

Knowledge What should I know?	Capabilities / Skills What should I be able to do?	Leadership How can I motivate stakeholders?
<p>Awareness and understanding of the needs of the target group. A heterogenic group with different needs that may vary between the locations of the centres and over time</p> <p>Understand the social context of young peoples lives including youth culture</p>	<p>Make need analyses, propose and deliver tailor-made actions and services to specific clients, target groups and to target group as a whole</p> <p>Relate to young people as equals. Demonstrate openness when discussing young peoples personal and emotional issues</p>	<p>Create awareness of the complexity of needs an how partners and team can address them jointly, complement each others actions and services. Integrating perspectives.</p> <p>An open approach. Listening and learning from young people in NEET situations</p>
<p>Awareness of existing support structures and the services they provide to the target group including legal acts behind those services</p>	<p>Build effective partnerships (competence/ relevance) with support structures (local, regional, national)</p> <p>Designing an optimal guidance centre with targeted actions and services using design thinking.</p>	<p>Engage in dialogue with management in support structures - present the added values of the centre</p> <p>Engage partners and their teams in jointly develop targeted actions and services</p>
<p>Overview of funding sources and how to blend them successfully for longterm support of the centre</p> <p>Project management</p>	<p>Design a suitable and sustainable funding model for the guidance centre</p> <p>Draft project applications. Implementation and reporting of projects.</p>	<p>Create awareness among partners on the costs for maintaining the guidance centre and the need to stay committed to the funding model also when individual partner organisations make re-organisations</p>
<p>Management of multi-disciplinary services and multi-disciplinary collaboration</p> <p>Monitoring, evaluation and development of actions and services</p>	<p>Coordinate and develop the actions and services provided by the guidance centre</p> <p>Set indicators and targets for the actions and services provided by the guidance centre.</p>	<p>Adaptive and collaborative leadership</p> <p>Awareness raising of set indicators and how the actions and services deliver to the</p>

Documentation	Monitor and evaluate effects and based on results further develop actions and services.	overall performance of the guidance centre
Human resource management	Develop competence profiles and recruit staff Human resources management in practice including the well-being of the staff.	Monitor the well-being of the staff and act if needed with support measures
Communication Marketing of services and actions towards stakeholders (NEETs, public sector, business)	Develop communication plans based on multi-stakeholder dialogues - internally with staff and partners - externally with young people and decision-makers. Define and communicate the added-value on using the model of a guidance centre as the optimal form of providing targeted and effective actions and services to NEETs.	Create partners and team awareness of each other as parts of the whole guidance centres actions and services Raise awareness of guidance centres among young people and other stakeholders. Engage in dialogue with decision-makers on the added value of the guidance centre
Coaching and motivational techniques Career education methods	Design a proven coaching model for the guidance centre Familiar with the career education methods and how to apply them to different age groups	Create an engaged and skilled team with all the right tools for coaching and motivational work
Awareness of present labour market and future trends	Apply knowledge on present labour market and future trends for career guidance	Engage in dialogue with relevant actors such as employers, business and educational providers
Awareness of physical structures and their impact on professionals and youth	Apply knowledge when designing the guidance centre	