

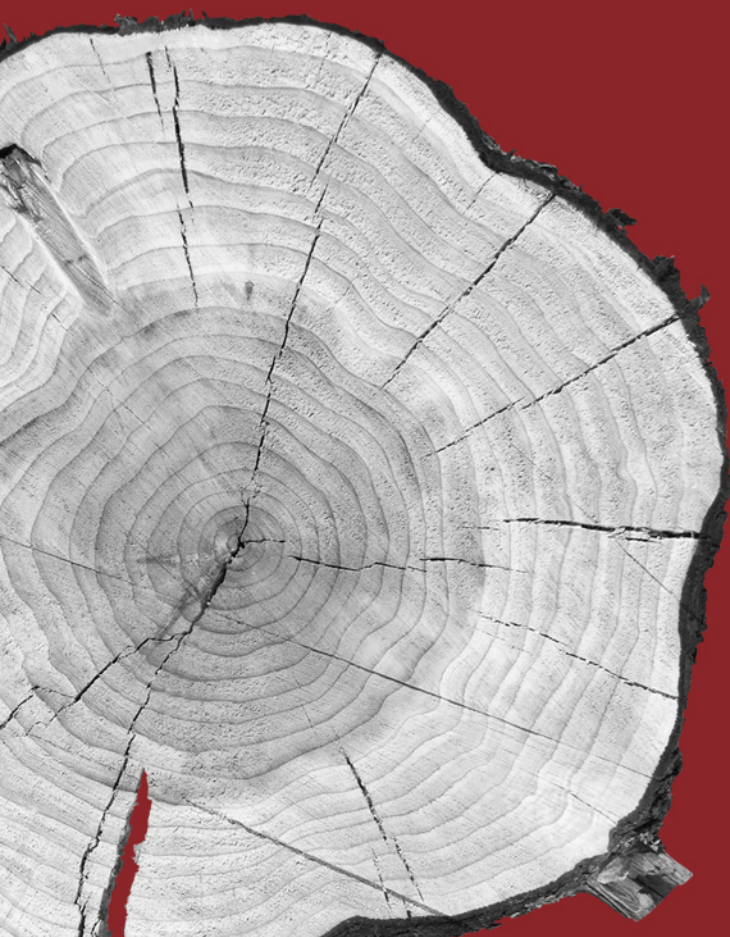
GMCVO

Knowledge

MANCHESTER
1824

The University of Manchester
Manchester Business School

**Supporting voluntary action in
Greater Manchester since 1975**



Skills for Change – Findings from research into VCSE skills needs

Partners and Funders

- GMCVO funded by Skills Funding Agency via GM Skills Support for the Workforce partnership



European Union
European Social Fund
Investing in jobs and skills

- Dr. Noemi Sinkovics, MBS, funded by Economic and Social Research Council



Overview

- Context for VCSE skills
- What we did
- Overview of research findings
- The importance of dynamic capabilities



Context for VCSE skills

- High and unrealistic expectations of VCSE
- Overemphasis on skills

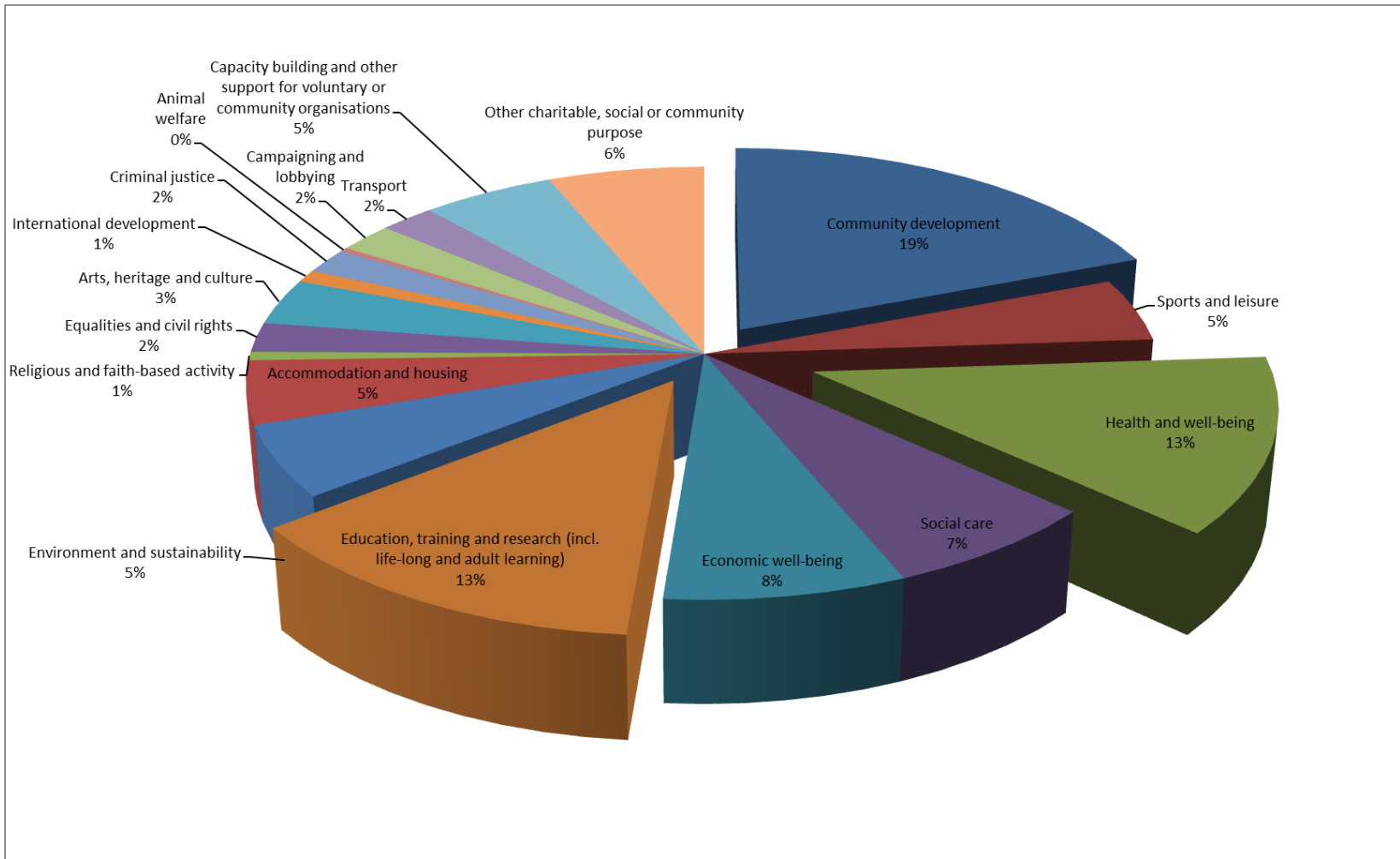


What we did

- 234 valid survey responses
- Analysis in SPSS
- 34 in-depth interviews with VCSE organisations
- 6 interviews with support providers
- Analysis in Nvivo



Who trades?



Barriers to success

| Barriers to success | Number of organisations | Percentage |
|--|-------------------------|------------|
| Access to markets and sales opportunities | 77 | 32.9 |
| Access to volunteers | 65 | 27.8 |
| The products and services provided | 16 | 6.8 |
| The finance of the organisation | 107 | 45.7 |
| Access to grants and loans | 95 | 40.6 |
| Productivity levels | 22 | 9.4 |
| Local contacts and relationships | 31 | 13.2 |
| Networking with peers | 18 | 7.7 |
| Approach to business strategy and planning | 53 | 22.6 |
| Workforce and skills | 50 | 21.4 |
| Business location and premises | 28 | 12 |
| Reputation | 10 | 4.3 |
| Access to transport and connectivity | 15 | 6.4 |
| Access to good quality IT | 38 | 16.2 |
| Market conditions | 56 | 23.9 |
| Other | 21 | 9 |

Skills needs

- Strategic planning and forward thinking
- Monitoring and evaluation
- Marketing (incl. pricing and costing)
- Project management
- Negotiation
- Fundraising
- Staff + volunteer management
- Leadership



Skills vs capabilities

- **Skills**
 - General knowledge
 - Context-independent
 - Can be acquired through training
- **Competencies**
 - Application of skills to a specific context
 - Complemented by organisational experience
- **Capabilities**
 - Set of activities that build on skills, competencies and other organisational resources to deliver services
 - An organisation's potential

The importance of capabilities



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things right.” (Teece,



The importance of capabilities

- Dynamic capabilities
 - “Doing the right things, at the right time, based on new product (and process) development, unique managerial orchestration processes, a strong and change-oriented organisational culture, and a prescient assessment of the business environment and [...] opportunities.”
(Teece, 2014)
- Types of dynamic capabilities
 - Sensing
 - Seizing
 - Transforming



The importance of dynamic capabilities

| | Dynamic capabilities | | Ordinary Capabilities | | |
|--------------------------|----------------------|-----|-----------------------|------|-----|
| | No | Yes | No | Some | Yes |
| Growth | | | | | |
| Significant growth | 0 | 10 | 0 | 4 | 6 |
| Slight growth | 4 | 12 | 0 | 12 | 4 |
| No growth or contraction | 5 | 2 | 4 | 3 | 0 |

Example 1 – Dynamic capability and growth

- Diversification of service offer and clients
- Understanding service user needs and barriers
- Building relationships with referrers
- Adapting marketing strategies for paying clients
- Ongoing learning



Example 2 – Dynamic capability no growth

- Increased pressure to generate income to address funding shortfall and rising cost
- Pricing problems
- Overreliance on one staff member
- Reliance on volunteer input
- Funding for innovative features secured, but value of these features not realisable

Thanks for listening!

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Dr. Noemi Sinkovics

