with others, employees or volunteers. I can be elected within the board of an NGO. I'm close to the field.

MY TOOLBOX: my competences, my time, my commitment



RELATED FUNCTIONS

Board member in an NG, national voluntary service, social service, European voluntary service,...

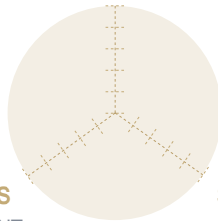
RELATED COMPETENCES



KNOWLEDGE

OF THE SSE NETWORKS

OF VOLUNTARY MEASURES



ATTITUDES

ENGAGEMENT

AVAILABILITY

ACTIVE LISTENING

MOTIVATION

ETHICAL

SKILLS

ADAPTATION

NEED ANALYSIS

FLEXIBILITY

TEAMWORK

MANAGEMENT OF DIVERSITY

profile

THE VOLUNTEER

TRANSVERSAL COMPETENCES

COOPERATIVE COMPETENCE

POLITICAL COMPETENCE

LEADERSHIP COMPETENCE

EMOTIONAL COMPETENCE

ENTREPRENEURIAL COMPETENCE

MANAGEMENT COMPETENCE

ECONOMIC AND FINANCIAL



What about you?



Do you feel connected to this profile?

*Does this profile make you think to persons/
organizations you know?*

*Which competencies are particularly interesting
to you? Do you think about other competencies?*

profile

THE ADMINISTRATOR

I deal with the administration of the organisation, of the project. I commit myself to objective achievements in the most efficient way. I'm connected to the different functions within the organisation. I ensure appropriate financial and administrative management and filing of documents from conception to implementation.

MY TOOLBOX: management tools, accounting, spreadsheets,...



RELATED FUNCTIONS

Administrator (volunteer or employed), accountant, financial and administrative officer,...

RELATED COMPETENCES

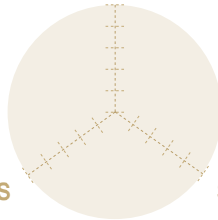


KNOWLEDGE

ADMINISTRATION

ACCOUNTANCY

LAW RELATED TO THE DOMAIN OF ACTIVITY



ATTITUDES

RIGOR

LISTENING

EXCHANGE

PATIENCE

RELIABILITY

METHODIC

RESPONSIBILITY

SKILLS

ANALYSIS

SYNTHESIS

MEDIATOR, "TRANSLATOR"

DIGITAL

profile
THE ADMINISTRATOR



TRANSVERSAL COMPETENCES

COOPERATIVE COMPETENCE

POLITICAL COMPETENCE

LEADERSHIP COMPETENCE

EMOTIONAL COMPETENCE

ENTREPRENEURIAL COMPETENCE

MANAGEMENT COMPETENCE

ECONOMIC AND FINANCIAL

What about you?



Do you feel connected to this profile?

***Does this profile make you think to persons/
organizations you know?***

***Which competencies are particularly interesting
to you? Do you think about other competencies?***

profile

THE SSE SELLER

I sell products or services within an SSE organisation.

I work in a fair trade and sustainable approach.

I have a customer / client facing role.

MY TOOLBOX: selling techniques, networks of producers, shops,...



RELATED FUNCTIONS

Manager of organic and social solidarity store, fair trader, producer and seller of local products

RELATED COMPETENCES



KNOWLEDGE

COMMERCIAL LAW

LABOR LAW

PRINCIPLES OF FAIR TRADE

KNOWLEDGE OF PRODUCERS NETWORKS

ATTITUDES

PATIENCE

LISTENING

CUSTOMER FOCUSED

ADAPTATION

ETHICAL

SKILLS

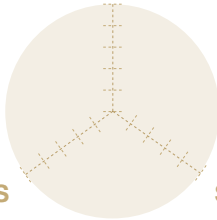
SELLING AND MARKETING TECHNIQUES

NETWORKING

ACCOUNTANCY AND ADMINISTRATION

NEGOCIATION

ORGANIZATION AND RIGOR



profile
THE SSE SELLER



TRANSVERSAL COMPETENCES

COOPERATIVE COMPETENCE

POLITICAL COMPETENCE

LEADERSHIP COMPETENCE

EMOTIONAL COMPETENCE

ENTREPRENEURIAL COMPETENCE

MANAGEMENT COMPETENCE

ECONOMIC AND FINANCIAL

What about you?





Do you feel connected to this profile?

***Does this profile make you think to persons/
organizations you know?***


***Which competencies are particularly interesting
to you? Do you think about other competencies?***

What is your profile ?

Who do you want to be? 

Reorganise, invent your own profile... 

What competences do you need to acquire? 

What can you do to get the competencies: Your action-plan in 3 steps. 

Glossary

COOPERATIVE COMPETENCE

This competence refers to the integration of different points of view, the recognition and acceptance of plurality. It turns out to be a necessity to learn to make decisions collectively, managing the required time for this task; bearing in mind that time and collective rhythms are usually very demanding and require skill in handling. This also works with the notion of process, wherein the group perceives the group dynamics that have a natural progression and need constant adjustment. related to cooperation, one also finds the notion of co-responsibility. In the exercise of participative democracy, it becomes indispensable to take part in the collective decision-making processes. The horizontal nature of the decision-making processes is compatible with the absence of hierarchy; and ensures that everyone has to take shared responsibility.

POLITICAL COMPETENCE

Participation in collective projects is linked to a way of understanding and constructing social relationships and as a way of solving daily needs, be these labour, subsistence or related to the environment, and responding to them in a self-managed and independent way. This has to do with the development of social sensitivity and awareness and an attitude moving from "I" to "Us", developing a sense of what is happening around and

beyond our microcosm. Being in touch with what's happening in the country in terms of collective organization allows a view of micro and macro dynamics. There is the need to develop the political competence and the ability to understand, analyze and connect challenges collectively; and know and share the elements of context and act in small-scale dynamics.

LEADERSHIP COMPETENCE

Working on leadership in the collective spaces has to do with the roles that each participant plays in the very different experiences related to SSE. This proposes an idea of leadership not related to positions of power, but with polycentric dynamics. Develop internal training tools and the rotation of roles to distribute this capacity for leadership. Work towards facilitating participative processes and the coordination of meetings. Developing leadership competencies means: knowing how to recognise and appreciate the individual competencies that can serve the collective purpose; the ability to unite people, create the conditions for collaborative work and manage the multi-disciplinary approach; know how to understand and balance the time, dedication and commitment that each person assumes in the various collective practices, to prevent the processes of 'burnout'; know about participative processes and tools for decision-making. related to this point there is also the ability to coordinate actions, such as the ability to observe, evaluate and adjust. Working with clear and realistic goals and expectations is as important as knowing how to share them, and knowing how to participate and communicate ideas.

EMOTIONAL COMPETENCE

There is a need to learn to manage the emotional dimension that group work requires, which allows sharing and managing individuality. Within this dimension there are some skills that have to do with the culture of the group. For example, active listening, emotional intelligence, the ability to empathise, the capacity to give and take along with other skills related to the organisation and group dynamics. It is also considered important to know and work in terms of conflict resolution, mediation and non-aggressive communication. related to this aspect is also the ability to focus on the human factor, as opposed to a dominant economic system that dehumanises, isolates and weakens people.

ENTREPRENEURIAL COMPETENCE

The spirit of entrepreneurship was the primary factor in some countries, where it was considered essential to develop this capability. this reflected the need to link it to creativity, to a positive attitude and to the practical skills of entrepreneurship or self-organisation, which promote achievable and sustainable development. They may seem contradictory, but it is considered interesting to develop two important features. On the one hand, the ability to dream and be a visionary, with a certain degree of thoughtlessness that allows developing creativity and the taking of risks; and secondly to have a close sense of reality, to really know what will work and also be able to recognise and accept what will not. It is committed to work on competencies that have to do with the management, development and sustainability of social projects.



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