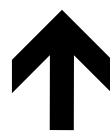


Improving skills of social entrepreneurs

Self - learning interactive manual



Co-funded by the
Erasmus+ Programme
of the European Union





ISSE Project

ISSE Project intends to support the EU objectives by increasing the visibility of social entrepreneurship by developing tools for new social entrepreneurs that allow them to professionalize their profile and support them to make their businesses sustainable in the future.



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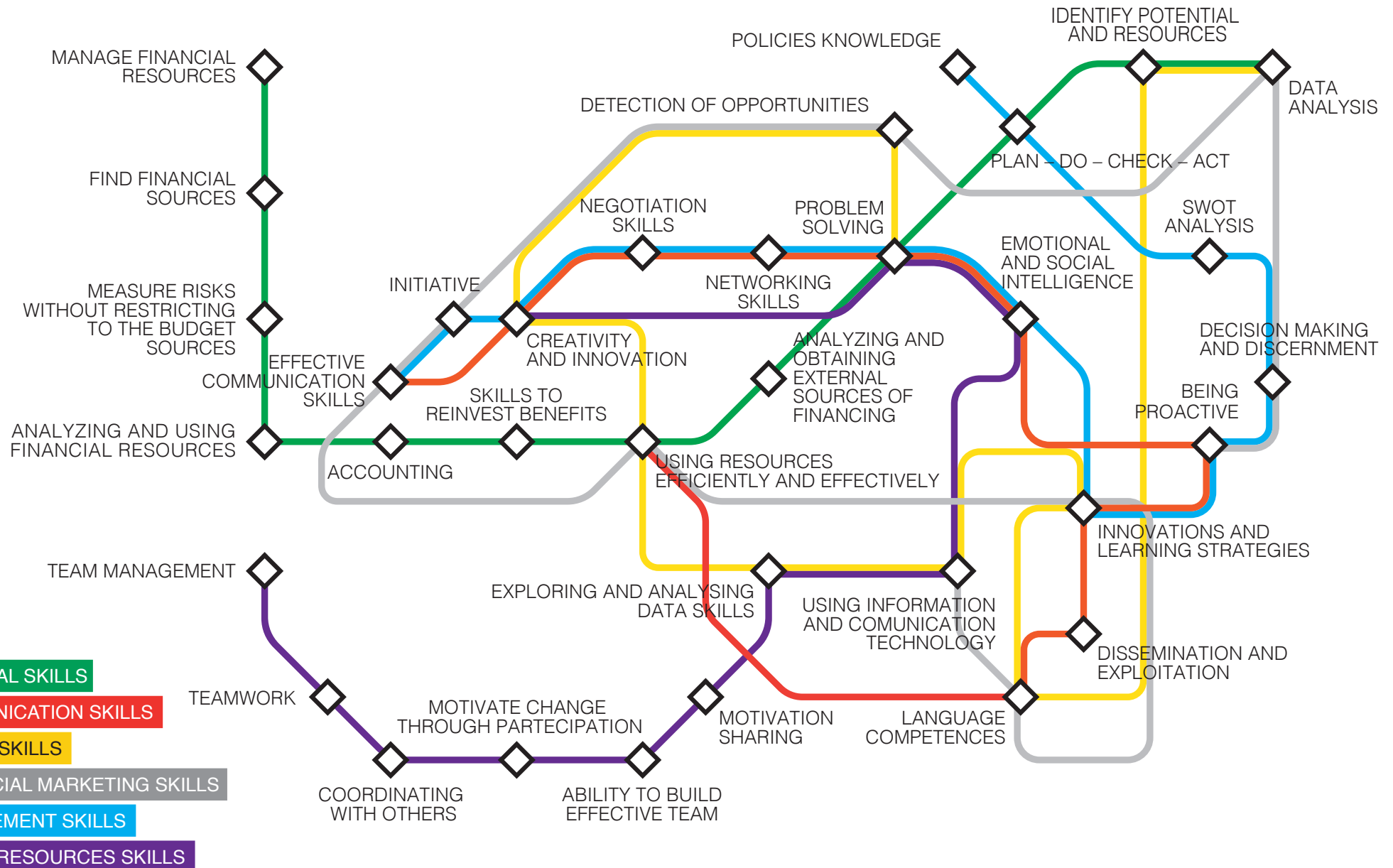
INTRODUCTION

In this Self-learning Interactive Manual, we will help you understand what being a social entrepreneur is, by defining terms and skills needed to be a social entrepreneur with added mentorship and advice from established experts in the various fields covered in this manual.

Social entrepreneurs are people who see something wrong with the world and then develop innovative ways to put it right. They are social change makers who are fundamentally using entrepreneurial approaches to tackle complex social problems. They are working towards a world that has a fair and equal society where the potential of all people is fully realised. They might find a way to employ homeless people, provide affordable sanitary products to poor women, or ensure disadvantaged producers receive a fair price for their labour. They combine insight, compassion and imagination to solve social and environmental problems. Many social entrepreneurs choose to use social enterprise as a way to tackle these problems – using a commercial business model for a social purpose.

Social entrepreneurship is nothing new – people have been trying to make the world a better place for a significant portion of human history. But only relatively recently has it been considered something to be encouraged, studied, understood and taught.

There is still an argument raging about whether social entrepreneurs are born or made. The right environment and support can help develop the skills and knowledge a social entrepreneur needs and they can also inspire and encourage more to come forward. There is a bigger, more fundamental role though; one that is equally concerned with making the world a better place.



F

FINANCIAL SKILLS

Financial literacy is based upon providing individuals sound financial knowledge and skills so that they can make informed financial decisions and take effective actions regarding their personal money management. However, the underlying message is aimed to adjust people's core attitudes and beliefs, so that a change in financial behavior can help them reach a future of financial freedom and security.

Financial literacy is important because it equips us with the knowledge and skills we need to manage money effectively. Without it, our financial decisions and the actions we take—or don't take—lack a solid foundation for success.

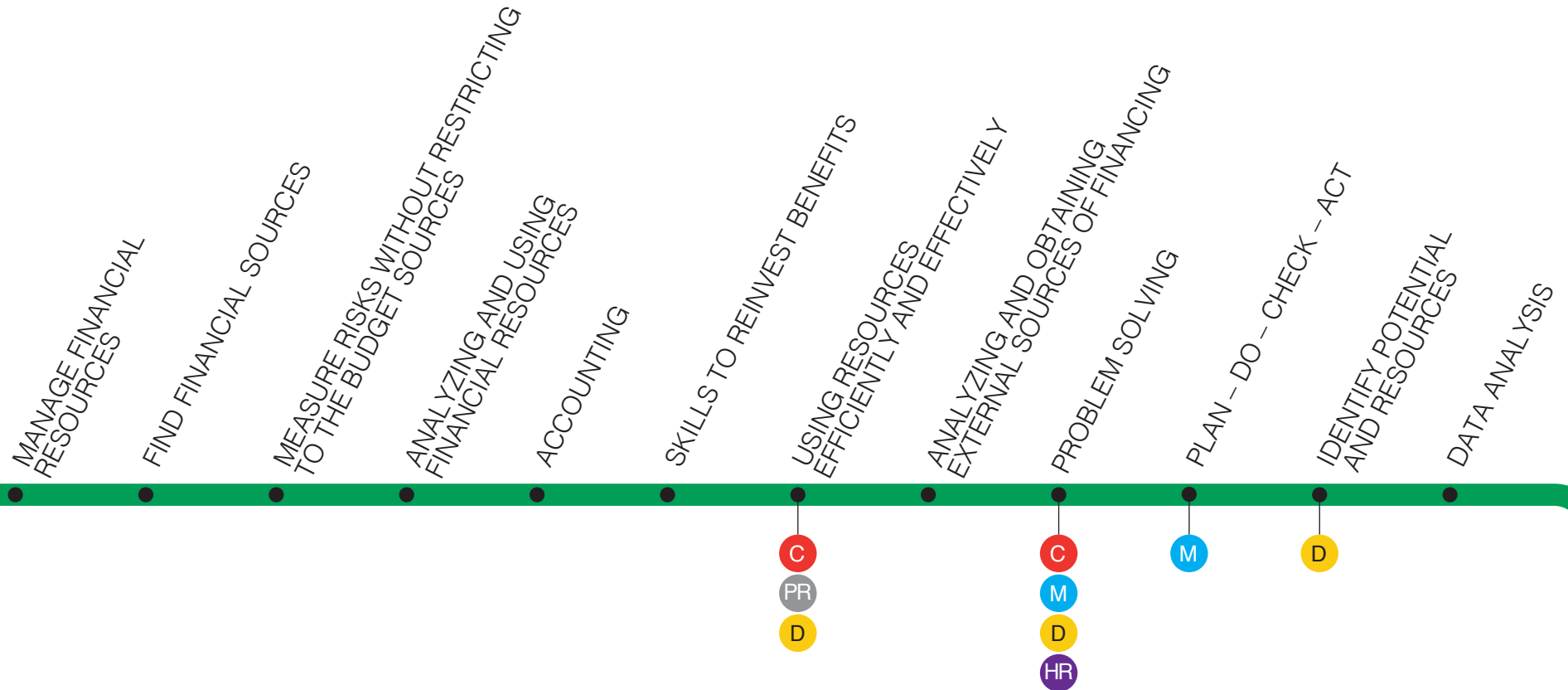
The finance industry can be both financially rewarding and personally satisfying because, in certain positions, you get to spend your time helping people. Like many other fields, you will have to apply yourself and work hard to succeed in this kind of demanding career, but the potential for success is worth it.

To get into the field and land any of these positions, you will need at least a bachelor's degree, although you have a few choices of majors that qualify. There are degree programs in finance, accounting, and economics.



F

FINANCIAL SKILLS





MANAGE FINANCIAL RESOURCES F

Financial management is one of the most important responsibilities of owners and business managers. They must consider the potential consequences of their management decisions on profits, cash flow and on the financial condition of the company. The activities of every aspect of a business have an impact on the company's financial performance and must be evaluated and controlled by the business owner.

Financial management must plan to pay its taxes on a timely basis. Financial management is an important skill of every small business owner or manager. Every decision that an owner makes has a financial impact on the company, and he has to make these decisions within the total context of the company's operations.



FIND FINANCIAL SOURCES



FIND FINANCIAL SOURCES

When starting a business, your first investor should be yourself—either with your own cash or with collateral on your assets. This proves to investors and bankers that you have a long-term commitment to your project and that you are ready to take risks.

Government agencies provide financing such as grants and subsidies that may be available to your business.

Getting grants can be tough. There may be strong competition and the criteria for awards are often stringent. Generally, most grants require you to match the funds you are being given and this amount varies greatly, depending on the granter. For example, a research grant may require you to find only 40% of the total cost.

Bank loans are the most commonly used source of funding for small and medium-sized businesses. Consider the fact that all banks offer different advantages, whether it's personalized service or customized repayment. It's a good idea to shop around and find the bank that meets your specific needs.

In general, you should know bankers are looking for companies with a sound track record and that have excellent credit. A good idea is not enough; it has to be backed up with a solid business plan. Start-up loans will also typically require a personal guarantee from the entrepreneurs.

MEASURE RISKS WITHOUT RESTRICTION
↓
TO THE BUDGET SOURCES



MEASURE RISKS WITHOUT RESTRICTION TO THE BUDGET SOURCES F

Risk management planning needs to be an ongoing effort that cannot stop after a qualitative risk assessment, or a Monte Carlo simulation, or the setting of contingency levels. Risk management includes front-end planning of how major risks will be mitigated and managed once identified. Therefore, risk mitigation strategies and specific action plans should be incorporated in the project execution plan, or risk analyses are just so much wallpaper. Risk mitigation plans should

- Characterize the root causes of risks that have been identified and quantified in earlier phases of the risk management process.
- Evaluate risk interactions and common causes.
- Identify alternative mitigation strategies, methods, and tools for each major risk.
- Assess and prioritize mitigation alternatives.
- Select and commit the resources required for specific risk mitigation alternatives.
- Communicate planning results to all project participants for implementation.





ANALYZING AND USING FINANCIAL RESOURCES

Analysts apply several methods in judging the financial stability of a company to decide its valuation in the stock market. Analysing financial statements is one of them. At the core, financial statements are the health report card that helps investors predict the company's performance in the long run. Financial statement analysis is a process of analysing financial conditions for decision making purposes. It allows external stakeholders to evaluate the financial performance of the company and its business value. There are several techniques used by analysts to develop a fair understanding of a company's financial performance over a period. The three most commonly practised methods of financial analysis are – horizontal analysis, vertical analysis, and ratio and trend analysis.

Horizontal Analysis: Performance of two or more periods are compared to understand company's progress over a period. Each component of a ledger is compared with the previous period to gather a general understanding of trends.

Vertical Analysis: Vertical analysis helps to establish a correlation between different line items in a ledger. It gives analysts an understanding of overall performance in terms of revenue and expenses. The results are reviewed as a ratio.

Ratio analysis: Ratio methods of financial analysis is used to compare one financial component against another and reveal a general upward or downward trend. Once the ratio is calculated, it can be compared against the previous period to analyse if the company's performance is in accord with set expectations. It helps management highlight any deviation from set expectations and take corrective measures.

Trend analysis: It helps to analyse trends over three or more periods. It takes into account incremental change patterns, considering the earliest year as the base period. A change in a financial statement will either reveal a positive or negative trend.



ACCOUNTING

Accounting is the process of recording financial transactions pertaining to a business. The accounting process includes summarizing, analyzing and reporting these transactions to oversight agencies, regulators and tax collection entities.

The primary task of accountants, which extends to all the others, is to prepare and examine financial records. They make sure that records are accurate and that taxes are paid properly and on time. Accountants and auditors perform overviews of the financial operations of a business in order to help it run efficiently. They also provide the same services to individuals, helping them create plans of action for improved financial well-being.

On the job, accountants:

- Examine statements to ensure accuracy
- Ensure that statements and records comply with laws and regulations
- Compute taxes owed, prepare tax returns, ensure prompt payment
- Inspect account books and accounting systems to keep up to date
- Organize and maintain financial records
- Improve businesses efficiency where money is concerned
- Make best-practices recommendations to management
- Suggest ways to reduce costs, enhance revenues and improve profits
- Provide auditing services for businesses and individuals



SKILLS TO REINVEST BENEFITS



SKILLS TO REINVEST BENEFITS



When a business begins to generate profits, owners are faced with two primary decisions. They can either distribute profits back to the business's owners or reinvest those profits back into the business to improve the company or expand operations. The decision of whether to reinvest profits or distribute them to the owners depends on a number of factors; however, there are several specific advantages to reinvesting profits.

While there are many advantages to reinvesting profits in a company, there is also a significant disadvantage that is especially relevant for small business owners. For many small business owners, their primary employment is their direct involvement in their small business. These business owners may not have any other source of income outside of the small business and may not be able to afford to reinvest significant portion of their profits.



a

EFFECTIVE COMMUNICATION SKILLS ↘

USING RESOURCES EFFICIENTLY AND EFFECTIVELY



The efficient way of managing resources is by tracking the key performance indicators (KPIs). These can be over or underutilization, availability, capacity, task engagement, and more. Decision-makers can make effective and efficient use of resources if they get real-time updates of the KPIs.

“ Deepen the functioning of the most frequently used online platforms in order to optimize results. Take a cue from personal and daily needs to understand how digital skills can make your life easier.

- Emanuel Sammartino, CGIL immigration office, Italy

ANALYZING AND OBTAINING
EXTERNAL SOURCES OF FINANCING

CREATIVITY AND INNOVATION



ANALYZING AND OBTAINING EXTERNAL SOURCES OF FINANCING

External financing is any kind of business funding you acquire from sources outside the company. Bank loans, investments from private individuals or investment firms, grants and selling company shares are all examples of external financing. Before you set out to secure external funding, you need to understand the advantages and disadvantages associated with it.

Advantage: Preserving Your Resources

One of the advantages of external funding is it allows you to use internal financial resources for other purposes. If you can find an investment that has a higher interest rate than the bank loan your company just secured, it makes sense to preserve your own resources and put your money into that investment, using the external financing for business operations.

Advantage: Advice and Expertise

Organizations willing to finance your business can often also be useful sources of expert advice. Your banker, for example, has funded many other small businesses and may be able to offer guidance as to how to avoid pitfalls that created problems for some. An investor in your technology start-up likely has technology expertise of his own to offer, and even if not, may be able to steer you towards useful sources of advice.



ANALYZING AND OBTAINING EXTERNAL SOURCES OF FINANCING F

Disadvantage: Interest

External funding sources require a return on their investment. Banks will add interest to a business loan, and investors will ask for a rate of return in the investment agreement. Interest adds to the overall cost of the investment and can make your external funding more of a financial burden than you had originally planned.

Disadvantage: It's a Lot of Work

Securing external funding can be a nearly full-time job in its own right. You're faced with the task of identifying potential sources of funding, preparing a slick business plan, practicing a presentation, and calling dozens of people to arrange – or try to arrange – a face-to-face meeting. All of these tasks take a good deal of time and resources. None of them are a guarantee that you'll get the funds you're seeking.



PROBLEM SOLVING

Here are seven-steps for an effective problem-solving process.

1. Identify the issues.

- Be clear about what the problem is.
- Remember that different people might have different views of what the issues are.

2. Understand everyone's interests.

- This is a critical step that is usually missing.
- Interests are the needs that you want satisfied by any given solution. We often ignore our true interests as we become attached to one particular solution.
- The best solution is the one that satisfies everyone's interests.
- This is the time for active listening. Put down your differences for a while and listen to each other with the intention to understand.

3. List the possible solutions (options)

- This is the time to do some brainstorming. There may be lots of room for creativity.
- Separate the listing of options from the evaluation of the options.



PROBLEM SOLVING

4. *Evaluate the options.*

What are the pluses and minuses?

Separate the evaluation of options from the selection of options.

5. *Select an option or options.*

What's the best option, in the balance?

Is there a way to “bundle” a number of options together for a more satisfactory solution?

6. *Document the agreement(s).*

Don't rely on memory.

Writing it down will help you think through all the details and implications.

7. *Agree on contingencies, monitoring, and evaluation.*

Conditions may change. Make contingency agreements about foreseeable future circumstances (If-then!).

How will you monitor compliance and follow-through?

Create opportunities to evaluate the agreements and their implementation. (“Let's try it this way for three months and then look at it.”)



PLAN – DO – CHECK – ACT

PDCA (plan–do–check–act or plan–do–check–adjust) is an iterative four-step management method used in business for the control and continuous improvement of processes and products.

Plan

Establish objectives and processes required to deliver the desired results.

Do

Carry out the objectives from the previous step.

Check

During the check phase, the data and results gathered from the do phase are evaluated. Data is compared to the expected outcomes to see any similarities and differences. The testing process is also evaluated to see if there were any changes from the original test created during the planning phase. If the data is placed in a chart it can make it easier to see any trends if the PDCA cycle is conducted multiple times. This helps to see what changes work better than others, and if said changes can be improved as well.

Act

Also called “Adjust”, this act phase is where a process is improved. Records from the “do” and “check” phases help identify issues with the process. These issues may include problems, non-conformities, opportunities for improvement, inefficiencies and other issues that result in outcomes that are evidently less-than-optimal.





IDENTIFY POTENTIAL AND RESOURCES



You need to get a realistic picture of all the assets, knowledge, and expertise that will be needed to get your business up and running. Armed with this knowledge you can then go about “filling in the holes.”

You also need to determine the feasibility of the venture. You may have a good idea, maybe even a potentially lucrative one, but if you do not possess the assets required to actualize it, and have little hope of bringing these assets in from outside sources, then it may be good to put the idea on the back burner (for now at least), or pass it on to someone else.

Determining Your Available Resources When Starting a New Business

1. Money:

How much money do you have available to put into your business and how much more do you need to get? Once you have calculated your approximate startup costs, if they are significant then you will then need to determine how to cover them.



IDENTIFY POTENTIAL AND RESOURCES

There may also be several outside sources of funding that aspiring frugal entrepreneurs can turn to. Here is a brief list:

- A small business loan, either through an SBA- endorsed lender, a non-affiliated bank or credit union, or a commercial lender.
- Getting a microloan from an organization or a peer or turning to crowdfunding platforms
- Seeking out an angel investor
- Investigating local grants, sponsorships, and entrepreneurship competitions.

2. Talent, Expertise, and Know-How:

All the money in the world will get you nowhere if you don't know what to do with it. Running a business successfully takes a lot of know-how in various different areas. Just a few common responsibilities include: bookkeeping and record keeping, debt collection, operations management, marketing and advertising, inventory management, human resources management, and sales.

3. Time:

Yes, time is an asset! Just ask all the people out there who wish they had more of it. Basically, you need to figure out how much time and attention you have to give to your fledgling business. This is particularly important if you will be dividing your time between a job, studies, or running a home.

IDENTIFY POTENTIAL AND RESOURCES →

DATA ANALYSIS F D

Data analysis is a process of inspecting, cleansing, transforming and modeling data with the goal of discovering useful information, informing conclusions and supporting decision-making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, and is used in different business, science, and social science domains. In today's business world, data analysis plays a role in making decisions more scientific and helping businesses operate more effectively.

Data mining is a particular data analysis technique that focuses on statistical modeling and knowledge discovery for predictive rather than purely descriptive purposes, while business intelligence covers data analysis that relies heavily on aggregation, focusing mainly on business information. In statistical applications, data analysis can be divided into descriptive statistics, exploratory data analysis (EDA), and confirmatory data analysis (CDA).

“ I generally adopt a consolidation and validation process for any problem after the classification of the case that we face. As part of teamwork, firstly, my analyst members quantify the data (if collected before) behind the problem. Then we process it to meet our requirements (estimate unknown parameters) and then validate them with confidence tests and verify with other sources of information through networks before the submission to the decision makers. These processes are similarly performed for both social and physical sciences.

- Onur Lenk, Assoc.Prof.Dr. in Istanbul University, Turkey

C

COMMUNICATION SKILLS

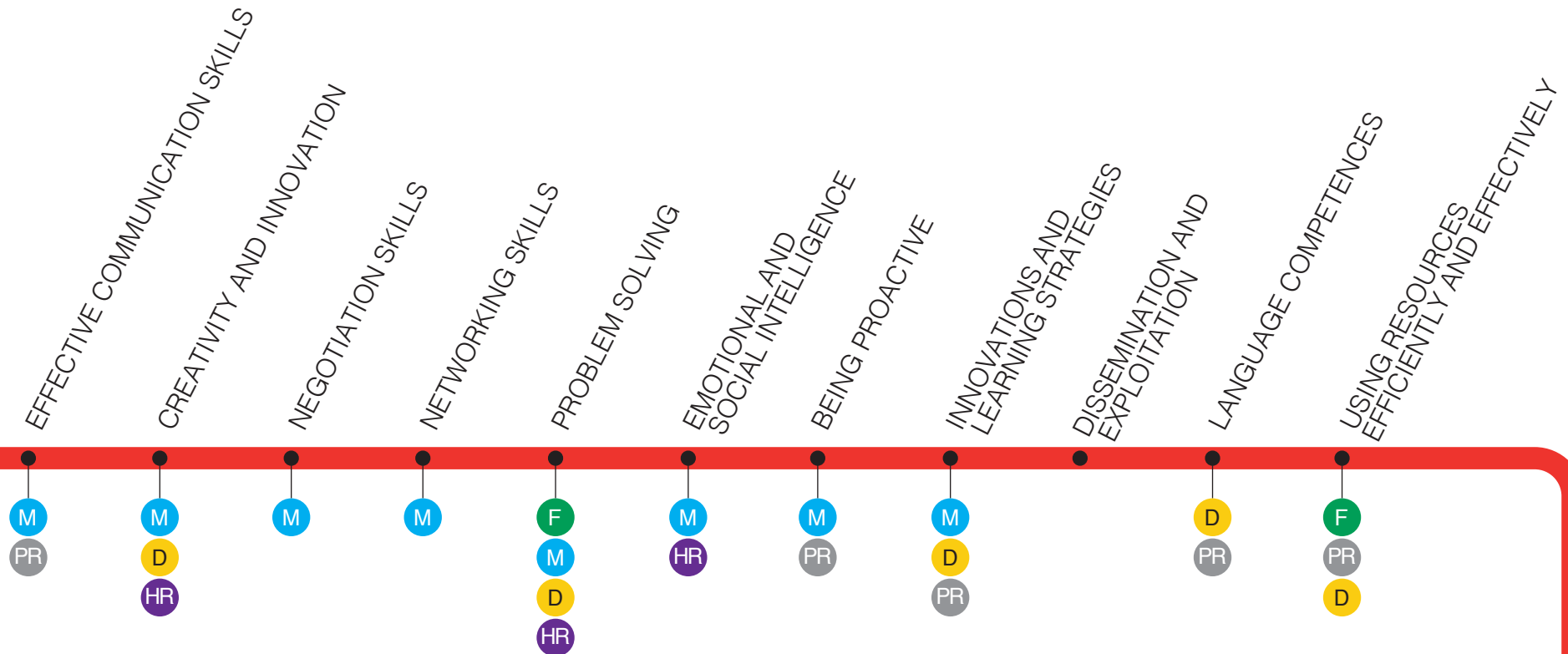
Being able to communicate effectively is the most important of all life skills. Communication is simply the act of transferring information from one place to another. This may be vocally (using voice), written (using printed or digital media such as books, magazines, websites or emails), visually (using logos, maps, charts or graphs) or non-verbally (using body language, gestures and the tone and pitch of voice). How well this information is transmitted and received is a measure of whether your communication skills are good.

We have all been developing our interpersonal skills since childhood, usually subconsciously. Interpersonal skills become so natural that we often take them for granted, never thinking about how we communicate with other people. The foundations for many other skills, however, are built on strong interpersonal skills, since these are relevant to our personal relationships, social affairs and professional lives.



C

COMMUNICATION SKILLS



EFFECTIVE COMMUNICATION SKILLS



Effective communication is about more than just exchanging information. It's about understanding the emotion and intentions behind the information. As well as being able to clearly convey a message, you need to also listen in a way that gains the full meaning of what's being said and makes the other person feel heard and understood.

Effective communication sounds like it should be instinctive. But all too often, when we try to communicate with others something goes astray. We say one thing, the other person hears something else, and misunderstandings, frustration, and conflicts ensue. This can cause problems in your home, school, and work relationships.

For many of us, communicating more clearly and effectively requires learning some important skills. Whether you're trying to improve communication with your spouse, kids, boss, or coworkers, learning these skills can deepen your connections to others, build greater trust and respect, and improve teamwork, problem solving, and your overall social and emotional health.

CREATIVITY AND INNOVATION C M D

Creativity and innovation are two related but separate notions, and each is required for workplace success.

Once an idea is possible, innovation tends to be an easier challenge for more players to achieve. Creativity is the novel step of being the first to identify that something might be possible in the first place. But innovation is the action of putting things into practical reality, despite challenges and resistance, rather than just contemplating. Both are necessary in business, but only one of them translates to real revenue and profits.



NEGOTIATION SKILLS C M

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding argument and dispute.

In any disagreement, individuals understandably aim to achieve the best possible outcome for their position (or perhaps an organisation they represent). However, the principles of fairness, seeking mutual benefit and maintaining a relationship are the keys to a successful outcome.

In order to achieve a desirable outcome, it may be useful to follow a structured approach to negotiation. For example, in a work situation a meeting may need to be arranged in which all parties involved can come together.

The process of negotiation includes the following stages:

- Preparation
- Discussion
- Clarification of goals
- Negotiate towards a Win-Win outcome
- Agreement
- Implementation of a course of action

“ You have to plan what to do before, during, and after the negotiation process. Clarifying your objective and method, and gathering useful information about both the counter group and the topic are so crucial before negotiating. During the negotiation process, being calm, managing time, trying to predict counter group possible movements become prominent. After the process, you should analyze what you get and where you are compared to your initial position.

- **Kabakci Hurcan**, Business Administration Dept. of Hacettepe University Turkey

NETWORKING SKILLS C M

Networking skills—like communication, active listening and social skills—are extremely valuable to have in both professional and personal environments and are particularly coveted by employers, as all successful businesses depend on networking.

Networking skills are the competencies you need to have to maintain professional or social contacts. Networking is a critical skill in sales, business development and a number of other industries. Networking skills are necessary to make and develop relationships with new contacts and promote something of value. There are different skills that you can practice to become more effective at networking.

They include:

- Communication
- Active listening
- Social skills
- Public speaking skills
- Nonverbal communication
- Interpersonal skills
- Empathy
- Positivity
- Humor
- Focus



EMOTIONAL AND SOCIAL INTELLIGENCE

Social and emotional intelligence is the ability to be aware of our own and others' feelings – in the moment – and use that information to lead yourself and others (Institute for Social + Emotional Intelligence).

It does not mean that your IQ is not important; it can be considered the ticket to the show of success.

Social and emotional intelligence consists of four elements, which can be categorized into personal and social skills.

The personal competencies (emotional intelligence) determine how we manage ourselves and consist of:

1. Self-awareness – knowing your internal states, preferences, resources and intuitions.
2. Self-management – managing one's internal states, impulses and resources.
3. Social awareness – awareness of others' feelings, needs and concerns.
4. Social skills / relationship management – ability to create desirable responses in others.

“ If you want the employees to undertake initiatives, you should build a company with them on a partnership basis. The team must know the mission, vision and values on which the organization is built. Without this, the objectives established for them will not be clear to define and achieve. A very important element affecting the team's commitment is to create a family and friendly atmosphere without bossing around or acting in a condescending way.

- Szymon Łuczak, Business Development Manager in Biznes Butik Ltd , Poland

DECISION MAKING AND DISCERNMENT →

BEING PROACTIVE

Being proactive at work means always thinking about the future, planning and preparing for what lies ahead. It means anticipating the expected so you can better deal with the unexpected. It means taking action today to make tomorrow better.

In the workplace, proactive people:

- make better use of resources, including time, energy, and money;
- prevent problems from occurring;
- respond promptly and appropriately to problems that can't be avoided, thus reducing their negative impact;
- feel a greater sense of control and experiences less stress;
- establish a positive and powerful reputation. (In fact, proactive people are often described as problem solvers, strategic thinkers, self-starters, and even practically clairvoyant!)

This isn't to say that proactive people won't still, on occasion, encounter problems. Being proactive doesn't guarantee a magical life where nothing goes wrong. However, it does reduce the number of problems. And it makes those stubborn, unavoidable problems easier to solve because you deal with them early—before they become disasters. Learning to be proactive at work is a difficult skill to master, but it's well worth the investment of time and energy. It is both an aptitude and an attitude—a way of doing and a way of thinking, which, when combined, become a way of being. It is truly the thing that differentiates ordinary professionals from exceptional ones.

DISSEMINATION AND EXPLOITATION ↘

INNOVATIONS AND LEARNING STRATEGIES



Simply put, a learning strategy is an individual's approach to complete a task. More specifically, a learning strategy is an individual's way of organizing and using a particular set of skills in order to learn content or accomplish other tasks more effectively and efficiently in school as well as in nonacademic settings (Schumaker & Deshler, 1992). Therefore, teachers who teach learning strategies teach students how to learn, rather than teaching them specific curriculum content or specific skills.

Innovation is commonly defined as the “carrying out of new combinations”. However, many scholars and governmental organizations have given their own definition of the concept. Some common elements in the different definitions is a focus on newness, improvement and spread. An innovation is something original and more effective and, as a consequence, new, that “breaks into” the market or society. Innovation is related to, but not the same as, invention: innovation is more apt to involve the practical implementation of an invention to make a meaningful impact in a market or society, and not all innovations require a new invention. The opposite of innovation is exnovation.

BEING PROACTIVE →

↓ USING INFORMATION AND
COMUNICATION TECHNOLOGY

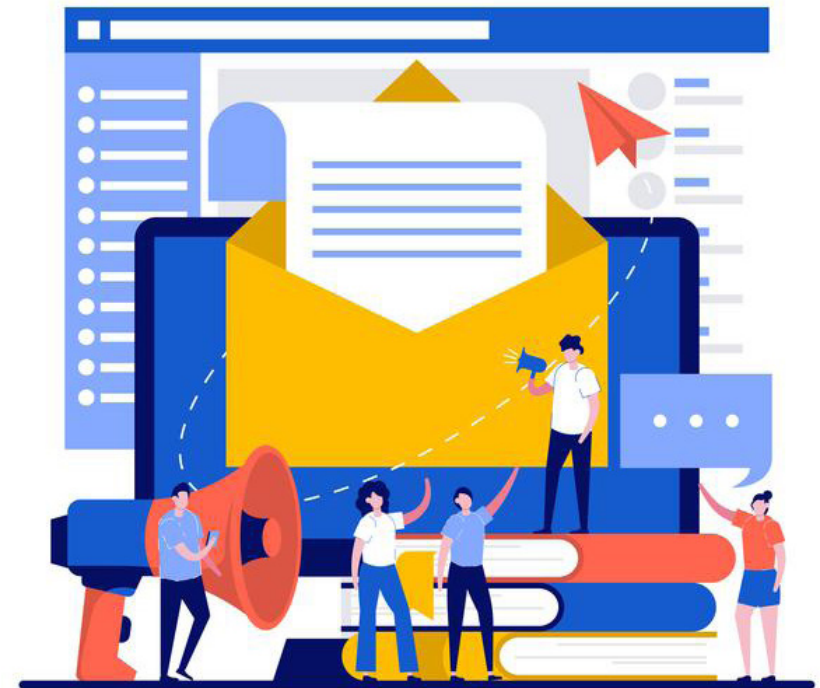
USING RESOURCES
EFFICIENTLY AND EFFECTIVELY ↓



DISSEMINATION AND EXPLOITATION C

Dissemination is a planned process of providing information on the results of programmes and initiatives to key actors. It occurs as and when the result of programmes and initiatives become available. This involves spreading the word about the project successes and outcomes as far as possible. Making others aware of the project will impact on other organisations in the future and will contribute to raising the profile of the organisation carrying out the project. To effectively disseminate results, an appropriate process at the beginning of the project needs to be designed. This should cover why, what, how, when, to whom and where disseminating results will take place, both during and after the funding period.

Exploitation is (a) a planned process of transferring the successful results of the programmes and initiatives to appropriate decision-makers in regulated local, regional, national or European systems, on the one hand, and (b) a planned process of convincing individual end-users to adopt and/or apply the results of programmes and initiatives, on the other hand. This means maximising the potential of the funded activities, so that the results are used beyond the lifetime of the project. Results should be developed in such a way that they can be tailored to the needs of others; transferred to new areas; sustained after the funding period has finished; or used to influence future policy and practice.



LANGUAGE COMPETENCES



Linguistic competence is the system of linguistic knowledge possessed by native speakers of a language. It is distinguished from linguistic performance, which is the way a language system is used in communication. Noam Chomsky introduced this concept in his elaboration of generative grammar, where it has been widely adopted and competence is the only level of language that is studied.

According to Chomsky, competence is the ideal language system that enables speakers to produce and understand an infinite number of sentences in their language, and to distinguish grammatical sentences from ungrammatical sentences.



• • ↓ INNOVATIONS AND
LEARNING STRATEGIES

USING RESOURCES EFFICIENTLY
AND EFFECTIVELY ↓ •

D

DIGITAL SKILLS

Digital skills are broadly defined as those needed to “use digital devices, communication applications, and networks to access and manage information”.

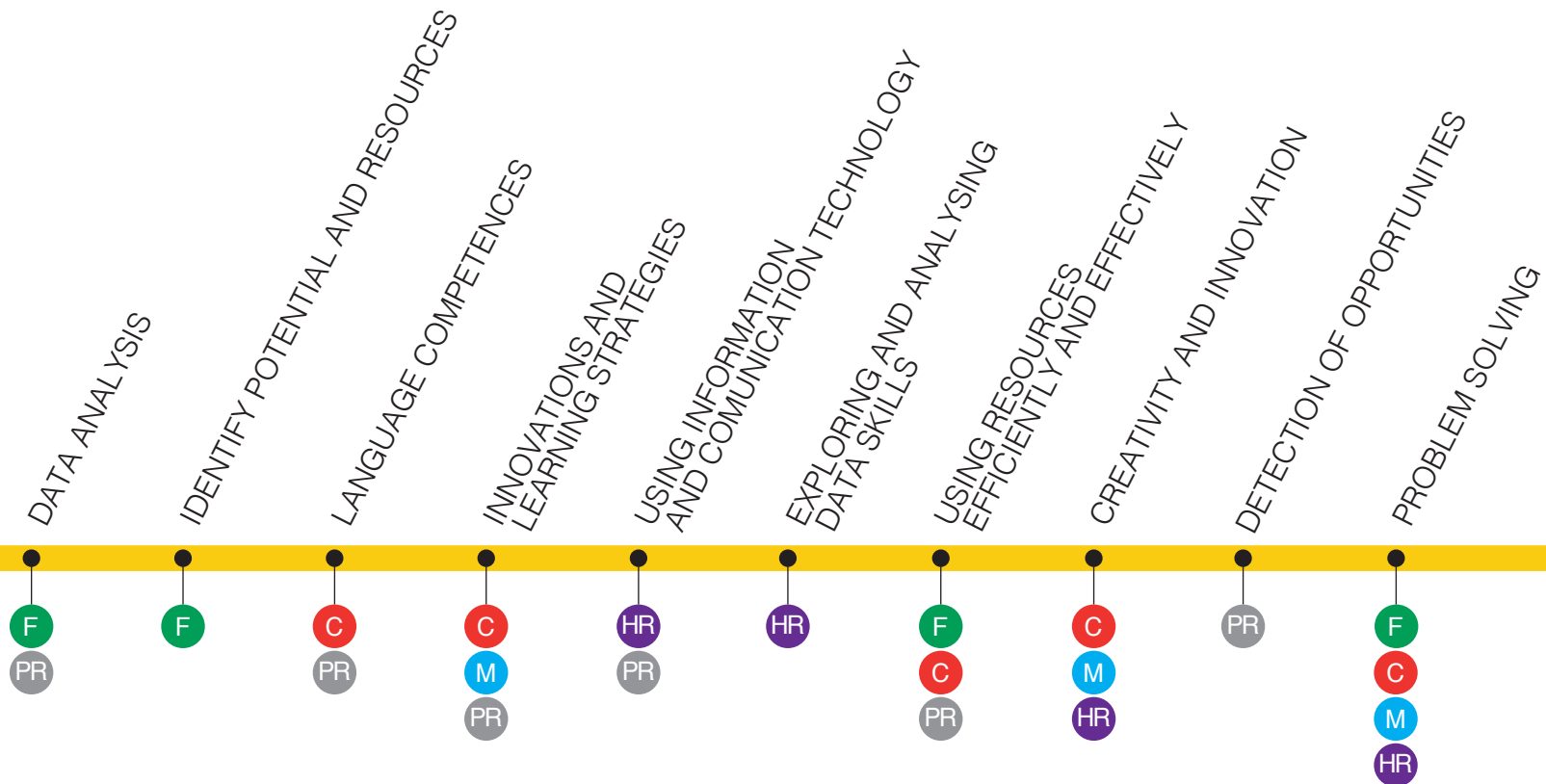
- Digital foundation skills – the fundamentals of being able to use digital technologies.
- Communicating – sending emails securely, using attachments, and participating on social media.
- Handling information and content – being aware that not all online content is reliable, accessing content across devices.
- Transacting – setting up accounts to use or purchase goods/services online, using different secure payment methods.
- Problem-solving – presenting solutions through software, and improving productivity.
- Being safe and legal online – understanding best practice in data storage/sharing, updating and keeping passwords secure.

These are defined as the basic digital skills needed in a day-to-day professional or personal context. They will be enough for many working in traditional workplaces which have adopted digital systems to improve efficiency, security, and connectivity



D

DIGITAL SKILLS



USING INFORMATION AND COMMUNICATION TECHNOLOGY

Information and Communication Technologies (ICTs) is a broader term for Information Technology (IT), which refers to all communication technologies, including the internet, wireless networks, cell phones, computers, software, middleware, video-conferencing, social networking, and other media applications and services enabling users to access, retrieve, store, transmit, and manipulate information in a digital form.

ICTs are also used to refer to the convergence of media technology such as audio-visual and telephone networks with computer networks, by means of a unified system of cabling (including signal distribution and management) or link system. However, there is no universally accepted definition of ICTs considering that the concepts, methods and tools involved in ICTs are steadily evolving on an almost daily basis.

USING RESOURCES EFFICIENTLY AND EFFECTIVELY →

EXPLORING AND ANALYSING DATA SKILLS



Data analysis is a process of inspecting, cleansing, transforming and modeling data with the goal of discovering useful information, informing conclusions and supporting decision-making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, and is used in different business, science, and social science domains. In today's business world, data analysis plays a role in making decisions more scientific and helping businesses operate more effectively.



DETECTION OF OPPORTUNITIES

The process uses a series of self assessment questions, called screens or cuts to enrich a series of ideas to increasingly high-potential opportunities. If the idea “fails” to pass the screen it is set aside from further consideration. It is not discarded because, as we will see later, it may have a bearing on another idea that is moving forward.

Opportunity Identification process enables groups or individuals to screen a large volume of ideas quickly and methodically.

The process identifies high-potential ideas to rise by allowing weak ideas to fail quickly and inexpensively, on paper instead of in the lab or the real world.

It also strengthens emerging concepts and provides a method to insert a flow of other ideas, that are triggered by the review, back into the process.

1. Generate a Large Quantity of Raw Ideas
2. Question: Is it an Opportunity?
3. Preliminary Screen: How Good is This Idea?
4. Other Screen: Does It Fit?
5. Second Cut: Internal Issues
6. Third Cut: External Issues
7. Final Cut: Enhancing the Idea
8. Reporting: Preparing the Idea for Gating Process
9. The Result: A Potential New Opportunity.

PR

PR / SOCIAL MARKETING SKILLS

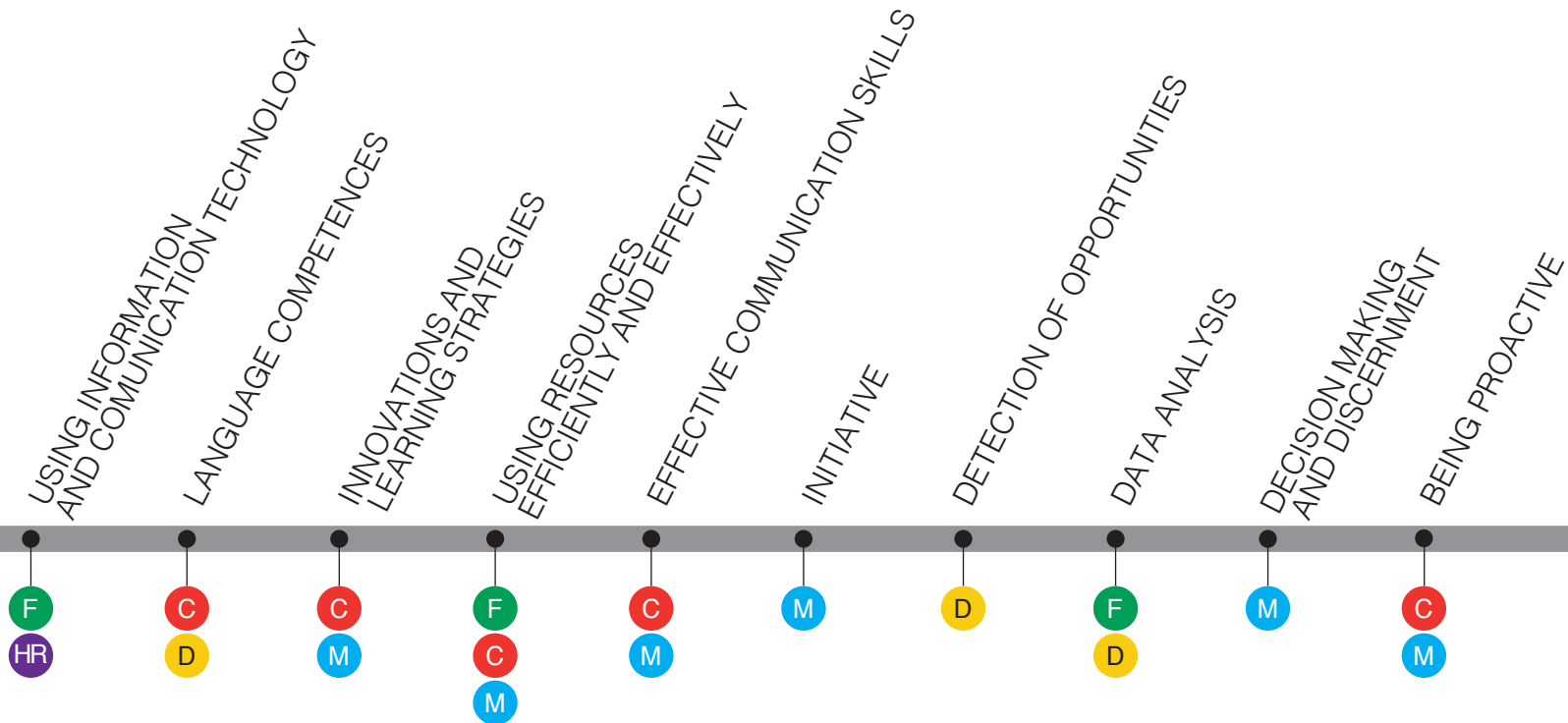
Public relations skills are essential for working in a variety of jobs that require regular communication with others. They typically include skills such as communication, research and the ability to identify trends in public opinion. Knowing how to leverage these skills could make you a valuable contributor to a company's communications and marketing departments.

Public relations skills are a wide range of capabilities and proficiencies that typically fall under the category of communications and marketing. These skills can be put to use for a variety of purposes, from introducing new products or services to enhancing the reputation of a company. In most cases, public relations skills help shape public opinion, which is especially helpful if a company wants to reshape its brand.



PR

COMMUNICATION SKILLS



INITIATIVE M PR

When you show initiative, you do things without being told; you find out what you need to know; you keep going when things get tough; and you spot and take advantage of opportunities that others pass by. You act, instead of reacting, at work.

Initiative has become increasingly important in today's workplace. Organizations want employees who can think on their feet and take action without waiting for someone to tell them what to do. After all, this type of flexibility and courage is what pushes teams and organizations to innovate, and to overcome competition.

Initiative has become increasingly important in today's workplace. You show initiative when you act without being told what to do, persist in the face of inertia and difficulty, and see your idea through to a successful conclusion.

There are six steps you can take to develop your own initiative.

1. Develop a career plan.
2. Build self-confidence.
3. Spot opportunities and potential improvements.
4. Sense-check your ideas.
5. Develop persistence.
6. Find balance.

DECISION MAKING AND DISCERNMENT



Discernment is defined as the ability to notice the fine-point details, the ability to judge something well or the ability to understand and comprehend something. Noticing the distinctive details in a painting and understanding what makes art good and bad is an example of discernment.

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible.

Step 1: Identify the decision

Step 2: Gather relevant information

Step 3: Identify the alternatives

Step 4: Weigh the evidence

Step 5: Choose among alternatives

Step 6: Take action

Step 7: Review your decision & its consequences

“ Understand the situation - Define the various issues/problems associated with it - Come up with different solutions - Develop alternatives - Measure and evaluate all solutions - Reach to a final decision - Implement the chosen solution.

- Maria Koumparou, Project Manager, Cyprus

M

MANAGEMENT SKILLS

In order to be successful in planning, organizing, leading, and controlling, managers must use a wide variety of skills. Managerial skills fall into three basic categories:

Technical Skills

Specialized areas of knowledge and expertise and the ability to apply that knowledge make up a manager's technical skills. Preparing a financial statement, programming a computer, designing an office building, and analyzing market research are all examples of technical skills.

Human Relations Skills

Human relations skills are the interpersonal skills managers use to accomplish goals through the use of human resources. This set of skills includes the ability to understand human behavior, to communicate effectively with others, and to motivate individuals to accomplish their objectives.

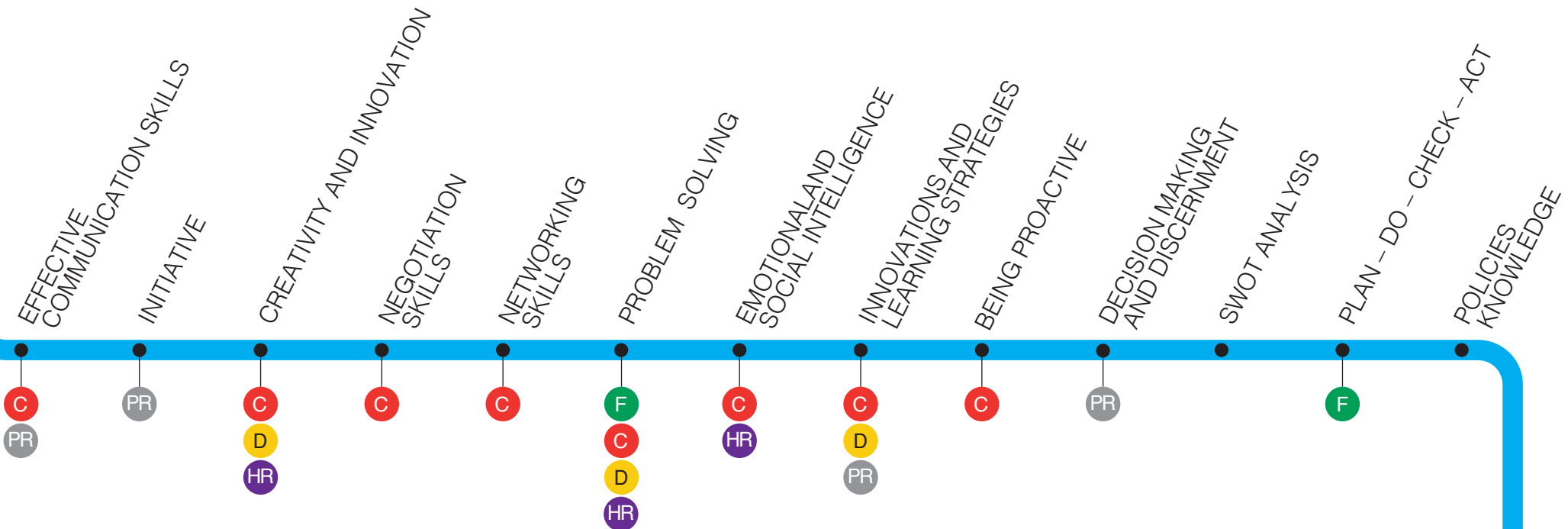
Conceptual Skills

Conceptual skills include the ability to view the organization as a whole, understand how the various parts are interdependent, and assess how the organization relates to its external environment.



M

MANAGEMENT SKILLS



SWOT ANALYSIS M

SWOT stands for 'Strengths, Weaknesses, Opportunities and Threats'. This is a method of analysis of the environment and the company's standing in it.

SWOT is made of two parts: the strengths and weaknesses refer to the internals of a company while the opportunities and threats are external to the company and exist in the environment.

Strength of a company could be in managing the branding process quickly and comprehensively. Its weaknesses could lie in the distribution of products, or payment delays. These are internal problems / issues and have to be understood and dealt with on an ongoing basis. Often consultants are called in to assess these two aspects on the belief that an outsider could give more insights into the company.

The two external factors, opportunities and threats, are not in the company's control. The environment, composed of social, economic, legal, regulatory, national and even international events, has to be continuously scanned to track these.





POLICIES KNOWLEDGE

Knowledge policies provide institutional foundations for creating, managing, and using organizational knowledge as well as social foundations for balancing global competitiveness with social order and cultural values. Knowledge policies can be viewed from a number of perspectives: the necessary linkage to technological evolution, relative rates of technological and institutional change, as a control or regulatory process, obstacles posed by cyberspace, and as an organizational policy instrument.

Policies are the paradigms of government and all bureaucracies. Policies provide a context of rules and methods to guide how large organizations meet their responsibilities. Organizational knowledge policies describe the institutional aspects of knowledge creation, management, and use within the context of an organization's mandate or business model. Social knowledge policies balance between progress in the knowledge economy to promote global competitiveness with social values, such as equity, unity, and the well-being of citizens.

HR

HUMAN RESOURCES SKILLS

Human Resource Management was originally known as personnel or people management. In the past, its role was quite limited. Within any company or organization, HRM is a formal way of managing people. It is a fundamental part of any organization and its management.

The main responsibilities of the personnel department include hiring, evaluating, training, and compensation of employees. The human resources department deals with any issues facing the staff in their working capacity within an organization. HR is concerned with specific work practices and how they affect the organization's performance.

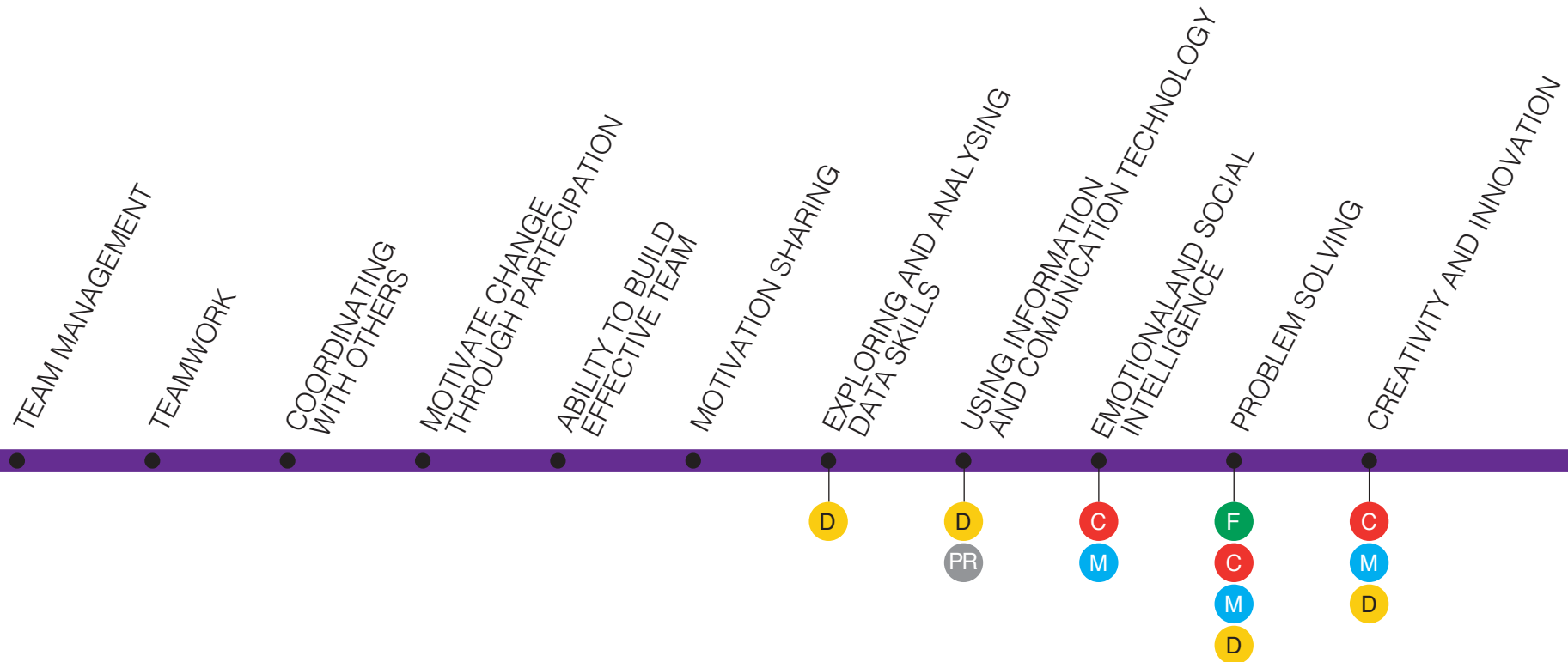
Today, Human Resources Management deals with:

- Anything related to managing people within a company or organization. This means decisions, strategies, principles, operations, practices, functions, activities, and the methods used to manage employees.
- The type of relationships people have in their places of employment and anything that affects those relationships in a positive or negative way.
- Ensuring that employees are satisfied with the conditions of their employment. This leads to better services and production of goods and helps the company's success.



HR

HUMAN RESOURCES SKILLS





TEAM MANAGEMENT HR

Team management is the ability of an individual or an organization to administer and coordinate a group of individuals to perform a task. Team management involves teamwork, communication, objective setting and performance appraisals. Moreover, team management is the capability to identify problems and resolve conflicts within a team. There are various methods and leadership styles a team manager can take to increase personnel productivity and build an effective team. In the workplace teams can come in many shapes and sizes who all work together and depend on one another.

They communicate and all strive to accomplish a specific goal. Management teams are a type of team that performs duties such as managing and advising other employees and teams that work with them. Whereas work, parallel, and project teams hold the responsibility of direct accomplishment of a goal, management teams are responsible for providing general direction and assistance to those teams.






TEAMWORK

Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. This concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal. Basic requirements for effective teamwork are an adequate team size. The context is important, and team sizes can vary depending upon the objective. A team must include at least 2 or more members, and most teams range in size from 2 to 100.

Teams need to be able to leverage resources to be productive (i.e. playing fields or meeting spaces, scheduled times for planning, guidance from coaches or supervisors, support from the organization, etc.), and clearly defined roles within the team in order for everyone to have a clear purpose. Teamwork is present in any context where a group of people are working together to achieve a common goal. These contexts include an industrial organization (formal work teams), athletics (sports teams), a school (classmates working on a project), and the healthcare system (operating room teams). In each of these settings, the level of teamwork and interdependence can vary from low , to intermediate , to high , depending on the amount of communication, interaction, and collaboration present between team members.

How do you solve problems in a team?

 *Identifying roles and responsibilities based on skills and job functions. Highlighting the problem. Trying to share its transformation into a goal. Building shared logical maps that reconstruct the cause-effect process transforming it into goals and means. Share development and intervention strategies to solve the problem (PCM method).*

- Anthi Gavriel, Cyprus



COORDINATING WITH OTHERS

The process of organizing people or groups so that they work together properly and well.

In an organization, the efficient coordination of internal and external components help in reducing the complexities (both internal and external). Therefore, the organization experiences an increase in productivity, easier integration of micro and macro level organizational dynamics, a better connection of roles among intra-organizational and inter-organizational groups as well as building trust among competing groups, and defining organizational tasks. Coordination is primarily of two types – internal coordination and external coordination as described below.

Internal Coordination

Internal coordination is all about establishing a relationship between all the managers, executives, departments, divisions, branches, and employees or workers. These relationships are established with a view to coordinate the activities of the organization. Internal coordination has two groups:

- Vertical coordination - In vertical coordination, a superior authority coordinates his work with that of his subordinates and vice versa. For example, a sales manager will coordinate his tasks with his sales supervisors. On the other hand, all sales supervisors ensure that they work in sync with the sales manager.
- Horizontal coordination - In horizontal coordination, employees of the same status establish a relationship between them for better performance. For example, the coordination between department heads, or supervisors, or co-workers, etc.



COORDINATING WITH OTHERS HR

In other words, in internal coordination, an employee either reports vertically to the supervisor and/or the subordinates and horizontally to the colleagues and/or co-workers.

External Coordination

As the name suggests, external coordination is all about establishing a relationship between the employees of the organization and people outside it.

These relationships are established with a view to having a better understanding of outsiders like market agencies, public, competitors, customers, government agencies, financial institutions, etc.

Usually, organizations entrust a Public Relations Officer (PRO) with the responsibility of establishing cordial relationships between the employees of the organization and outsiders.





MOTIVATE CHANGE THROUGH PARTECIPATION

Whether you want an employee to participate more in meetings, or you want your spouse to pitch in more around the house, you can't force someone to change their behavior.

You can, however, have a strong influence over another individual. But, nagging, begging, or threatening aren't effective ways to motivate others to change.

The best way to have a positive influence on someone is by asking a question that causes another individual to examine their behavior closely.

The question-behavior effect can be useful in a variety of circumstances. Here are a few examples:

- Influence your employees. If your employees have become a little too relaxed about showing up to meetings late, send out an email survey that asks, "Are you going to show up for this week's meeting on time?"
- Motivate a family member. If your spouse has been bringing home piles of paperwork from the office, ask, "Are you going to do several hours of work at home every single night?" The key is to ask the question in a gentle, non-sarcastic tone.
- Use it in marketing. Advertisements that ask questions like, "Will this be the year you finally reward yourself for your hard work?" can convince people to buy certain products.
- Public service campaigns. Most people already know the dangers and the benefits of recycling or wearing a seat belt so lectures aren't effective. But asking questions like, "Are you going to vote this year?" or, "Are you going to get your flu vaccine?" makes people confront their beliefs and their behavior, which can lead to positive change.



ABILITY TO BUILD EFFECTIVE TEAM

Building a high performance team involves more than just randomly assembling a group of talented individuals. For a team to be truly effective, its members must unite with the same vision and be motivated to bring that vision to life. They must share clear, measurable goals, and be committed to each play their part in the overall success of the group.

Make a Plan

You need a clear and measurable goal for what you want to accomplish.

Create a Clear Map

Leaders owe their teams an answer to the same question that young children often ask their parents before setting out on a long drive: “Where are we going and how are we going to get there?” In other words, what is the goal and how are we going to measure progress along the way?

And that may sound simple, but it is often one of the greatest challenges that teams, divisions and companies face. What does success look like? If you were to set up a scoreboard to track success over time, what would it measure?

Have a Shared Scoreboard

Another benefit of having a simple plan is that it creates a shared goal that will offset the tendency of people to identify themselves as part of smaller groups.

But because the goal of the team is clear, and there’s an external scoreboard to track progress, there is a greater sense of “us” on the team than the “us and them” dynamic that can often divide colleagues in companies.



MOTIVATION SHARING

Motivation is the core to being successful. It drives passion, gives joy when goals are met, and gives us optimism in the face of failure.

Motivation comes from two places:

- Intrinsic motivation: This is when motivation comes from “internal” factors to meet personal needs. We do things we do because we enjoy them, not because we have to. Intrinsic means internal or inside of yourself; when you are intrinsically motivated, you enjoy an interest, a course of study or skill development solely for the fulfillment of education and having fun. EMS is a career field that really touches our intrinsic motivation. We’re not going to retire with mansions or private jets; instead we get our satisfaction from helping others and being the best part of their worst day.

Examples include exploring opportunities for personal development for the satisfaction of being competent in a task, or setting the standards to become a role model or mentor. Whatever you take on, you do it for personal accomplishment and gratification.

- Extrinsic motivation: This is when motivation comes from “external” factors that are given or controlled by others. Salary or praise are good examples. This type of motivation is everywhere and frequently used within society.

When you are motivated to perform, achieve, learn or do something based on a highly considered outcome, rather than for the fun, development or personal fulfillment, you are being extrinsically motivated.

CONCLUSION

Thank you for using the Self-learning Interactive Manual! We hope we managed to paint a picture for you of what a social entrepreneur is and have given you a larger interest in social entrepreneurship. We want to thank all the experts who participated and the users that will use this manual, and hope it proves beneficial to all.

If you want to know more about the project, visit: <https://www.isseproject.eu/en/index.htm>.

If you have questions regarding the handbook, send an email to: communication@europeanprojects.org