

PHASE 1

SHAPING THE VISION / SOCIAL INNOVATION

DRIVING FORCES CREATION SE

SOCIAL WELFARE STATE CANNOT BE PROVIDED BY STATES

- persistent structural unemployment
- the need to reduce state deficits
- the need for active integration policies of exclusion groups
- the need to tackle poverty
- the need to reduce the size of the public sector
- and the failure of the welfare state to satisfy various social needs
- to enhance social cohesion
- and to empower regional development

NGOS DEPENDING ON CHARITY N SUBSIDIES NOT SUSTAINABLE

- the fall in charitable revenues and the pressure of public services towards 'value to the taxpayer' (Defourny and Nyssens, 2010b)

THE SOLUTION IS SUSTAINABLE ENTREPRENEURSHIP

Success = quest for status & money

- The paradigm of success has changed - Hanger for success
-

To live & work under your rules

- To give something back to the society
-



Tripple Bottom Line People-Planet-Profit

- Create something that makes the difference
-

- Do something that matters

Could be a new start-up, a department in your company,
a parallel endeavor to your job

-



WHAT IS A SOCIAL ENTERPRISE

Social entrepreneurs set up a social enterprise around a socially innovative business model with the aim of resolving specific social issues, addressing market failures, or covering institutional voids while raising money from the market

They target transformational change on political, social, cultural, and economic levels, while often creating job integration for vulnerable groups

They are characterised by a duality of objectives both commercial and social. A social enterprise is defined by its social mission, its theory of change and its measurable social impact. (Zafeiropoulou, 2016)

SOCIAL ENTERPRISE

2 APPROACHES



Social enterprises are businesses that trade in the market with a social purpose.
They use business tools and techniques to achieve social aims.

BE SOCIAL CHANGE

UK DEFINITION

Social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners... they take a variety of legal forms

THE EU DEFINITION

Social enterprise is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders.

It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives.

It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities.





Social enterprises are part of the Social Economy. There are 2 million social economy enterprises in Europe, representing 10% of all businesses in the EU. More than 11 million people - about 6% of the EU's employees - work for social economy enterprises. They have different legal forms and various objectives ranging from agriculture and banking to provision of employment and workshops.

In the social economy, social enterprises are seen as the most innovative forms.

You can find more the social economy in the EU here: https://ec.europa.eu/growth/sectors/social-economy_en

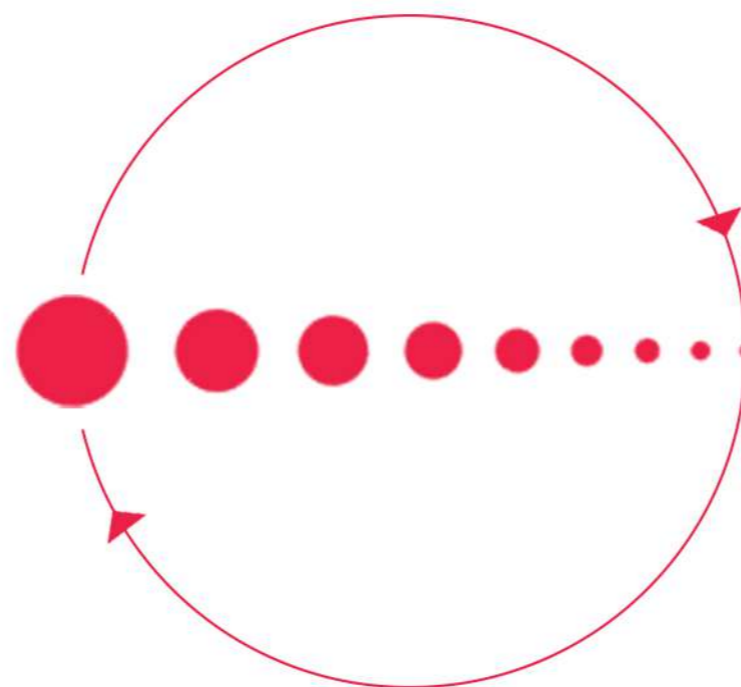


Social Enterprise

- Represent a hybrid of public, private and civil society activity; they combine business activity with social purpose
- Social enterprises are businesses that trade in the market with a social purpose. They use business tools and techniques to achieve social aims
- Social Mission

WHY NOT A **NON FOR PROFIT**

When sponsorship ends
what happens to my beneficiaries?




The solution is
ENTREPRENEURSHIP

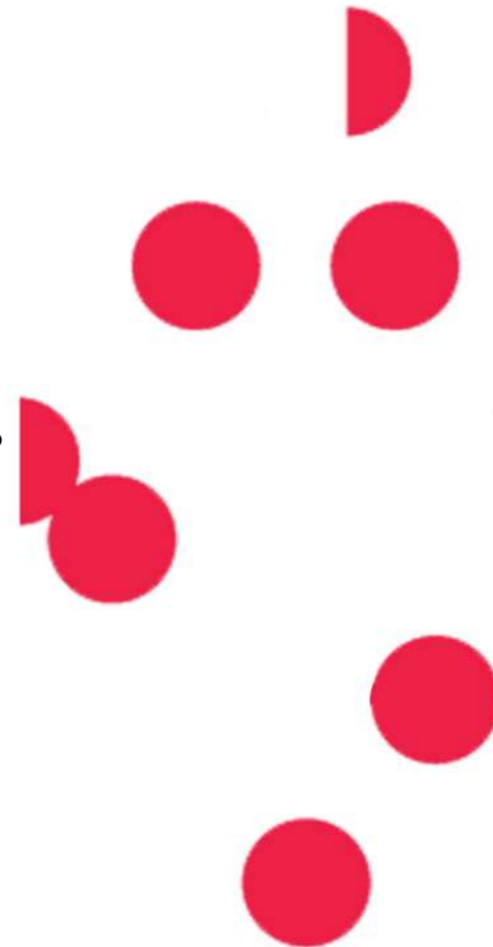


Organizational context: Social innovation

- Is all about innovation that aims to achieve social goals
- Their mission statement reveals their innovative element when trying to resolve usually two social issues (vulnerable group & education/environment/ culture/ health) and meet their business objective
- They are evaluated and labeled as social businesses not through profit generation or profit distribution but through social impact. For these we use social reporting systems in the past social evaluation measurements

 What change do you want to see
in the the world?

What role will you play in that change?



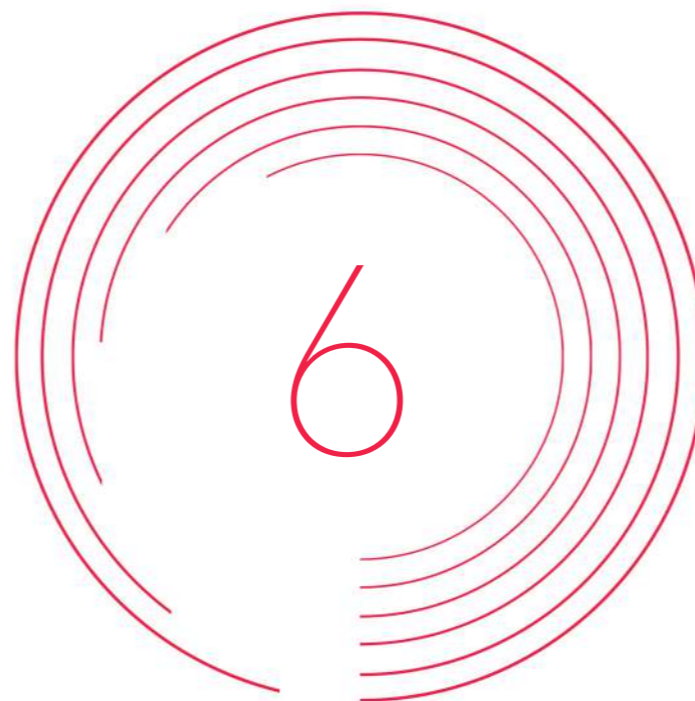


Social Innovation

- Identify the social issue
- Identify the target population of beneficiaries
- Identify desired impact
- What is your theory of Change?
- Transformational change at the political, economic, cultural, social level
- Mobilise resources
- Duality of Objectives
- Create local employment
- Package of service or product
- Create local movement



- Profit making
- Duality of Objectives
- Innovation Model
- Sustainability
- Social Impact Measurement /Performance Evaluation

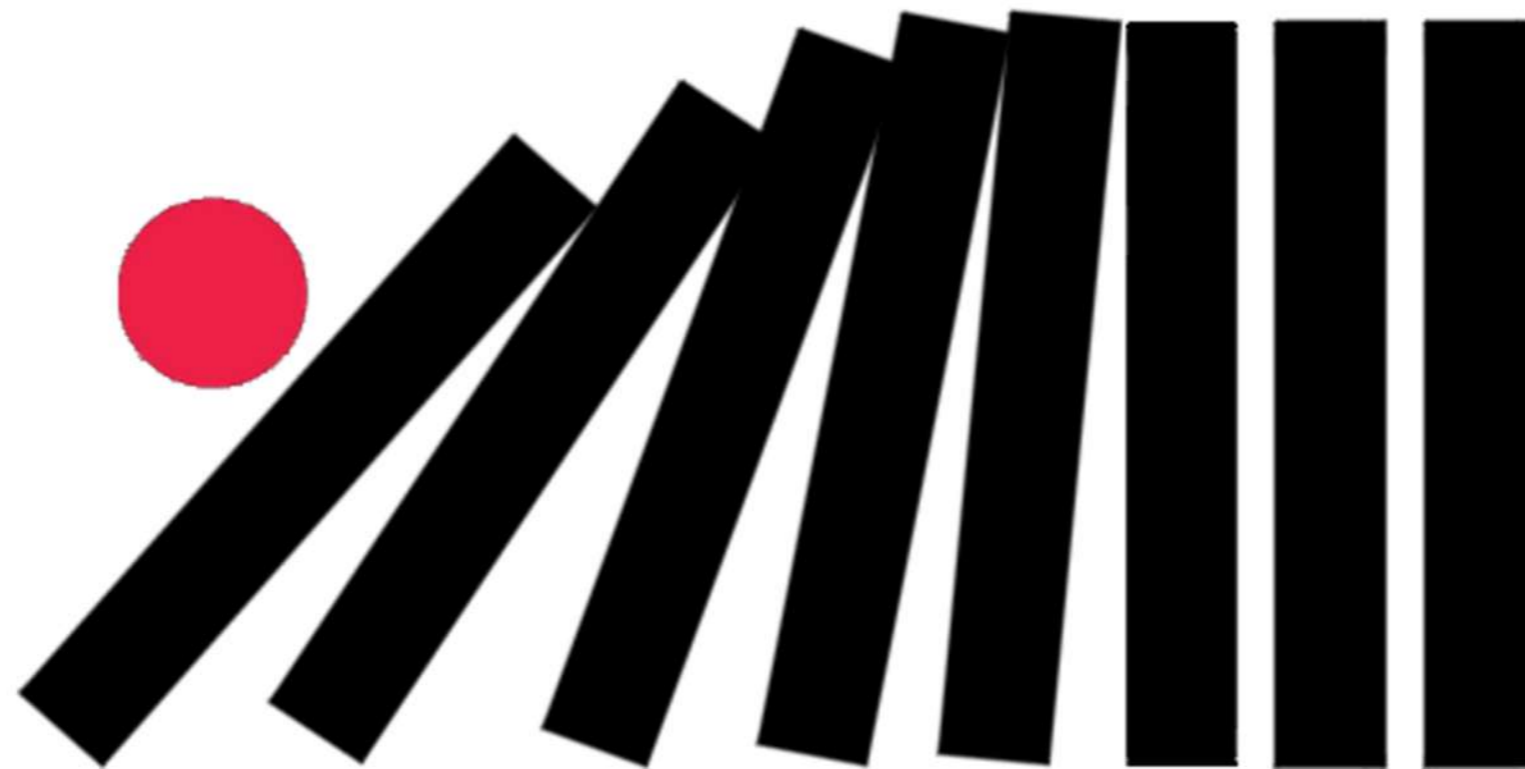


PRINCIPLE OF SOCIAL INNOVATION

- 1 Find your story (believers not customers)
- 2 Face your fears (live your story, use others experiences, use quotes, autobiographies, business plan, small steps, timing-NOW, advices, partners that share your enthusiasm)
- 3 Be resourceful without resources (you don't need more resources, imagination, cooperation, uniqueness)
- 4 Keep it simple (supreme excellence is simplicity, focus on core competences)
- 5 Build trust (it's the most important value of your company)
- 6 Giving is good business - the more you give the more you live



THANK YOU



PHASE 1

GAME CHANGER LEADER

WHO IS A SUCCESSFUL LEADER?

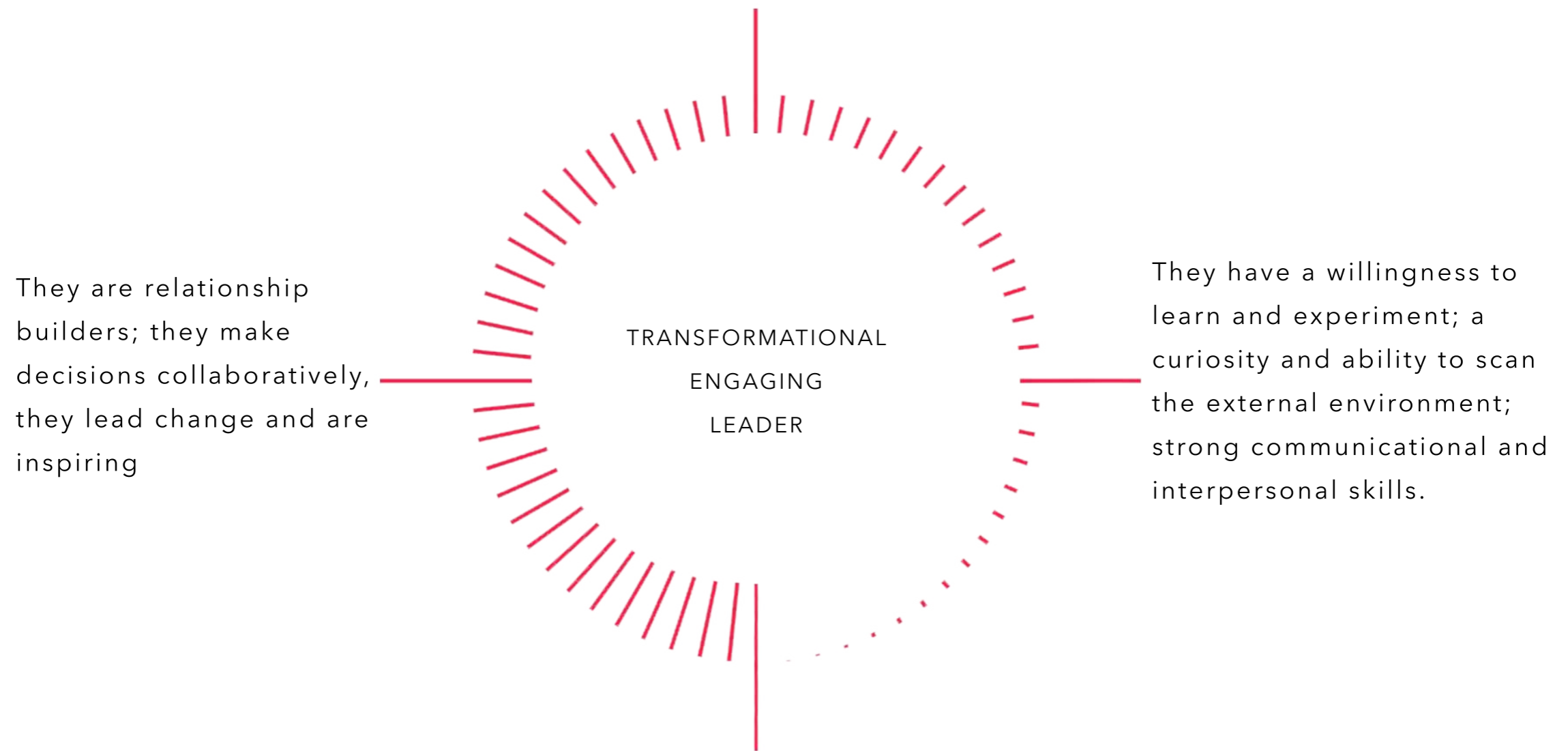


Success nowadays has changed; it is not the mere quest for status and money. It is one's desire to give back to society; to live and work under one's own rules. To make a difference, to create something that matters, that addresses the pressing issues that societies around the globe face today.

TRADITIONAL
LIDERS

COLLABORATIVE
LIDERS

The right leadership style today is the transformational leadership style, where a leader succeeds in transforming the lives of others in having a positive impact in their mind sets.



They are relationship builders; they make decisions collaboratively, they lead change and are inspiring

They have a willingness to learn and experiment; a curiosity and ability to scan the external environment; strong communicational and interpersonal skills.

They have high integrity, a clear vision, high emotional intelligent, humility, empathy, accountability, authenticity, self-awareness and conflict resolution.

PROFILE OF THE SOCIAL AND SUSTAINABLE ENTREPRENEUR

There are certain traits and attributes that are common among the ethical entrepreneurs that reach co-creation and success.

- They are innovative, cooperators, risk-takers, rule breakers.
- They are known as 'social agents of change' or 'worlds change agents'.
- They are driven by values; to make a difference is their primary objective.
- Their learning capabilities are to start a renewal, to embed a renewal, to break the frame.
- They have a high team orientation, they are empathetic and altruistic.

PROFILE OF THE SOCIAL AND SUSTAINABLE ENTREPRENEUR:

- Team-work capability
- Socio-moral motivation
- Long-term community oriented motivation
- Unique ethics

Capacity to innovatively exploit opportunities suddenly identified:

- a strong desire to change society
- by discomfort of the status quo
- by altruistic feelings
- by a need to be socially responsible (Mair and Roboa, 2006)

Gender is a significant parameter in social entrepreneurship formation; their research indicates that the enhancement of female entrepreneurship leads to an increase of social entrepreneurship as women tend to be more motivated to address social objectives rather than financial ones in contrast to men.



PROFILE OF THE SOCIAL AND SUSTAINABLE ENTREPRENEUR:

BEHAVIOUR ATTRIBUTES THEY POSSESS INCLUDE:

- accept social criticism
- ability to appear trustworthy
- and receptivity to other's feelings (Mair and Roboa 2006)
- search for solutions to individual distress,
- obligation or affiliation to one's community (Sharir and Lerner, 2006).



Novel, more 'feminine' traits are becoming increasingly more valued - not replacing, but adding to the skill set of 'hero' leaders.


Characteristics such as:

- sensitivity to the needs of others
- selflessness and relationality are now seen as crucial in today's complex world in which so many 'wicked problems' beg to be solved



Masculine' entrepreneurship and leadership characteristics such as vision, assertiveness, autonomy and risk-taking remain important in building disruptive new organizations.





EMPATHY
AND
EMOTIONAL
INTELLIGENCE

The two more important dimensions in personality traits that show any correlation with social and sustainable ventures are the levels of empathy and emotional intelligence of the entrepreneurs. Empathy has to do with how we react when we see someone experiencing certain situations, the degree to which we can identify ourselves with them. Empathy has four dimensions.

The perspective taking, which has to do with the ability of a person to step outside of their shoes and understand the position of the other person, the higher this the person will have a better social functioning and higher self-esteem because of that.

Empathic concern that is the level at which a person can feel concern for others, the higher this score the more sympathetic and non-selfish a person will be

Fantasy is the ability to identify with characters in books and films, the higher this score the person will be more sensitive to others, have higher emotional reactivity and verbal intelligence

Personal distress is the degree which a person is emotionally influenced by witnessing the negative feelings of others, the higher this score the less self-esteem a person will have and less social functioning (Weaven, Grace and Manning, 2009).

EMOTIONAL INTELLIGENCE

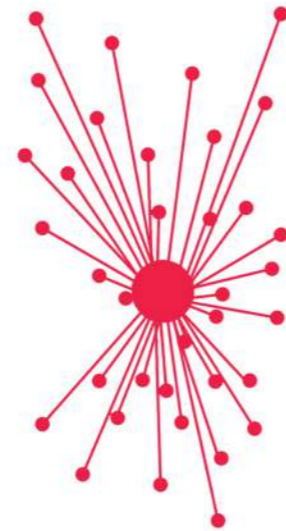
It is 'the ability or tendency to perceive, understand, regulate and harness emotions adaptively in the self and in others' (Schutte et al, 2003:523). The higher this score the most successful a person will be in many dimensions, it is considered a very important element in analysing personality, intelligence and success of individuals (Weaven, Grace and Manning, 2009).

EMOTIONAL INTELLIGENCE HAS FOUR DIMENSIONS:

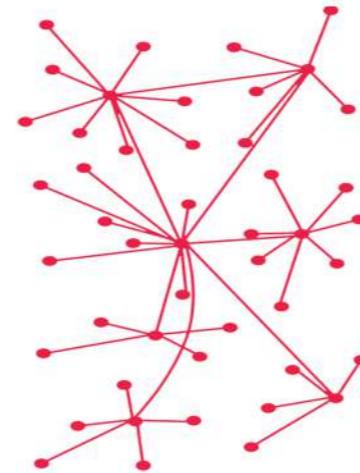
- Self-awareness; this is how aware you are and how accurately you can assess your emotions. Most of us are so busy with the daily grind that we rarely take a step back and think about how we're responding to situations and how we come across.
- Self-management; it is your ability to control your emotions. This component also includes your transparency, adaptability, achievement, and optimism. A key factor is whether you react or respond to situations.
- Social awareness; your organizational awareness, focus on service, and level of empathy compose your social awareness. Improve your organizational awareness by fine-tuning your radar for the emotional climate in groups, and recognizing power dynamics.
- Relationship management; developing others, serving as an inspiring leader and catalyst for change, collaborating with a high-performing team, and managing conflict are part of relationship management



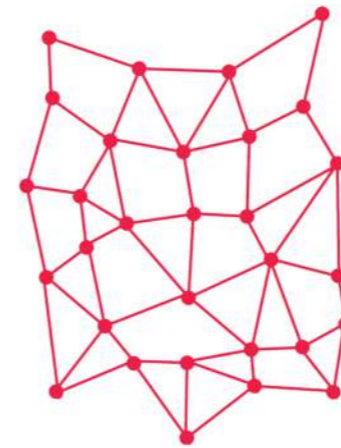
COLLABORATIVE ENTREPRENEURS



CENTRALIZED



DECENTRALIZED



DISTRIBUTED

Creativity, collaborative leadership skills, team-work capability, socio-moral motivation, long-term community oriented motivation, unique ethics

'Work with and build bridges among very diverse stakeholders'. Individual or groups

Abilities to relate with people from different backgrounds, occupations or personalities provided social enterprises with the skills and resources to be able to communicate and manage very diverse constituents, to build relationships and linkages with them and among them.

So a very important element is their relationship management skills and their networking skills.

The motives of social entrepreneurs that are common with main stream entrepreneurs are:

- Self-fulfillment
- Occupational independence
- Opportunities for creativity



MANAGING ADVOCACY FOR CHANGE SKILLS

"Vision without action is a daydream; action without vision is a nightmare"

Japanese proverb

MANAGING VOLUNTEERS

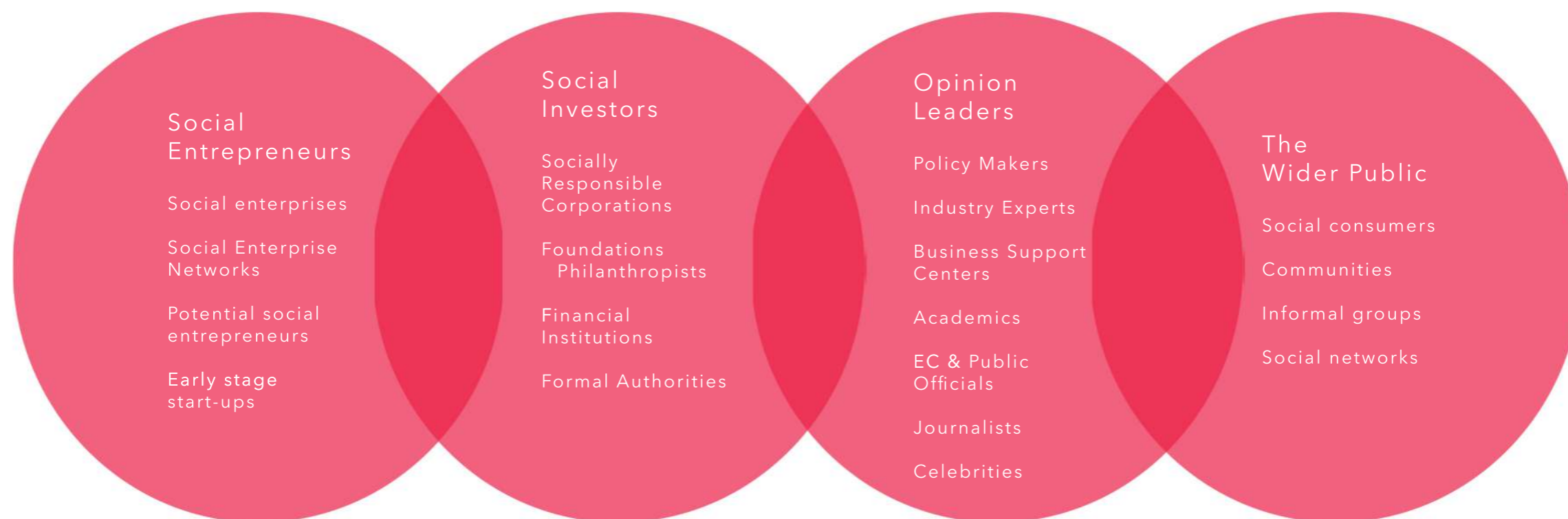
"If you want to go FAST, go ALON.
If you want to go FAR, go TOGETHER."

African proverb

In collaborative and co-creation approaches you will need to recruit volunteers that will support you in starting up your venture, in building your story and scaling it. Volunteers are a special group within your organization and need a careful planning and strategy.

MAPPING OF THE SE ECOSYSTEM

(Zafeiropoulou 2012, 2013, 2014, 2016)



MAPPING ACTORS

The mapping of the social entrepreneurship ecosystem allows you to consider all stakeholders in 4 different groups:

- The social entrepreneurs- you need them to become co-founders, collaborators and you need their peer to peer advice and support.
- The social investors- you need to raise funding from them.
- The opinion leaders- you need them to share your story since they have high influential power, it includes experts and mentors from incubators whom you need to advice you, it includes politicians whom you need to persuade that your causes are important and make them part of their agenda, so you need a clear advocacy plan to reach out to them.
- The Wider Public- it includes your customers and believers you need to see how to reach out to them, it includes your future employees and your volunteers you need to create a plan to attract them. The wider community maybe unaware of your cause and you will need to train them and to raise awareness.



Co-Creator

As a co-creator you need to engage your people in the whole process of designing your venture and delivering your product or service. You need to share skills, to share business networks, to co-create.

“Life is not a SOLO ACT, it a HUGE COLLABORATION, and we all need to assemble around us the people who care about us and support us in time of strife”.

Tim Gunn



THANK YOU