

IMAGES

I MANAGE AND EMPOWER
MY SKILLS

Repertoire
of Competences of Local
Third Sector Managers



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Area of Competence: Management

Competence description

<p>The Management area of competence involves planning and structuring one's tasks, as well as a multi-tasking approach. It is necessary to manage human resources (to coordinate, supervise, motivate others and setting a good example oneself) both employees and volunteers, as well as manage projects and control the budget.</p> <p>It includes the ability to have an overall vision and orientation to the future, coherently with the mission and vision of the organisation.</p>		
Knowledge (He/She knows)	Skills (He/She is able to)	Attitudes
<ul style="list-style-type: none"> ■ Vision and values of the organisation ■ Inclusion, gender and sustainability perspectives ■ Coordination techniques (Elements of human resource management; Personnel selection techniques...) ■ Design and planning elements of development plans (Tender Dynamics; Accounting elements; Types of contract; Elements of finance...) ■ Project management ■ Market dynamics (Knowledge about risk; Knowledge about funding sources and opportunities; Techniques and theoretical approaches to forecasting...) ■ Functioning of the Public Administration ■ Legislative elements of non-profit sector ■ Administrative environment, rules, codes and procedures 	<ul style="list-style-type: none"> ■ Share the organization's core values ■ Manage and coordinate the organization's activities and budget (Set priorities; Analyse the work done and try to improve it; Manage one or more projects simultaneously; Have an overall view; Manage human and financial critical situations; Manage the association's budget, Communicate with the medias and through social networks; Manage the risk and apply mitigate measures when there are risks...) ■ Manage human resources (Encourage the personal development of each employee/ volunteer; Delegate tasks according to the competences of the collaborators; Share responsibilities with other team members; Create a positive mood within the team; Listen to and motivate employees and volunteers; Observe team needs; Listen to others; Deal with different situations...) ■ Manage democratic processes (Facilitate groups of people; Transfer the right information to the different levels of the organisation...) ■ Organize (Control management and financial administration; Monitor the bureaucratic aspects of the organisation; Identify and select funding sources to get financial resources...) ■ Schedule (Carry out management and financial administration control; Transpose and/or participate in determining policy objectives; Analyse and detect needs...) 	<ul style="list-style-type: none"> ■ Self-control (Management of stress; Resilience...) ■ Flexibility (Adaptability) ■ Empathy (Inclusion; Attention to others...) ■ Open-mindedness ■ Growth mindset (Willingness to learn, Reflexivity...) ■ Involvement (Enthusiasm; Idealism...) ■ Entrepreneurial mindset (Innovation; Courage; Determination; Quality orientation; Result orientation...) ■ Ethics (Responsibility, Trust, Professionalism...)
Example of activities / behaviours		
<ul style="list-style-type: none"> ■ Organising regular meetings with volunteers ■ Identifying new volunteers and human resources ■ Creating a pilot team, composed of employees, volunteers and partners, whenever there is a project to be implemented ■ Reporting on a regular basis on the activities, finding potential areas for improvement with other colleagues, with partners, with all stakeholders of the project. ■ Building a provisional budget. ■ To plan activities. ■ Coordinate workgroups that directly manage activities 		

- Support experts who deal with administrative activities (reporting, budgets, etc.)
- Drawing up a statute
- Keeping the association budget under control
- Evaluating projects in progress and at the end

Area of Competence: Leadership

Competence description

It is the ability to guide, stimulate, involve others by encouraging participation in the life of the organization.

It presupposes the ability to act as a reference point for other people, both as an example to follow, and as a final decision-maker, or mediator, regarding the choices to take.

The leader has an overview of the context in which he/she operates and the mission of the organization to which he/she belongs.

Knowledge (He/She knows)	Skills (He/She is able to)	Attitudes
<ul style="list-style-type: none"> ■ Teamwork methodologies (Organization techniques, supervisions techniques, team management techniques...) ■ The context in which we one acts and its dynamics (Concept of non-profit sector, how your one's organization works...) ■ Leadership theories ■ Techniques for impact assessment ■ Knowledge about communication styles in various situations 	<ul style="list-style-type: none"> ■ Coordinate the work of the team (Enhance the potential of others; motivating and providing security; lead by example; sharing of decisions; encouraging others to take initiatives; delegate; persuade; supervise; contributing to the professional development of employees/volunteers...) ■ Make decision (Dealing with problems; find creative solutions; assess the impact of the decisions taken; define long-term strategies; ability to predict risks and how things are going to happen...) ■ Build relationships (Develop institutional relations; maintain political relations; manage criticism) ■ Lead initiatives ■ Have a long-term vision ■ Mediate (within the users, the team, the public administrations...) 	<ul style="list-style-type: none"> ■ Autonomy ■ Involvement (Enthusiasm...) ■ Flexibility ■ Empathy (Humility...) ■ Dialogicality (Charisma; Assertiveness; Diplomacy; Readiness for dialogue...) ■ Entrepreneurial mindset (Perspective vision; Perseverance; Result orientation, Proactivity; Creativity ...) ■ Ethics (Responsibility...)

Example of activities / behaviours

- Attending meetings organised by public authorities, partners, institutions
- Organising and conducting workshops, brainstorming sessions, etc. to ensure that decisions are taken in a collective manner.
- During meetings where decisions need to be taken, we need to list all decisions taken, voting processes, and settle potential disagreements.
- At the start of a project, participate in follow up meetings where project management strategies and team management are established
- Participate in meetings on the territory where all the leaders of the various bodies of the third sector participate and coordinate their actions
- Building relationships with:
 - institutions, partners, - (fundamental) in our organization, which lives from grants and private donations.
 - schools, professionals, organizations and groups.
 - Beneficiaries.
 - Volunteers (because It is very important to feel part of a group, both about work, organization, guide lines... and a recreational one.)

Area of Competence: Personal and Social

Competence description

It is the ability to effectively manage oneself and one's relationship with others. It implies the individual's approach in expressing his/her commitment and involvement within the organization, which is also reflected in encouraging other members to act and evolve. A flexible approach to the different situations, the willingness to learn and an inclination to work in a team and cooperate are very important. It also includes the ability to handle stress and be resilient in order to cope with uncertainty and to convey serenity in daily activities.

Knowledge (He/She knows)	Skills (He/She is able to)	Attitudes
<ul style="list-style-type: none"> ■ Notions of stress ■ The context in which one operates (Goals of the organisation; Founding values of one's organisation; Social, political dynamics...) ■ Basic knowledge of emotions (Management; Emotional intelligence; Resilience...) 	<ul style="list-style-type: none"> ■ Work in a team (Listen to others; Manage conflicts; Communicate with people; Create a good mood; Work in interdisciplinary groups; Simulate others; Create cohesion...) ■ Organize the daily work (Locate external resources; Deal with problems with commitment; Manage many tasks at the same time...) ■ Reflect on oneself (Constantly update; Manage stress; Accept help; Learn...) ■ Negotiate in multicultural contexts ■ Balance work and life 	<ul style="list-style-type: none"> ■ Self-control ■ Self-confidence ■ Autonomy ■ Flexibility (Adaptability...) ■ Patience ■ Humility ■ Entrepreneurial mindset (Orientation to the result, Dynamism, Creativity ...) ■ Introspection ■ Ethics (Solidarity; Credibility...)
Example of activities / behaviours		
<ul style="list-style-type: none"> ■ You need flexibility in managing your daily plan; you need a "plan B" and a "plan C" 		
<ul style="list-style-type: none"> ■ Looking to the future with optimism. 		
<ul style="list-style-type: none"> ■ Draw on your experience to manage crises or contingencies, reducing stress 		
<ul style="list-style-type: none"> ■ Plan your day by managing your schedules 		
<ul style="list-style-type: none"> ■ Relate to partners, be it other associations, administrations, or anything that can be called a solidarity network 		

Area of Competence: Teamworking and Networking

Competence description

It is the ability to promote the cooperation of one's association's work with other territorial, national and international realities, to act more efficiently, for the development of the local community, to share knowledge and resources. It requires being able to interest people, know how to present one's work, to find synergies and common goals, to establish and maintain contacts, to build relationships.

Knowledge (He/She knows)	Skills (He/She is able to)	Attitudes
<ul style="list-style-type: none"> ■ Networking tools (Social media; Use of conference online call - Zoom, Meet, Teams etc.; Methods and techniques to select and engage stakeholders...) ■ Associative ecosystem (Environment; Partners; Stakeholders...) ■ Structure and functioning of administrations ■ Elements of psychology (Diplomacy techniques...) ■ Values of the one's organisation ■ Importance and complexity of Networking itself and the strategic part of it ■ Tools and techniques for cooperation ■ The organizational chart of each of the administrations and entities with which one work 	<ul style="list-style-type: none"> ■ Create, manage, and coordinate an internal network within the association (Maintain a balance between local, national and European relations; Promote participation; Enhance people; Organise the documentation within the shared space...) ■ Create networks with other associations/non-profit organisations (Spread the purpose of the network; Build trust; Share decisions; Dealing with discussions...) ■ Represent one's association externally (Sharing ideas, values, knowledge; Create interest; Knowing how to introduce oneself; Maintain relations with institutions; Look for sources of funding...) ■ Know and target what to say to different audiences 	<ul style="list-style-type: none"> ■ Self-control (Resilience, Patience...) ■ Willingness ■ Flexibility (Adaptability...) ■ Entrepreneurial mindset (Courage, Development vision...) ■ Dialogicality (Friendliness, Savoir faire, Diplomacy, Tolerance, Open-mindedness...) ■ Cooperation ■ Ethics (Authenticity, Transparency, Trust...)
Example of activities / behaviours		
<ul style="list-style-type: none"> ■ Implementing joint activities, sharing resources and initiatives with others 		
<ul style="list-style-type: none"> ■ Participating and contributing to internal events and activities 		
<ul style="list-style-type: none"> ■ Stimulating the interest of volunteers 		
<ul style="list-style-type: none"> ■ Involving the new generations in decision-making processes 		
<ul style="list-style-type: none"> ■ Get to know other associations and exchange methodologies 		
<ul style="list-style-type: none"> ■ Attend coordination meetings and training promoted by the networks to which the organization belongs 		
<ul style="list-style-type: none"> ■ Working groups: exchange ideas between teams. 		

Area of Competence: Change Management

Competence description

<p>It is the ability to experiment, test, evaluate, innovate. It requires the ability to understand changes in the context and also to provoke them. It implies adaptation to the everyday but also to the chosen direction. The manager stimulates the creativity of the teams, leading to new ideas and changes, guides and regulates the change of volunteers and employees within the defined objectives and the general framework.</p>		
Knowledge (He/She knows)	Skills (He/She is able to)	Attitudes
<ul style="list-style-type: none"> ■ Context in which the organization operates (Current trends and fashions; Other third sector organisations operating in the territory; the fundamentals of the organisation ...) ■ Planning notions (Reliable resources in terms of crisis management; Design thinking methods; Methods to define objectives...) 	<ul style="list-style-type: none"> ■ Intercept cultural and social changes ■ Track one's overall strategy ■ Promote and support innovation and change processes (Make proposals; Encourage the implementation of new projects; Encourage generational change...) ■ Identify barriers to change (Analyse risks in the planning, monitoring and evaluation process; Provide alternatives - plan "a" and plan "b"; Manage crisis...) 	<ul style="list-style-type: none"> ■ Self-control (Resilience...) ■ Flexibility (Adaptability...) ■ Modesty ■ Open-mindedness (Curiosity...) ■ Entrepreneurial mindset (Initiative, Creativity, Innovation ...) ■ Willingness to change ■ Vigilance
Example of activities / behaviours		
<ul style="list-style-type: none"> ■ Follow the media, to monitor everything related to the interesting news for the organization. ■ Convey the will to create something new ■ Exploiting the opportunities that technologies offer ■ Mastering the possibilities offered by the virtual dimension, in terms of communication and meeting opportunities ■ Evaluate, at the end of the process, the benefits brought by the changes made 		

Area of Competence: Communication Management

Competence description

It is the ability to communicate with others and to transmit messages and information. This requires a certain mastery of different types of media, as well as the ability to make what one wants to share understandable.

It includes the ability to consider both internal and external communication.

Knowledge (He/She knows)	Skills (He/She is able to)	Attitudes
<ul style="list-style-type: none"> ■ Communication techniques (Different forms of communication...) ■ Media literacy (Different types of media...) ■ Mastery of the media (Technological tools...) ■ Values and statutes of an association ■ Elements of public relations 	<ul style="list-style-type: none"> ■ Design and implement a communication campaign (Coordinate communication campaigns of the organization; Communicate the image of one's organization; Adapt the communication technique to the target; Adapt the communication technique to the online environment; Manage information: what to communicate, how, when...; Identify the communicative fact...) ■ Monitor information related to the association (Events, fundraising opportunities, networking and potential new partnership...) ■ Speak in public (Adapt the communication technique to the target; translate professional jargon and talk to people in an understandable way; use different modes of communication: written, verbal, non-verbal, virtual...) ■ Properly manage internal communication processes ■ Plan communication (Define style and target audience; select social networks and schedules; Define visual style...) ■ Write different kind of texts ■ Eliminate stereotypes in language and in one's communication ■ Transmit knowledge 	<ul style="list-style-type: none"> ■ Adaptability ■ Courage ■ Open-mindedness (Looking to the future; Openness to change; Curiosity...) ■ Creativity ■ Talkativeness ■ Ethics (Professionalism...)
Example of activities / behaviours		
<ul style="list-style-type: none"> ■ Promote our initiatives 		
<ul style="list-style-type: none"> ■ Understanding which tools could be more suitable according to different types of members 		
<ul style="list-style-type: none"> ■ Ensuring visibility on the association's material, through press releases, on social networks in order to invest in all mediums of communication. 		
<ul style="list-style-type: none"> ■ Ensure a good image of the organization. 		
<ul style="list-style-type: none"> ■ Monitor external communications to verify that they are correct and in line with the values of the represented institution 		
<ul style="list-style-type: none"> ■ Working groups: exchange ideas between teams. 		

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