MYNNNOVA project
Competences Framework
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The Competences framework includes descriptions of the scope of knowledge, skills, and competences each mentor providing services through the platform, as well as each mentee receiving them, should possess and continuously develop.

The Mentoring Platform for Young Social Innovators (MYNNOVA) project was implemented between December 2016 and September 2018, under the framework of the European Commissions’ Programme Erasmus+, within Key Action 2: Cooperation for innovation and the exchange of good practices, Action: Strategic partnerships in the field of youth.

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**KNOWLEDGE**
- Concept and role of mentors
- Communication techniques in mentorship
- Principles of social entrepreneurship
- Principles of management
- Principles of marketing
- Principles of accounting and finance

**SKILLS**
- Basic practical and theoretical knowledge of the facts, principle, processes and programmes of mentoring
- Basic skills required to use relevant information in order to carry out initial mentoring, as to generate solutions by selecting and applying basic methods, tools, materials and information

**COMPETENCES**
- Take responsibility for completion of tasks
- Differentiation and selection of mentoring programmes
- Obtaining information on the mentee’s goals
- Applying solutions to social programs
- Market research
- Business plan elaboration
- Mapping of business activities
- Understanding financial reporting

**HARD SKILLS**
- Sensitivity
- Commitment
- Positive attitude
- Open mindset
- Active listening
- Empathy
- Assertiveness
- Communication skills

**SOFT SKILLS**
- Building mentoring relationship
- Identification of social problems and appropriate solutions
- Market environment analysis
- Business ideation and initial business plan
## Level 2

### KNOWLEDGE
- Management of business strategy
- Management of time and resources
- Financial models and management
- Investments management
- Principles and mechanisms of fundraising
- Social innovation design

### SKILLS

**HARD SKILLS**
- Work organisation techniques
- Utilisation of resources
- Elaboration of business strategy
- Creation of marketing strategy
- Human resources management

**SOFT SKILLS**
- Training skills
- Creativity
- Decision-making skills
- Problem-solving
- Patience
- Multitasking
- Advanced presentation skills & public speaking

### COMPETENCES
- Understanding of mentee’s needs
- Awareness of boundaries and confidentiality
- Business plan elaboration
- Marketing planning
- Management of all business resources

### MENTORS

#### KNOWLEDGE
Comprehensive, specialised, factual and theoretical knowledge of mentoring in the social entrepreneurship field

#### SKILLS
A comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems

#### COMPETENCES
Exercise management and supervision in contexts of work or study activities where there is unpredictable change; review and develop performance of self and others

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**L2**
Level 3

KNOWLEDGE
- Social innovations management
- Strategic positioning of social enterprises
- Corporate social responsibility
- Public relations and partnerships (use rather PR principles since referring to knowledge)

SKILLS
- Digital and social impact of business
- Partnership management
- Financial management
- Benchmarking techniques

COMPETENCES
- Persuasion
- Management of mentoring programme for social entrepreneurs
- Marketing (already in level 2 “marketing planning”)
- Sales management

MENTORS

KNOWLEDGE
- Advanced knowledge of mentoring in the field of social entrepreneurship involving a critical understanding of theories and principles

SKILLS
- Advanced skills, demonstrating mastery and innovation, required to solve complex and unpredictable problems in mentoring field

COMPETENCES
- Manage complex technical or professional activities or projects, taking responsibility for decision-making in unpredictable work or study contexts
Level 4

**KNOWLEDGE**
- Mechanisms for monitoring and evaluation of business process
- Sustainability of social enterprises
- Brand design
- Building transnational networks
- Cross-cultural awareness
- Management control

**COMPETENCES**
- Strategic planning and management
- Results orientation
- Project management

**SKILLS**
- Risk management
- Re-investing in the business for business growth
- Branding / Brand management
- Financial analysis / Forecasting finances
- Cross-cultural management

**SOFT SKILLS**
- Strategic thinking
- Constant re-evaluation of goals and resources
- Growth mindset
- Critical observation
- Stress management

**MENTORS**

**Knowledge**
Highly specialised knowledge and critical awareness of the issues in the field of mentoring for social entrepreneurship

**Skills**
Specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures and to integrate knowledge from different fields

**Competences**
Manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches
**KNOWLEDGE**
- Principles of social entrepreneurship
- Value proposition in social entrepreneurship
- Business Model Canvas for social entrepreneurship
- Principles of management
- Principles of marketing
- Principles of accounting

**COMPETENCES**
- Market environment analysis
- Needs assessment
- Business development

**SKILLS**

**HARD SKILLS**
- Social needs assessment
- Stakeholders mapping
- Market research
- Business plan elaboration
- Operations management
- Financial reporting
- Opportunity assessment

**SOFT SKILLS**
- Determination
- Initiative
- Motivation
- Assertiveness
- Commitment
- Positive attitude
- Communication skills

**MENTEES**

**KNOWLEDGE**
- Basic factual and theoretical knowledge of facts, principles, processes and general concepts in the field of social entrepreneurship

**SKILLS**
- Basic cognitive and practical skills required to use relevant information in order to carry out tasks and to solve routine problems using simple rules and tools

**COMPETENCES**
- Take responsibility for completion of tasks; adapt own behaviour to circumstances in solving problems
**Level 2**

**KNOWLEDGE**
- Value chain models
- Financial model, financial scenarios in social entrepreneurship
- Investments
- Product research and development
- Design thinking fundamentals
- Budgeting and keeping track of expenses, revenue and profits
- Principles and mechanisms of fundraising
- Social innovation design

**SKILLS**
- HARD SKILLS
  - Drafting a business strategy
  - Drafting a marketing strategy
  - Digital and social media marketing
  - Management of time and resources
  - Budgeting
  - Pitching

- SOFT SKILLS
  - Leadership
  - Time management
  - Public speaking
  - Presentation skills
  - Assembling and motivating business team
  - Collaboration and teamwork
  - Feedback receptiveness
  - Multitasking

**COMPETENCES**
- Business planning
- Marketing
- Digital marketing
- Resource management
- Financial planning
- Fundraising

**MENTEES**

**KNOWLEDGE**
- Comprehensive, specialised, factual and theoretical knowledge within social entrepreneurship and an awareness of the boundaries of that knowledge

**SKILLS**
- Comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems

**COMPETENCES**
- Exercise self-management within the guidelines of work or study contexts that are usually predictable, but are subject to change; supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities
Level 3

KNOWLEDGE
- Financial investments
- Principles of sales management
- Principles of public relations and partnerships
- Professional associations and trade bodies
- Trade exhibitions and conferences
- Open innovation
- Corporate social responsibility

SKILLS
- Implementation of business strategy
- Implementation of marketing strategy
- Partnerships management
- Personnel management
- Financial management
- Benchmarking
- Assessing the environmental impact of business

COMPETENCES
- Business management
- Marketing planning
- Sales management

MENTEES

KNOWLEDGE
- Advanced knowledge in the field of social entrepreneurship, involving a critical understanding of theories and principles

SKILLS
- Advanced skills, demonstrating mastery and innovation, required to solve complex and unpredictable problems in the specialised field of social entrepreneurship

COMPETENCES
- Exercise management and supervision in contexts of work or study activities where there is unpredictable change; review and develop performance of self and others
Level 4

**KNOWLEDGE**
- Mechanisms for monitoring and evaluation of business processes
- Sustainability of social enterprises
- Branding
- Building networks
- Cross-cultural awareness and management
- Business process optimisation
- Business Information systems

**SKILLS**

**HARD SKILLS**
- Risk management
- Sector-specific outcome mapping
- Branding / Brand management
- Financial analysis / Forecasting finances
- Cross-cultural management
- Project management
- Re-investing for business growth

**SOFT SKILLS**
- Resourcefulness
- Strategic thinking
- Growth mindset
- Negotiation skills
- Critical observation
- Emotional and social intelligence

**COMPETENCES**
- Strategic planning and management
- Results orientation
- International team management
- Managing projects and project portfolios

**MENTEES**

**KNOWLEDGE**
Highly specialised knowledge at the most advanced frontier of the field of social entrepreneurship, critical awareness of knowledge issues in a field and at the interface between different fields.

**SKILLS**
Advanced and specialised skills and techniques, including synthesis and evaluation, required to develop new knowledge and procedures, to integrate knowledge from different fields, to extend and redefine existing knowledge or professional practice.

**COMPETENCES**
Manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches; take responsibility for contributing to professional knowledge and practice and/or for reviewing the strategic performance of teams.
Mentoring Platform for Young Social Innovators