# 1. Mapping the field + Vision

CEAL

Define your reason your wanting to do a CEAL program. What is the bigger vision behind the project?

Do you want to catalyse entrepreneurial capacity in individuals and the community?
Do you want to initiate community-based entrepreneurial initiatives within the community?
Do you want to close the “gap” between education and societies/communities?
Do you want to develop a new form of education around social and community entrepreneurship?

Phase: **Preparation**

**Tools:**

CEAL

# 2. Choosing + building partnership

CEAL

Define what qualities you have in your initiating team and organisation. Do you have all the qualities and connections needed for the project or do you have to build partnerships? Map the qualities, resources and possibilities that lie within your group or organisation and also map out what you still need. Identify what type of partners you need and make an invitation to those organisations you would like to partner with.

Phase: **Preparation**

**Tools:**

CEAL

# 3. Stakeholder and community analysis

CEAL

Make an analysis of your project, identifying the key stakeholders. Think both of the stakeholders in your organisation and external stakeholders like local council, social organisations, local groups, associations, etc. Include in the process an analysis of the community structures, finding out which organisations are active (schools, community-centres, etc). Look at the structural forms that local citizens have already organised themselves into.

Place the CEAL-program within this context. Where do you see yourselves?

Phase: **Preparation**

**Tools:**

CEAL

# 4. Team-building with your partners

CEAL

Have you found the right team? Once this is done, spend time with your team in a non-office setting and practice working together in a creative way, building a culture of collaboration within the team.

Open the toolkit to use and test some of the group-building activities offered.

During the team-building activities, take time to dive deeply into the motivations, expectations, needs and qualities that everybody is bringing.

Phase: **Preparation**

**Tools:** **2**

CEAL

# 5. Building the community network

Support community partners to broaden their networks. Look for informal leaders in the community, people who are already contributing, including people who are not in official roles.

Connect to various networks and groups in the community and invite them to take an appropriate part. Do several community visits and host an interactive gathering to inform those who are enthusiastic to learn more.

Phase: **Preparation**

**Tools:**

CEAL

# 6. Reflection moment

CEAL

Create a culture of action-learning within your own core-team. Before you start with the delivery of the program have at least one collective reflection session.

What did you learn from all the steps taken so far? Is the path you are taking in line with the initial vision and does it match with the ideas and expectations of your partners? What is still needed to help your project to be the best it can be?

Phase: **Preparation**

**Tools:** 12 / 13

CEAL

# 7. Process design

CEAL

Now that you have a vision, partners, a community and an idea of what you want to achieve together, it's time to design your CEAL program.

Get the process map, the activity cards and the tool-sheets out and design a program path. Use the explanation in the guide to plan one or several phases for your ideal program.

Don't forget to check the tips&tricks!

Phase: **Preparation**

**Tools:**

CEAL

# 8. Making an irresistible and honest invitation

You want to have a spectacular outcome. Make an irresistible invitation based on your program design for youth, students, community-members and anybody else participating. Use key words that resonate with your target group and make an invitation that people can hardly say no to.
Take time to decide how you will word invitations. Only promise things which you know you will be able to follow through on. Where possible, take the opportunity to meet your participants face-to-face.

Phase: **Preparation / Confidence & Challenge**

**Tools:**

CEAL

# 9. Considering Oasis Game

CEAL

Consider using the Oasis Game as a playful and impactful transformation game. You can choose to play this and download the game at institutoelos.org/games
Be aware that the Oasis Game is a big undertaking with a whole set of cards and tools that follow a seven-step process. This will fill a large part of your building trust phase.
Download the game, read it through and see if this fits in your plans.

**“The design of the Oasis Game strives to allow all players to be winners, without exception.”**

Phase: **Building collective confidence**

**Tools:** 1

CEAL

# 10. Community-building in your participant group

CEAL

Take time to build a culture of collaboration in your participant group. Set collective challenges that can only be achieved by working together to achieve the result.

Make it a fun experience, but bring everyone's attention to the fact that what happens in a group activity can also happen in real-life. Take the time to reflect on what has happened and what you are learning together.

**"As in the game, as in the life"**

Phase: **Building collective confidence**

**Tools:** 2

CEAL

# 11. Appreciative gaze

CEAL

Make a diagnoses of the community, using the appreciative gaze. Go out alone or in pairs to look for what the community and setting already have to offer.

Use all your senses to perceive what's abundant in this community (listen, smell, feel, taste, look and ask)

Notice and document beautiful aspects of the community and its available resources.

**"The essential is invisible to the eye"**

Phase: **Building collective confidence**

**Tools:** **3**

CEAL

# 12. Building relationships

CEAL

Take time to connect to people in the community. A good way is to connect to the beauty and resources of the community and look for those connected to it.

Search for stories and talents in the community and take time to listen to what moves people.

Map out the potential for growth in the community. Speak to as many people as possible to connect into varied social networks.

**“Look for the person behind the beauty”**

Phase: **Building collective confidence**

**Tools:** 4

CEAL

# 13. Dream and define project

CEAL

Gather people from the community and host a space for conversation around the visions and dreams heard in one-on-one conversations.

Facilitate a conversation to find the common threads that run through people's dreams and use these threads as inspiration to create a project.

Pay attention to projects that come from a deep desire to create positive change and projects that will affect and involve many people in the community.

**"A dream you dream together is a reality"**

Phase: Building collective confidence / Challenge yourselves

**Tools:**

CEAL

# 14. Co-design strategies

CEAL

Organise an occasion to gather participants, community members and the other stakeholders involved. Together you can design strategies for making ideas happen. A great way to co-create is to make ideas visible. Use images and visual mind maps as well as words.
Are you talking about something physical? Then why not make a model of the space.
Are you talking about ideas and concepts? Then perhaps make drawings.

**“Sketching isn’t about art, it’s about ideas”**

Phase: Building collective confidence / Challenge yourselves

**Tools:** 1 / 5 / 6

CEAL

# 15. Hands-on working together

Wanna build community? A great way of building relationships and community is to spend at least a couple of days doing practical work together with your wider team or community, for example, building painting or gardening.

Create space for everybody to contribute and use as many resources and talents from the community as possible and challenge yourself to do it with as little money as possible. Try out your ideas, prototype them, create teams, set a target and celebrate results together.

**“Without knowing it was possible, we went out and did it”**

Phase: Building collective confidence / Challenge yourselves

**Tools:** 6

CEAL

# 16. Celebration

CEAL

Make the time to celebrate the completion of collective projects. Practice honouring and celebrating achievements each day, but particularly focus on celebrating and honouring the closing of a phase.

Organise a dedicated moment and make space to honour everybody's involvement, from the biggest to the smallest contribution, everybody's contribution has been important.

**"Celebration not a party, it's honouring individual contributions to the collective achievement."**

Phase: Building collective confidence / Challenge yourselves

**Tools:** 7

CEAL

# 17. Community initiative visits

CEAL

Organise community visits to existing community initiatives.

Seek out people who have already invested time and energy into developing the community.

Let yourself be guided, gather stories and insights about how entrepreneurship has already taken shape in your area.

**"Volunteering is at the very core of being a human. No one has made it through life without help of others"**

Phase: Building collective confidence / Challenge yourselves

**Tools:**

CEAL

# 18. community-entrepreneurship

CEAL

Host a workshop that builds understanding of what community-entrepreneurship is. Explore entrepreneurial attitudes, forms of getting organised and value-exchanges.

People have various ideas of what entrepreneurship is and are sometimes reluctant to take the next step just because they don't know what to expect. If needed, get an outsider with experience to host this activity.

**"Three Ps that I can't sacrifice: Process, Purpose, and Principles."**

Phase: Building collective confidence / Challenge yourselves

**Tools:** 9 / 10 / 11

CEAL

# 19. Value case creation

CEAL

Host a gathering to map out what value your community project is creating and for whom. Value goes beyond money. Think about who would want to use or buy your product/services. Value has various other aspects including the social value you create. Who benefits from what you do and what value does it offer?

Use the offered CEAL tools to create a collective understanding of the value created by the projects and present the results.

**"An economist says that essentially more for you is less for me, but the lovers know that more for is more for me too. "**

Phase: Building collective confidence / Challenge yourselves

**Tools:** 9 / 10 / 11

CEAL

# 20. Reflection in action – journaling

CEAL

Action-Learning is at the core of the CEAL-model. You plan, you Act, you Reflect and then you Integrate what you have learnt into your future endeavours.

The first two steps we do easily, the last two we frequently forget. Create space during the process for participants to reflect on what they have learned and help them to integrate these learning into the next steps they will take.

A great way to reflect is to document the journey in a journal.

**"A real person smiles in trouble, gathers strength from distress, and grows brave by reflection."**

Phase: Building collective confidence / Challenge yourselves

**Tools:** 12 / 13 / 20

CEAL

# 21. Re-evolution

CEAL

Each phase evolves into the next phase. We can take out key-experiences from previous phases and use them as inspiration to start a new cycle of development.

Organise spaces for reflecting with all the community-members involved, with participants and with stakeholders. Discuss what is now possible after the first experiences of collaboration and work out what changes could be made to improve and add to the project.

Design ways to integrate these changes into the next phase.

**“This is an invitation to start a new cycle of achievements base don what we have experienced.”**

Phase: Building collective confidence / Challenge yourselves

**Tools:**

CEAL

# 22. Personal connection to purpose

CEAL

Create space for the participants to connect to their personal motivation and to the purpose of the CEAL-program. Look for the deeper values present in the participant's reasons to take part in the CEAL-program. Try to help participants connect their personal motivation to the bigger purpose of the project and help them to see these connections.

"When there's alignment between the collective and the personal purpose, chances for commitment and impact increase drastically"

Phase: **Building collective confidence / Challenge yourselves**

**Tools:**

CEAL

# 23. Taking individual and collective ownership of new dreams

CEAL

After the first experience of the realisation of a collective project get together and select a couple of projects that deserve to be developed.

Create subgroups around potential projects and find people who want to make a commitment to making them happen. Create the space for people to find a suitable role in the realisation of the project and work with them to create a plan.

**“The price of greatness is responsibility.”**

Phase: Challenge yourselves

**Tools:** 16 / 17 / 21

CEAL

# 24. Set yourselves a challenge and set 3 to 4 gatherings

CEAL

Having decided to make an idea happen (a project or more then one project), set yourselves the challenge of taking the project to the next level in a relatively short time. Formulate the challenge together and plan the steps towards realising it. Plan at minimum three to four gatherings from the setting of the challenge until its realisation.

What is the challenge that's going to take your project to the next level?

**'We don't grow when things are easy, we grow when we overcome challenges'**

Phase: **Challenge yourselves**

**Tools:** **6 / 16 / 17**

CEAL

# 25. Project design and planning

CEAL

Design the project. Design a vision of the best possible outcome, how it looks, feels, who will be involved and what you want to see happen. Set the target and plan back in time with your groups what the steps are you need to take to get there.
See if you can answer in the design;
- who will benefit?
- how does it look like and what do you need for it?
- who should be involved?
- how are you going to involve them?
- who's you're team?
- what are the steps needed to take?
- when are you going to do that?

**"planning is bringing the future into the present"**

Phase: Building collective confidence / Challenge yourselves

**Tools:**

CEAL

# 26. Social impact mapping

Make a map of the potential or already observed forms of impact that your project is having or might have in future. There are several tools to be used but the strongest indicators used are for social, environmental and economic impact.

Do this mapping in a format that allows you to compare the impact that different types of project could have. Use this information to inform your decisions about which project or intervention will yield the strongest impact at various levels.

**“Humanity’s greatest advances are not in its discoveries, but in how those discoveries are applied to reduce inequity.”**

Phase: Building collective confidence / Challenge yourselves

**Tools:** 11

CEAL

# 27. Discover the business model

CEAL

A business model is the conceptual structure supporting the viability of a business, including its purpose, its goals and its plans for achieving them.

How can your project generate income in order to be self sufficient and sustainable, while meeting its social targets, strategic goals and core objectives?

Getting together to make a model is a useful exercise but often the idea needs a trial period before a model can be decided upon.

**"My dream is to find individuals who take financial resources and convert them into changing the world in the most positive ways."**

Phase: Building collective confidence / Challenge yourselves

**Tools:** 6 / 9 / 11

CEAL

# 28. Inspiration visits

CEAL

Get in touch with inspiring local and regional initiatives and organisations to arrange some visits.

Gather your project partners and participants to prepare the questions you want to ask before your visit.

Don't be afraid to ask questions, people love sharing stories and the lessons they have learned.

**“Tell me and I forget. Teach me and I remember. Involve me and I learn”**

Phase: Building collective confidence / Challenge yourselves

**Tools:**

CEAL

# 29. Organize frequent coaching and mentoring moment

CEAL

Choose to have a coach or mentor.

A coach often focuses on concrete issues, such as helping you to manage your time effectively and helping you to develop plans and strategies.

A mentor provides a safe environment for somebody to share issues affecting his or her professional and personal development.

After choosing someone to support you, set frequent dates for one-on-one conversations.

**“a mentor empowers a person to see a possible future and believe it can be obtained.”**

Phase: Building collective confidence / Challenge yourselves

**Tools:**

CEAL

# 30. Organizing a public community event

CEAL

Challenge yourselves to organise a community event. Make the event spectacular using local talent, and local resources where possible. Make the event participatory and inclusive so that all sorts of people have the opportunity to connect.

Several formats have a strong impact on the community, like a talent show or market, presenting and co-creating prototypes, presenting projects to the community for feedback.

**“Communication leads to community, that is, to understanding, intimacy and mutual valuing”**

**Phase: Building collective confidence and challenge yourselves**

Phase: Building collective confidence / Challenge yourselves

**Tools:**

CEAL

# 31. Presentation of results

CEAL

After a collective achievement, create an opportunity to present your results. Showcase the results of your community-projects, share your proto-type or present whatever has been achieved during the CEAL-program.

Presenting results not only gives you the opportunity to share the outcome, but also to practice sharing achievements in an interactive way. Perhaps the presentation could take the form of a community-tour, a workshop or a small festival.

Design a presentation where people can experience the project outcome using various senses (taste, sound, touch). Try to make the event unforget-table.

**"How well we communicate is determined not by how well we say things, but how well we are understood."**

Phase: **Challenge yourselves**

**Tools:**

CEAL

# 32. Create a proto-type of your project or product

CEAL

The best way to see if your idea really works, is to try it out!

A prototype is an early sample, model, or release of a product or service built to test a concept or process or to act as something to be replicated or learned from.

Make a plan for making a proto-type of your project and test it in a real-life environment, working directly with everyone involved as well as with the wider community. Try to collect feedback and suggestions from a wide range of people.

**“prototyping is the conversation you have with your ideas”**

Phase: Building collective confidence / Challenge yourselves

**Tools:** 1

CEAL

# 33. Check-out; appreciation, reflection and taking it forward

CEAL

A “check in” at the beginning of something is about why you are participating, the “check out” at the end of a process is an opportunity for participants to reflect on what they have accomplished individually and collectively.

Create a circular space to take time to reflect in silence, to share in small groups and share the most important learning with the bigger group.

**“every new beginning, comes from another beginnings, end”**

Phase: Building collective confidence / Challenge yourselves / integration

**Tools:** 20 / 21

CEAL