

**SEHUBS**  
**Co-creating Hubs for Social Enterprises**  
621421-EPP-1-2020-1-IT-EPPKA3-IPI-SOC-IN



**METHODOLOGICAL FRAMEWORK FOR  
GOOD PRACTICES AND ROLE MODELS  
SELECTION**



## Introduction

Defining good or best practices or role models is not easy. The term "best practice" is commonly used in the literature on the subject, as well as in the business world and the academic environment. The fascination with best practices stems from two key points: first, they lead to a change in the state of affairs in a particular field, and second, they can be imitated by others. Therefore, a good practice can be considered as an action that brings concrete, positive results that contain some innovation potential is durable and repeatable, and can be used in similar conditions elsewhere, or by other entities. A good practice is a successful experience that has been tested and replicated in different contexts and can therefore be recommended as a model. It deserves to be shared so that a great number of social enterprises can adapt and adopt it.

This means that by learning from other actors, you can achieve similar results. There are several varieties of "best practice": Best Practice, Best Fit Practice, Good Practice, and Inspiring Practice. The last type of practice is gaining great popularity because it concerns important problems of human capital management, and at the time of conducting the research, it is not possible to determine the effects of their implementation. What counts when assessing is the innovative nature of the practice and an innovative solution to the problem.

Promoting the attitudes of people who have achieved success in social entrepreneurship is very important. Such a role model serves as a role model, inspires and, most importantly, shows the public people who implement ambitious projects, include the local community, promote sustainable values. Unfortunately, as the observations show, the best practices and role models may be "not resistant to changes in the environment of the organization and therefore short-lived". Therefore, it is important to identify the practice, perform the analysis and draw conclusions as soon as possible.

## Stages of selecting good practices

1. Analysis of the project goal in the context of the selection of good practices - in the case of the project "Co-creating Hubs for Social Enterprises" (SEHUBS) the aim is to elaborate an innovative model of co-creation hub for social enterprises that are working with various disadvantaged groups or for overcoming social issues in various fields (culture, sport, employment, etc.) and to test its practical application in different local contexts, the goal of good practice was its compliance with the principle of sustainable development, i.e. its effectiveness in terms of in social and economic terms.

2. Determining good practice and role models themes that can be implemented in a given country as well as in partner countries - in line with the objectives of the SEHUBS project, three thematic areas have been identified as leading:
  - staff recruitment, retention, and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices,
  - distribution of SEs' goods in a sustainable way visible to the community,
  - responses to other social enterprises' challenges within the environment, e.g. computerization, the international environment, etc.
  
3. In determining the criteria for selecting good practice and role models - the following selection criteria were adopted:
  - core criteria
    - [1] good practice should relate to at least one topic of the thematic area resulting from the project's objective,
    - [2] innovative - Is this a unique idea, does it break new ground, does it significantly enhance an existing practice?
    - [3] effective and successful - Has the case under scrutiny demonstrated its relevance as an effective way of achieving its specific objective?
    - [4] environmentally, economically, and socially sustainable - Has the case under scrutiny met current needs, without compromising the ability to address the needs of future generations?
    - [5] repeatable - Is it restricted for any local reasons? Can it be easily replicated elsewhere?
    - [6] benefits Identified - What does it deliver, how is this unique, and who/what does it benefit?
  - additional criteria
    - [1] good practice is promoted as a model to be followed by various institutions and organizations in partner countries,
    - [2] good practice is presented in catalogues and publications as a good solution
    - [3] role model is inspiring and helpful for future and current social entrepreneurs.
  
4. Preparing a form for collecting good practices to maintain a consistent structure of the information presented - the form contained, among others the following:
  - a short description of the social enterprise,
  - the topic of good practice and the reason for choosing it,
  - description of good practice,
  - tips on how to implement the proposed solutions contained in the description into the innovative SEHUB model,

- information sources.

5. Determination of the required number of good practices - all project partners are required to identify and describe 10 good practices. To improve the process leading to the selection of the 10 best practices, the following operational steps are recommended:

- stage 1 - screening of good practices (by core criteria)
- stage 2 - selection and elaboration of 10-15 cases per country (by use of template good practices)
- stage 3 – selection and finalization of a "Top 10" list in each country with additional criteria
- stage 4 - In-depth analysis of 10 cases by each partner.

The developed good practices in the form of a document will be published on the project website and will be part of the innovative SEHUBS model.

We applied the same mapping framework to the role models so that the methodology adopted would ensure consistency and comprehensiveness and, in the later stage of the research procedure (case study), provide a holistic view of social enterprises.

Role models were sought, selected and described according to a similar procedure. In the introductory section were collected information: (1) Name of the person, (2) The organization that the person represents, (3) Brief description of her/his activity and reasons for selecting as a successful role model. The final part of the role model description were criteria. In every case author of the role model assessed, which of criteria suit best to the selected person:

- someone whose main life story is social entrepreneurship;
- someone who can share leadership and motivation how this changed his/her life and the community;
- someone who is recognized as community hero and through their stories easily can be shown the social impact and the solidarity as an important value in European societies;
- someone whose stories and leadership will encourage others to become engaged in society, and to think differently about themselves and their place in their communities.

## Sources:

- Boosting Social Enterprise Development*, GOOD PRACTICE COMPENDIUM, OECD, Paris 2017
- Dani S., Harding J, A., Case K, R., Young I M, Cochrane S., Gao J., and Baxter D.  
*A methodology for best practice knowledge management*, Proceedings of the Institution of Mechanical Engineers Part B Journal of Engineering Manufacture 2006.  
<https://www.fao.org/capacity-development/resources/practical-tools/good-practice-tool/en/>
- Juchnowicz M., *Istota najlepszej praktyki – dylematy definicyjne*, [w:] M. Juchnowicz (red.), *Najlepsze praktyki w zarządzaniu zasobami ludzkimi. Metodyka badania. Opisy przypadków*, Oficyna Wydawnicza Szkoły Głównej Handlowej w Warszawie, Warszawa 2011.
- Karwińska A., Wiktor D. *Przedsiębiorczość i korzyści społeczne: Identyfikacja dobrych praktyk* [in:] *Ekonomia społeczna* 2008, no 6/2008.
- Małecka – Łyszczek M., Wesółowski Z. *Modele współpracy podmiotów ekonomii społecznej z administracją publiczną*, [in:] *Ekonomia społeczna* 2008, no 5/2008.
- Methodological framework for good/best practices selection* - Report 2021 [https://come-res.eu/fileadmin/user\\_upload/Resources/Deliverables/COME\\_RES\\_Deliverable\\_WP5.1\\_Methodological\\_Framework\\_for\\_good\\_practices.pdf](https://come-res.eu/fileadmin/user_upload/Resources/Deliverables/COME_RES_Deliverable_WP5.1_Methodological_Framework_for_good_practices.pdf)
- Report - Criteria to select best practices in health promotion and disease prevention and management in Euro* [https://health.ec.europa.eu/system/files/2021-01/sqpp\\_bestpracticescriteria\\_en\\_0.pdf](https://health.ec.europa.eu/system/files/2021-01/sqpp_bestpracticescriteria_en_0.pdf)
- Rostkowski T., *Kryteria identyfikacji najlepszej praktyki*, [w:] M. Juchnowicz (red.), *Najlepsze praktyki w zarządzaniu zasobami ludzkimi. Metodyka badania. Opisy przypadków*, Oficyna Wydawnicza Szkoły Głównej Handlowej w Warszawie, Warszawa 2011.
- Rutkowski K., *Najlepsze praktyki w biznesie – między młotem wymagań ekonomicznych a kowadłem społecznej odpowiedzialności biznesu*, [w:] K. Rutkowski (red.), *Najlepsze praktyki w zarządzaniu łańcuchem dostaw*, Wydawnictwo SGH, Warszawa 2008.
- Swart R., *A methodology for identifying best practice for communications*, 2011, [https://www.reply.com/Documents/10937\\_img\\_SYTR12\\_Best\\_Practice\\_Methodology\\_Communication\\_Providers.pdf](https://www.reply.com/Documents/10937_img_SYTR12_Best_Practice_Methodology_Communication_Providers.pdf)