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THE FIRST STEPS IN SOCIAL ENTREPRENEURSHIP

Module 2: Planning and setting up your idea

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One of the key factors to bring to success your rural social entrepreneurship project is to follow best practices and proven models while setting up your idea. Those models give you support guiding, focusing and targeting your project.

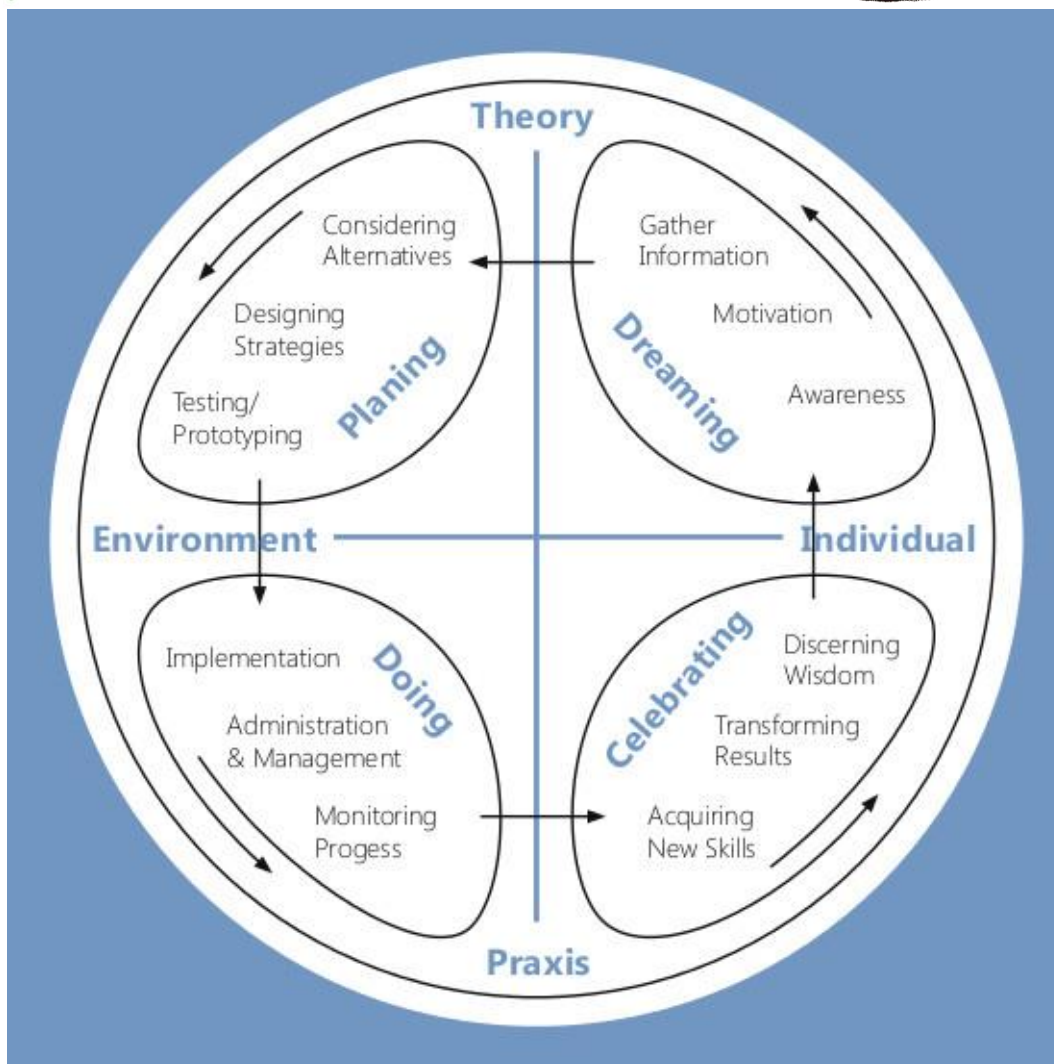
There are different models, with different focus. We will present you three very common and effective ones, Dragon Dreaming, SWOT Analysis and Fish Bone.

Pay attention to the different ideas of these models and take your time to understand their benefits and take advantage.

Dragon dreaming: DREAM, PLAN, DO & CELEBRATE

Dragon Dreaming is founded by Vivienne Elanta and John Croft, from Australia. They combined the wisdom of Aborigines with insights and techniques from western management. It entered Europe around 2006, through permaculture movements. Nowadays, also corporations, educational institutes and nonprofit organizations use Dragon Dreaming as a project design.





(Source: <http://www.permaculture-diploma-2014.org.uk/permaculture-diploma/herb-garden-pathway/dragon-dreaming-design-process-and-tools>)

Dragon Dreaming is a systemic design process, a philosophy and a methodological framework, for the realization of collaborative and sustainable projects, organizations and platforms, built upon three principles:

- **personal growth** – commitment to your own healing and empowerment
- **community building** – strengthening the communities of which you are a part
- **service to the Earth** – enhancing the wellbeing and flourishing of all life

Dragon Dreaming is suitable for social entrepreneurship ideas because it is based on a culture of a triple win-win-win. A win for ourselves personally, for the communities we live in and for the Earth as a whole. With applying principles of Dragon Dreaming we are able not only to develop new skills. We also may discover new sides to ourselves and deepen our relationship with life. At the same time, Dragon Dreaming helps strengthening the community, building and sustaining teams based on trust and cooperation, in which communication and appreciation are especially valued. Dragon Dreaming facilitates diversity, creativity and vitality, not only for us and the team but rather for the whole world. Dragon Dreaming helps creating more sustainable projects.

The Dreaming: Every project starts as the Dream of a single individual, but daily experience teaches 90% of our dreams get blocked in the dreaming stage, and this usually happens because we do not share our dreams.



How then do we make our dreams come true? The first step is to share your dream and build a team around your dream that assists in making the dream come true.

The Planning: The second stage is to build a plan: people do not plan to fail, they only fail to plan. Again experience teaches us that 90% of projects do not work according to plan. This is because the “planners” are seen as the “*head*” of the organization, and they blame the “*body*” of the organization for not following the plan, whilst the “*body*” blames the “*head*” for being out of touch with reality.

The Doing: The third stage is where much of the work occurs. This is the doing stage of the project, and international figures show that some 90% of business ideas, start-ups or non-government community initiatives fail to last longer than 3 years. This often happens through “*burnout*” on the part of the initiators, and the lack of effective succession planning. People feel tired and exhausted, because they have not refueled themselves with the fourth step.

Consider now the statistics. In our conventional world of win-lose competitive enterprises, of every 1000 dreams, only 100 become plans, only 10 plans work according to plan, and only 1 survives longer than three years. People know this; they know in the conventional business as usual world, dreams do not come true, and so..... So they give up their dreams. Aboriginal people in Australia say that when you lose your dreaming you have lost part of your soul. And the symptoms of soul loss are all around us – apathy, fatalism, powerlessness, living only from day to day, addictive behaviours, seeking happiness through consumerism, easy frustration, blaming the victim in others or oneself, rising levels of depression. Dragon Dreamers know we need a fourth step.

The Celebrating: The fourth stage of a successful project is celebration. This is built upon gratitude and thankfulness, acknowledgement and recognition. It is celebration that connects the doing of a project back to the original dreaming. We say 25% of any project needs to be celebration. And it needs to be fully integrated throughout the process.

Video (for embedding): <https://www.youtube.com/watch?v=FWDL8Hho97c>

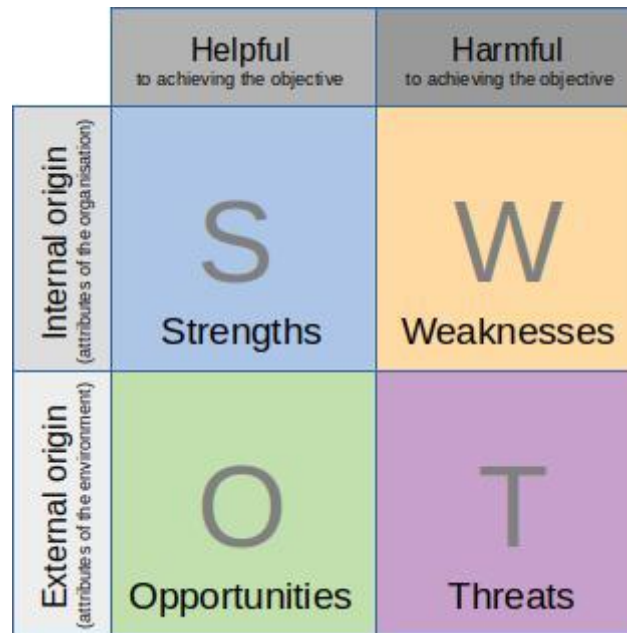
Guide: <http://www.dragondreaming.org/dragondreaming/the-international-e-book/>

SWOT Analysis

SWOT (strengths, weaknesses, opportunities, and threats) analysis is a framework used to evaluate a company's competitive position and to develop strategic planning. This exercise it's often asked as part of a Business model.

Using internal and external data, the technique can guide businesses toward strategies more likely to be successful, and away from those in which they have been, or are likely to be, less successful. An independent SWOT analysis analysts, investors or competitors can also guide them on whether a company, product line or industry might be strong or weak and why.





Strengths describe what an organization excels at and what separates it from the competition: a strong brand, loyal customer base, a strong balance sheet, unique technology, and so on. For example, a permaculture garden may have developed a strategy to sell his products to local consumers that gives constant income.

Weaknesses stop an organization from performing at its optimum level. They are areas where the business needs to improve to remain competitive: a weak brand, higher-than-average turnover, high levels of debt, an inadequate supply chain, or lack of capital.

Opportunities refer to favorable external factors that could give an organization a competitive advantage. For example, if a country cuts tariffs, a provider can export its products into a new market, increasing sales and market share.

Threats refer to factors that have the potential to harm an organization. For example, a drought is a threat to a wheat-producing company, as it may destroy or reduce the crop yield. Other common threats include things like rising costs for materials, increasing competition, tight labor supply and so on.

Video (for embedding): <https://www.youtube.com/watch?v=9-NWhwskTO4>

Guides:

https://www.etf.europa.eu/sites/default/files/m/D9315C30910DE6E8C1257D5E0036883A_FRAME_Foresight%20guide.pdf

Examples of SWOT Analysis in the biggest companies of the world:

<https://www.strategicmanagementinsight.com/swot-analyses.html>

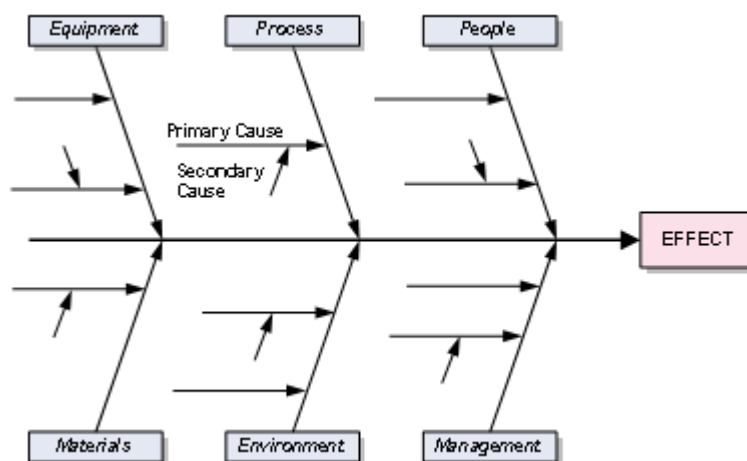
Fish bone (cause-and-effect diagrams)

Would you like to improve any process or do you have any problem in your company and you would like to solve them?

Go to the root!

Fishbone Diagrams (also known as Ishikawa Diagrams) can be used to answer the following questions that commonly arise in problem solving: What are the potential root causes of a problem? What category of process inputs represents the greatest source of variability in the process output?

(Source: <https://cdn.vertex42.com/ExcelTemplates/Images/fishbone-diagram.gif>)



Dr. Kaoru Ishikawa developed the "Fishbone Diagram" at the University of Tokyo. Hence the Fishbone Diagram is frequently referred to as an "Ishikawa Diagram". Another name for this diagram is the "Cause & Effect" or CE diagram. As illustrated above, a completed Fishbone diagram includes a central "spine" and several branches reminiscent of a fish skeleton. This diagram is used in process improvement methods to identify all of the contributing root causes likely to be causing a problem. The Fishbone chart is an initial step in the screening process. After identifying potential root cause(s), further testing will be necessary to confirm the true root cause(s). This methodology can be used on any type of problem, and can be tailored by the user to fit the circumstances.

Using the Ishikawa approach to identifying the root cause(s) of a problem provides several benefits to process improvement teams:

- Constructing a Fishbone Diagram is straightforward and easy to learn.
- The Fishbone Diagram can incorporate metrics but is primarily a visual tool for organizing critical thinking.
- By Involving the workforce in problem resolution the preparation of the fishbone diagram provides an education to the whole team.
- Using the Ishikawa method to explore root causes and record them helps organize the discussion to stay focused on the current issues.
- It promotes "System Thinking" through visual linkages.
- It also helps prioritize further analysis and corrective actions.

Video (for embedding): <https://www.youtube.com/watch?v=BW4qvULMJjs>



Sources:

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