Competencias profesionales para la innovación social digital en la economía social
Barcelona

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Objetivos

- **Identificar las competencias profesionales y elementos organizacionales necesarios para la generación de innovación social digital en las organizaciones de economía social (organizaciones sostenibles y resilientes)**

- **Identificar las competencias (*soft* y *hard skills*) y elementos que es consideran claves para su sostenibilidad y resiliencia.**

- **Identificar los *gaps* en las organizaciones y el sector de la economía social**

- **Diseñar propuestas y estrategias para superar los *gaps***

- **Identificar elementos claves para los nuevos perfiles profesionales**

International comparative study

International Study

Sample: 366 participants from 11 regions and 7 EU countries

Region	Country	Participants
Alentejo	Portugal	10
Provence-Alpes_Cote d'Azu	France	34
Veneto	Italy	19
Lazio	Italy	10
Jadranska Hrvatska	Croatia	41
Aletejo	Portugal	10
Makedonia, Traki	Greece	2
Aragon	Spain	12
Catalonia	Spain	42
Vzhodna	Slovenia	88
Albania	Albania	98
TOTAL		366

Soft skills for social digital innovation

Soft skills for social digital innovation

The main soft skills indentified as necessary to foster social digital innovation are:

- Interpersonal skills: It includes empathy, management of social relations and conflicts, team work and communications skills.
- Capacity to establish collaborations with others: It is referred to both the collaborative relations inside the organisation and the external collaborations with other institutions and stakeholders (networking, cooperation).
- Adaptability/flexibility: In terms of the capacity of taking step back, question yourself and work with people with other views and approaches.
- Creativity and the capacity to design new solutions
- Social awareness and commitment in terms of being aware of social context and human diverse needs.
- Responsible and ethic commitment in terms of self-awareness.
- Capacity to identifying and understanding social needs (analytical capabilities)
- Self-management skills: autonomy, time management, resilience and motivation.

- Openness to change: In terms of being curious about novelties and being able to supersede the reluctances to change.
- Leadership skills: In terms of decision-making and in being able to motivate the team.
- Self-confidence in the own capacities
- Be technology friendly: In terms of be curious for digital innovation and supersede the fears and resistance towards technologies.

Project partners

REGIONE del VENETO · Aix-Marseille · rCDI · CAMERA DI COMMERCIO TREVISO-BELLUNO DOLOMITI · ITAINNOVA · GFOSS · GenTO · PRIZMA · U.C.C.I.AL.

Soft skills for an inclusive social digital innovation

- Open mindedness and non-discrimination principals: It includes tolerance, acceptance of diversity and the recognition of other's views.
- Bias awareness: It consists of being aware of the values transmitted during the innovation processes.

Hard skills for social digital innovation

Hard skills for social digital innovation

The main hard skills indentified as necessary to foster social digital innovation are:

- Digital skills: from basic digital skills for all workers from IT specialists
- Socio-analytical skills: capability to collect, manage and analyse information and understand the social context and identify social needs.
- Data analysis skills of digitalized data.
- Communication skills in terms of dissemination.
- Project Management skills: It comprises change management, management of internal resources and in-depth knowledge of the organization.
- Team Management: In terms of team building, promotion of cooperative relations ad group facilitating skills.
- Knowledge of the specific field of intervention
- Interdisciplinary skills: In terms of combining skills from different sectors and fields (socio-humanistic and technological).
- Legal and Public Policies Knowledge
- Business Management: financial skills, enterprise management.

Hard skills for an inclusive social digital innovation

- **Gender & Intersectional knowledge**: It consist in specific training or knowledge on gender equality (analysis and measures) and know-how to avoid prejudices and any type of discrimination.
- **Inclusive methodologies**: In terms of how to assure the participation of all individuals regardless their social condition.
- **Design inclusive innovative solutions**: In terms of being able to design solutions that take into account the different needs and social realities.
- **Experience on implementing gender and intersectional measures**: know how to design and implement effective measures.

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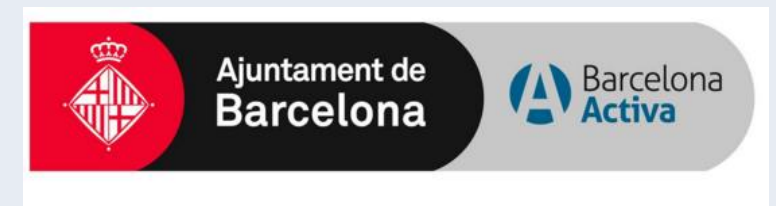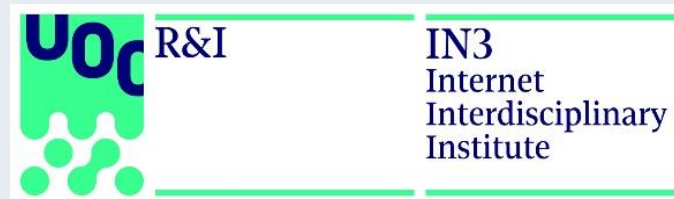
Síntesis de resultados del Estudio referente a Barcelona (Cataluña)

Economía social y solidària (+ *care sector*)

Estudio realizado por el grupo "Género y TIC" del IN3 de la UOC

Coordinado por Lidia Arroyo y Jörg Müller, con la participación de Natalia Garrido y la colaboración Barcelona Activa como co-partner del proyecto +Resilient.

Metodología

- **13 interviews with representatives of social and solidarity economy of Barcelona Region**

- 8 experts on digital innovation (open data) in social economy

- 5 interviews with representative organisations of each type of identified cluster in Barcelona region (D.3.3.2a): cooperatives, Third sector, collaborative economy, thematic network on gender equality, cluster from 4th helix approach.

- **2 focus groups with a total of 19 of representatives of social and solidarity economy of Barcelona Region**

- 1 focus group with local stakeholders from a 4th helix approach (Grup Asessor, 29 October, 2018)

- 1 focus group with practitioners and coordinators of care projects on social economy organisations
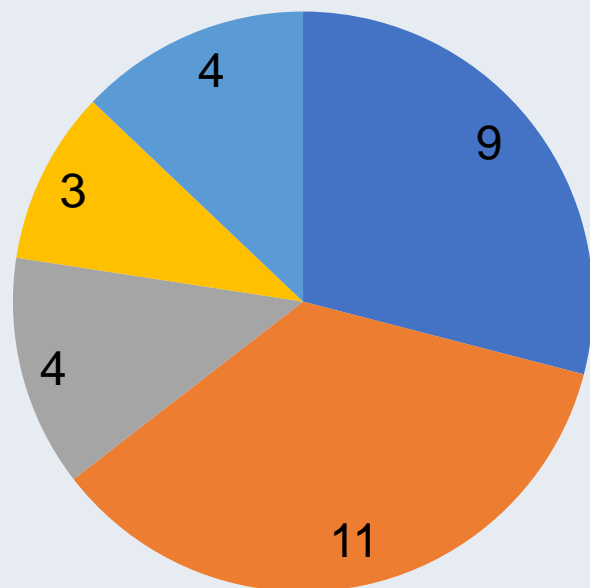
Muestra

41 participants

4th Helix Approach

**Sample**

Skills for social innovation

Soft skills

Competencias para la innovación social

- **Interpersonal skills:** management of social relations, empathy, team work and skills for conflict resolution
- **Communication skills**:

- the ability of transmitting the values and goals of the organisation among the team members
- capacity of establishing a fluent communication capacity that includes the active listening competence

Internal Communication

External communicaiton
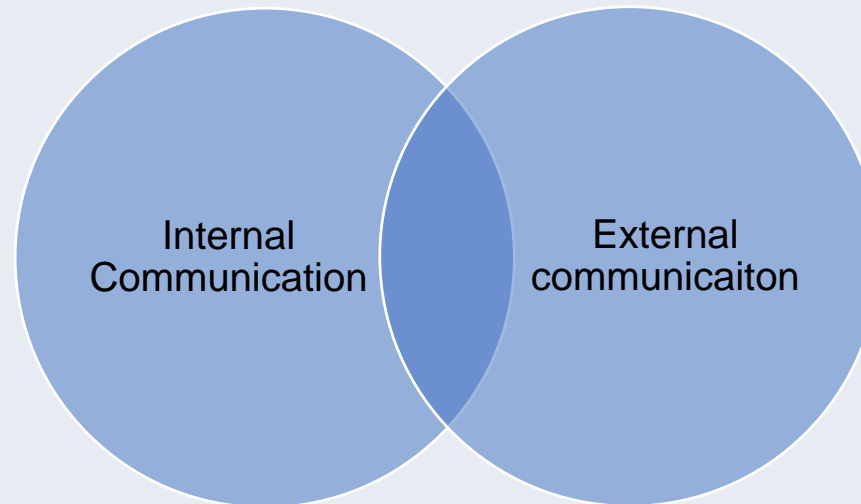
capacity of disseminating values and results

Competencias para la innovación social

- **Leardship skills:** for all job positions. Transformational or democratic and with a gender and a diversity perspective. It requires self-knowledgement and self-management skills.

- **Participatory skills**: Open and collaborative for sharing knowledge and resources and for establishing mutual support actions with others.
- Changing the dynamics of competition for collaboration and solidarity one
- Self-confidence and be motivated to be able to make contributions into participatory processes

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Competencias para la innovación social

- **Tolerance of frustration capacity & the aptitude to understand other points of views :** Horizontal organizations. Consensus. It implies that sometimes the members have to accept agreements that differ from their personal position

- **Stress and adversity resilience:** effects of economic crisis and work with vulnerable people (dramatic situations / overworked)

Competencias para la innovación social

- **The importance of the autonomy and self-management skills to achieve an empowerment of care workers.**

- **Predisposition to strengthen the social cooperation with other care workers to enhance their social rights and labour conditions**
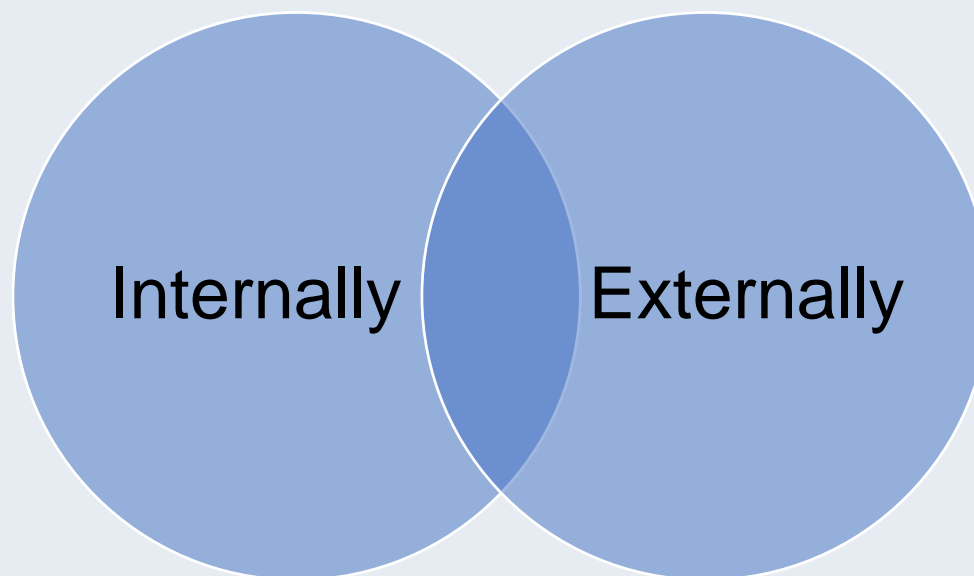
Skills for social innovation

Hard skills

Competencias para la innovación social

🔵 **Analytical skills:** to provide a strategic view in order to foster social innovation

In-depth knowledge of the organisation, its values and functional mechanisms

Internally

Externally

The capacity of identifying new social challenges and needs to design an effective solutions to address them

Competencias para la innovación social

- **Polyvalent skills:** more relevant than just dominating a specific ones

- small initiatives need that people develop different type of tasks because they have scarce resources

- There are organisations that have started to rotate the functions of all workers as a way of avoiding segmentation and partial views of job responsabilities.

Skills for digital social innovation

Soft skills

Competencias para la innovación social **digital**

- **Capacity of learning:** Continuous development of technologies requires to be able to constantly learn new knowledge and ways of doing. From the point of view of social and solidarity economy, it is also relevant the capacity learning from each other and **share the know-how**

- **Be open and collaborative:** make possible the potentialities of open resources. Share as much as possible to generate spiral of innovation

- **Socio-innovative way of think and act:** of having the competence to identify the real problems and needs, understand them and provide social and digital innovative answers

- **Curiosity for technology**

- **Self-confidence in digital skills**

Competencias para la innovación social digital: *Care sector*

- One of the most important issues to tackle, in terms of co-production and adoption of digital innovation, is resistance (and fear) towards technologies of workers. Strategies:

- Offer meaningful technologies for them. It is vital that these tools offer real solutions.

- Provide the necessary digital skills to use technologies effectively.

- Take into account that technological solutions have to consider the knowledge and experience of the final users

Skills for digital social innovation

Hard skills

Competències per a la innovació social digital

- **Digital skills** are seen as a key asset of all workers regardless their position in the organisations. In the case of the care sector, these digital skills are specially critical in low-skilled job positions. **Care sector:** As there is a strong tendency towards the digitalisation of care services through sensors, robotics and big data and, it requires a digital literacy, it is crucial to provide them specific skills to use these new digital tools

- **Hybrid profiles:** that counts on experience or education on both social science/humanities and technological/engineering background are also seen as necessary to enhance social digital innovation

Competencias para la innovación social **digital**

🔵 Knowledge on data analysis using open data:

- to make decisions in terms of designing and planning services

- Improving the quality of the services

- to strengthen the added value of social economy, it could be good to make collaborations among other social economy enterprises in order to generate aggregated data of a common services and products

- **Care sector:** offer new services in terms of monitoring and coordinating care services and also detecting and anticipating needs of dependent people

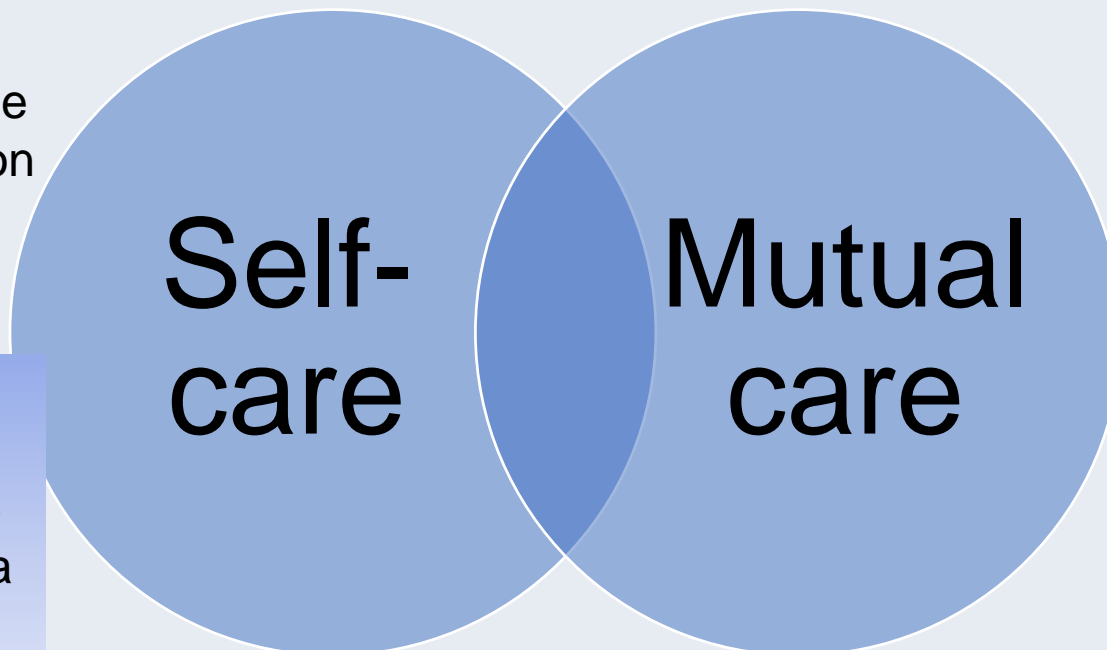# Skills for an inclusive social digital innovation

Soft skills

Competències per a innovació social digital inclusiva

🖊 **Care skills**, linked to feminist approach, basic for social economy

- Respectful way of organising work time and efforts in relation to one's life and priorities.

self-care skills are seen as particularly relevant in the case of care sector because they stress that self-care is a precondition to be able of take care of others

Self-care

Mutual care

- take into account the emotional impact of interactions, decisions and tasks developed for the worker inside (and outside) job environment
- to provide emotional and mutual support among workers.

Competencias para la innovación social digital **inclusiva**

- **Inclusive communication skills**, linked to feminist approach, basic for social economy

- Assure that all views and opinions have to be take into account regardless their social condition.

- Not reproduce the androcentric, classist and racist communicative actions, externally (dissemination activities) and internally (among workers).

- Recognise the contributions and views of others in any interaction and external communicative actions. An example of this, is the good practice of mentioning the contributors when a collective results is disseminate in social media

Skills for an inclusive social digital innovation

Hard skills

Competencias para la innovación social digital **inclusiva**

- **Gender competences** include two aspects:

- Detect the need to know how to design and implement gender equality measures

- The inclusion of a gender dimension in the contents of innovations. They point out that gender knowledge is crucial to detect new dimensions within the issues tackled by organisations and to design gendered inclusive solutions

Skills gaps

Soft skills

- The assurance of the egalitarian conditions for participation of all members in the assemblies and participatory activities

- Conflict Resolution Strategies among workers are necessary, particularly in the case of cooperative and horizontal entities, know how to design strategies to prevent conflicts. A non-resolved problem could imply the instability of the whole organisation. The way of resolving conflicts in these kind of organisations is different from traditional ones because there is no hierarchy and the parts of the conflict are in an equally position

- Need to develop new perspectives and approaches to change androcentric narratives and meanings

Hard skills

- **Digital skills** (in terms of being able to use technological innovations to improve the added value of the work performance) is one of the main lack in social economy organisations. With regard to the care sector, digital skills gap is particularly high.

- **Logistic skills and coordinating skills** (care skills). They consider that these competences are key to manage a disintegrated and precarious sector

- **Project management skills** (through digital tools) are also a necessity identified by some enterprises, particularly from the care sector

- **The up-dated knowledge public administration procedures and priorities** are also considered important to make decisions. Cooperatives also raise the importance of having an up-dated knowledge in these issues

- **Foreign language skills** are also seen as a lack for a cooperative which aim to establish and consolidate a process of internationalisation

Traning needs to mind the gap

Formación en *soft skills*

- Conditions and strategies to make possible a democratic governance and assure the participation of all workers.
- Self-knowledge skills and personal leadership skills.
- Specific training for providing tools and strategies for the management of change in all levels of the organisations.
- Strategies to develop skills on how to deal with stress and adversity.
- Guidelines and methods on conflict resolution.
- Conditions, strategies and good practices and how build digital innovation with a strong social component.
- Strategies on how to supersede the technological anxiety (resistances and fears) of workers of social economy initiatives, particularly in the case of low skills workers of care sector.
- Strategies to develop new perspectives and approaches to change androcentric narratives and meanings, particularly in masculinised sectors.

Formación en *hard skills*

- Strategies for implementing circular economy

- Strategies to develop platform economy

- Digital skills (not only instrumental but also strategically) in all levels of job positions, particularly the low-skilled positions and in care sector.

- Data analysis skills in an interdisciplinary sense (social / digital)

- Teaching materials and resources on commercial, communication and innovation strategies designed from the perspective of social and solidarity economy.

- How design and implement gender equality measures and specific training on how incorporate gender perspective in all phases and decisions.

Requeriments for new Professionals profiles

Nuevos perfiles profesionales: innovación social digital en el *care sector*

- The importance of hybrid profiles: to generate innovation that counts on both social and digital dimensions. These profiles have to count on experience or education on both:

- social science/humanities (to identify key factors and social needs)

- technological/engineering (to design informatics solutions) (SK_B_05).

- Soft skills needed for assuring the quality of the care sector which are not formally accredited neither socially recognized. They consider that it would be necessary that the professional profile on care service take into account these "invisible" soft skills

- "Manager of communitarian resources": They also stress the growing importance of communitarian resources for the care sector. The functions of this profile could be to identify, plan, organise and upgrading the existing communitarian resources to improve the quality of care services

Resultados ampliados:

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