SOCIA

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

IO1. Social innovation skill-set and competence framework

Version: 1

September 2017

Lead organisation for this deliverable: ICAN Research

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Project co-funded by the European Commission ERASMUS+ Programme	
Contract number: 2017-1-LU01-KA202-023925	
Start date of the project: September 2017	Duration: 2 years

Dissemination Level of the document		
PU	Public	
PP	Restricted to other programme participants (including the Commission Services)	X
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	

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1. OBJECTIVES OF IO1

The aim of the IO1 was to prepare the 'Social innovation skill-set and competence framework' which will be the first cross-European evidence- and research-based analysis of core skills and competences responsible for and mostly needed for successful initiation and implementation of social innovation initiatives.

STAGES OF THE STUDY	METHODOLOGIES
TASK 1 – DEVELOPING METHODOLOGY	
TASK 2 – EXPLORATION OF CORE SOCIAL INNOVATION SKILLS & COMPETENCES NEEDED FOR SOCIAL INNOVATION	QUANTITIVE STUDY OF KEY COMPETENCES (ONLINE SURVEY) QUANTITIVE STUDY OF FINDINGS VERYFICATION (INDIVIDUAL IN-DEPTH INTERVIEWS)
TASK 3 – DIAGNOSIS OF CURRENT SOCIAL INNOVATION SKILL-SET AND LEARNING PREFERENCES OF POTENTIAL SOCIAL INNOVATORS	QUANTITATIVE STUDY ON IDENTIFICATION OF CURRENT AND MISSING COMPETENCES (SELF-ASSESSMENT) QUALITATIVE STUDY ON FINDINGS VERIFICATION AND ON LEARNING PREFERENCES
TASK 4 – DEFINITION OF 'IDEAL' SOCIAL INNOVATION SKILL-SET AND FRAMEWORK FOR THE TARGET PUBLIC	ANALYSIS OF TASK 1 AND TASK 2 OUTCOME WITH 'SORTING AND CLUSTERING' TECHNIQUES

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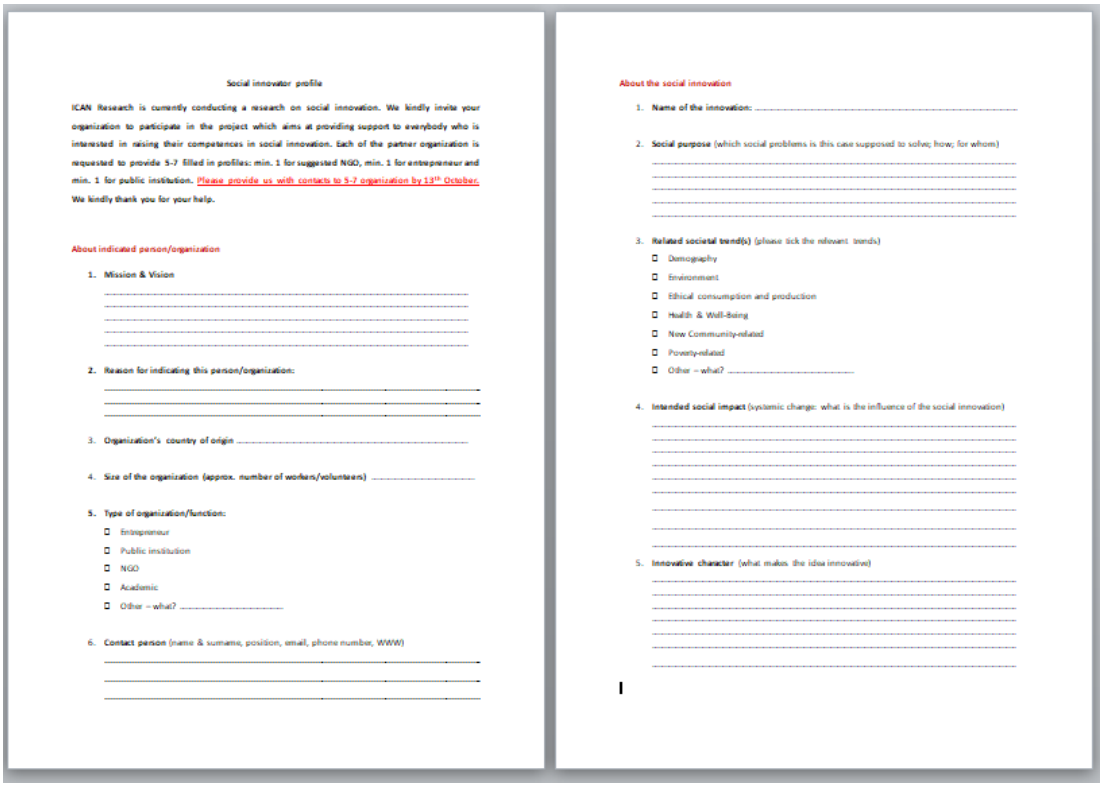
2. TASK 1

2.1. OBJECTIVES

Methodological preparation for skill-set and competence framework

2.2. METHODOLOGY

ICAN Institute with the input from Limitless has developed the methodology for skill-set and competence framework, including specific data collection tools: social innovation example template, online survey and interview guide for successful social innovators, and self-assessment forms and interview guides for target audience representatives, as described in Task (T) 2 and T3. Eolas has provided input and feedback.



Social innovator profile

ICAN Research is currently conducting a research on social innovation. We kindly invite your organization to participate in the project which aims at providing support to everybody who is interested in raising their competences in social innovation. Each of the partner organization is requested to provide 5-7 filled in profiles: min. 1 for suggested NGO, min. 1 for entrepreneur and min. 1 for public institution. Please provide us with contacts to 5-7 organization by 13th October.
We kindly thank you for your help.

About indicated person/organization

1. Mission & Vision
2. Reason for indicating this person/organization:
3. Organization's country of origin
4. Size of the organization (approx. number of workers/volunteers)
5. Type of organization/function:
   - ☐ Entrepreneur
   - ☐ Public institution
   - ☐ NGO
   - ☐ Academic
   - ☐ Other – what?
6. Contact person (name & surname, position, email, phone number, WWW)

About the social innovation

1. Name of the innovation:
2. Social purpose (which social problems is this case supposed to solve; how; for whom)
3. Related societal trend(s) (please tick the relevant trends)
   - ☐ Demography
   - ☐ Environment
   - ☐ Ethical consumption and production
   - ☐ Health & Well-Being
   - ☐ New Community-related
   - ☐ Poverty-related
   - ☐ Other – what?
4. Intended social impact (systemic change: what is the influence of the social innovation)
5. Innovative character (what makes the idea innovative)

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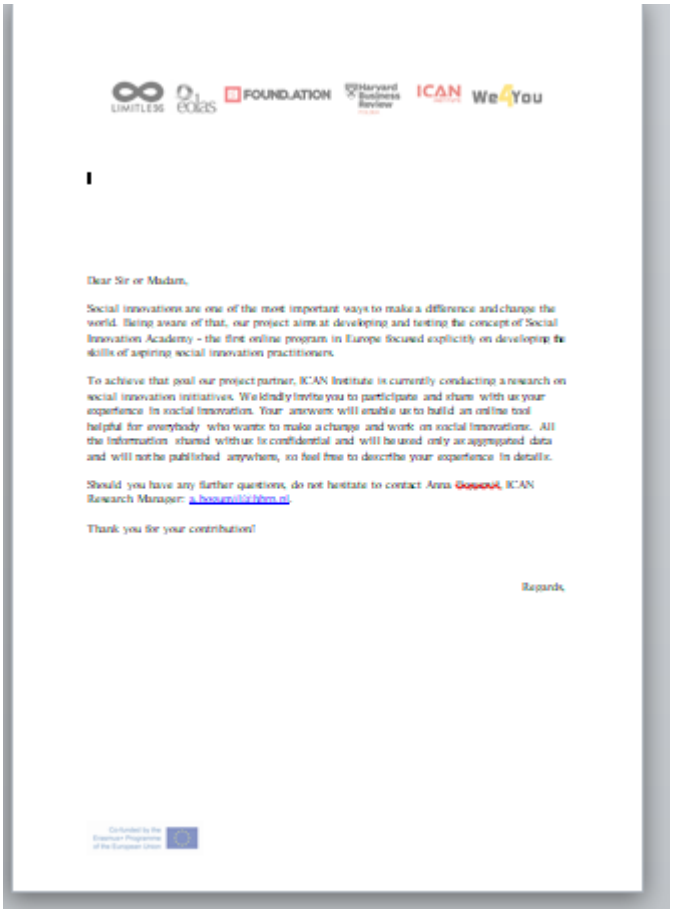
Social Innovation Example Template – Appendix 1



Dear Sir or Madam,

Social innovations are one of the most important ways to make a difference and change the world. Being aware of that, our project aims at developing and testing the concept of Social Innovation Academy – the first online program in Europe focused explicitly on developing the skills of aspiring social innovation practitioners.

To achieve that goal our project partner, ICAN Institute is currently conducting a research on social innovation initiatives. We kindly invite you to participate and share with us your experience in social innovation. Your answers will enable us to build an online tool helpful for everybody who wants to make a change and work on social innovations. All the information shared with us is confidential and will be used only as aggregated data and will not be published anywhere, so feel free to describe your experience in details.

Should you have any further questions, do not hesitate to contact Anna [redacted], ICAN Research Manager: a.bouguiliat@ibm.nl

Thank you for your contribution!

Regards,

Introduction letter to online survey – Appendix 2

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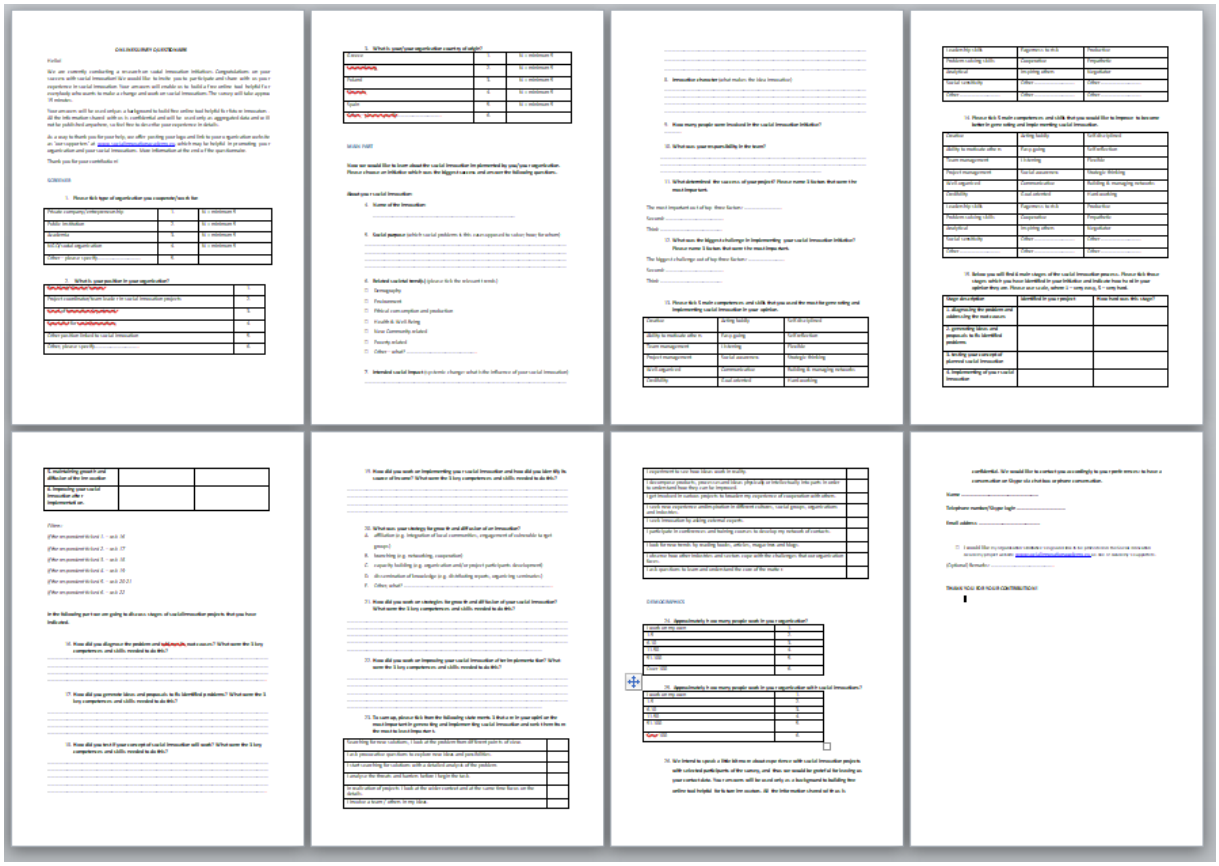

Online survey questionnaire – Appendix 3

2.3. RESULTS

The tools were developed in English and translated to the local languages by the local partners.

All of the above tools are presented in appendixes.

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3. TASK 2

3.1. EXECUTIVE SUMMARY

STAGE 1

OBJECTIVE: **Exploration of core social innovation skills & competences needed for social innovation**

METHOGOLOGY: ONLINE SURVEY

SAMPLE: N=47

RESPONDENTS:

- representatives of 3 main targeted groups who succeeded in creating social innovation:
    1. representatives of public institutions
    2. entrepreneurs
    3. activists/NGOs/civil society organizations
- Min. 5 respondent from each partner country.

TIMING: 1-31 October

RESPONSIBILITIES:

- **ICAN Institute** develops online survey questionnaire, creates a contact base of over 300 contacts listed on the platforms such as Benisi, SI-DRIVE and DSI4EU; provides online platform for delivering the survey to the respondents, prepares Social

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Innovation Example Template and introduction letter for local partners, coordinates the work between partners; analyses the results

- **Local partners** consult the questionnaire, translate the developed tools from English to local languages; provide local introduction to the survey targets; provide contacts to at least 5 organizations accordingly to ICAN recruitment tools through Social Innovation Example Template. Due to the fact, that the contact base will be underrepresented with entrepreneurs and representatives of public institutions, we will request our partners to fulfill the standardized Social Innovation Example Template with contacts only with those groups.

STAGE 2

OBJECTIVE: **Exploration of core social innovation skills & competences needed for social innovation**

METHOGOLOGY: expert IDIs

SAMPLE: N=5-10

RESPONDENTS:

- representatives of 3 main targeted groups:
    1. Min. 1 leading academics dealing with social innovations/policy experts/representatives of public institutions.
    2. Min. 1 leading entrepreneurs dealing with social innovations.
    3. Min. 1 leading activists/NGOs/civil society organizations dealing with social innovations.

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- Min. 1 respondent from each partner country; 2-5 respondents from other countries.

TIMING: 6-30 November

RESPONSIBILITIES:

- **ICAN Institute** develops recruitment questionnaire and interview guides dedicated for each targeted group, initiates the contact with the support of the local partners with the respondents and coordinates the work between partners; moderates the interviews, analyses the results.
- **Local partners** translate the developed tools from English to local languages; provide contacts to local targeted groups, preferably to experts from recommendation letters; provide local introduction to the interview targets.

STAGE 3

OBJECTIVE: **Exploration of core social innovation skills & competences needed for social innovation**

TIMING: 1-7 December

RESPONSIBILITIES:

- **ICAN Institute** analyses by application of ‚sorting and clustering' techniques (Miles & Huberman, 1994) the outcome of two-stage qualitative research in English and provides local partners with the final description of skills & competences of succesful social innovators.

OUTCOME: Final list of competences and skills needed for successful social innovation required on each stage of the social innovation process.

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3.2. OBJECTIVES

Identification of core social innovation skills & competencies of successful social innovators. This task has mapped, described and analysed a representative set of existing social innovation initiatives focusing on the specific skills and competences that were needed to make the initiative a success, as well as on what did not work and in how far the lack of knowledge and competences influenced the outcome of the initiative.

3.3. METHODOLOGY

We have leveraged and built upon existing mappings of social innovation initiatives such as the database of 300 social innovations with high scale-up potential realised by FP7 BENISI project to identify a representative baseline set of successful social innovation initiatives in Europe and beyond.

We have not used the mapping, typology and case studies of actual social innovations produced by FP7 SI-DRIVE project, as planned in the application form, due to the delay of release date of "ATLAS OF SOCIAL INNOVATION – NEW PRACTICES FOR A BETTER FUTURE" on the FP7-SI DRIVE platform (updated at 22.01.2018).

After analysing the FP7 BENISI database, ICAN Research has built the standardized tool for understanding the landscape of successful social innovators in Europe and beyond.

Even though the original assumptions introduced in the application form were to conduct 3-5 surveys per partner country, each partner fulfilled 5-6 Successful Social Innovation Example Templates.

We have administered an online survey among indicated by partners successful innovators and successful innovators indicated in FP& BENISI database (approx. 300 organization). We

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have achieved 47 responses to identify a first set of core social innovation skills and competences.

This list was further investigated, extended and validated through 10 centrally run semi-structured interviews (Legard et al., 2000) with established social innovators selected through theoretical sampling (Denzin, 1978). Interviews have been performed by ICAN Institute. Each of the interviews was carried out on Skype in English and lasted between 45-60 min. Interview notes were coded in search of most used and desired skills and competences for social innovation (Miles & Huberman, 1994).

Methodology on all stages of the study was based on **process and stages of social innovation concept** introduced by Murray, Mulgan and Caulier (2010) in „The Open Book of Social Innovation".

The six steps of social innovation process and stages are as follows:

Prompts – diagnosing the problem and elaborating the question that has to be answered to ensure that the root causes are addressed, not only its symptoms.

Proposals – once identified the problem or challenge, phase begins generating ideas and proposals to remedy.

Prototypes – an early sample or model built to test a concept or process. Serves to provide a real working system rather than a theoretical.

Sustaining – comes when the idea is adopted in daily practice. Involves the improvement and rationalization of ideas together with the identification of sources of income, to provide long term financial sustainability to ensure the survival of innovation.

Scaling – strategies for the growth and diffusion of an innovation.

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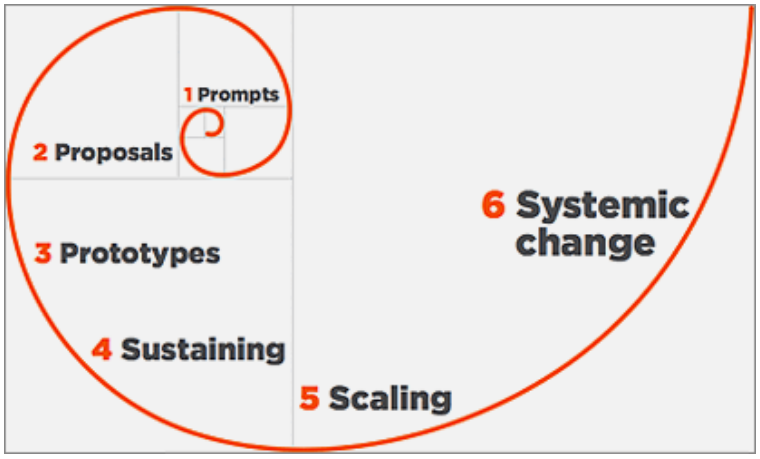
Systemic change - is where the maximum social impact is created. Often involves creating new conditions including new technologies, supply chains, institutional forms, skills and regulatory and fiscal frameworks.



3.4. RESULTS

After analysis of the FP& BENISI database (http://www.benisi.eu/), Successful Social Innovation Example Templates from each of the partner countries (44 templates all together), as well as responses of the surveys and interviews (appendix), we have prepared the skill-set and presented it divided between identified stages of innovation project.

The methodology of Mullien was confirmed by the results of the conducted research and further used to present the results of the research.

Below is presented a table with the list of skills and competences required to successfully carry out a complete social innovation process. The list is additionally analyzed to present on which stages each of the skills/competences is needed. Bolded skills and competences are of the highest importance according to the surveyed.

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STAGES OF INNOVATION PROCESS → COMPETENCES & SKILLS ↓	Prompts	Proposals	Prototypes	Sustaining	Scaling	Systemic change
persuasive	X	X	X	X	X	X
good at business storytelling		X		X	X	X
auto presentation				X	X	X
easy-going, ability to interact effortlessly	X	X	X	X	X	X
cooperative, collaborative	X	X	X	X	X	X
networking	X	X	X	X	X	X
partnership building				X	X	X
moderating the discussion between different parties	X	X	X	X	X	X
negotiating skills	X			X		
mediation	X			X	X	X
knowledge transfer	X	X		X	X	X
charismatic	X	X		X	X	X
leadership skills				X	X	X
assertiveness				X	X	X
digital skills (including social media communication)				X	X	X
understanding of business, needs and limitations of all parties	X	X	X	X	X	X
building areas of comfort to all parties	X	X	X	X	X	X
flat/horizontal management	X	X	X	X		
party's empowerment	X	X	X	X		
motivating		X	X	X		
ability to give and receive feedback	X	X	X	X	X	X
multitenant	X	X	X	X	X	X
deep listening	X	X	X	X	X	X
building a network of expert contacts (to broaden knowledge, get inspired, be more objective)	X	X	X	X	X	X
ability to conduct community interview	X			X	X	X
openness	X	X	X	X	X	X
boldness (also to overcome resistance)	X	X	X	X	X	X

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self-confidence	X	X	X	X	X	X
confidence in yourself	X	X	X	X	X	X
confidence in your idea	X	X	X	X	X	X
persistence	X	X	X	X	X	X
experimenting		X	X	X	X	X
cognitive curiosity	X	X	X	X	X	X
trend awareness	X	X	X	X	X	X
creativity	X	X	X	X	X	X
analytical skills	X	X	X	X	X	X
critical thinking	X	X	X	X	X	X
social background understanding	X	X	X	X	X	X
pragmatic about the project	X	X	X	X	X	X
empathetic	X	X	X	X	X	X
prototyping			X			
quality oriented	X	X	X	X	X	X
ability to evaluate the project by creating its KPIs			X			
strategic thinking	X	X	X	X	X	X
long-term planning	X	X	X	X	X	X
risk management				X	X	X
stress management	X	X	X	X	X	X
fast reacting	X	X	X	X	X	X
crisis management	X	X	X	X	X	X
obtaining sponsors (including crowdfunding, fundraising)				X	X	X
ability to be objective about the project and its potential (non-sentimental)	X	X	X	X	X	X
patient	X	X	X	X	X	X
hard-working	X	X	X	X	X	X
alertness (ex. for newness, chances, risks)	X	X	X	X	X	X
proactive	X	X	X	X	X	X
business plan building, budgeting, scheduling				X		
multitasking	X	X	X	X	X	X
entrepreneurship	X	X	X	X	X	X
ability to search for financing programmes (grants etc.)				X	X	X

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knowledge of organization's strengths and weaknesses		X	X	X		
ability to prioritize	X	X	X	X	X	X
resilience	X	X	X	X	X	X
resourcefulness	X	X	X	X	X	X
flexibility	X	X	X	X	X	X
building organization's credibility				X	X	X
individualized approach to the problem	X	X	X	X		
devotion	X	X	X	X	X	X
goal-oriented	X	X	X	X	X	X
social responsibility and sensitivity	X	X	X	X	X	X
pitch loud social problems that will gather many partners / coalition	X			X	X	X

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4. TASK 3

4.1. EXECUTIVE SUMMARY

STAGE 1

OBJECTIVE: **Diagnosis of current social innovation skill-set of potential social innovators**

METHOGOLOGY: self-assessment

SAMPLE: N= 97

RESPONDENTS:

- representatives of 3 main targeted groups who intend to get involved in social innovation projects:
    1. Min. 5 academic/policy experts/representatives of public institutions intending to deal with social innovations.
    2. Min. 5 entrepreneurs intending to deal with social innovations.
    3. Min. 5 activists/NGOs/civil society organizations intending to deal with social innovations.
- 5-10 respondents from each partner country.

TIMING: 6 - 30 November

RESPONSIBILITIES:

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- **ICAN Institute** develops self-assessment tool and recruitment questionnaire, initiates the contact with the support of the local partners with the respondents and coordinates the work between partners; collects the data, analyses the results.
- **Local partners** translate the developed tools from English to local languages; collect 100 self-assessments locally accordingly to ICAN recruitment questionnaire. 50 with successful and 47 with potential social innovators.

STAGE 2

OBJECTIVE: **Diagnosis of current social innovation skill-set and learning preferences of potential social innovators**

METHOGOLOGY: IDI

SAMPLE: N=5

RESPONDENTS:

- representatives of 3 main targeted groups who participated in self-assessment (STAGE 1):
    1. academics/policy experts/representatives of public institutions intending to deal with social innovations
    2. business people /entrepreneurs intending to deal with social innovations
    3. activists/NGOs/civil society organizations intending to deal with social innovations
- 1 respondent from each partner country

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TIMING: 1 – 31 December

RESPONSIBILITIES:

- **ICAN Institute** develops interview guide and recruitment questionnaire, initiates the contact with the support of the local partners with the respondents who participated in the self-assessment stage and coordinates the work between partners; moderates the interviews, analyses the results
- **Local partners** translate the developed tools from English to local languages; provide local support in contact with the interview targets

STAGE 3

OBJECTIVE: **Diagnosis of current social innovation skill-set and learning preferences of potential social innovators**

TIMING: 1 - 15 January

RESPONSIBILITIES:

- **ICAN Institute** analyses by application of ‚sorting and clustering' techniques (Miles & Huberman, 1994) the outcome of two-stage qualitative research in English and provides local partners with the final description of skills & competences of potential social innovators.

OUTCOME: Final list of current competences and skills of potential social innovation used at each stage of the social innovation process.

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4.2. OBJECTIVES

Obtaining final results, especially transparent list of missing competences and skills of potential social innovators used at each stage of the social innovation process and their learning preferences.

4.3. METHODOLOGY

We have conduced 97 online surveys among successful and potential social innovators. We have divided both groups by filtering their answers on questions if their projects were scalable and/or were continued min. up to a year after project's completion.

By analyzing all the obtained data, we have selected a complete list of competences and skills required to become a successful innovator.

Apart from preparing a final list, we have conduced parallel research among successful and potential innovators which has enabled us to compere the differences between them and thus indicate areas which should be improved to increase the possibility of achieving success in social innovations. Statistically significant differences were identified by comparing two proportions (proportion for successful innovators vs. potential innovators).

Last but not least, we have additionally asked all of the respondents about the importance of each of the competences and skills what enabled us to indicate the most important skills and competences and guide potential innovators to work on them in the first place. We achieved this result by crossing the importance and the current evaluation of the areas.

4.4. RESULTS

The results were as followed:

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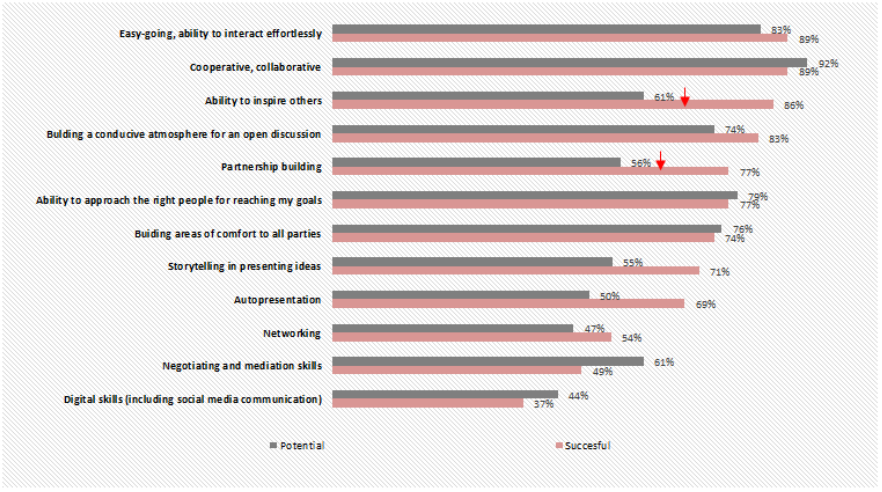
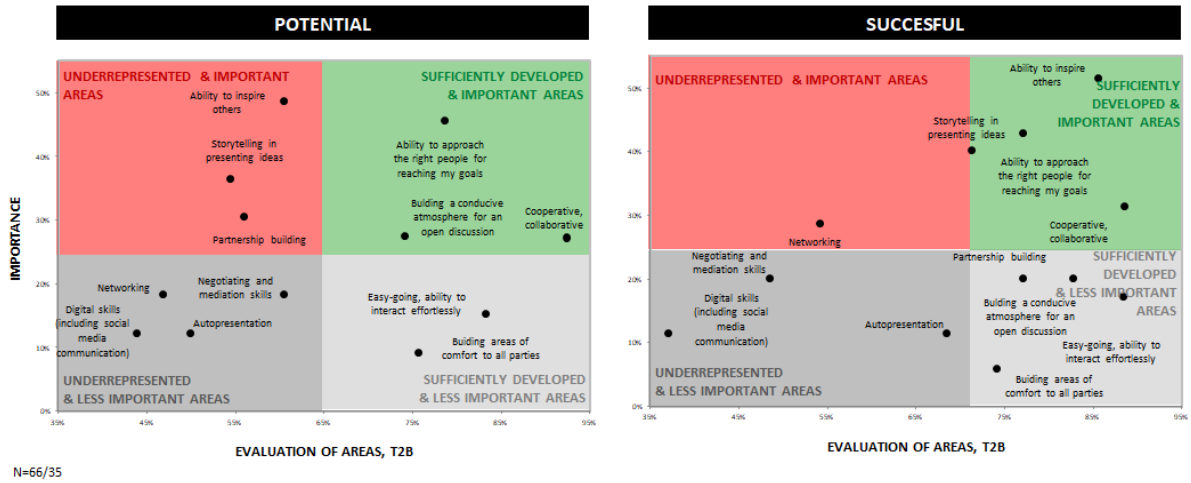
COMMUNICATION COMPETENCES



N=66/35

Please indicate your strengths and weaknesses in COMMUNICATION. Indicate the answer on the axis 1-5, where 1 means weakness, and 5 means strength.
Presented results are sum of top two grades (4+5).

COMMUNICATION COMPETENCES – ANALYSIS & RECOMMENDATION



N=66/35

Please indicate your strengths and weaknesses in COMMUNICATION. Indicate the answer on the axis 1-5, where 1 means weakness, and 5 means strength.
Presented results are sum of top two grades (4+5).

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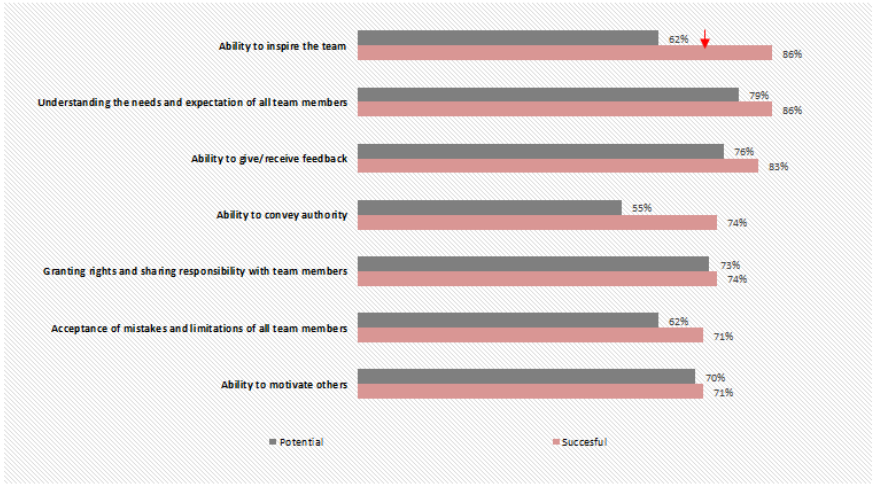
TEAM MANAGEMENT COMPETENCES

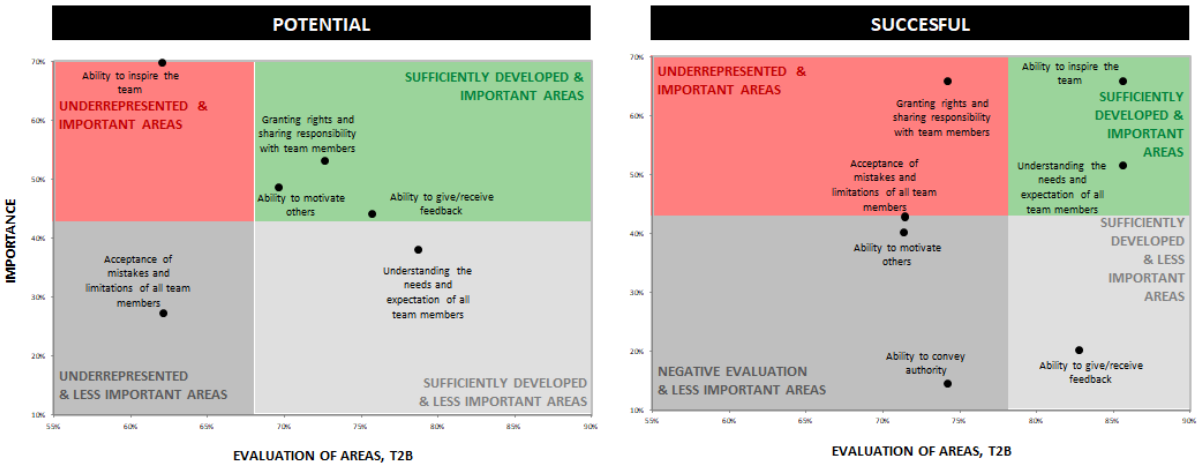


Value is significantly higher/lower in comparison with SUCCESSFUL SOCIAL INNOVATORS. Level of importance = 0,05

N=66/35

Please indicate your strengths and weaknesses in TEAM MANAGEMENT. Indicate the answer on the axis 1-5, where 1 means weakness, and 5 means strength.
Presented results are sum of top two grades (4+5).

TEAM MANAGEMENT COMPETENCES – ANALYSIS & RECOMMENDATION



N=66/35

Please indicate your strengths and weaknesses in TEAM MANAGEMENT. Indicate the answer on the axis 1-5, where 1 means weakness, and 5 means strength.
Presented results are sum of top two grades (4+5).

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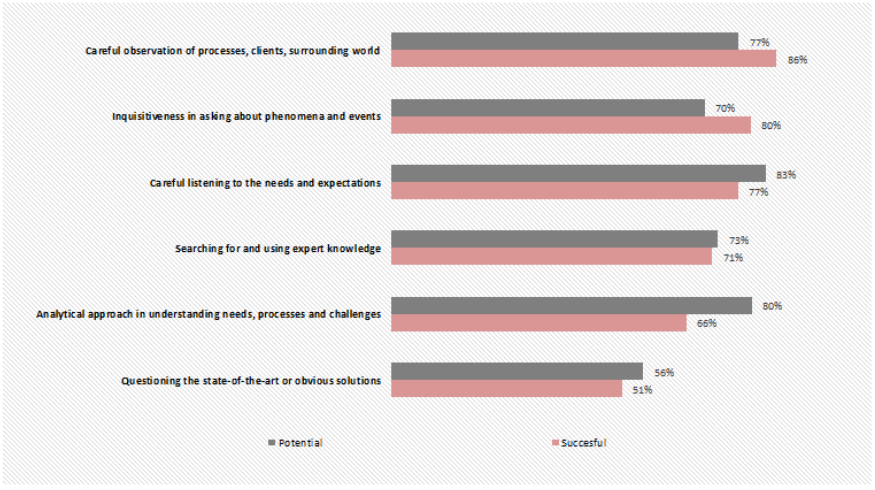
DIAGNOSING ROOT PROBLEMS COMPETENCES

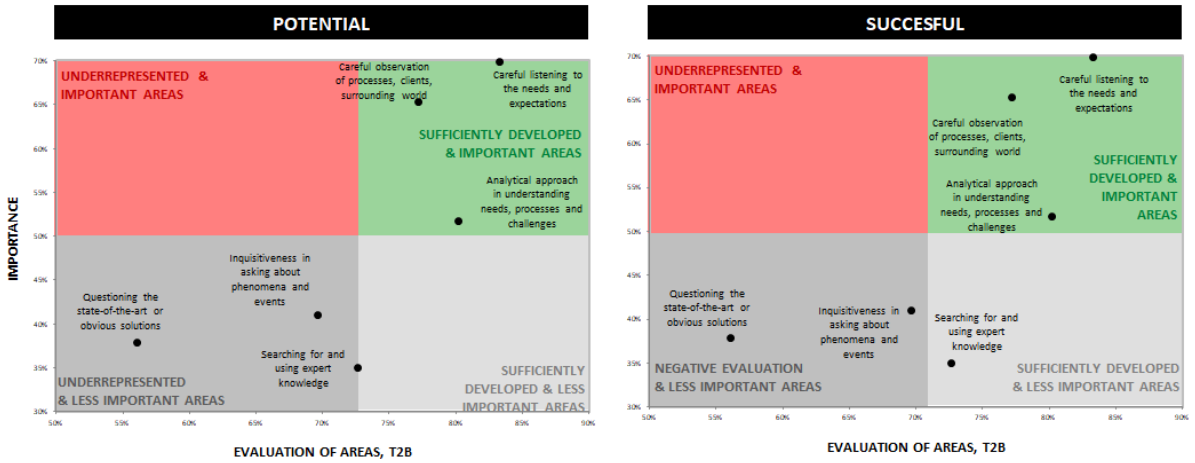


Value is significantly higher/lower in comparison with SUCCESSFUL SOCIAL INNOVATORS. Level of importance = 0,05

N=66/35

Please indicate your strengths and weaknesses in DIAGNOSING ROOT PROBLEMS. Indicate the answer on the axis 1-5, where 1 means weakness, and 5 means strength.
Presented results are sum of top two grades (4+5).

DIAGNOSING THE ROOT PROBLEMS COMPETENCES – ANALYSIS & RECOMMENDATIONS



N=66/35

Please indicate your strengths and weaknesses in DIAGNOSING THE ROOT PROBLEMS. Indicate the answer on the axis 1-5, where 1 means weakness, and 5 means strength.
Presented results are sum of top two grades (4+5).

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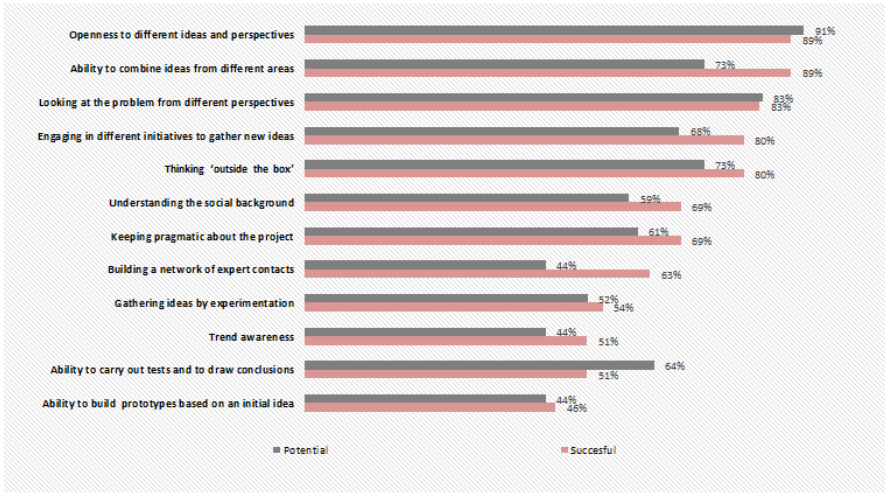
GENERATING & TESTING IDEAS COMPETENCES



Value is significantly higher/lower in comparison with SUCCESSFUL SOCIAL INNOVATORS. Level of importance = 0,05

N=66/35

Please indicate your strengths and weaknesses in GENERATING & TESTING IDEAS. Indicate the answer on the axis 1-5, where 1 means weakness, and 5 means strength.
Presented results are sum of top two grades (4+5).

GENERATING & TESTING IDEAS – ANALYSIS & RECOMMENDATIONS

N=66/35

Please indicate your strengths and weaknesses in GENERATING & TESTING IDEAS Indicate the answer on the axis. Please indicate 3 communication competences that should be developed in the first place to generate and implement social innovations.

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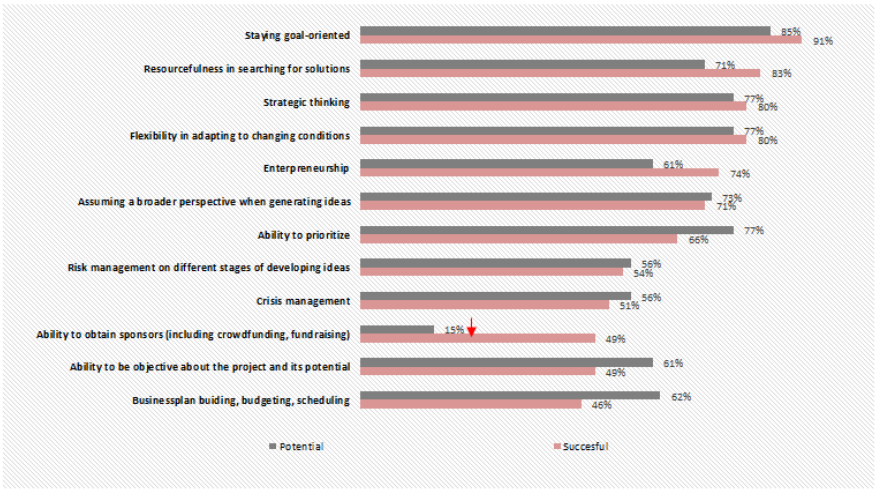
MANAGEMENT & DEVELOPMENT OF SOCIAL INNOVATIVE IDEAS COMPETENCES

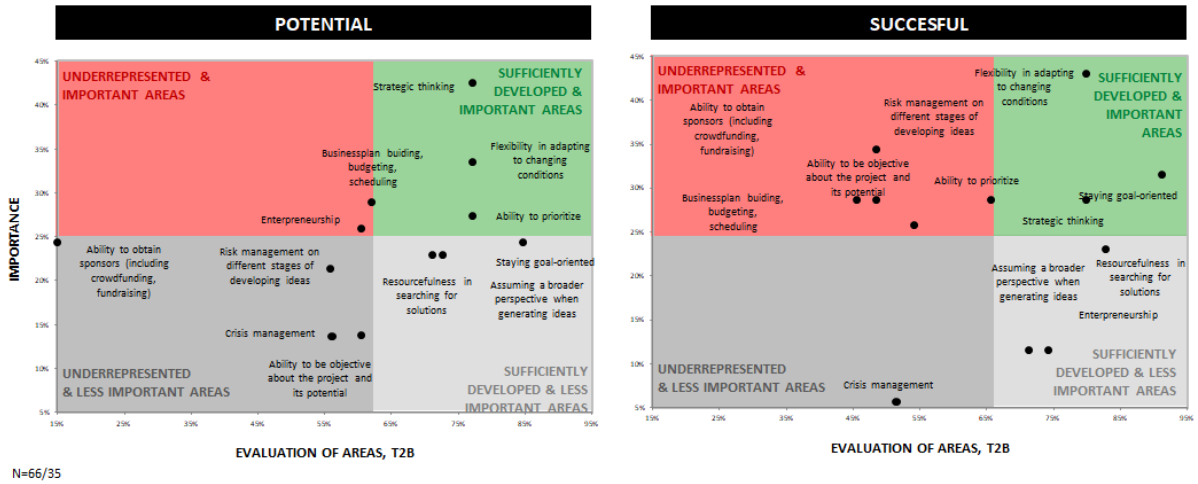


Value is significantly higher/lower in comparison with SUCCESSFUL SOCIAL INNOVATORS. Level of importance = 0,05

N=66/35

Please indicate your strengths and weaknesses in MANAGEMENT & DEVELOPMENT OF SOCIAL INNOVATIVE IDEAS. Indicate the answer on the axis 1-5, where 1 means weakness, and 5 means strength.
Presented results are sum of top two grades (4+5).

MANAGEMENT & DEVELOPMENT OF SOCIAL INNOVATIVE IDEAS – ANALYSIS & RECOMMENDATION



N=66/35

Please indicate your strengths and weaknesses in MANAGEMENT AND DEVELOPMENT OF SOCIAL INNO Indicate the answer on the axis 1-5, where 1 means weakness, and 5 means strength.
Presented results are sum of top two grades (4+5).

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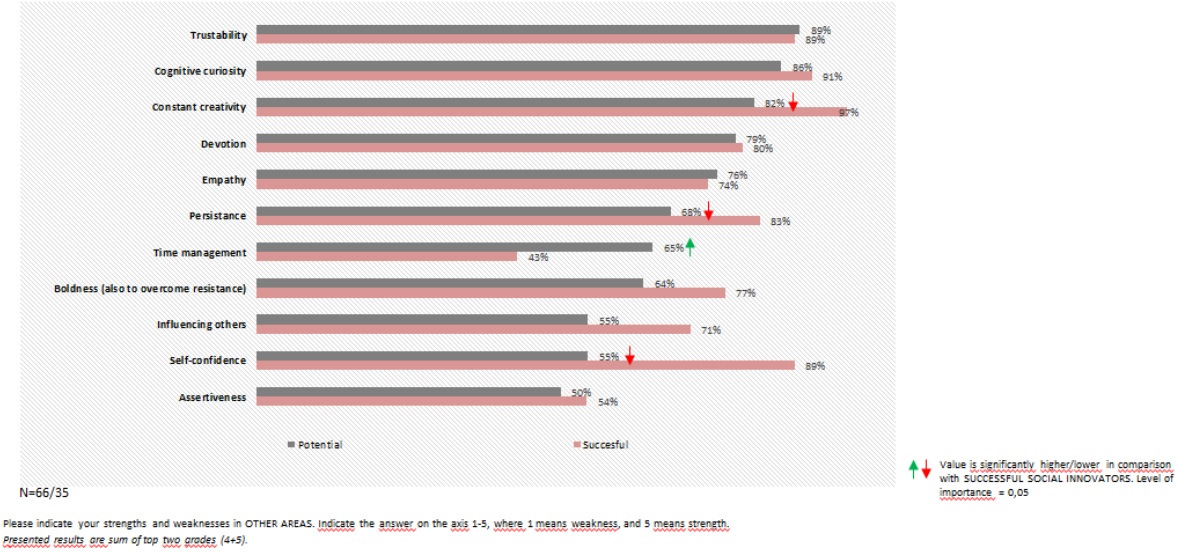
OTHER COMPETENCES



N=66/35

Please indicate your strengths and weaknesses in OTHER AREAS. Indicate the answer on the axis 1-5, where 1 means weakness, and 5 means strength.
Presented results are sum of top two grades (4+5).

5. TASK 4

5.1. EXECUTIVE SUMMARY

STAGE 1

OBJECTIVE: **Definition of the "ideal" social innovation skill set and framework for the target public**

TIMING: 15 January – 28 February

RESPONSIBILITIES:

- **ICAN Institute** analyses by application of ‚sorting and clustering' techniques (Miles & Huberman, 1994) the outcome of two-stage qualitative research in English and provides local partners with the final description of missing skills & competences of potential social innovators.

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5.2. OBJECTIVES

Final list of missing competences and skills of potential social innovation used at each stage of the social innovation process and their learning preferences.

5.3. METHODOLOGY

Information obtained from self-assessment tool were supplemented with detailed answers from the in-depth interviews. During the interviews respondents were also asked about their expectations about the courses and preferable ways to increase their knowledge in the area of social innovative competences. Each of the interviews was carried out through Skype and lasted for 50-60 min. The interviews were carried out in English.

Analyses was conducted by application of, sorting and clustering' techniques (Miles & Huberman, 1994) the outcome of two-stage qualitative research in English and provides local partners with the final description of missing skills & competences of potential social innovators.

5.4. RESULTS

Missing competences (red competences are those which were indicated as weaknesses most often, and therefore need stronger development):

1. **COMMUNICATIONS SKILLS:**

- Storytelling in presenting ideas
- Auto presentation
- Easy-going, ability to interact effortlessly

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- Cooperative, collaborative
- Networking
- Partnership building
- Building atmosphere for open discussion
- Negotiating and mediation skills
- Ability to inspire others
- Ability to approach right people in reaching goals
- Digital skills (including social media communication)
- Building areas of comfort to all parties

Key missing competences of potential social innovators:

- Ability to inspire others
- Partnership building

2. TEAM MANAGEMENT

- Ability to motivate others
- Ability to inspire the team
- Understanding of needs and expectation of all team members
- Acceptance of mistakes and limitations of all team members
- Ability to convey authority
- Granting rights and sharing responsibility with team members
- Ability to give/receive feedback

Key missing competences of potential social innovators:

- Ability to inspire the team

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3. DIAGNOSING THE ROOT PROBLEMS COMPETENCES

- Careful listening of needs and expectations
- Careful observation of processes, clients, surrounding world
- Searching for and using expert knowledge
- Questioning obvious solutions
- Analytical approach in understanding needs, processes and challenges
- Inquisitiveness in asking about phenomena and events

There is no key missing competences of potential social innovators in this area.

4. GENERATING AND TESTING IDEAS COMPETENCES

- Openness on different ideas, perspectives
- Ability to associate ideas from different areas
- Building a network of expert contacts
- Gathering ideas by experimenting
- Engaging in different initiative to gather new ideas
- Trend awareness
- Thinking outside the box
- Looking at the problem from different perspectives
- Understanding the social background
- Keeping pragmatic about the project
- Ability to build prototypes based on initial idea
- Ability to carry out tests and to draw conclusions

There are no key missing competences of potential social innovators in this area.

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5. MANAGEMENT AND DEVELOPMENT OF SOCIAL INNOVATIVE IDEAS COMPETENCES

- Strategic thinking
- Assuming a broader perspective when generating ideas
- Risk management on different stages of developing ideas
- Crisis management
- Ability to obtain sponsors (including crowdfunding, fundrising)
- Ability to be objective about the project and its potential (non-sentimental)
- Business plan building, budgeting, scheduling
- Entrepreneurship
- Ability to prioritize
- Staying Goal-oriented
- Resourcefulness in searching for solutions
- Flexibility in adapting to changing conditions

Key missing competences of potential social innovators in this area:

- Ability to obtain sponsors (including crowdfunding, fundrising)

6. OTHER COMPETENCES:

- Influencing others
- Assertiveness
- Boldness (also to overcome resistance)
- Self-confidence
- Persistence
- Cognitive curiosity
- Constant creativity
- Empathy

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- Time management
- Trustability
- Devotion

Key missing competences of potential social innovators in this area:

- Self-confidence

When comes to learning preferences, both potential and successful social innovators prefer online tools with as much practical attitude as possible. Main difference between successful and potential social innovators is that potential innovators are less eager to pay for such education or they are ready to pay small amounts of money for access to them.

Some of the ideas for preparing useful and attractive platform for social innovators were:

- Videos with interviews with successful social innovators
- Online chats with successful social innovators
- Online courses with possibility to ask questions/interact with tutor
- Online Q&A sessions with experts
- Courses adapted to individual needs (for example pretest which will diagnose the level of knowledge/competence and suggest a course)
- Focus on usable knowledge, very limited theory

6. Appendix

6.1. Successful Social Innovation Example Template

Social innovator profile

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ICAN Research is currently conducting a research on social innovation. We kindly invite your organization to participate in the project which aims at providing support to everybody who is interested in raising their competences in social innovation. Each of the partner organization is requested to provide 5-7 filled in profiles: min. 1 for suggested NGO, min. 1 for entrepreneur and min. 1 for public institution. Please provide us with contacts to 5-7 organization by 13th October. We kindly thank you for your help.

About indicated person/organization

1. **Mission & Vision**

   ……

   ……

   ……

   ……

   ……

2. **Reason for indicating this person/organization:**

   ……

   ……

   ……

3. **Organization's country of origin**

   ……

4. **Size of the organization (approx. number of workers/volunteers)**

   ……

5. **Type of organization/function:**

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- ☐ Entrepreneur
- ☐ Public institution
- ☐ NGO
- ☐ Academic
- ☐ Other – what? ……

6. **Contact person** (name & surname, position, email, phone number, WWW)

……

……

……

About the social innovation

1. **Name of the innovation:**

……

2. **Social purpose** (which social problems is this case supposed to solve; how; for whom)

……

……

……

……

……

3. **Related societal trend(s)** (please tick the relevant trends)

- ☐ Demography
- ☐ Environment
- ☐ Ethical consumption and production
- ☐ Health & Well-Being
- ☐ New Community-related

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- ☐ Poverty-related
- ☐ Other – what? ……

4. **Intended social impact** (systemic change: what is the influence of the social innovation)

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5. **Innovative character** (what makes the idea innovative)

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6.2. Introduction letter to online survey

Dear Sir or Madam,

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Social innovations are one of the most important ways to make a difference and change the world. Being aware of that, our project aims at developing and testing the concept of Social Innovation Academy - the first online program in Europe focused explicitly on developing the skills of aspiring social innovation practitioners.

To achieve that goal our project partner, ICAN Institute is currently conducting a research on social innovation initiatives. We kindly invite you to participate and share with us your experience in social innovation. Your answers will enable us to build an online tool helpful for everybody who wants to make a change and work on social innovations. All the information shared with us is confidential and will be used only as aggregated data and will not be published anywhere, so feel free to describe your experience in details.

Should you have any further questions, do not hesitate to contact Anna Bogumił, ICAN Research Manager: a.bogumil@hbrp.pl.

Thank you for your contribution!

Regards,

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6.3. Survey Questionnaire

ONLINE SURVEY QUESTIONAIRE

Hello!

We are currently conducting a research on social innovation initiatives. Congratulations on your success with social innovation! We would like to invite you to participate and share with us your experience in social innovation. Your answers will enable us to build a free online tool helpful for everybody who wants to make a change and work on social innovations. The survey will take approx. 15 minutes.

Your answers will be used only as a background to build free online tool helpful for future innovators. All the information shared with us is confidential and will be used only as aggregated data and will not be published anywhere, so feel free to describe your experience in details.

As a way to thank you for your help, we offer posting your logo and link to your organization website as 'our supporters' at www.socialinnovationacademy.eu, which may be helpful in promoting your organization and your social innovations. More information at the end of the questionnaire.

Thank you for your contribution!

Witam,

Obecnie realizujemy badanie dotyczące projektów dotyczących społecznych innowacji. Gratulujemy dotychczasowych sukcesów w tym obszarze! Chcielibyśmy Was zaprosić do udziału w badaniu i podzielenia się swoimi doświadczeniami w zakresie innowacji

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społecznych. Wasze odpowiedzi umożliwią nam zbudowanie nieodpłatnego narzędzia online pomocnego dla każdego, kto chciałby zmienić świat i wdrożyć innowacje społeczne. Uzupełnienie ankiety zajmie ok. 15 min.

Wasze odpowiedzi zostaną użyte jako tło do stworzenia bezpłatnego narzędzia pomocnego dla przyszłych innowatorów. Wszystkie informacje, którymi się z nami dzielicie pozostaną poufne i wykorzystane jedynie jako zagregowane dane – nie będą nigdzie opublikowane, więc czujcie się swobodnie by podzielić się z nami swoimi doświadczeniami.

W ramach podziękowania za Waszą pomoc, oferujemy opublikowanie logo Waszej organizacji i linka do www organizacji jako „organizacje wspierające" na www.socialinnovationacademy.eu, co mamy nadzieję, pomoże w promocji Waszej organizacji i Waszych innowacji społecznych. Więcej informacji na ten temat znajduje się na końcu kwestionariusza.

Dziękujemy za Twoje wsparcie!

SCREENER

Please tick type of organization you cooperate/work for:

Proszę wskazać typ organizacji, z których współpracujesz/dla której pracujesz

Private company/entrepreneurship Prywatna firma/przedsiębiorstwo
Public institution Instytucja publiczna
Academia Uniwersytet/szkolnictwo wyższe
NGO/social organization Organizacja pozarządowa/trzeci sektor

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Other – please specify …… Inna, proszę wskazać

What is your position in your organization?

Na jakim stanowisku pracujesz?

President/director/owner	Prezes/dyrektor/właściciel
Project coordinator/team leader in social innovation projects	Koordynator projektu/zespołu dot. projektów z zakresu innowacji społecznych
Head of innovation department	Dyrektor departmanetu ds. innowacji społecznych
Specialist for social innovations	Specjalista ds. innowacji społecznych
Other position linked to social innovation	Inne stanowisko związane z innowacjami społecznymi
Other, please specify ……..	Inne, proszę wskazać

What is your/your organization country of origin?

Z jakiego kraju pochodzisz?

Greece	Grecja
Luxembourg	Luxemburg
Poland	Polska
Slovenia	Słowenia

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Spain	Hiszpania
Other – please specify ……..	Inne, proszę wskazać

MAIN PART

Now we would like to learn about the social innovation implemented by you/your organization. Please choose an initiative which was the biggest success and answer the following questions.

Teraz chcielibyśmy dowiedzieć się więcej o innowacji społecznej wdrożonej przez Twoją organizację. Proszę wybrać inicatywę, którą uznajecie za swój największy sukces, a następnie odpowiedzieć na następujące pytania.

About your social innovation:

Name of the innovation:

Nazwa innowacji ……

Social purpose (which social problems is this case supposed to solve; how; for whom)

Cel (jakie problem społeczne chcieliście rozwiązać, w jaki sposób, dla kogo dedykowana była innowacja)

……

……

……

……

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Related societal trend(s) (please tick the relevant trends)

Powiązane kwestie społeczne (proszę wybrać odpowiadające innowacji kwestie)

Demography Demografia

Environment Ochrona środowiska

Ethical consumption and production Etyczna konsumpcja i produkcja

Health & Well-Being Zdrowie i dobre samopoczucie

New Community-related Inkluzywność

Poverty-related Walka z ubóstwem

Other – what? …….. Inne, proszę wskazać

Intended social impact (systemic change: what is the influence of your social innovation)

Zakładany wpływ (zmiana: jaki wpływ miała Twoja innowacja społeczna)

……

……

……

……

Innovative character (what makes the idea innovative)

Charakterystyka innowacji (co sprawia, że jest innowacyjna)

……

……

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……

……

How many people were involved in the social innovation initiative?

Ile osób było zaangażowanych w project?

……

What was your responsibility in the team?

Jaki był Twój zakres obowiązków?

……

……

……

What determined the success of your project? Please name 3 factors that were the most important.

Co wpłynęło na sukces projektu? Wskaż proszę 3 czynniki, które były kluczowe.

The most important out of top three factors: ……. Najważniejszy czynnik

Second: ……. Drugi

Third: ……. Trzeci

What was the biggest challenge in implementing your social innovation initiative? Please name 3 factors that were the most important.

Co było największym wyzwaniem we wdrożeniu projektu? Wskaż proszę 3 czynniki, które były kluczowe.

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The biggest challenge out of top three factors: …… Największe wyzwanie wśród 3 najważniejszych czynników

Second: …… Drugi

Third: …… Trzeci

Please tick 5 main competences and skills that you used the most for generating and implementing social innovation in your opinion.

Wskaż proszę 5 głównych kompetencji i umiejętności wykorzystywanych na etapie generowania i wdrażania społecznych innowacji w Twojej opinii.

Creative Kreatywny	Acting boldly Odważne działanie	Self-disciplined Samodyscyplina
Ability to motivate others Umiejętność motywowania innych	Easy-going Wyluzowany, łatwy w kontakcie	Self-reflection Autorefleksja
Team management Zarządzanie zespołem	Listening Umiejętność słuchania	Flexible Elastyczność
Project management Zarządzanie projektami	Social awareness Świadomość społeczna	Strategic thinking Myślenie strategiczne
Well-organized Dobra organizacja pracy	Communicative Komunikatywność	Building & managing networks Budowanie i zarządzanie sieciami kontaktów
Credibility Wiarygodność	Goal-oriented Zorientowanie na cel	Hard-working Pracowitość
Leadership skills Cechy przywódcze	Eagerness to risk Gotowość podejmowania	Productive Efektywność

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	ryzyka	
Problem-solving skills Rozwiązywanie problemów	Cooperative Kooperatywność	Empathetic Empatyczność
Analytical Analityczny umysł	Inspiring others Inspirowanie innych	Negotiator Umiejętności negocjacyjne
Social sensitivity Wrażliwość społeczna	Other ……. Inne	Other ……. Inne
Other ……. Inne	Other ……. Inne	Other ……. Inne

Please tick 5 main competences and skills that you would like to improve to become better in generating and implementing social innovation.

Wskaż proszę 5 głównych kompetencji i umiejętności, które chciałbyś rozwinąć, aby być jeszcze lepszym w generowaniu i wdrażaniu społecznych innowacji.

Creative Kreatywny	Acting boldly Odważne działanie	Self-disciplined Samodyscyplina
Ability to motivate others Umiejętność motywowania innych	Easy-going Wyluzowany, łatwy w kontakcie	Self-reflection Autorefleksja
Team management Zarządzanie zespołem	Listening Umiejętność słuchania	Flexible Elastyczność
Project management Zarządzanie projektami	Social awareness Świadomość społeczna	Strategic thinking Myślenie strategiczne
Well-organized Dobra organizacja pracy	Communicative Komunikatywność	Building & managing networks Budowanie i zarządzanie

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		sieciami kontaktów
Credibility Wiarygodność	Goal-oriented Zorientowanie na cel	Hard-working Pracowitość
Leadership skills Cechy przywódcze	Eagerness to risk Gotowość podejmowania ryzyka	Productive Efektywność
Problem-solving skills Rozwiązywanie problemów	Cooperative Kooperatywność	Empathetic Empatyczność
Analytical Analityczny umysł	Inspiring others Inspirowanie innych	Negotiator Umiejętności negocjacyjne
Social sensitivity Wrażliwość społeczna	Other ……. Inne	Other ……. Inne
Other ……. Inne	Other ……. Inne	Other ……. Inne

Below you will find 6 main stages of the social innovation process. Please tick those stages which you have identified in your initiative and indicate how hard in your opinion they are. Please use scale, where 1 – very easy, 5 – very hard.

Poniżej znajduje się 6 głównych etapów projektów dot. innowacji społecznych. Zaznacz te, który miały miejsce w Twoim projekcie i wskaż jak trudne są w realizacji według Twojej opinii.

Stage description	Identified in your project Miały miejsce w Twoim projekcie	How hard was this stage? Jak trudny jest ten etap?

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1. diagnosing the problem and addressing the root causes 1. diagnoza problemów i ich powodów		
2. generating ideas and proposals to fix identified problems 2. generowanie pomysłów i propozycji naprawienia zidentyfikowanych problemów		
3. testing your concept of planned social innovation 3. testowanie konceptu planowanej innowacji społecznej		
4. implementing of your social innovation 4. Wdrożenie innowacji społecznej		
5. maintaining growth and diffusion of the innovation 5. dbanie o rozwój i rozpowszechnienie innowacji		
6. improving your social innovation after implementation. 6. usprawnienie innowacji po jej wdrożeniu		

In the following part we are going to discuss stages of social innovation projects that you have indicated.

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W poniższej części będziemy rozmawiać o etapach, które zidentyfikowałeś/aś w swoim projekcie.

How did you diagnose the problem and address its root causes? What were the 3 key competences and skills needed to do this?

Jak zdiagnozowałeś/aś problem i jego powody? Wskaż 3 główne kompetencje i umiejętności, które były do tego potrzebne.

……
……
……
……

How did you generate ideas and proposals to fix identified problems? What were the 3 key competences and skills needed to do this?

W jaki sposób generowałeś/aś pomysły i propozycje rozwiązania zidentyfikowanych problemów? Wskaż 3 główne kompetencje i umiejętności, które były do tego potrzebne.

……
……
……
……

How did you test if your concept of social innovation will work? What were the 3 key competences and skills needed to do this?

W jaki sposób testowałeś/aś czy Twoja koncepcja innowacji społecznej będzie działać? Wskaż 3 główne kompetencje i umiejętności, które były do tego potrzebne.

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How did you work on implementing your social innovation and how did you identify its source of income? What were the 3 key competences and skills needed to do this?

W jaki sposób pracowałeś/aś nad wdrożeniem swojej innowacji społecznej i w jaki sposób znalazłeś źródło jej finansowania? Wskaż 3 główne kompetencje i umiejętności, które były do tego potrzebne.

……

……

……

……

What was your strategy for growth and diffusion of an innovation?

Jaka jest wasza strategia rozwoju i przenikania innowacji?

affiliation (e.g. integration of local communities, engagement of vulnerable target groups) przynależność (np. Integracja społeczności lokalnych, zaangażowanie słabszych grup docelowych)

branching (e.g. networking, cooperation) rozgałęzienie (np. Tworzenie sieci, współpraca)

capacity building (e.g. organization and/or project participants development) budowanie umiejętności (np. Rozwój organizacji i / lub uczestników projektu)

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dissemination of knowledge (e.g. distributing reports, organizing seminaries) upowszechnianie wiedzy (np. Rozpowszechnianie sprawozdań, organizowanie seminariów)

Other, what? …… inne, jakie?

How did you work on strategies for growth and diffusion of your social innovation? What were the 3 key competences and skills needed to do this?

W jaki sposób pracowałeś/aś nad strategią rozwoju i upowszechniania swojej innowacji społecznej? Wskaż 3 główne kompetencje i umiejętności, które były do tego potrzebne.

……
……
……
……
……

How did you work on improving your social innovation after implementation? What were the 3 key competences and skills needed to do this?

W jaki sposób pracowałeś/aś nad poprawieniem swojej innowacji społecznej po wdrożeniu? Wskaż 3 główne kompetencje i umiejętności, które były do tego potrzebne.

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To sum up, please tick from the following statements 3 that are in your opinion the most important in generating and implementing social innovation and rank them from the most to least important. Podsumowując zaznacz wśród poniższych określeń 3, które w Twojej opinii są najważniejsze w generowaniu i wdrażaniu innowacji społecznych i uporządkuj je w kolejności od najważniejszej do najmniej ważnej.

Searching for new solutions, I look at the problem from different points of view. Szukając nowych rozwiązań, patrzę na problem z różnych perspektyw	
I ask provocative questions to explore new ideas and possibilities. Zadaję kontrowersyjne pytania żeby odkryć nowe pomysły i możliwości	
I start searching for solutions with a detailed analysis of the problem. Zaczynam poszukiwanie rozwiań po dokładnej analizie problem	
I analyse the threats and barriers before I begin the task. Analizuję zagrożenia i bariery zanim podejdę do zadań	
In realization of projects I look at the wider context and at the same time focus on the details. We wdrażaniu projektów patrzę na szerszy kontekst i jednocześnie koncentruję się na szczegółach	
I involve a team / others in my ideas. Angażuję zespół/innych w swoje pomysły	
I experiment to see how ideas work in reality. Eksperymentuję by sprawdzić jak moje pomysły działają w rzeczywistości	
I decompose products, processes and ideas physically or intellectually into parts in order to understand how they can be improved. Rozkładam procesy, produkty, pomysły na czynniki pierwsze fizycznie lub intelektualnie, żeby zrozumieć jak mogą być poprawione.	
I get involved in various projects to broaden my experience of cooperation with	

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others. Angażuję się w różne projekty żeby poszerzyć moje doświadczenie we współpracy z innymi	
I seek new experience and inspiration in different cultures, social groups, organizations and industries. Szukam nowych doświadczeń i inspiracji w innych kulturach, grupach społecznych, organizacjach i branżach.	
I seek innovation by asking external experts. Poszukuję innowacji pytając zewnętrznych ekspertów	
I participate in conferences and training courses to develop my network of contacts. Uczestniczę w konferencjach i kursach szkoleniowych by rozwinąć moją sieć kontaktów	
I look for new trends by reading books, articles, magazines and blogs. Szukam nowych trendów w książkach, artykułach, magazynach i blogach	
I observe how other industries and sectors cope with the challenges that our organization faces. Obserwuję jak inne branże radzą sobie z wyzwaniami, z którymi mierzy się nasza organizacja	
I ask questions to learn and understand the core of the matter. Zadaję pytania by uczyć się i zrozumieć sedno problemu	

DEMOGRAPHICS

Approximately how many people work in your organization?

Mniej więcej ile osób pracuje w Twojej organizacji?

I work on my own Tylko ja/pracuję samodzielnie	
1-5	

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6-10	
11-50	
51-100	
Over 100 Ponad 100	

Approximately how many people work in your organization with social innovations?

Mniej więcej ile osób pracuje w Twojej organizacjami przy innowacjach społecznych?

I work on my own Tylko ja/pracuję samodzielnie	1.
1-5	2.
6-10	3.
11-50	4.
51-100	5.
Over 100 Ponad 100	6.

We intend to speak a little bit more about experience with social innovation projects with selected participants of the survey, and thus we would be grateful for leaving us your contact data. Your answers will be used only as a background to building free online tool helpful for future innovators. All the information shared with us is confidential. We would like to contact you accordingly to your preferences: to have a conversation on Skype via chat box or phone conversation.

Name ……

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Telephone number/Skype login ……

Email address ……..

Chcielibyśmy skontaktować się z wybranymi uczestnikami ankiety i porozmawiać troche bardziej szczegółowo o ich doświadczeniach z projektami dot. innowacji społecznych, dlatego też będziemy wdzięczni za pozostawienie swoich danych kontaktowych. Twoje odpowiedzi zostaną wykorzystane jako tło do budowania bezpłatnego narzędzia online dla przyszłych innowatorów. Wszystkie informacje, którymi się z nami dzielisz pozostaną poufne. Chcielibyśmy się skontaktować z Tobą zgodnie z Twoimi preferencjami: proponujemy rozmowę przez telefon/Skype lub chat przez Skype.

Imię i naziwsko ….

Nr telefonu/Skype login …

Email …..

I would like my organization's/initiative's logo and link to be promoted on the Social Innovation Academy project website www.socialinnovationacademy.eu as one of Academy's supporters.

(Optional) Remarks: …….

Chciałbym, żeby logo mojej organizacji/mojej inicjatywy było promowane na stroni projektu Social Innovation Academy www.socialinnovationacademy.eu jako organizacji wspierającej projekt.

(Opcjonalne) Uwagi …….

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THANK YOU FOR YOUR CONTRIBUTION!

DZIĘKUJEMY ZA TWÓJ WKŁAD!

4. Interview guide for successful innovators

5. Self-assessment Questionnaire

SELFASSESMENT QUESTIONAIRE

Hello!

We are currently conducting a research on social innovation competences. Take a chance to check your strong and week sides in competences required to achieve success in social innovations. The questionnaire will take you approx. 7 minutes.

Your answers will be used only as a background to build free online tool helpful for future innovators. All the information shared with us is confidential and will be used only as aggregated data and will not be published anywhere, so feel free to answer sincerely to find areas which we can help you to develop by offering you free online courses at www.socialinnovationacademy.eu.

Thank you for your contribution!

Szanowni Państwo,

Prowadzimy obecnie badanie dotyczące kompetencji potrzebnych do tworzenia innowacji społecznych. Zachęcamy do skorzystania z okazji do sprawdzenia swoich mocnych i słabych stron w zakresie kompetencji innowatorów społecznych. Badanie potrwa ok. 7 min.

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Państwa odpowiedzi zostaną użyte jako tło do stworzenia bezpłatnego narzędzia pomocnego dla przyszłych innowatorów. Wszystkie informacje, którymi się Państwo z nami dzielą pozostaną poufne i wykorzystane jedynie jako zagregowane dane – nie będą nigdzie opublikowane, więc prosimy o udzielanie szczerych odpowiedzi, abyśmy mogli pomóc Państwu się rozwinąć dzięki zaoferowaniu odpowiednich bezpłatnych kursów na www.socialinnovationacademy.eu.

Dziękujemy za Państwa wsparcie!

¡Hola!

Actualmente estamos llevando a cabo una investigación sobre las competencias de innovación social. Aproveche la oportunidad de comprobar sus puntos fuertes y mas débiles en relación a las competencias nacesarias para lograr el éxito en la innovación social. El cuestionario le llevará aprox. 7 minutos.

Sus respuestas se usarán solo como referencia para crear una herramienta gratuita en línea útil para los futuros innovadores. Toda la información que se comparte con nosotros es confidencial y se utilizará solo como datos agregados y no se publicará en ningún lugar, así que siéntase libre de responder con sinceridad para encontrar las áreas en que podamos ayudarle a desarrollarse ofreciéndole cursos gratuitos en línea en www.socialinnovationacademy. UE.

¡Gracias por su contribución!

1. To which extent have you been involved in innovative initiatives with social context?

   1¿Hasta qué punto ha estado involucrado en iniciativas innovadoras con contexto social?

   (multiples opciones)

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Nigdy nie brałem/łam udziału w takim projekcie i nie planuję	I have never participated in such an initiative and I am not at all interested in doing so in the future	*Nunca he participado en dicho proyecto y no tengo la intención de participar en el futuro*	*Acaba la entrevista*
Nigdy nie brałem/łam udziału w takim projekcie, ale chciał(a)bym	I have never participated in such an initiative but I would potentially like to	*Nunca he participado en dicho proyecto y me gustaría participar*	Pasa a la pregunta 5 hasta 15
Jestem/Byłem/am inicjatorem/torką projektu	I am/was the initiator of such an initiative	Yo fui el iniciador de una iniciativa parecida	Pasa a la pregunta 2 hasta 15
Jestem/Brałem/am udział we wdrażaniu	I am currently participating / I have participated in implementing such an initiative	Estoy participando/Participé en la implementación del proyecto o iniciativa	Pasa a la pregunta 2 hasta 15
Zarządzam/Zarządzałem/am zespołem wdrażającym project	I am/was managing the team involved in implementing such an initiative	Estoy dirigiendo/Dirigía el equipo involucrado en la implementación del proyecto o iniciativa	Pasa a la pregunta 2 hasta 15
Inne zadania: ……	Other experience: ……	Otras experiencias:……	Pasa a la pregunta 2 hasta 15

W jakim stopniu był/a Pan/i zaangażowany/a w projekty innowacyjne mające społeczny

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kontekst?

(wielokrotnego wyboru)

2. In how many such projects have you participated?

2. ¿En cuántos proyectos de este tipo ha participado?

(ingrese el número)

W ilu takich projektach brał/a Pan/i udział?

(wpisuje liczbę)

……

2.1 Please indicate type of organization in which those innovative projects in which you participated were implemented?

Indique, por favor, ¿en qué tipos de organizaciones ha trabajado impelementado estos proyectos innovadores?

Wskaż proszę jakim rodzaju organizacji realizowane były innowacyjne projekty, w których Pan/i uczestniczył/a?

(wielokrotnego wyboru)

Private company/entrepreneurship	Prywatna firma, przedsiębiorstwo	Negocio privado/empresa

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Public institution	Instytucja publiczna	Institución publica
Academia	Uniwersytet	Universidad
NGO/social organization	Organizacja pozarządowa	ONG
Other, please describe ……	Inna, jaka? ……	Otro, indique por favor…

2.2 Were any of those innovative projects continued after its completion?

¿Han sido continuados algunos de estos proyectos después de su terminación?

Czy którykolwiek z tych projektów był kontynuowany po jego zakończeniu?

Tak, przez ponad 2 lata po zakończeniu projektu	Yes, for over 2 years after project's completion	Sí, por más que 2 años después de su terminación	*Successful innovator*
Tak, przez od ponad 1 do 2 lat po zakończeniu projektu	Yes, for over 1 to 2 years after project's completion	Sí, por más que 1-2 años después de su terminación	*Successful innovator*
Tak, przez 6-12 miesięcy po zakończeniu	Yes, for 6-12 months after project's completion	Sí, por más que 6-12 meses después de su terminación	*Potential innovator*
Tak, przez krócej niż pół roku po zakończeniu	Yes, for less than half a year after project's completion	Sí, por menos que 6 meses después de su terminación	*Potential innovator*
Nie był kontynuowany po zakończeniu	It wasn't continued after project's	No ha sido continuado	*Potential innovator*

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	completion	después de su terminación	
Projekt jest w trakcie realizacji	The project is underway	Este proyecto se está realizando todavía	*Potential innovator*

2.3 Were any of these projects scalable, i.e. after the project was completed it was further developed, expanded or included new groups of participants?

¿Ha sido alguno de estos proyectos escalable, es decir, después de su terminación se seguía desarrollando, se amplió por nuevos grupos de participantes o nuevas ideas?

Czy którykolwiek z tych projektów był skalowalny, tj. po zakończeniu projektu rozwijał się dalej, był rozbudowywany lub obejmował nowe grupy uczestników?

Tak	Yes	Sí	*Successful innovator*
Nie	No	No	*Potential innovator*

3. What areas did these projects involve?

3. ¿Qué áreas involucraron estos proyectos?

(opción múltiple)

Jakich obszarów dotyczyły te projekty?

(wielokrotnego wyboru)

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Demografia	Demography	Demografia
Ochrona środowiska	Environment	Medio Ambiente
Etyczna konsumpcja i produkcja	Ethical consumption and production	Consumo y producción ética
Zdrowie i dobrostan	Health & Well-Being	Salud y Bienestar
Związane z lokalnymi społecznościami	Local Community-related	Relacionado con la comunidad local
Zwalczanie ubóstwa	Poverty-related	Relacionado con la pobreza
	Edukacja/kultura	Educación/cultura
Inne, jakie? ……	Other – please describe ……	Otro, por favor especifique? ……

4. Were those social innovative projects:

4. ¿Esos proyectos sociales innovadores fueron:

Czy te innowacje społeczne były:

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a) connected with your job

a) conectados con su trabajo

a) związane z Pana/I pracą

b) private initiatives

b) iniciativas privadas

b) prywatnymi inicjatywami

5. Please indicate your strengths and weaknesses in communication. Indicate the answer on the axis.

5. Por favor, indique sus fortalezas y debilidades en la comunicación. Indique la respuesta en el eje.

Proszę określić swoje mocne i słabe strony w komunikacji. Swoją odpowiedź zaznacz na osi.

(suwak od SŁABA STRONA do MOCNA STRONA ze skalą 1-5 – płynne przejście, start ze środka)

Storytelling in presenting ideas	Umiejętność prezentowania pomysłów (storytelling)	Habilidad para usar técnicas narrativas en presentación de ideas
Auto presentation	Autoprezentacja	Autopresentación
Easy-going, ability to interact effortlessly	Łatwość w nawiązywaniu kontaktu z innymi (komunikowanie się z innymi nie sprawia mi trudności)	Capacidad de interactuar sin esfuerzo (comunicarme con otra gente no me resulta dificil)
Cooperative, collaborative	Kooperatywność, umiejętność współpracy	Cooperativo, colaborativo
Networking	Networking	Networking/Redes de trabajo

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Partnership building	Budowanie partnerstw z innymi organizacjami	Construcción de alianzas
Building atmosphere for open discussion	Budowanie atmosfery otwartej dyskusji	Construcción de un ambiente que facilita una discusión abierta
Negotiating and mediation skills	Umiejętność negocjowania i mediowania	Habilidades de negociación y mediación
Ability to inspire others	Umiejętność inspirowania innych	Capacidad de inspirar a los demás
Ability to approach right people in reaching goals	Umiejętność dotarcia do właściwych osób w realizacji celów	Capacidad de acercarse a las personas adecuadas para alcanzar los objetivos
Digital skills (including social media communication)	Umiejętności cyfrowe (w tym komunikacja w social media)	Habilidades digitales (incluida la comunicación en las redes sociales)
Building areas of comfort to all parties	Budowanie obszarów komfortu dla wszystkich uczestników projektu	Construcción de áreas de confort para todas las partes

6. Please indicate 3 communication competences that should be developed in first place to generate and implement social innovations.

6. Indique 3 competencias de comunicación que deberían desarrollarse en primer lugar para generar e implementar innovaciones sociales.

Proszę wskazać 3 umiejętności komunikacyjne, które powinny być rozwijane w pierwszej kolejności, żeby móc generować i wdrażać innowacyjne inicjatywy społeczne.

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Storytelling in presetting ideas	Umiejętność prezentowania pomysłów (storytelling)	Habilidad para usar técnicas narrativas en presentación de ideas
Auto presentation	Autoprezentacja	Autopresentación
Easy-going, ability to interact effortlessly	Łatwość w nawiązywaniu kontaktu z innymi (komunikowanie się z innymi nie sprawia trudności)	Capacidad de interactuar sin esfuerzo (comunicarme con otra gente no me resulta dificil)
Cooperative, collaborative	Kooperatywność, umiejętność współpracy	Cooperativo, colaborativo
Networking	Networking	Networking/Redes de trabajo
Partnership building	Budowanie partnerstw z innymi organizacjami	Construcción de alianzas
Building atmosphere for open discussion	Budowanie atmosfery otwartej dyskusji	Construcción de un ambiente que facilita una discusión abierta
Negotiating and mediation skills	Umiejętność negocjowania i mediowania	Habilidades de negociación y mediación
Ability to inspire others	Umiejętność inspirowania innych	Capacidad de inspirar a los demás
Ability to approach right people in reaching goals	Umiejętność dotarcia do właściwych osób w realizacji celów	Capacidad de acercarse a las personas adecuadas para alcanzar los objetivos
Digital skills (including social media communication)	Umiejętności cyfrowe (w tym komunikacja w social media)	Habilidades digitales (incluida la comunicación en las

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		redes sociales)
Building areas of comfort to all parties	Budowanie obszarów komfortu dla wszystkich uczestników projektu	Construcción de áreas de confort para todas las partes

7. Please indicate your strengths and weaknesses in team management. Indicate the answer on the axis.

7. Por favor, indique sus fortalezas y debilidades en la administración del equipo. Indique la respuesta en el eje.

Proszę określić swoje mocne i słabe strony w zarządzaniu zespołem. Swoją odpowiedź zaznacz na osi.

(suwak od SŁABA STRONA do MOCNA STRONA – płynne przejście, start ze środka)

Ability to motivate others	Umiejętność motywowania	Capacidad de motivar a los demás
Ability to inspire the team	Umiejętność inspirowania zespołu	Capacidad de inspirar al equipo
Understanding of needs and expectation of all team members	Rozumienie potrzeb i oczekiwań wszystkich członków zespołu	Comprensión de las necesidades y expectativas de todos los miembros del equipo
Acceptance of mistakes and limitations of all team	Akceptacja błędów i ograniczeń wszystkich członków zespołu	Aceptación de errores y limitaciones de todos los miembros del

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members		equipo
Ability to convey authority	Umiejętność budowania autorytetu	Capacidad de transmitir la autoridad
Granting rights and sharing responsibility with team members	Nadawanie uprawnień i dzielenie się odpowiedzialnością	Capacidad de conceder derechos y compartir la responsabilidad con los miembros del equipo
Ability to give/receive feedback	Umiejętność dawania/przyjmowania informacji zwrotnej (feedbacku)	Capacidad de dar / recibir comentarios (feedback)

8. Please indicate 3 team management competences that should be developed in first place to generate and implement social innovations.

8. Indique las 3 competencias de gestión de equipos que deben desarrollarse en primer lugar para generar e implementar innovaciones sociales.

Proszę wskazać 3 umiejętności związane z zarządzaniem zespołem, które powinny być rozwijane w pierwszej kolejności, żeby móc generować i wdrażać innowacyjne inicjatywy społeczne.

Ability to motivate others	Umiejętność motywowania	Capacidad de motivar a los demás
Ability to inspire the team	Umiejętność inspirowania zespołu	Capacidad de inspirar al equipo

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Understanding of needs and expectation of all team members	Rozumienie potrzeb i oczekiwań wszystkich członków zespołu	Comprensión de las necesidades y expectativas de todos los miembros del equipo
Acceptance of mistakes and limitations of all team members	Akceptacja błędów i ograniczeń wszystkich członków zespołu	Aceptación de errores y limitaciones de todos los miembros del equipo
Ability to convey authority	Umiejętność budowania autorytetu	Capacidad de transmitir autoridad
Granting rights and sharing responsibility with team members	Nadawanie uprawnień i dzielenie się odpowiedzialnością	Capacidad de conceder derechos y compartir la responsabilidad con los miembros del equipo
Ability to give/receive feedback	Umiejętność dawania/przyjmowania informacji zwrotnej (feedbacku)	Capacidad de dar / recibir comentarios (feedback)

9. Please indicate your strengths and weaknesses in diagnosing root problems which will be addressed with the social innovation initative. Indicate the answer on the axis.

9. Indique sus fortalezas y debilidades en el diagnóstico de problemas que se abordarán con la iniciativa de innovación social. Indique la respuesta en el eje.

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Proszę określić swoje mocne i słabe strony w diagnozowaniu problemu, które ma rozwiązać planowana innowacja społeczna . Swoją odpowiedź zaznacz na osi.

(suwak od SŁABA STRONA do MOCNA STRONA – płynne przejście, start ze środka)

Careful listening of needs and expectations	Głębokie słuchanie potrzeb i oczekiwań	Escucha atenta de necesidades y expectativas
Careful observation of processes, clients, surrounding world	Uważne obserwowanie procesów, klientów, otaczającego świata	Observación cuidadosa de procesos, clientes, mundo circundante
Searching for and using expert knowledge	Poszukiwanie i wykorzystanie wiedzy eksperckiej	Búsqueda y uso de conocimiento experto
Questioning obvious solutions	Kwestionowanie oczywistych rozwiązań	Cuestionando soluciones obvias
Analytical approach in understanding needs, processes and challenges	Analityczne podejście do zrozumienia potrzeb, procesów i wyzwań	Enfoque analítico en la comprensión de necesidades, procesos y desafíos
Inquisitiveness in asking about phenomena and events	Dociekliwość w dopytywaniu odnośnie zjawisk i wydarzeń	Curiosidad por preguntar sobre fenómenos y eventos

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10. Please indicate 3 competences that should be developed in first place to diagnose root problems which will be addressed with the social innovation initiative.

10. Indique 3 competencias que deben desarrollarse en primer lugar para diagnosticar problemas de raíz que se abordarán con la iniciativa de innovación social.

Proszę wskazać 3 umiejętności, które powinny być rozwijane w pierwszej kolejności, żeby móc diagnozować problemy, które ma rozwiązać planowana innowacja społeczna.

Deep listening of needs and expectations	Głębokie słuchanie potrzeb i oczekiwań	Escucha atenta de necesidades y expectativas
Careful observation of processes, clients, surrounding world	Uważne obserwowanie procesów, klientów, otaczającego świata	Observación cuidadosa de procesos, clientes, mundo circundante
Searching for and using expert knowledge	Poszukiwanie i wykorzystanie wiedzy eksperckiej	Búsqueda y uso de conocimiento experto
Questioning obvious solutions	Kwestionowanie oczywistych rozwiązań	Cuestionando soluciones obvias
Analytical approach in understanding needs, processes and challenges	Analityczne podejście do zrozumienia potrzeb, procesów i wyzwań	Enfoque analítico en la comprensión de necesidades, procesos y desafíos

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Inquisitiveness in asking about phenomena and events	Dociekliwość w dopytywaniu odnośnie zjawisk i wydarzeń	Curiosidad por preguntar sobre fenómenos y eventos

11. Please specify your strengths and weaknesses in generating and testing your social innovative ideas. Indicate the answer on the axis.

11. Por favor, especifique sus fortalezas y debilidades en la generación y prueba de sus ideas sociales innovadoras. Indique la respuesta en el eje.

Proszę określić swoje mocne i słabe strony w generowaniu i testowaniu swoich społecznie innowacyjnych pomysłów. Swoją odpowiedź zaznacz na osi.

(suwak od SŁABA STRONA do MOCNA STRONA – płynne przejście, start ze środka)

Openness on different ideas, perspectives	Otwartość na inne pomysły, perspektywy	Apertura en diferentes ideas, perspectivas
Ability to associate ideas from different areas	Umiejętność łączenie pomysłów z różnych obszarów	Capacidad de asociar ideas de diferentes áreas
Building a network of expert contacts	Budowanie sieci kontaktów eksperckich	Construcción de una red de contactos expertos
Gathering ideas by experymenting	Zbieranie pomysłów przez eksperymentowanie	Recopilación de ideas mediante experimentación
Engaging in different initiative to gather new ideas	Angażowanie się w różne inicjatyw w celu pozyskiwania	Participación en diferentes iniciativas

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	nowych pomysłów	para reunir nuevas ideas
Trend awareness	Znajomość trendów	Conocimiento de tendencias
Thinking outside the box	Myślenie poza szablonowe	Pensar más allá de lo habitual („out of the box")
Looking at the problem from different perspectives	Patrzenie na problem z różnych perspektyw	Mirar el problema desde diferentes perspectivas
Understanding the social background	Rozumienie tła społecznego	Comprensión del contexto social
Keeping pragmatic about the project	Bycie pragmetycznym wobec projektu	Mantenerse pragmático sobre el proyecto
Ability to build prototypes based on intital idea	Umiejętność budowania prototypów na podstawie wstępnego pomysłu	Capacidad para construir prototipos basados en una idea inicial
Ability to carry out tests and to draw conclusions	Umiejętność przeprowadzania testów i wyciągania z nich wniosków	Capacidad de realizar pruebas y sacar conclusiones

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12. Please indicate 3 competences that should be developed in first place to generate and test your social innovative ideas.

12. Indique 3 competencias que deben desarrollarse en primer lugar para generar y probar las iniciativa de innovación social.

Proszę wskazać 3 umiejętności, które powinny być rozwijane w pierwszej kolejności, żeby generować i testować planowaną społeczną innowację.

Openness on different ideas, perspectives	Otwartość na inne pomysły, perspektywy	Apertura en diferentes ideas, perspectivas
Ability to associate ideas from different areas	Umiejętność łączenie pomysłów z różnych obszarów	Capacidad de asociar ideas de diferentes áreas
Building a network of expert contacts	Budowanie sieci kontaktów eksperckich	Construcción de una red de contactos expertos
Gathering ideas by experymenting	Zbieranie pomysłów przez eksperymentowanie	Recopilación de ideas mediante experimentación
Engaging in different initiative to gather new ideas	Angażowanie się w różne inicjatyw w celu pozyskiwania nowych pomysłów	Participación en diferentes iniciativas para reunir nuevas ideas
Trend awareness	Znajomość trendów	Conocimiento de tendencias

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Thinking outside the box	Myślenie poza szablonowe	Pensar más allá de lo habitual („out of the box")
Looking at the problem from different perspectives	Patrzenie na problem z różnych perspektyw	Mirar el problema desde diferentes perspectivas
Social background understanding	Rozumienie tła społecznego	Comprensión del contexto social
Pragmatic about the project	Bycie pragmetycznym wobec projektu	Mantenerse pragmático sobre el proyecto
Ability to build prototypes based on intital idea	Umiejętność budowania prototypów na podstawie wstępnego pomysłu	Capacidad para construir prototipos basados en una idea inicial
Ability to carry out tests and to draw conclusions	Umiejętność przeprowadzania testów i wyciągania z nich wniosków	Capacidad de realizar pruebas y sacar conclusiones

13. Please specify your strengths and weaknesses in project management and development of your social innovative ideas. Indicate the answer on the axis.

13. Por favor, especifique sus fortalezas y debilidades en la gestión de proyectos y el desarrollo de sus ideas sociales innovadoras. Indique la respuesta en el eje.

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Proszę określić swoje mocne i słabe strony w zarządzaniu i rozwoju innowacji społecznych. Swoją odpowiedź zaznacz na osi.

(suwak od SŁABA STRONA do MOCNA STRONA – płynne przejście, start ze środka)

Strategic thinking	Myślenie strategiczne	Pensamiento estrategico
Assuming a broader perspective when generating ideas	Przyjmowanie szerokiej perspektywy w tworzeniu pomysłów	Asumir una perspectiva más amplia en la creación de ideas
Risk management on different stages of developing ideas	Zarządzanie ryzykiem na różnych etapach rozwoju pomysłów	Gestión de riesgos en diferentes etapas de desarrollo de ideas
Crisis management	Zarządzanie kryzysowe	Gestión de crisis
Ability to obtain sponsors (including crowdfunding, fundrising)	Umiejętność pozyskiwania sponsorów (w tym crowdfunding, fundrising)	Posibilidad de conseguir patrocinadores (incluyendo crowdfunding, fundrising)
Ability to be objective about the project and its potential (non-sentimental)	Umiejętność bycia obiektywnym wobec projektu i jego potencjału (brak	Capacidad de ser objetivo sobre el proyecto y su potencial

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	sentymentalizmu)	(no sentimental)
Business plan buiding, budgeting, scheduling	Budowanie biznesplanu, budżetu, harmonogramu	Creación del plan del negocio, presupuesto, programación
Enterpreneurship	Przedsiębiorczość	Emprendimiento
Ability to prioritize	Umiejętność priorytetyzacji	Capacidad de priorizar
Staying Goal-oriented	Zorientowany na cel	Mantenerse orientado a los objetivos
Resourcefulness in searching for solutions	Zaradność w poszukiwaniu rozwiązań	Ingenio en la búsqueda de las soluciones
Flexibility in adapting to changing conditions	Elastyczność w dostosowaniu się do zmieniających warunków	Flexibilidad para adaptarse a las condiciones cambiantes

14. Please indicate 3 competences that should be developed in first place to manage and develop your social innovative projects.

14. Indique las 3 competencias que deben desarrollarse en primer lugar para gestionar y desarrollar sus proyectos sociales innovadores.

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Proszę wskazać 3 umiejętności, które powinny być rozwijane w pierwszej kolejności, żeby zarządzać i rozwijać planowaną społeczną innowację.

Strategic thinking	Myślenie strategiczne	Pensamiento estrategico
Taking broader perspective in creation ideas	Przyjmowanie szerokiej perspektywy w tworzeniu pomysłów	Asumir una perspectiva más amplia en la creación de ideas
Risk management on different stages of developing ideas	Zarządzanie ryzykiem na różnych etapach rozwoju pomysłów	Gestión de riesgos en diferentes etapas de desarrollo de ideas
Crisis management	Zarządzanie kryzysowe	Gestión de crisis
Ability to obtain sponsors (including crowdfunding, fundrising)	Umiejętność pozyskiwania sponsorów (w tym crowdfunding, fundrising)	Posibilidad de conseguir patrocinadores (incluyendo crowdfunding, fundrising)
Ability to be objective about the project and its potential (non-sentimental)	Umiejętność bycia obiektywnym wobec projektu i jego potencjału (brak sentymentalizmu)	Capacidad de ser objetivo sobre el proyecto y su potencial (no sentimental)

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Business plan buiding, budgeting, scheduling	Budowanie biznesplanu, budżetu, harmonogramu	Creación del plan del negocio, presupuesto, programación
Enterpreneurship	Przedsiębiorczość	Emprendimiento
Ability to prioritize	Umiejętność priorytetyzacji	Capacidad de priorizar
Goal-oriented	Zorientowany na cel	Mantenerse orientado a objetivos
Resourcefulness in searching for solutions	Zaradność w poszukiwaniu rozwiązań	Ingenio en la búsqueda de soluciones
Flexibility in adapting to changing conditions	Elastyczność w dostosowaniu się do zmieniających warunków	Flexibilidad para adaptarse a las condiciones cambiantes

15. There are much more competences needed to generate and implement social innovation. Please indicate your strengths and weaknesses in those competences. Indicate the answer on the axis.

15. Se necesitan muchas más competencias para generar e implementar la innovación social. Por favor, indique sus fortalezas y debilidades en esas competencias. Indique la respuesta en el eje.

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Istnieje wiele innych umiejętności potrzebnych do generowania i wdrażania innowacji społecznych. Proszę określić swoje mocne i słabe strony w obszarze tych kompetencji. Swoją odpowiedź zaznacz na osi.

(suwak od SŁABA STRONA do MOCNA STRONA – płynne przejście, start ze środka)

Influencing others	Wywieranie wpływu	Influenciar a los demas
Assertiveness	Asertywność	Asertividad
Boldness (also to overcome resistance)	Śmiałość (także w przezwyciężaniu oporu)	Audacia (también para vencer la resistencia)
Self-confidence	Pewność siebie	Auto confianza
Persistance	Wytwałość	Persistencia
Cognitive curiosity	Ciekawość poznawcza	Curiosidad cognitiva
Constant creativity	Ciągła ciekawość	La creatividad constante
Empathy	Empatyczność	Empatía

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Time management	Zarządzanie czasem	Gestión del tiempo
Trustability	Wiarygodność	Fiabilidad
Devotion	Poświęcenie, oddanie	Devoción

Thank you very much for your contribution. Now you know which areas you can work on to improve your social innovation and project management skills. Soon we will support you with www.socialacademy.eu – a platform with free online courses dedicated for beginning social innovators.

Good luck with your projects!

Muchas gracias por su contribución. Ahora sabe en qué áreas puede trabajar para mejorar su innovación social y las habilidades de gestión de proyectos. Pronto le apoyaremos con www.socialacademy.eu, una plataforma con cursos gratuitos en línea dedicados a los innovadores sociales principiantes.

Buena suerte con sus proyectos!

Dziękujemy za udział w badaniu. Teraz ma Pan/i świadomość obszarów, na których powinien się Pan/i skoncentrować, aby podnieść swoje umiejętności potrzebne do tworzenia i wdrażania innowacji społecznych. Niedługo wesprzemy Państwa www.socialinnovationacademy.eu – platformą oferującą dostęp do bezpłatnych kursów online dedykowanych dla początkujących innowatorów społecznych.

Życzymy powodzenia w realizacji projektów!

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6. Interview guide for potential innovators

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