

DO MORE OF WHAT MATTERS



PROJECT TITLE: DO MORE OF WHAT MATTERS -TRAINING PROGRAM FOR VOLUNTEERS.

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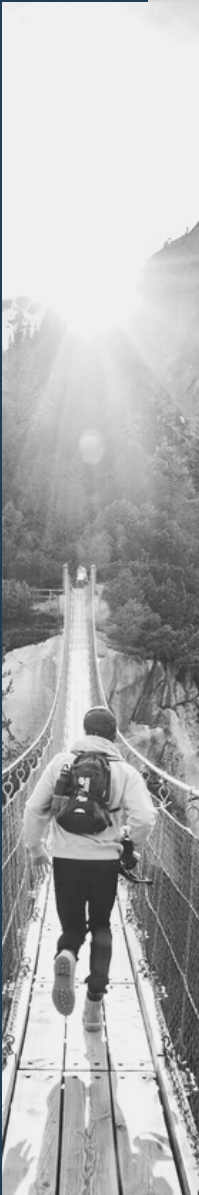
Preface

"Somebody should do something about it!!" How often have you not heard this among your friends, at work or in your family? Sometimes in anger, sometimes with optimism or even with a touch of doubt or frustration whether this "somebody" will call to action anytime soon. "It's about time", we sometimes add. Have you not been following - or even participated in - actions or activities on the so called "social" media? Shitstorms, petitions and other useless forms of what the initiators would call active involvement. Where you are requested to prove your support and even occasionally donate to the good purpose. And then, in fact, not DO MORE! Issue is that today's social involvement has become passive. It is easy to click a button or fill a form to sign up for an honorable purpose. And then sit down again. Not leaving your home or even having to look up from your 5" window into what some perceive as real life. Not seeing anyone about it, not participating for real. Not using or training the way you deal with other people, your social skills, by having to compromise, trying to understand and listen more than you speak or at least read more than you write. Nurtured by "interactive" computer games where anyone, who screw up, is automatically offered up to 3 new attempts right away.

Let's be honest! THE REAL WORLD DOES NOT OFFER SUCH NEW TRIES! It's not that most of us can't see the problems with how bad, we sometimes get along with each other these days. How we hurt ourselves and others and how we too often feel we must give up. We are also frustrated that so many attempts to change have ended down the drain.

For so many years. With the DO MORE we decided to offer some real tools, some real walkable paths and some useful tips and tricks. Based on decades of research work by professionals and years of successful teaching. Fueled by insights from the successful workshop pilot project Future Entrepreneurs of Poland from 2018. Solid proven knowledge. Too often missing, we have to say.

Let's be straight from the start: The SOMEBODY has to be you! We hope, at last, we have found you now. We trust and we believe, that since you have found this paper, exactly you are able and willing to make a difference for real. We cannot offer you the will, though, but we can assist you quite a lot when it comes to ability. To step away from, and argue against, the silly branding of fragile egos on Instagram and the bullying others through www platforms. Destroying self-esteem, trust and compassion. To meet with others in your local community and, together with them, build ventures that reach beyond. Guaranteed, Rome was not built in a day and the tide is sometimes not helpful. However, pride can only come from doing something that not any moron can do as well. We believe, you can feel pride only when you find the pride of others more important than your own. When you have an eye for "social" in the real and original sense of the word. Let us remember, before we start, that nothing of what the World is proud of today came easy. Think of the liberation of slaves, the soldiers at D-day, the fall of the Berlin wall and of today's frontrunners for climate. It takes a long time to learn and therefore to change! For anyone. For any group. Roll up your sleeves and get going. Whenever you feel like giving up, think of why you started!



INTRODUCTION

This is the intellectual output, IO, from the DO MORE joint venture of Polish My Future and Danish Institute for Applied Knowledge. DO MORE is the natural further development of the pilot project workshop Future Entrepreneurs of Poland, FEP, which was a success between 2016 and 2018. Some, but not all, of the contents of this paper relies on the readers insight in basic knowledge of teaching., learning, personal development and economics. Either via the IO of FEP or acquired elsewhere. As opposed to the often seen “quick guides” on important matters like this, produced by those who don’t know how things work in the transfer of knowledge, we don’t give you one more of these. We provide a solid stimulation of your own curiosity instead. Because this is the way, you can have any real ambition about doing some of the stuff required for social entrepreneurship. Our My Future mantra from ancient times by Confutze; “Tell me and I forget....” we take very seriously. If this, or any other paper, it what you think is enough for you to study and go and do entrepreneurship with success, you will most likely fail. Just like most of the others have done for more than 50 years. We provide you an appetizer! Because knowledge cannot, as opposed to common belief, be collected, packaged and brought to serve for some others somewhere else. Learning is a contact sport, where context and stakeholder’s live contributions are important for the outcome. In different ways all the time. On this condition do we work. We are very certain that the disregard of this is one of the reasons for so little outcome from 50 years of talking about social entrepreneurship. It is also the reason for us to label it DO MORE. We will be happy to stir up a little here and there. We have no intentions of replacing. We are an important addition, we claim.

When you have read this, you will have directions and a possible path to walk. But never disrespect your own inputs and selected bits from elsewhere. Use this paper, at best, for a (number of) discussion(s) with your fellow social entrepreneurs and agree and disagree to the fullest. Yes, this way you are already, in fact, on the way. Training your own soft skills, your ability to grow yourself and others through your bridging and bonding skills. What we offer is split in two main parts. First, we will give you just a scratch of the surface of why Social Entrepreneurship is important and what is the state of affairs these days in Poland. What is it, you need to pay attention to, and how does it fit into our challenged society? What are some of the links to how some basic mechanisms work and what are the key points, we believe you need to make yourself familiar with. Secondly, we will explain the DO MORE approach. We will work with learning and teaching in less conventional ways. We will explain what we do, how we do and for what purpose do we do it. For you to decide if this is relevant for you. We think, it is.

**Welcome and
enjoy!**

WHAT IS SOCIAL ENTREPRENEURSHIP?

To be able to grow skills, we need to clarify, what we want to enable people to go and do. Otherwise we'd only add to one more element in a pile of misleading.



WHY DO WE NEED TO BORE OURSELVES WITH DEFINING?

For the person, who has a hammer only, everything looks like a nail. Therefore, enlightenment is essential. Based on solid definitions. If you think about it, the problem with “not knowing” is that no person knows, what the person doesn’t know at any particular time. Otherwise the person WOULD already, in fact, know a little bit- since the person can articulate what it is that, so far, seems unknown! This vulnerability of the learner opens the door to a lot of misleading and confusion. To help anyone ride a bike, both teacher and learner need to agree on “what type of bike are we talking about and where do we want to go?”. From the start. If you give a thought to a modern term like “CSR” (Corporate Social Responsibility), you will have a hard time to come up with an exact and well accepted definition. Is it a focus on environmental protection, employee wellbeing, inclusion of the disabled/less fortunate or a combination? If it IS a combination, which many will claim it is, who is then the primary responsible individual at the workplace, the schools or in the home? Who is to take lead? Such lack of agreed definitions is, generally, why we see a lot of talk and perhaps not so much action. It’s difficult to grab the torch of something, you only partly know about. The lack of this agreement is also one of the reasons for the often-seen proliferation of terms. Because among the blind, the one eyed can easily become the king. It only takes one big mouth and a stupid enough follower. Similar with one of the hottest terms of recent years: “Digitalization”. This term is, in fact, a quite crazy mix of electronic storage options, automatization, IoT (Internet of Things), robots,

Artificial Intelligence, computer learning and a lot more. This term is so broad that no one can know about it all. Hence it is hard to efficiently discuss, impossible to effectively share knowledge about and impossible to optimize for any single person, department or group. Despite many self-proclaimed “experts” in this find time to blah blah about it all over the place and thereby confuse us all even more. And waste peoples time. Closer to the theme of this paper, we should mention that the newly marketed “UN 17 world goals” don’t differ a lot from the previous term from the same organization labelled “The 4 UN pillars of CSR”. The learning point in this: The lack of real success with the 4 pillars is not to be found in lack of will nor in too low number of initiatives or the 100’s of seminars in the subject over the years, but in the lack of a solid operational definition. It is always hard to implement fluffy stuff. We understand that UN can feel an urge to prove own relevance and attract attention from the governments in the world. So, likely, marketing guys there will invent the wheel repeatedly. As global warming will continue. So let’s find at solid starting point.

SOCIAL?

Looking through the literature, we are not receiving a lot of help in getting closer to an established definition of “social” in connection with entrepreneurship. Over the years a lot of approaches and attempts have been done to “unify” business, established as well as newcomers, with a higher purpose than profits only, as we sometimes hear the “commercial side” described. Especially by those, who tend to believe that “profit” is a bad word. We believe that both “social” and “profit” have good elements. To get a grip on this, however, we start looking at “costs side”. The economist uses the term “costs” for anything that is bothersome, consumes resources, and hence worth minimizing or removing. Most inventions come to the day, when someone sees ways to “make easier”. As there is a “a cost to everything”, improvements are often linked to reduction of costs. Social costs include both private and so called “society costs”. Society or external (as economy guy world say) costs include any costs associated with for example pollution that could occur as a result of a business activity. The neighborhood where a business is located may also be less desirable in which to live because of increased traffic or increased noise resulting from the normal business activities during the day or night. These external costs may not automatically be paid for by the business owner. If a person’s home value dropped as a result of the business, that person could receive less money from the sale of his or her house. Also, the city might have to pay to clean up the effects of any pollution caused by businesses or might have to repave the roads due to increased traffic caused by the same business. Perhaps we can then say “social” is “anything that makes it all better for the world”. No matter who pays.

Michael Porter, a well-known and highly recognized economist and researcher, introduced his version of CSR as “Shared Value” in 2013. More precisely, he saw his contribution as the natural progression of CSR. He argued that when everyone, through CSR understanding, has not just simply become “good corporate citizens” but much more “better capitalists” it would be beneficial for companies, society as well as individuals. As an economist by heart he said that if companies behave as the market wants, the company will prosper. We might add that this is perhaps very similar to classical liberal economy theory and therefore vulnerable to the label “old wine on new bottles”. However, Michael P. was rather tough on the businesses during the interviews, he gave on the matter and he accused greed and egoistic behavior by corporations as being more hurtful to themselves than they’ be willing to admit. He gave his reasoning substance by examples of scandals and bad behavior in previous years. IE: If companies don’t voluntarily behave well and in the long term interest of the population, government – politicians who would like to be elected- will feel called to regulate businesses more and more via laws and bureaucracy, which is often more costly for a company’s operations than good behavior implemented by free will. At the same time, there is also “society income”! If a hospital runs courses in nonsmoking, the participants don’t pay extra for the course should some of them become over averagely able to achieve better quality in life or to increase income from a professional career in sports. Or simply live longer Those who are not exposed to passive smoking anymore, will not be caged for it. Despite the obvious benefits. However, few will disagree that it makes sense to run such courses. The clever student, who benefits from the teaching and becomes wealthy later in life, will also not be asked to pay extra for the tuition. There is no fee to be paid for the service of the car driver that hits the new quality brake and does not hit you, when you are sleepy and ride your bike in careless ways.

DOES IT MAKE SENSE ADDING “SOCIAL”?

We, as authors of this paper, in fact, face a problem with adding the term “social” to “entrepreneurship”. Because looking at the top ranked reasons for flunking entrepreneurial ventures we find “bad handling of financials”. For those who are too fast in the desire to shine and to appear rich and successful, the failure rate is big. It is not a good idea to do start up’s, if your aim is to become rich, famous or wealthy at the costs of others. Only your mom will genuinely support this. The entrepreneur works more hours and is paid less than any others. For years and years. For every Facebook and every Google there are millions of flunks. Hurting not only the entrepreneur but also a large number of suppliers and other helpers. Including taxpayers if the venture was supported by government funding. We argue that Social Entrepreneurship is no different from Entrepreneurship.

Nor are there different requirements to become successful with it. Just like there is no difference between “change management” and plain “management”- as leadership activities are only relevant, if we want something to happen what would not happen by itself. Hence all management is “change focused”. We argue, in line with Michael Porter, that social entrepreneurship is not different from “good, normal and rightly focused entrepreneurship”. Any healthy and likely successful entrepreneurial venture is driven by a purpose of doing something good for the world.



WHAT IS THE BEST TYPE OF SOCIAL?

Scholars have different views on what should be correct and “best” social element. Can there be personal wealth as an outcome or is “social” limited to only society benefits”. Who is to benefit? In 2008 J.K Prahald, by many seen as the inventor of micro loans (IE: possibility for poor people in the 3rd world to borrow a few bucks to buy an wheel barrel or some hens for starting an egg farm), issued a bestselling book “New Age of Innovation”, where co-creation is the key term. He suggested that in the future, products would be “co-created” with the particular single customer’s needs in focus. No longer would we have “target groups” or “segments” to have to fit into. Made possible by the downward sloping cost of technology and computer power. Mathematically phrased $N=1$. He also claimed that access to resources would be “from all over the world”. Mainly supported by the internet. Hence $R=C(\text{lobal})$. For our purpose, we could think that this is good, because we’d get exactly what we want, provided by the very best producers and raw materials available. We are still waiting, though, for this to happen. Prahald’s book, in which the iPod (you might still remember, it once existed) is predicted to be the most important break through innovative and game changing product ever, was rewarded by Harvard Business Review and the most important book of the year. So, it remains complicated to predict the future. Earlier and linked to this, frugal innovation, was hot. IE: stripping products from excessive features, in order to lower the price and thereby enable essential technology to spread faster. From this you have maybe heard about the 100\$ PC and the Tata car in India.

Tata benefitted a lot of people and companies in many ways AND, alas, now a big problem for CO2 emissions there. Around 2010 Susan Davis (and David Bornstein) issued another huge best seller “Social Entrepreneurship- what everyone needs to know”.

A walk through a lot of nice anecdotes and sweet dreams about how good it is that now we have a brand-new addition to the original term “entrepreneurship”. Struggling really hard to define the difference. The authors seemingly argue that almost any problem in the world can benefit from “social entrepreneurship” and those, who decides to (or have already) become SE’s, are to be seen as some sort of heroes. Role models like Chandi and others are labeled as SE’s.

We doubt these legends of change and do good ever heard of the term themselves and we don’t think, any labeling made them do what they did. Like in much of this type of literature, we lack the real link between the sweet dream and the causes and drivers of the world. David states the book is “For Dad” and Susan “For the changemaker in each of us”. We hope that David’s dad was proud, after all, and that Susan will study further and learn that there is no evidence that we all have changemakers inside of us. Despite such dreaming could perhaps help sell a book. We dare to state this because it has been well proven that around 80% of “business books” are bought, but never opened. It may, for some of us, feel good to pretend a little, here and there, by the way we shop.

The renowned professor in statistics, Hans Rosling, is an example of a more positive approach to the state of the world. In his book from 2015, "Factfulness", he brings forward a lot of numbers, disputing many of the threats presented by the lightweights as Bornstein and Davis. It is worth noticing that he ran a test among the participants at DAVOS (where the top leaders of the world meet to agree on the important matters) and they scored, now quoting Rosling; "worse than chimpanzees", when taken through a simple multiple choice test on many of the themes on hunger, poverty, animal extinction etc. Worse than chimpanzees means, in more scientific phrasing, "lower than by random".

When those, we elect to lead, are rather underinformed (we don't say stupid), it is easy to understand, why so many are confused. We will have to proceed with a "homemade" and hopefully useful definition of what it is we are aiming at with DO MORE and Future Entrepreneurs of Poland. So arriving at "best social" has to be based on one's own definition and motives and likely on the groups perception of "what is good for the society". Since this is not agreed anywhere in the world in any country as a whole, it is of course silly that some authors still try to argue that this or that direction is correct and others are wrong or obsolete. What you are left with are your social skills and your ability to create traction. This is a strong indication of soft skills being a very important starting point.



NARROWING DOWN

To move forward we would like to limit the ambitions of this paper to implementing non-conventional tools for the area of soft skills teaching towards young people. This is field large enough already. It is also challenged and haunted by the well-known difficulties on measuring levels and progress. Some think, sometimes wrongly though, that hard skills are easier to evaluate. That is not always completely true, because many times when a person is able to bring skills into play, will there be a benefit for more. So hard and soft work better together. This is what we define as DO MORE social entrepreneurship in this paper:

To bring examples of non-conventional soft skills teaching to society, with the aim of equipping and stimulating students aged 16-18 to make a difference in the world for themselves and for the country in which they resided



We do not have economical goals as such apart from the massive research indicating that if a society nurtures innovation, the economy will grow. We are aware that this excludes a focus on any particular subgroups. We will work based on the definitions by Hisrich and Peters on intrapreneurship and Shumpeter on entrepreneurship. Teaching and learning methods rely on Peter Jarvis, Knud Illeris and others. We remind about the learning cycle of Kolb as well. This, altogether, means that we believe any learning is a long-time journey and that it is a “contact sport”. Own motivation is essential to any learning. Nothing happens without.

No one can teach anyone anything, in fact. We are therefore convinced that seminars and workshops will, at best, stimulate to own learning, before and after, as the events themselves does very little for the participants, when it comes to learning something.

Just like it has been proven many times that during school, most learning happens BETWEEN lectures and not in the classroom itself. We draw a strong line between learning and training. Where learning is moving from one level to the next and training is becoming better at applying what was learnt. A strong point, we claim, is that the learning activities of DO MORE involves the set up and facilitating of the seminar/workshop elements. In this, there is a lot of learning by doing made possible. In this light it becomes clear that the Future Entrepreneurs’ workshop serves as a breeding ground for those with real ambitions for leaning about entrepreneurship. Through DO MORE, the leaning can be acquired and trained.

SOCIAL ENTREPRENEURSHIP & THE VALUE FOR SOCIETY

Along the lines of the rather harsh statement, made previously, about the tendency of re-inventing old concepts and serve them for the public as “new, cool and important”, we feel obliged to mention that this is also the case for “Social Entrepreneurship”. The term was used, for the first time, back in the 50’ by Howard Bowen in his book on “Social Responsibilities of the Businessman”. There is no clear agreement among those, who don’t know the facts, about who polished off the idea of social entrepreneurship. We can give the opportunity to honor to people like Bill Drayton, Charles Leadbetter or anyone else in the “re-bottling department”, if you so desire. At the risk of putting yourself into the lightweight division, though.

This is not to just hit on the air talkers of this world. The reason, why it is important to scrutinize the newcomers a little, is that it can tell us that it’s perhaps not as easy as some might think to deal with implementation of social entrepreneurship. Whereas talking and writing about it is the option of almost anyone. Especially these days, when everyone easily can post crap on the www and call it knowledge. We can hope that some of the new arrivals have better tools or higher impact than Bowen had. However, we have not yet seen the effects of that since they “began” once again some 10-15 years ago. We suggest you to consider this: Had the reasoning behind social entrepreneurship ethics and the thinking behind been more widely adopted during the last 75 years, since Mr. Bowen brought it up, it makes sense to expect the challenge of today to be a lot smaller. Or even evaporated. We might have found the World Goals of UN and other sympathetic initiatives unnecessary, as we would already have solved the issues.

It worries us that this point is largely overlooked by many, who instead like to make social entrepreneurship look sexy and “the way to go” for almost everyone. Perhaps there are, in fact, some undiscovered obstacles not yet taken into account? Since history shows clearly that for every problem there is always a simple solution that does not work. “Simple” is often good for quick commercial gains. Much less so for durable solutions. Maybe (social) entrepreneurship is simply not for everyone. Solving these possible obstacles, to us, seems much more important than arranging new cool “join us for a better world” -set ups with the aim of explaining things, that everyone, if socialized properly by parents and society, should know about already. We believe that we need to dig deeper than that. We claim that the real issue is quite a lot about social capital! Perhaps the true challenge is not “selling the idea”. Maybe it’s about something much more difficult. For that to be handled, we need to not only to focus in the right direction. We must find the likely true causes of the lack of desire to help each other save the planet. And especially explain why this can occur. We are convinced, we need to also apply non-conventional ways of learning and teaching as well.



SOCIAL CAPITAL, WHAT IS IT?

In the business world we traditionally talk about “capital” mostly in the sense of money or access to money. We put that under “tangible assets” just like we do with buildings, furniture and lorries. Accountants will derive the “book value” of a company this way.

As opposed to “intangibles”, which are also important for an organization to have and to grow. Intangibles being for example employee’s education level, brand value, design of office space and how the IT infrastructure is set up etc. As you can understand, valuation of a company cannot happen by looking isolated at ex. land, storage facilities, patents, list of customers etc. The “intangible” assets, in fact, play a large role in how a company is priced in the stock market and elsewhere. Simply because what can be seen and touched (and bought) can also be copied. Any advantage of this nature is therefore difficult to sustain.

There is one set of assets that are especially important for the value of the group of intangibles: Collaboration! Skills as well as the applied level of this

Will and ability to collaborate is intuitively linked to ability to helping, assisting and supporting of others. Plus, of course, communication and listening skills. For this to happen, there must be some level of willingness to put the ambitions of others above those of your own.

In recent times, sociologists, psychologists as well as parts of the educational staff worry about how this is developing. Because the family, as the basic institution for raising kids, are under change. Researchers will sometimes call this a “new context of socialization”. Especially in countries where the wife has joined the job market, much of the guiding of children is handed over to professionals. Be it in kindergartens, schools and, obviously, different types of care facilities.

One could, actually, argue that “professionals” should know best how to raise kids and parents should just explain the ambitions for the kid and leave the rest to trained staff in these institutions. However, this might be dangerous for the ability to act as a group or simple to work together for a common goal. Because we lack shared ambitions and an agreed ranking of each kid.

It might fuel this trend that many politicians around election day present a lot of cool ideas as to how they intend to provide better and better facilities for kids (and the elderly). It seems perhaps a fair claim that we should make sure that “the values in our society” are nurtured and grown out of a set of defined common goals and should not be left to the preferences of individuals or the specific family. Moreover, when days are longer for the parents at work, it can feel a relief that the kids are taken care of in a good way.

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However, this seems mostly realistic for totalitarian models of society.

One extra problem is that, as we have explained in the Intellectual output of FEP, learning takes a very long time and there must be a trustful, lasting connection between learner and teacher. This can be a challenge in practice as most of the institutions have several different people meeting the individual child. The term “school” (where kids spend more time than any other place during the day) means “all the teachers”, where only some of these actually meet the child. For just part of the day and not every day either. On top of that, teachers have, if you look into their job descriptions, an obligation to first of all teach the curriculum.

Also, there is always a group of kids present and it can be difficult to monitor everyone all the time and intervene whenever it is appropriate.

Conclusion must be that the traditional socialization process is, in fact, under fire and it is hard to see the present alternatives being able to bring the same value as the family can. On top of parents’ natural desire to make their own kid successful and “stand out” in a world where we are told that everything is faster and more complicated than ever before

DEFINING SOCIAL CAPITAL

One definition of social capital is this one:

“Social capital is the practice of developing and maintaining relationships that form social networks willing to help each other. These networks perform best when they are diverse, so leaders need to identify people capable of helping their cause who they may not normally encounter or regularly interact with”

The idea is that if we all do good, it is likely that the total level of good will increase for everyone. Spin off effects will be less issues around subcultures and racial problems. Perhaps also equality between sexes might benefit.

Widely accepted for the introduction of this theme is Professor Robert Putnam. At the end of the last century (year 2000) he explained how the amount of interaction between citizens based on a common purpose had declined. He found that to be a huge problem, as he saw these friendly based interactions as barriers to war, road to equality and a lot more. He said that if people simply don’t see the need of doing good for others, it will not happen.

Kindly be aware that the vast majority of Putnam's findings should be evaluated in the light of the American context. This means that in other countries there might be a quite different status. However, the historical and continued strong impact of American culture on Europe is undisputed. Examples of that it is often believed that cold winds come from the North and not, as the facts will reveal as more correct for a European, the east. Europe, where there is no icy Alaska up north but a Siberian desert to the east instead. Breakfast is, so we say, the most important meal of the day. Alas, due not to knowledge of nutrition but only to a commercial campaign for cereals in America. Since the early 20th century, music and blockbuster films have been highly influenced by the USA as well. When the values of American music is being sent through powerful marketing engines, the blues and, later on, rock 'n' roll pushes the liberation of slaves and even premarital sex. Lately rap and hip-hop music has, some will claim, added to the view on women as primitive objects that can be labeled as hoes, sluts or worse. If not for this trend, performances by for example more mainstream mega stars like Madonna, Jennifer Lopez and Beyoncé would hardly be accepted as entertainment outside of murky nightclubs. Despite often wrapped in some made up "power woman (but luckily not too dangerous!)" disguise. Critics of Putnam will argue that it is difficult to see any proof of a "win win" for the involved by an increase in the level of social capital. Perhaps we need to accept that it is hard to measure quantitatively or on a scale how it feels to receive a favor or some help.

For the purpose of DO MORE, it remains clear, though, that if there is no social capital at all, it going to be hard to create support for a shared goal. If we can't support shared goals, we can't work efficiently together. Moreover, we see the level of social capital in a country as a good proxy for the desire to work with problems where society costs are present. Because of lack of desire to support altruistic goals.



DYNAMIC CAPABILITIES

Much of the discussions about entrepreneurship is about how to become successful and attract attention, marketing etc. Often do we see it illustrated on website and on posters with pictures of rocket launches and slogan likes “how to win” or “road to the customer”. As if innovation and entrepreneurship is about planning and good preparation only. Few times to we consider what happens after a success or a good idea has been brought to a cruising altitude. This is a pity, because every time there is a success, it will be attractive to copy. Today we know that “first mover advantage” can be a dangerous illusion. Just like the possibility of protecting a “blue ocean” is close to zero.

Once again, with DO MORE, we insist to dig deeper:

For a company to not only BECOME successful but also to STAY competitive, the organization must be able to work with a concept explained by Karel Kool, David Teece and others; dynamic capabilities.

We will return to this in detail later, but we bring the attention to this here because there is a strong link between such capabilities and social capital. Since when a company is successful here will ALWAYS be attempts to copy and others will be attracted to the profits earned from perhaps an new idea or product. To escape this, the company must be able to figure out even better offerings and not the least share and implement these additions before others. This requires a lot of soft skills. In particular handling of diversity, establishing of trust and company spirit. Innovation is fruitful only if selection of the good idea is followed by ability to integrate fast.

Margaret Peteraf describes “ex ante” and “ex post” limits to competition as two of the 4 needed elements for a sustainable competitive advantage to exist. Together with “heterogeneity” and “complicated to imitate”. This seemingly long haired concept simply says: you must be able to do something others can't, it must be hard to copy your offerings and you need to be able to protect the idea and you must be able to innovate further.

We'd like to argue that considering sustainability, at an early stage, should be key to any entrepreneurial venture. Too often do we see “one hit wonders” with lack of insights into the real reasons for the success.

We see these pretended heroes of such startups having a hard time doing it again. But at the same time acting as role models for those, who would like a piece of the limelight as well. Luck plays a role in everything, of course, however serving “good luck”, disguised as something else, as advise in TV broadcasted entertainment as sharks, tigers, lions or whatever, is not in line with the ethics of social entrepreneurship.

SOCIETY'S BENEFITS FROM SOCIAL CAPITAL

Today we often hear the sentence “do you work to live, or do you live to work”. This shows the two approaches to work and private life. These segments exist in any company and hence they are important to be aware of, since they are sometimes in disagreement. Most surveys will show that employees are split about 50/50.

Knowledge based companies, however, often have a higher number of “live to work”. Here we often find the “fiery souls”.

Some of these are true to what they are passionate about, others use the job as an escape from what can also be difficult in life. They “thrive” on the job, they say. However, this can sometimes be at the cost of social capital and it can drive out innovative capacity as their present love for the job/role is too important to allow for new ways of working if this is required from externals. For example, by customers or driven by competition.

Earlier among HR scholars it was believed that a person could have two quite different personalities. One, professional, for work and another one for private. Marketing people were trying to handle “consumer market” and “Business to Business market” slightly different. For at time we also saw “Business to Government” as a separate field

Lately it appears that most agree that one person is equipped with one personality. However, for career reasons for other reasons, some will decide to apply an alternative set of values during work hours. The problem with that is that this consumes mental energy and can lead to stress etc. For this reason, we will give a thought to the importance of setting teams and design departments, where either everyone is alike (good for efficiency) or everyone has strong abilities to handle diversity (good for innovation).

Intuitively, if the work day is less stressful for the “live to work” person there will be more energy left for doing good for others in the spare time but perhaps for the “work to live” person, the desire to do something that makes better sense than work will become smaller or not increase with the same amount.

Attempting to conclude, we claim that society will benefit, when social capital increases and for that to happen we must stimulate ability to handle diversity and desire to share (even altruistic) goals. We believe that to be sustainably happy in life, we need stability of the base and only to a limited extent can we stray from our natural values and beliefs.

STATE AND CONDITIONS FOR SOCIAL ENTREPRENEURSHIP IN POLAND

ENTREPRENEURIAL VENTURES IN POLAND AND CHARACTERISTICS OF POLES

It has been a trend for over a decade that Polish people are more likely to engage in self-employment than their European counterparts (17.4% in Poland versus the 13.7% EU average, Country Assessment Notes Poland, 2018). Research also proves that women are significantly less active than men in self-employment (12.0% versus 21.8%), which is also quite common across EU countries. The proportion of self-employed youth (5.4%) was much lower than other groups, but above the EU average (4.1%). Being involved in starting and managing new businesses is more common in Poland (10.2%) than is average in European countries (7.3%). This is observed in all demographic groups considered (men, women, youth, seniors). According to the Sixth European study on working conditions done by Eurofound (EWCS, 2016), Poland has the fifth highest share of self-employed people among 35 European countries.

So why do Poles become entrepreneurs? As recent research indicates, an estimated 21.7% of new businesses in Poland were started because of a lack of opportunities in the labor market rather than in response to perceived business opportunities over 2013-17, slightly over the EU average (20.3%). This figure seems to be on a downward trend: approximately 40% of respondents declared having started a business out of necessity in 2010-14 and 35% in 2012-16.

Necessity entrepreneurship is highest among older people (40.0%), well above the EU average for seniors (24.3%) and the overall national average. Youth were the least likely to be driven by a lack of employment opportunities (16.5%, around the EU average for this group). Women were slightly more likely than men to have become entrepreneurs out of necessity (22.9% vs. 20.9%).

Despite these high rates of entrepreneurship activities, Polish people were more likely (51.2%) than the EU average (46.2%) to report a fear of failure as a barrier to entrepreneurship during the 2013-17 period. This was the fourth highest rate in the EU over the period. Women were the most likely group to report this barrier (53.4%), but the rates varied little across groups: about half of youth and older people reported a fear of failure (both 50.3%), slightly above the rate among men (49.1%).

More than half of adults in Poland reported that they had the skills to start a business over the 2013-17 period (55.3%), which was the highest share in the EU and over 13 percentage points over the EU average (41.9%). Men were substantially more confident than other groups in that regard (59.5%), followed by older people (54.6%), women (51.1%) and youth (50.6%). All groups were more confident than the corresponding EU average.

INDIVIDUALISM-COLLECTIVISM

So, how does all of this reflect in the Polish culture and behavior? Looking at Hofstede dimensions, we can clearly see that Polish people are highly Individualist, but have high power distance. Poland, with a score of 60 in Individualism has preference for a loosely-knit social framework in which individuals are expected to take care of themselves and their immediate families only. In Individualist societies offence causes guilt and a loss of self-esteem, the employer/employee relationship is a contract based on mutual advantage, hiring and promotion decisions are supposed to be based on merit only, management is the management of individuals.

This combination (high score on Power Distance and high score on Individualism) creates a specific "tension" in Polish culture, which makes the relationship so delicate but intense and fruitful once you manage it. Therefore, the manager is advised to establish a second "level" of communication, having a personal contact with everybody in the structure, allowing to give the impression that "everybody is important" in the organization, although unequal.

This is also confirmed by Janusz Jankowiak, the main economist of the Polish Chamber of Commerce (Gazeta Prawna, "Biznes jedzie na paliwie zaufania", 2015), who emphasises that individualism is a very strong characteristic of Poles. The collaboration of entrepreneurs is very weak when it comes to coming up with initiatives on a wider scale. However the collaboration is quite strong when it comes to group-defence against for example rules which are not in favour or administrative offenses. In those situations, history shows that Poles can easily integrate and collaborate.

The collaboration of entrepreneurs is very weak when it comes to coming up with initiatives on a wider scale. However the collaboration is quite strong when it comes to group-defence against for example rules which are not in favour or administrative offenses. In those situations, history shows that Poles can easily integrate and collaborate.

As an example of lack of collaborative culture Mr. Jankowiak indicates the industry clusters, which aim at sharing knowledge and experience for the benefit of all members in given field. In USA, or West Europe, the clusters are strong and long lasting, e.g. in Germany there are around 10.000 clusters. While in Poland it is still a fiction. Clusters have been created to facilitate collaboration. However statistic shows that there are around 180 of them and most have been created for the benefit of EU funds.

When the EU funds are finished, the clusters are automatically stopping the existence. Even though Polish people have so many characteristics (e.g. such as resilience, pursuing the goal, hardworking), which are in favor of entrepreneurship and economic development, strong individualism makes influences the speed of development.



CHALLENGES AND WORKAROUNDS IN SOCIO ECONOMICS FACTORS

High taxes, administrative overload, complicated and ever changing legal rules, inspections according to the latest research done in 2019 by Association of Polish Entrepreneurs are the highest barriers in doing business in Poland. Entrepreneurs also highlight, the fact that the government is pushing for more social programs that someone must finance. And since taxes are the main source of state revenues, the easiest way to finance social policy is to raise them. The increases mainly hit the largest taxpayers, i.e. entrepreneurs. Although their business activities are the main source of money for the state, the state itself is increasingly restricting their freedom.

What is more, according to research the unclear legal rules are a barrier in developing the companies for 88% of the entrepreneurs. Not much less, because 87% indicated very high administrative and bureaucratic requirements, as very aggravating business activity. According to the research done by IBRiS (2019), 70% of entrepreneurs are afraid of tax increases due to the establishment and granting of further social benefits by the government.

Poland had potential which should not be wasted. Unfortunately, entrepreneurs report increasing annual charges given to the state and a lack of transparency in tax burdens. Added to this is the lack of stability in the law and often changing regulations.

The mediocre quality of the Polish tax system is embarrassingly low. It turns out that the basic tax laws changed 36 times in 2017. According to the report presenting the results of the survey conducted among the participants of the 8th Congress of Tax and Accounting KPMG (including financial directors and chief accountants) the stability of domestic tax regulations has been classified very low, and the entire tax system in Poland is rated as bad (2.2 in five degrees) scale). It is worth noting, that this rating is the same as in last year's edition of the report. Despite this, most of the component indicators improved.

To sum up, Poland, in terms of the legal and institutional business environment, is still catching up, and it's not catching up with Western Europe, but small, post-soviet states. The damage is even greater because Poles are truly one of the more entrepreneurial European nations, as evidenced by both the research and all possible studies that have been carried out on this subject. This means nothing more than just that Polish economy has huge, untapped potential, bound by bureaucratic restrictions, an opaque tax system and low quality of law.

SOLIDARNOŚĆ CASE

In August 1980 workers united to manifest their opposition to evil and injustice. After years people, know that these real peaceful movements (that don't use weapons) come great changes that led us to independence, sovereignty and freedom for Poland. Solidarność has become a great, unprecedented movement of millions of Poles who combined their dreams and efforts for the good of the whole nation.

The Solidarność case, like not a lot of events (movements) from the past, still has great power to change reality for the better, shows how to do new things and to think ahead. Solidarność is an example of how a nation in difficult times can overcome the challenges and collaborate. Is to understand circumstances, possibilities, and use it in the right way



POLISH SOCIETY AND GRIT THINKING IN SOLIDARNOŚĆ CASE

To stay in the situation when we are afraid that something went wrong but we still believe we can do it - can be called GRIT as Angela Duckworth, explained in her book It is the ability to persist in something you feel passionate about and persevere when you face obstacles. It's about having direction and commitment. When you have this kind of passion, you can stay committed to a task that may be difficult challenging. The founders of Związki Zawodowe did not know that history would go this way, they certainly remembered the fate of the oppositionists who were murdered in the 1940s and arrested in 1950s. They were determined and they had a GRIT - they stuck with it and they continued operations despite difficulty or failure.

After analyzing the best and worst cases they were thinking ahead they have united. Even though Polish culture is known to be independent much more than collective they united and won as a group, - and they have won. As we perceive plausible futures, we minimize uncertainty by enabling ourselves to consider how we might prepare for best, worst, and both. By having anticipated these outcomes, we are far more certain about how to respond than had we never explored the possibility before. This moment of decision-making is the beginning of strategic thinking, which leads to actions that help us navigate us in the future. To remember those two factors as thinking ahead, and GRIT can help to improve over the time! That we can do something good for ourselves but also for the whole society.

POLISH SOCIETY AND THINKING AHEAD

Society can do more things together. Any behavior in any nation reflects the culture. Based on Solidarność can be seen that you may not be good at everything, but to succeed as an entrepreneur we must cultivate the skill of looking one move ahead. The magic of future thinking is how it alters our perceptions of how certain decisions might play out. It leads out of the usual thought-box, even if we think we usually think out-of-the-box. When we get outside of this box, we open ourselves to feel - it is part of our perception shift. We can experience a bit of discomfort because we are imagining something fearful, something we do not want to happen. It is good -we should encounter this fear - an imagined, scary future could very well come to be - because it informs our decision-making in a very real way.

Example of Solidarność is the case when Polish society can integrate and do positive things not only for the current situation but also for the future. Community should still have this spirit to fight for days to come. However nowadays movements show that Poland is not thinking ahead, for example the latest report from the Global Carbon Project research group shows that carbon dioxide emissions in Poland are the highest for over 20 years, the Polish authorities are not going to give up coal.

Unfortunately, there are many examples which show that Polish community is thinking only for the current situation. EU Member State leaders have agreed that the EU will achieve climate neutrality in 2050. However, Poland is the only country objecting.

SOFT SKILLS IN SOCIAL ENTREPRENEURSHIP INTRO

As mentioned previously, we would like you to pay attention to the basic rules of how to create sustainable competitive advantages. Why is that important?

We believe that when something is sustainable, it is likely to require the lowest amount of resources over time allocated to “revised figuring out” and “experimentation”. This will stimulate motivation and lower frustration from “oh no, now we need to redo again”. It will lower amount of “wasted time” and “continuous arguing”, when incidents or struggles, we can prevent from happening, are taken care of initially. Instead, these resources can be used to grow the initiative or the company.

This is not to argue that we would like the planet to stop turning. We do wish to nurture generating of new ideas and new ways of thinking as this is at the heart of “entrepreneurship”. However, let’s not forget that, at the same time, we are here to lower the quite high flunk-rate among startups. The crucial thing is that most research on the reasons for no success can, more often than not, be found in lack of basic business skills. Except, perhaps, for the bumble bee nothing, which cannot fly, will stay in the air very long. Some will not even reach cruising altitude.

No matter how brilliant an idea seems to be and how much it can be hyped, it will have to survive the rules of the competitive landscape. For that reason, it makes sense to start a section on the essential soft skills by providing an input to the basics of how to BECOME and, not at least, to STAY competitive. Especially due to soft skills application.

Scholars are not in agreement about an exact definition of “soft skills”. Some argue as well that soft skills matter the most, when they are used to bring hard skills into play. This is in line with the indications that energy and entrepreneurial “mind set” is not enough to succeed as an entrepreneur. Nor are an ever so relevant set of hard skills. The secret sauce is to combine. This has been argued for example by successful entrepreneur, millionaire and former minister of education in Denmark, Tommy Ahlers. We know for certain that a mindset cannot be acquired via “short term intervention” as we, by referring to solid research, explain in the paper about Future Entrepreneurs of Poland, FEP. This makes most of the hundreds of different courses on entrepreneurship close to ridiculous waste of time and against what should be common knowledge.

You should know that, sadly, the theme of sustainable competitive advantage is not always part of conventional teaching of entrepreneurship and innovation. Hence these mechanisms sometimes ruin a lot of “impossible dreams”, when suddenly all the business model canvases hit the real world. Often as a surprise for those, who skipped these rather complicated but also logical business preconditions. Laws of nature, if you like.

There is, however, seldom a single reason for things to go down the drain in business life. It is a research problem to figure out the honest and true reasons as well. Sometimes even the real causes are labeled as something else. For example, to avoid humiliation of the involved. It is easier to claim “we were too early for the market” than “we didn’t know how to analyze demand” or “we were crazy in love with our idea, so we refused to listen to (or didn’t bother to collect) feedback from potential customers”. As you can see already, this is a matter of missing soft skills as well. For this paper, we are, of course, interested in the soft, aka “human”, factors. This is equally complicated to discuss. Because bias and desire to evade is a constant companion in human relations. Here is an example: Since “wrong team” scores high as an official reason to fail, it is often seen that advisors offer courses in team building to solve this issue. However, no team building course can provide the solution when good friends decide to work on an exciting project, and no one has the skills required to do the job. And few feel particularly like telling friends straight to the face that “it’s just not good enough, what you do”. Simply because friendships are at stake. Moreover, it can also happen that once the tough gets going that even the best skilled team members can start an argument here and there. We believe that if we select some of the “most important” soft skills based on what has been researched so far indicating that these will enable clever business conduct, we dare to claim a relevant focus.

It must be noted that some soft skills work better together. Like “sense of humor” and “guts to stand out in a crowd” combined with a hard skill as “a way with words” will make a good standup comedian.

As a social entrepreneur it is perhaps worth noticing that “ability to handle loneliness” is a common and essential soft skill found among many conventional entrepreneurs. “Lonely” and “social” at the same time could sound like a paradox. Perhaps therefore some of the most well-known “social entrepreneurs” were not coming from the business world. Nelson Mandela was a law graduate, but he worked with NGO’s and “grass roots” organizations (even as leader of armed groups). Mother Theresa was a teacher.

For a start, we have two concepts, we believe are essential for the understanding of which soft skills are good for social entrepreneurship. Those two concepts are “sustainable competitive advantage” and “dynamic capabilities”. Bear in mind, though, that earlier we explained why there is no difference between “social entrepreneurs” and “entrepreneurs”. The theoretical distinction between the two is only there to enable old wine on new bottles on more time.

However, before we start, allow us to issue a warning!



THE FIGHT AGAINST IGNORANCE

When you study “how to become successful” with this or with that, there is a risk that you will be presented with something that is often called “new”, “recent”, “breakthrough” or similar. Some of this is, sadly, either plain wrong, stupid and just without substance. How can this happen?

Today we live in what some call the “post factual society”. That means that it is no longer needed to do research or experiments before stepping forward and arguing for new and better ways to succeed. This is a violation of how our common knowledge base was normally built over 1000s of years. Until this new “post factual” phenomenon started, it was always expected that somebody with a new idea for improvements was supposed to prove the old way to be inefficient or “bad” and THEN show how the new idea would remove or diminish this problem. Now it has become okay to just bring something new to the table, hype it well and hope that nobody gets hurt following the shit. Or not care at all. It has become enough to replace knowledge with opinion.

Hans Rosling, who spent a lifetime on providing facts on “how things really are” supported by the Gapminder foundation, has not succeeded yet. The amount of ignorance in the world is still huge. Rosling even tested the participants at DAVOS, the World’s most important decision makers, and the results are scary. They performed, quoting Rosling, “worse than chimpanzees”. It is beyond the scope of this paper to dig into this. We limit ourselves to state a few reasons why and where this ignorance needs utmost attention from the (social) entrepreneur.

In business we often like things to be rational and explainable. However, research by high level and estimated researchers like Rummelt, Porter and others, made during decades, have not been able to reveal fully, where success and profits come from. Much of business success came because of a number of circumstances, which proved beneficial for the venture, existed at the time. In other words, because of luck or combinations of factors too complicated for the human brain to see or explain at a particular point in time. You can, perhaps, imagine it can be a challenge for a successful CEO to say in public that the success, he is representing and receives bonuses for, was mainly due to luck or, if not luck, something he can’t clearly explain. Some might find it hard to see, if so, why his bonus award is fair, and the CEO could fear that the admiration from the network and employees will fade.

Therefore sometimes “one hit wonders” like Richard Branson and Elon Musk can become role models. Also, because “ability to make a buck” is often confused with “being brainy”. However, if you are clever enough to select the winning lottery ticket, you will not automatically get a bigger brain from it. Donald Trump’s wealth is, some argue, smaller today than the amount he inherited from his father if the normal development of the stock market is taken into account. Still he would like to be seen as a clever businessman and because of that, he sees himself as a good choice for politics, an area where everything, however, is very different from how business works.

Because of demagogues and ignorance, TESLA can still exist despite not having earned a single dime ever. During its +15 years on the market. Not because of business skills in the automotive industry but because of ability to mislead. One of the most “successful” apps in Denmark “Mobile Pay”, which is even used by strategy advisors as an example of how clever they are and how great their concepts are, has never been profitable either. In 2018 alone the company lost over 16 million Euros, which is twice the size of the loss in 2017. Despite a huge market share as an undisputed market leader with around 90% of the market as users.

We don't think, however, that giving away products is admirable or should be used as “good examples” for anything. But the “post factual society” allows it to happen. We need not mention reality-TV and Social Media “Youtubers” as another example of how extremely stupid, and sometimes even mentally disturbed, people can be made to think they are some kind of stars. And admired by those who are equally unable to think clearly.

On TV we have “lions” and “sharks” acting as entertainers, while they seem to think the advice they give, has value. As if becoming a millionaire through hard work in some industry (or sometimes luck) makes you a good advisor for any random entrepreneurial venture. Even though everybody agrees that very seldom is the good sales guy a good choice for sales management positions. History is paved with examples of that. As you will see later, the implementation of clever business thinking requires soft skills from the person. Most of all “the ability to learn” is essential.

Hang on! As a rule of thumb, you can look at anything new and if it hasn't been around for at least 5 years, be careful. Kindly also be aware that all that is new, is initially very often met with disbelief and resistance to change. Because humans just don't like to be proven wrong in what we have trusted for a longer time. A brainy guy called Maslow explained in the 50's that stability and trusting that tomorrow is going to be “somewhat like today” is important for us to not go crazy.

You will meet a lot of people saying that “the magic happens outside of the comfort zone” while they at the same time try to lure you into believing that the super new blah blah they sell to you, will keep you or make you safe and comfortable! A fabulous contradiction, we'd say. So, it is not an easy job to find the golden nuggets in the sea of suggestions. We believe that it is not likely you will find a safe and easy to walk path. Later we will explain to you why a concept called GRIT is essential for sustained success..



SUSTAINABLE COMPETITIVE ADVANTAGE

In 1995, after quite a long and detailed debate back and forth over many years among the wise guys on “what does it take to be profitable in the long run” a perhaps even wiser lady entered the scene and said “hey guy’sstop it for a moment.....and let me tell you what it’s really all about!”. And so she did. Her name was Margaret Peteraf.

She united all the different views on “most important” with a lot of fancy details, which had kept the males going for years and years without getting to a unified view.

According to Peteraf (and the basic economic theory ever since the World’s first economy guy Adam Smith back in 1776) says that whenever, in a free market, a good idea brings profits, there will be somebody trying to copy the idea and get a share of that profit. There will be a price competition. This will lead to lower and lower prices until all profits are gone. So, it’s a good idea to try to do something that is unique.

Secondly its good if it the idea or the product is hard to copy or imitate. Because it will make life more complicated for the competitor and more expensive to get a slice of the profit pizza.

Thirdly it is even better, if the idea can be discovered faster than others are able to see the value of it or implemented faster or cheaper than others can. We sometimes hear that labeled as “first mover advantage”. Here, you can understand that if a team is able to work together in good ways and reach conclusions faster than others, it leads to competitive advantage. This is clearly based on soft skills. For sake of good order “luck” is also a “competitive advantage ex ante”. It’s just hard to find sometimes and dangerous to rely on only. If these three are in place there must be something that makes it difficult to compete in the longer run – after the idea is on the market. Some of those are called “dynamic capabilities”.



DYNAMIC CAPABILITIES

The term Dynamic Capabilities means in plain words extra power in the company that, for competitors, can be hard to live up to and which are “dynamic” IE: Where time or other things, which are not for sale, plays a role.

Some things cannot be bought for money in a market. These are for example “trust”, “love”, “credibility”, “experience” etc. We can intuitively understand that these things are important building bricks for a brand, though. Such things have to be built inside the company. Often not from one day to the next.

Some are even hard to build. Even sometimes impossible! For example, if one 100m runner is the best at some point in time and another athlete wants to catch up before the Olympics. This is almost impossible if both train equally hard and training efforts is the only possible way to differentiate between the two. It can also be the ownership of a special EPO drug, which is not available for anyone else. It can also be the combination of more things that makes life hard for competition. Not only does Beyoncé have a great voice, she is also a dancer and a good-looking woman in the eyes of her fans plus she is backed up by her world class band and her father pushed her to the limits very often. This combination is very hard to copy, and Beyoncé might try to become even better and better all the time as well.

Listed ad explained by Dierickx and Kool, from Insead University in France, these dynamic capabilities are “time compression diseconomies”, “asset mass efficiencies”, “interconnectedness of asset stocks”, “asset erosion”, and “causal ambiguity”. Fancy words, we dare say! The following is a short explanation of these:

When we want to talk about “time decompression diseconomies” in understandable words, we often say “things take time”. An example of that is building of trust. It will always take some time before customers have tested a new product and found out that it lived up to- or even exceeded expectations. In our private lives we perhaps know that a new couple will have to be together for some time, before both feel certain that no breakup is about to happen soon. Especially if we just saw another couple fall apart or we see one of them cheating on the other.

Asset mass efficiencies is when there is a big difference on the size of competitors. For example, boxers. Then the bigger guy will very often win. Simply because he has the largest amount of muscle fibers to apply in a punch. When the smaller guy sometimes wins it is because of luck. As this is also, as mentioned above, a competitive power. Just difficult to plan. Sometimes a combination of more things can lead to competitive power. Let’s say a football team has a good midfielder and a good striker at the same time.

Lewandowski lives from that. He is able to place himself at the right time at the right place. But he needs the ball to be passed to him in a clever way at the right moment in time. And the midfielder must trust Lewandowski to score more than himself. Otherwise he will try a long shot. This is a soft skill.

"It is worth knowing that several attempts has been made over the years to acquire good football players from other teams, wanting them to perform equally well in the new team. This is very difficult; it has been proven. Europe's no. 1 striker at the time, Shevchenko, went from Milan to Chelsea and flopped. Both clubs had super equipment, trainers and players etc. Then they tried it again, thinking it was just a case of bad luck and perhaps a culture thing, and bought the most expensive and very successful striker in England Fernando Torres from Liverpool. This was the highest price paid ever in history for a soccer player. He flunked in Chelsea and later went to his home club in Madrid and became successful there. Because the "combination" was now in place again. You can think of it like a key must fit the lock or it will not open and the key as well as the lock has little value on their own.

Sometimes things can be eroded away. For example, forgotten or used up or become obsolete. We sometimes say "out of style". This is closely linked to soft skills when for example a music band loses the ability to compose new hit songs. Or when the demand moves away from what the composers can figure out- or want to figure out.

Quite close to "luck" we can also sometimes not exactly explain why. Or we are uncertain why success is there. Sometimes love just fades without any exact reason. Sometimes it is just all too complex. This is, as you can imagine both good and bad. It helps to keep competition away, but it is also difficult to repair when we can't figure out where to begin the process of correcting things that don't work. A guy asks his girlfriend "Why do you look so sad?" and the answer sometimes is "it's nothing, just leave me alone!" and guy doesn't know what to say next. This is very close to a soft skill issue as well: The ability to confront and to solve problems and conflicts.



We have decided to focus on a set of tools, which are sometimes a combination of hard and soft. We emphasize, though, that we are loyal to the focus of the paper; soft skills for entrepreneurs. The skills set is Dickinson's GRIT (IE: persistence and stamina), diversity handling, negotiation and reflection.

Persistence is rather obvious. To become persistent, it takes several soft skills and a good stamina. This can only be grown over time. At best from childhood. However, it makes sense to explain to those who might not know that they in fact possess these capabilities that these should be applied. Diversity is important for several reasons. One is that we need to avoid the "team" to be the reason for failure. We need the team to be able to include several personalities, cultures and mind sets. Because these cannot be changed. To get "access" to the required hard skills to do the job, we must prevent that from ending up in endless debate and personal agendas. For the entrepreneur the biggest problem is always scarce resources. Time, money and knowledge. The entrepreneur MUST be able to find those at below market price- as you have seen in the explanation of competitive advantage. If that is not possible, important advantage is gone. Hence an entrepreneur must be good at negotiating a good deal for the venture. In plain language this is labeled "selling the tickets".

Some will point to the fact that this takes credibility. However, being credible and trustworthy over time is an "either or". Just as you cannot be a little bit pregnant, neither can you be "partly credible". If you are perceived as "not credible" you can of course do business with others of the same type. Profits in the drugs and prostitution industry are huge.

Partly credible will give you access to other people also "partly credible" etc. This means that the lower risks you are willing to take with the suppliers, customers and venture partners, the more credible you will have to be. Remember as well that the new kid on the block is always the most vulnerable and the stain of a lie is hard to remove once it's there. Lies don't have colors. If you think "white" cannot be seen, imagine that in the business world quite a few wear dark suits, where white stains are very visible. Those who can call a bluff are also smart enough to not let you notice that they saw your true colors. Among smart people, which you surely need to be among to succeed, you will therefore lose big time.



GRIT - KEY TO SUCCESS, TALENT OR EFFORT?

Throughout history, over and over, it has been argued, whether talent matters or whether efforts are most important. And then, if both matter, what is the right mix. As mentioned earlier, we have promised to elaborate more on why a concept called GRIT is essential for sustained success.

So, what exactly is GRIT?

As defined by Angela Duckworth, a researcher, teacher and former business consultant, who has written a bestseller book, GRIT: The Power of Passion and Perseverance in 2016, GRIT is a blend of passion and persistence. It is essential for success and it doesn't matter, whether we have in mind the success of being a good parent, student, educator, athlete, businessperson or a volunteer. Logically this also holds for becoming a successful entrepreneur! Duckworth, through her long-time research, claims that talent counts one and effort counts twice when it comes to success. We can use simple formula for this:

TALENT X EFFORT = SKILL
AND
SKILL X EFFORT = ACHIEVEMENT

GRIT

Why passion
and resilience
are the secrets

So, when you apply effort to any base level talent you get skill. When you apply effort to skill you reach achievement. Science shows that GRIT, the sustained application of effort towards a long-term goal is the biggest predictor of success.

Surprising? Well, for some people this can be an inconvenient truth, as they are using lack of talent as an excuse for not achieving the success themselves and not even trying to reach out for this success in the first place. For others it is perhaps inconvenient that they can't rely on some "natural talent" for anything. However, for some people it can be liberating, as they are putting in a lot of effort and not achieving the results. This proves that for sure there are some limitations, as for example a person who makes a lot of effort in playing basketball, but does not possess the talent will not become an NBA player, but have a big chance of becoming one of the best players in a local basketball team.

Maybe we can encourage some by telling that football experts agree that the talent of 5 times winner of "Ballon d'Or" (best footballer in Europe), Cristiano Ronaldo, has a very limited talent for playing football. However, through training and relentless efforts, he has succeeded at the same level as Lionel Messi, whom expert also agrees, has one of the biggest talents for football ever seen.

Resisting the endless temptations to quit as well as experiencing failure is sometimes extremely difficult to deal with. However, bringing efforts and remembering that effort counts twice can help to keep going and ultimately bring success. We should mention that for every Google and Facebook story, there are millions for flunks. So don't listen too much to dreamish lectures on "how did we do at Google" or elsewhere. Google also made one of the biggest research efforts to find out what it was that is so special in the HR, the google staff, HR policies and leadership style of Google, since they are so successful. It turned out, though, that there IS, in fact, nothing special about it. This is a splendid example of "causal ambiguity"

CAN WE GROW GRIT?

So, can we, in fact, grow GRIT? As Duckworth elaborates, we all have ability to grow our grit if we direct the focus in the three specific ways:

- Develop a fascination with what you are trying to do. Ask yourself what is intriguing you the most, what fascinates you?
- Strive to improve every day, one should have approach "Whatever it takes, and no matter how much or how little progress I made so far, I want to improve."
- Remind yourself of a greater purpose - as Duckworth proved in the research very GRITTY people have a greater purpose connected with the world beyond themselves: so social entrepreneurship links perfectly to GRIT.

In short: Adopt a growth mindset - GRITTY people need to believe that they can improve, this means that day by day we improve our skills and we have the willingness to accept the failure and learn from our mistakes. This list doesn't answer the question if it is POSSIBLE to grow GRIT everywhere. However, it can help to analyze what might be missing if absence of GRIT is the reason for lack of success.

THE CORE MESSAGE OF GRIT AND THE LINK TO DO MORE

Learning to stick to something is a life skill that, we can all develop. By remembering what science shows, that GRIT matters more than talent and that we all have the capacity to develop, we can develop the confidence to start taking action despite how untalented, we might sometimes think, we are.

In the My Future foundation, we are lucky to be working with youth, who out of the three ways of developing grit likely has one- A GROWTH MINDSET. This is because our activities are voluntary based, therefore any young person applying for the activities is searching for (constant) development and exploration of opportunities.

We sometimes see, however that many people don't have a passion/fascination. Some don't have the goal or something they could stick to and "become gritty about". As Duckworth explains in one of her TED talks "Interests are not discovered through introspection. Instead, interests are triggered by interactions with the outside world. The process of interest discovery can be messy, serendipitous, and can feel inefficient. This is because you can't really predict with certainty what will capture your attention and what will not.

Without experimenting, though, it is difficult to search out which interests will stick, and which will not. We find this message very valuable for the DO MORE project and FEP workshops, as we allow youth to interact with the outside world, so they can discover their own interests better.

DIVERSITY & SUPER DIVERSITY

Drawing on observations and interviews with employees in a highly diverse company in Denmark, research by Lotte Holck and others indicate a connection between level of diversity and positive group dynamics. This is supported in general by other researchers for quite some years. One example is British HR and team skills expert Leigh Thompson. This section of this report draws heavily on Holck's findings.

Let us start by mentioning that we define "handling of diversity" as "how can we avoid/minimize biases?" Since it is the biased view on people, we don't know or feel uncertain about that is the real problem. This reels back to the basic human reaction towards strangers: Eat, flee or mate.

We know the saying "don't judge a book by the cover". However, as most will have to agree, this is much more easy to say than to (not) do.

DIVERSITY OFTEN MEANS GREATER SOCIAL COHERENCE AND WELL-BEING

On top of the (wrong) common belief that teamwork is always better (IE: more productive) than hierarchy without teamwork, recent research into diversity has often led to conflicting results, though. The reason for these disagreements can be that the degree of diversity in a team is quite taboo and are seldom openly addressed in the workplace.

So the interesting question is in the line of: Can diversity be a source of team prosperity at work, or does it just lead to conflict? Do cultural differences, and hence differences in values, in fact, drive a wedge into -and divide- the team?

The composition of the team, we know from Belbin's famous research over many years - IE: the extent to which cultural, gender, age, or other types of diversities are present in the team - influences team dynamics. More than we often consider and debate.

Super-diverse communities, says Holck, do not simply categorize "strangers" into one of two camps—their own or the 'other,' and as a result often have better relations across ethnic and cultural lines. When diversity is high it seems to be too difficult to team up with likeminded in the team/organization! In such case we have "super diversity!" in place.

NEW RESEARCH INTO DIVERSITY IN A MODERN COMPANY

Holck studied a highly diverse company, ISS, which has more than 118 nationalities represented among their 7,200 employees. Half of them have a non-Danish background. Drawing on examples from observations and interviews with team leaders and members in over 30 teams from the cleaning and catering section, our research reveals a virtuous circle between diversity and positive group dynamics of mutual assistance and increased team coherence.

Holck found that a high numerical representation of diversity in teams – also referred to as ‘super-diversity’ – can increase the potential for interaction, boost social cohesion among co-workers, and improve well-being at work.

This agrees with other studies research that even goes back to the 1970’s, when it was first shown that diversity in the team can positively impact all group members by allowing them equal opportunity to influence team dynamics and group behavior.

MORE ON SUPER-DIVERSITY

Back in 2007, the social anthropologist Steven Vertovec explained the notion of super diversity. He described the social and demographic development in Britain, especially in urban areas. Super-diversity, he said, describes the ‘diversification of diversity,’ highlighting three things:

- Changing population configurations arising from global migration flows over the past thirty years or more.
- Diverging patterns of gender and age.
- The change in migrants’ human capital.



The extreme variation of cultural identities and individual life trajectories means that any assumptions they might make about the other group, are likely to be inaccurate. The specific nature of cultural otherness thus remains unpredictable. (Mintchev and Moore, 2018.)

This research also shows that the exact same principle applies when we are at work. Just as the residents in super-diverse neighborhoods were unable to categorize the 'other,' members of super-diverse teams in Holck's study they were equally unable to categorize colleagues in ethnic sub-groups.

The density of differences in relation to age, gender, ethnicity, national background, culture, language, educational background, work experience, or time in Denmark or at the organization, is simply too vast. They are too diverse to be prejudiced.

Super-diversity makes them prone to socialize and collaborate beyond and across ethnic and cultural barriers. Socializing is known, for example through Nonaka's SECI model and research, as being the first crucial step to knowledge sharing. Knowledge sharing is positively linked and correlated to efficiency and innovation capabilities in several types of research over decades.

This is the complete opposite to what we typically see in teams dominated by one or two ethnic or national identities, where the team often splits up into smaller ethnic enclaves, governed by culturally defined norms and values to the detriment of collaboration and democratic decision-making. Often resulting in silo thinking and sub-optimizing in the company or organization.

SOCIAL COHERENCE

Members of super-diverse teams in Holck's study describe their differences as an asset: "We are 'mixed spices' and we come from everywhere. We are two from Zanzibar, two from Morocco, and people from Turkey, Poland, Nepal, Vietnam, Spain, Bolivia... It is so much fun to be with colleagues from all over the world and it strengthens the social unity in my team," a janitor from a cleaning team explained. Leaders recruiting to super-diverse teams were often aware of the benefit of diversity. For instance, when asked about whether she prioritized diversity in relation to recruitment and team composition, a leader of a catering team explained:

"I definitely take nationality into consideration. If you have people from many countries, the team members are more equal and on par with each other. It is best with 'assorted candy', and that's because we always learn something from each other in terms of skills and behavior. And mutual respect only arises if you are very different. If you have too many from the same country, then there will only be one set of culturally defined rules and norms prevailing."

SOCIAL COHERENCE

Another strong feature of well-functioning, super-diverse teams is the team members' voluntary investment in communication and socializing above and beyond working hours. Members in the teams that were studied spent time getting to know each other over coffee, water, and lunch breaks.

This is obviously a necessary part of teamwork but for these teams, it was also out of sheer excitement to hear the many life stories and different experiences that a super-diverse team offers.

Extensive communication and socialization not only tighten social unity but also allow team members to stand out as private, unique individuals. Through socializing and collaborating, the unique competencies and personality of the single team members were on display, recognized, and hence utilized.

SO, WHAT'S THE PROBLEM?

It can seem quite logical that any organization should opt for more diversity. One question is, however, unanswered by Holck: What can be done if diversity is NOT in place?

One could think that management should be held responsible for increased diversity and focus on growing ability to handle this. Simply with the objective to get a share of the clear benefits from it.

Here we need to warn against attempts to do mandatory diversity training as it is offered and recommended all over the place. This is due to a very interesting study of the effects of that, done by several researchers.

These studies indicate that discrimination from bias gets even WORSE, by implementing mandatory anti-bias training. This is, we dare say, of course a huge bomb under conventional team building in organizations. If this research was known by managers in general, we'd be rid of quite a big lump of the money stealing leeches offering courses in team building. Feeding from the pockets of unskilled managers in many companies and sometimes even leaving the customers and employees worse off than before the event.

Once again, we're into soft skills! The key seems, as with likability, to be a long journey in self-development.

Child doctors and others often emphasize that it is important for parents to show love and affection for the newborn child. Because the child ability to love and to care for others depends on how the child was loved from early childhood and while growing up. On the darker side of this it is solidly proven that child molesters have almost always had “lectures” in this in their own home!

We point to, also undisputed, research by Schein and others that it is very difficult to change a person’s basic values and beliefs late in life. Social heritage, and the implications of that for the lesser fortunate is therefore one of the biggest issues for social workers all over the world.

Recent research shows that interpersonal skills among younger generation suffers severely from use of social media as a proxy for socializing, friendship bonds and togetherness. For further on this we suggest studies into the FOLO (Fear Of Left Out) phenomenon. This will present the importance of singing out of such activities if a person for example has leadership ambitions at some point in life and therefore need to prepare for ability to deal with people “face to face”. Also this skill requires long term learning by doing. As well as any other skill related to a desired change in behavior.

The FEP workshops and the DO MORE program is though as an eye opener here. The secret sauce is to learn to love yourself and you will be much better at caring for others. This cannot be learned on a workshop. However, attention can be brought to the issues and participants can decide to work with these matters alone or in groups. Several schools in Denmark has been running experiments where students were not allowed to use mobile phones during the whole day at school. This has had strong effects on wellbeing of all involved and it has increased also the learning outcome.

It is going to be an uphill battle to create understanding for this, since huge profits are at stake in the IT industry and a lot of already addicted users of social media will bring 100s of excuses for not doing the right thing. We have seen this with tobacco where it took 300 years to teach people to smoke and we are still struggling for more than 30 years with trying to not let people kill themselves slowly but surely with tobacco. Smokers will even talk about “violation of human rights” when they can’t be allowed smoke as they like at public places and elsewhere. That is how strong habits and addictions are.

A very recent example of where ambitions and profits rule is Corona virus where a friendly request to not arrange events for more than 1000 people at a time is not respected right away by everyone.

We have to leave the reader with a perhaps tough uphill battle for learning to accept him/herself with all the human imperfections present in each of us in surprisingly equal amounts. Those who succeed with this will be equipped with extremely strong tools to create followers and lead almost any organization though turbulent times or build on new exciting ideas.

NEGOTIATION & LIKABILITY

For any entrepreneur and for quite a few intrapreneurs as well, time and money are a problem. Economy guy will call funds and time available “scarce resources” and, as these are the limitations to what is possible to achieve, the clever entrepreneur will therefore always try to get the most out of these.

Therefore, this section is very essential, and we will elaborate a little more here the link to a set of hard skills than with the other soft skills.

We ask you to remember that you cannot learn soft skills by reading. This must happen “by doing”. Hence, we explain what you need to consider, more that actually show you. In the section “the do More approach” , you will find a clear walk through of what DO MORE does differently compared to many others and why you can expect it to assist you on the way, should you team up. Alternatively, you can attend the FEP workshops.

More than commonly spoken about the income levels for most entrepreneurs are way below the salaries paid for similar skills in existing corporations. This indicated that all turnover, even if the venture is successful from the start, must be reinvested. Growth is expensive. It is almost impossible to attract investors attention at the early stages of a great idea. Once the “proof of concept” is there, it is a different story. Despite many investors and “business angels” claim they particularly like risk and excitement side of new ventures, this is not reflected in their expected/demanded ROI ratios. These can very well be between 10x and 100x. IE: It is, in fact, impossible to retain a fair share of any future success for the entrepreneur.





This means that the job description for the entrepreneurs should always include “skills to get a better deal” than normal market price of any goods or any service acquired to make the idea fly. A major part of this skill is soft skill related. The person must for example be assigned with attributes such as likeable, credible, friendly, active, appealing, trustworthy etc. depending on the suppliers’ or business partners’ preferences. If these are in place it is often better for the cost side of the balance sheet. Often favors and plain helpfulness exist better if good soft skills are present.

On the “hard skill side” the negotiator can decide between 3 strategies. Cooperative, individualistic and competitive. Competitive strategies are significantly less successful than the others! Jeanne Brett is well known for her research and writings on this.

Within this area we clearly see a need for a useful COMBINATION of hard- and soft-skills. There are techniques to be mastered as well as timing, pitching and other hard skills. These will obviously work better by application of soft skills.

As often the case with soft skills, we’d like to be given tips and tricks as to what BEHAVIOR, is helpful so show, we master a certain skill. Here we must be careful.

BELOW YOU WILL SEE A LIST OF POSSIBLE BEHAVIORS-DONE BY WRITER AND EDUCATOR KAT BOOGAARD:

1. ACTIVELY

Listen People don't just want to be heard -- they want to be listened to. So, devote your attention to being engaged in conversations with others and make your best effort to retain some of that information.

2. ASK QUESTIONS

If you improved your listening skills, chances are you picked up some personal tidbits from the people you've interacted with. Well, using those to strike up new conversations will show that you're both attentive and friendly. Ask your co-worker how her marathon training is going or check in with that acquaintance about his recent exotic vacation. It's a surefire way to make others feel cared about -- which is essential if you want to be well-liked.

3. SMILE

Likable is often synonymous with friendly. And, you don't see too many friendly people constantly scowling and frowning, do you? Your face can say a lot about your personality and demeanor. So, try to be conscious of your expressions and smile when a situation warrants it. It'll instantly make you seem warmer and more approachable.

4. MAINTAIN EYE CONTACT

There are constant distractions around us. But, if you've ever been totally blown off by someone who'd rather stare at his or her iPhone screen, you know how disheartening that can be. Likable people know this -- and that's why they do their best to maintain eye contact during conversations. Again, it's just another way to let others know that you're genuinely interested in their thoughts and opinions.

5. UTILIZE NAMES

We're not all great with names. But, if you're engaged in a conversation with someone, chances are you should at least know his or her first name. Work that into some of your statements -- even if it's just a quick, "It was great speaking with you, Mark." Using names drives home that personal connection, meaning you're that much easier to like.

6. REMEMBER BODY LANGUAGE

If you improved your listening skills, chances are you picked up some personal tidbits from the people you've interacted with. Well, using those to strike up new conversations will show that you're both attentive and friendly. Ask your co-worker how her marathon training is going or check in with that acquaintance about his recent exotic vacation. It's a surefire way to make others feel cared about -- which is essential if you want to be well-liked.

7. BE GENUINE

Likable people all have this in common: They know who they are. They're authentic - they don't try to be someone they're not. Get comfortable in your own skin and always stay true to your honest self. Nobody likes someone who seems fake, and it only serves to make you look insecure and untrustworthy.

8. STAY POSITIVE

We typically don't gravitate toward people who feel the need to constantly air their grievances and nitpick everything that's wrong that day. Exuding negativity is just that -- negative. Instead, positivity is always more attractive. So, even when those little annoyances get under your skin, brush them off instead of obsessing. You'll be surprised at how much that small change can impact your entire attitude and reputation.

9. BE OPEN-MINDED

We can all be quick with snap judgments. But, jumping to conclusions without giving others a chance to explain their thoughts will only make you seem condescending and obstinate. Do your best to be open-minded and hear people out. Being tolerant and unbiased will always make you more likable.

10. OFFER HELP

Common courtesy and little acts of kindness can go a long way in improving your likability. And, offering to assist others is a great first step. Whether a colleague is swamped with projects you could chip in with or you see someone struggling to open a door with his arms full of groceries, step in and lend a helping hand. It's tough not to like someone who's so supportive.

11. POKE FUN

While there are certain things that need to be taken seriously, people who have the tendency to approach everything with a stern, formal attitude can be difficult to connect with. So, loosen up a little, poke some fun at yourself, and learn to laugh at those little flubs and blunders. That more easygoing demeanor is sure to draw people in your direction.

Kat Boogaard seemingly does not know a lot about how we humans actually function, so she states this:

“Everybody wants to be well-liked -- it's human nature. Luckily, being likable isn't all that complex. Implement these habits, and you'll see just how easy it is!”

First it is not true that everybody wants to be well liked. At least not to the same degree. Psychologists will say that a person, who is “self-supportive” (IE: Quite independent of the sympathy of others) finds more peace of mind easier. The correct term is therefore “respected”, which is quite a different thing. In more popular terms we sometimes say, “everybody’s friend is also everybody fool”. This indicates that for some people the support of others is simply too important, and the person will therefore too often violate own values beliefs in order to be accepted by a person or a group. Let the person want to be likable this way with two person who disagree on a matter, the person, desperately trying to agree with both, will be doubted on honesty and credibility. Both people will often see the person as “faker”. This is unhealthy for the less self-supportive person. Social media drives this problem forward due to the “likes culture” on which it is built.

We would like also to note that exactly “implementing” skills is the difficult part. Therefore, My Future and IFAK heavily emphasize “learning by doing” and “non-conventional teaching”. Way too often, important skills and only explained and not learned. Just like Boogaard is doing here. At the FEP workshops you can learn about the James Bond mistake in learning and teaching.

For the innovative entrepreneur today's culture around “likes” and social media is essential as most of the real innovators of this world were all “disliked” heavily while they were still alive and at the time of their great contributions to the world. Fame came (long) after they had passed away. This is due to the normal resistance to change, which Maslow explained and hammered home back in the 50's. Only manipulative “change advisors” claim that it is possible to make people initially like changes, they did not choose freely themselves. Therefore, especially the INTRA-preneur must have very strong soft skills and think of likability a lot.

Secondly all research shows that it is very hard to remember taught behavior when the going gets tough. Under such circumstances humans often turn to the “well known” strategies, learned through life. A person who tells lies, of any color, will therefore always feel inclined to do it again if it about important matters, where the person is not certain of the outcome. Outcome of any negotiation is ALWAYS uncertain.

MORAL of this: Be aware of the difference between “behavior” and “personality”. This issue here is that too often we're told to do this and that and we try our best. BUT, if this new or improved behavior is not natural for us, we forget when we are using our brain for other complicated stuff at the same time. Kahneman, the recognized behavioral and specialist in human's behavior, has researched and explained for many years that the brain has much less capacity than what we like to admit. A few years ago, Danish professor in brain science, Peter Madsen, killed the myth of woman's ability to multitask along the same line of thinking. He proved that if you are occupied with even a simple task – like doing the dishes- the quality of a second activity will be done as if you are severely drunk. This is, by the way, quite important for those, who believe they can check their mobile phone during car driving. Trick is, that the “drunk” driver will think it is possible because it often does not end up in a crash. However, that incident of luck, and perhaps a few guardian angels present, doesn't prove that the quality of driving was okay.

SO: Behaviors are VERY easy to decide to change. It is much harder to do it. Especially over time and under pressure.

The key is to be genuine and authentic. So, you could make the process easier for yourself if you go with no 7 on the Boogaard list and forget the rest. This will, in the longer run, lead you to be among people who accept you as “who you are”. Those are the people and groups, where you can create the best results in the longer run. You will not need to remember nor memorizing certain styles or behaviors and you can use your mental energy for better impact from your efforts and activities. You mum and dad taught you enough “good manners” which you can apply all over the place. You can sometimes decide to adapt to the group, if it brings you what you want, but you can't do it all the time. If you try, it is likely you will not escape stress and other unwanted problems.

You can say that peace of mind comes at a price: Fake friends will feel they have to leave you behind. Some of those can be those, who you THOUGHT OF as true friends. However, they were attracted to your pretended personality and it's enforced behavior.

For sake of good order, we remind you about the “dynamic capabilities” mentioned earlier. Likability, trust and credibility are attributes strongly connected to both “asset mass efficiencies” and “time decompression diseconomies”. Hence, they are decisive for competitive advantage and for the health of the entrepreneurial idea. Lets' also keep in mind that these skills cannot be bought and must be grown by the entrepreneur him/her-self. So, they are, obviously, contributors to sustainable competitive advantage as “ex post/ex ante limits to competition”!



REFLECTION

Today's society and its culture has become quite demanding. We must constantly be "on alert" and constantly adapt to new situations and other people. And then, with that as a starting point, we are expected to perform. All the time and not only professionally, but also in relation to people around us, so we do not risk being thrown out of the "community".

Hence, we must look at little closer at "performing" and what it means. For the normal situation "good performance" is often synonymous with "productive". Which again means "maximum output from available resources"- like time, money and raw materials. If the entrepreneur, however, is not aware of the special demand for this in entrepreneurship, there is a risk that he/she thinks that its mainly about getting as many ideas as possible. However, successful innovation is a COMBINATION of starting up and following up.

When we live in such a society, we need to be able to retreat, be thoughtful and try to understand what is happening around us. Just like solid research proves that innovation requires "organizational slack" IE: time and permission to do double loop learning. And if we do not continuously train ourselves and our children in it, then we risk that on the day we really need to step up and find really new ways because of some crisis, we are unable to be thoughtful. "This is bad, because it is exactly through thoughts and ideas, we can find new paths. And instead of a crisis, we end up with a breakdown", says Elisabeth Toubro, Danish artist and life thinker.

Especially for the entrepreneur the ability to reflect is essential. After all, the job for those who invent things or want to provide new possibilities for others is to create 1000s of ideas and then select only those, which has a real potential to fly, and send them to further development. This way the entrepreneur becomes "productive". If the selection process is flawed, the entrepreneur is almost nothing but a noise maker.

Among newer generations it has become difficult to concentrate. This is mainly because of stupid IT gadgets, where narrow minded morons claim it is good if the search result from google is there in 0,25 seconds or in 0,19 seconds. Despite anyone is able to google and therefore all knowledge from google hits is also know by the competition and therefore (in line with the rules of sustained competitive advantage) cannot bring market power to anyone. Conventional teachers in conventional school have helped this illness to spread -even in business schools- by "integrating" such electronic shit in the teaching. The results have not been better understanding of IT, as it was perhaps intended, but a much lower level of critical thinking and ability to do what matters for competitive power: Ability to COMBINE different bits and pieces of information to NEW knowledge. This skill is a soft skill!

The clever reader now sees the link to "ex ante limits to competition" IE: the ability to see good ideas faster and implement them well. In order to gain any available first mover advantage and mostly to have a lead in creating "time decompression diseconomies" etc.

Since many people wrongly think new is better than old – a mistake often made instead of the correct phrasing and selection criteria; “good is better than bad”. We are bombarded with claims that today's society is moving faster than ever, and we are, for pure profit reasons, lied to with silly terms like “exponential growth” and misunderstood interpretations of “disruption”. This can happen because of the lower and lower levels of critical thinking. Famous and recognized psychologist and winner of Nobel's price in economics Daniel Kahneman writes about, (and proves), how little capacity the brain, in fact, has and why it is dysfunctional to focus on speed if speed is what we want to achieve. It is BTW quite hilarious that some idiot already provided a “2 minutes resume” of Kahneman's 2013 bestseller “thinking fast and slow”. As you can see from such a blunder, speed is still in focus as being “good”. However, Kahneman did not write a single unimportant word on his book, so the time it takes to read the book is the time it takes. Period. Now, reflect on that. Learning takes a long time, as we claim and show at the FEP workshops supported by the world's top rank learning experts.

What the skilled entrepreneur must try to master is to sometimes break away from speed and learn to reflect. This is difficult, like learning always is. Breaking old habits starts with increased awareness and then follows an almost ferocious desire to stick to the goal. This is, in fact, precisely what GRIT is about, which we explain in another section of this report. For those with CEO ambitions it might be noticed to know that 2 things are proven decisive for success as a top leader: 1. Ability to reflect and 2. Ability to decide. For efficiency reasons everything else in a company should be done by employees. A CEO who would claim that this is not true should reflect a little on “do I have enough ability to trust? - people as well as my own ideas”.



THE DO MORE APPROACH

This section presents, how the DO MORE project provides fruitful examples of further development and sustaining of the Future Entrepreneurs of Poland Workshops. By giving examples from the process, we will explain how the DO MORE project supports entrepreneurship. Often with a social dimension.

As the whole purpose of FEP as well as DO MORE is supposed to provide a different path for teachers and learners, much more efficient and much more based on solid knowledge than what is often seen, we need to remind the reader that since we constantly prove that it is impossible to teach anybody anything and that we don't learn just from "being told". In plain language this means that if you only read this and don't enter some experimenting of your own, it is highly likely that you don't benefit.

It will make us proud, if you use this section as hints to suggested ways of teaching soft skills and build into them your own experience and ideas spiced up with specific cultural elements from your specific context. IF you just copy and paste, we believe, you will not appear as very entrepreneurial in your mind set and your students or venture partners will not get the outcome they deserve.

Learning is a contact sport! So be ready to tackle and be tackled! It is by letting the brain work with inputs and sometimes even under "turbulence" that we humans learn.

ONCE AGAIN: "TELL ME AND I FORGET!"

We can, based on decades of solid research from many parts of the world, assure you of that.



THE IDEA

Social entrepreneurship has become “big business”! This is strange because “social” means exactly “non-commercial”.

Altruistic vs. egoistic. We are puzzled by the fact that so many initiatives these days are simply like the wolf guarding the henhouse. IE: activities where some are making a living for themselves out of teaching social entrepreneurship.

Without any intentions of revealing the secret sauce to anyone for real. We see 100s of workshops and inspirational speakers in this all over the place.

Despite it is proven that such approaches do not work well.

So, when My Future and IFAK had built the FEP workshops with good satisfaction scores from participants and with good support from important stakeholders, we decided to act in the idea and do yet another version of non-conventional teaching. We wanted to build a “train the trainer” process. To speed up the growth of non-conventional teaching in Poland and elsewhere. For those, who want to help weed out the nonsense in the market.

We hope to see participants from DO MORE to form their own initiatives by way of applying knowledge and inspiration from the project. We hope to have put enough ability to reflect and some GRIT into them, so that we will not see too much copy and paste.

THE RECRUITING

After having completed the FEP workshop with a significant level of outcome and having proved an extraordinary energy and dedication, it is possible to enroll in DO MORE.

This happens by sending applications to My Future up to two months before the start of the program. A successful application demonstrates GRIT, personality and a desire to learn and to contribute to entrepreneurship learning. We put less emphasis on school grades as these are often proven to be a bad proxy for career success in several areas.

My Future selects 10 candidates pr. project to become ambassador trainees for FEP. The batch will consist of a diverse group of males and females. There is no fixed 50/50 distribution of sexes. However, there will be a mix. Diversity can be found as different education, social status, personality, hobbies and ambitions for the career. This diversity is essential as we build on a cornerstone of the FEP: Bridging the gap between education and career. Only in conventional school teaching is it possible to choose “own colleagues” by forming study groups of already friends. In the workplace this is, of course, not possible as colleagues are already there and have a longer tenure than any newcomer. We want to prepare people to bridge a gap too often seen in companies: SILO THINKING.

The conventional industry's solutions to this silo thinking appears in the form of team building courses and similar waste of time. Despite it is only such people, who thinks, out of ignorance, that the culture should be the same in any part of a company. Skilled and experienced business people know, however, that the creativity and the desire to try new things on the fly, as hopefully found in the sales marketing department, should not be transferred directly to the bookkeeping processes nor the quality assurance department.

It is a soft skill to be able to adapt to (a new) context. IE: Work in a company that should always have several cultures under the same roof. This can only happen successfully by developing the ability to handle diversity and trust. On top of this, we support the research from Belbin et al. explaining the failure of "con amore" and "Apollo" teams.

THE TEACHING

THE DO MORE TEACHING HAS THREE ELEMENTS.

1. Self-study before, during and after the seminars
2. 2seminars. One in Poland and one in Denmark.
3. Support, sparring and guidance from My Future

The teaching will provide the basics for the DO MORE crew to actively participate in planning, executing and following up on a FEP workshop. This is done with learning by doing thinking as a basis. This means that it is important to do trial and error. However, without pushing above the limits by intention.

SELF-STUDY:

Before the first of two DO MORE seminars, the participants are requested to scrutinize the intellectual output of FEP. Here they can understand the basics of non-conventional teaching including its strengths and vulnerabilities. During this self-study we provide the crew with an important possibility to reflect on the FEP workshop they went through themselves. As reflection is essential for learning and for innovation, we push hard for this. Those, who might show up “unprepared” for the DO MORE training, will be sent away. Participants are given the option to ask questions during this part. However, the first seminar will contain a walkthrough of the basic thinking behind FEP’s learning approach.

The second purpose of self-study of the IO is to create enough product awareness and knowledge to be able to answer questions from others about the Future Entrepreneurs concept. Therefore, it becomes possible to have DO MORE participants doing presentations for schools and students about FEP. This is a strong example for the emphasis of learning by doing, which is a central element of our teaching approach.



SEMINAR ONE:

On the first seminar participants will form their own pitch for Future Entrepreneurs of Poland Workshops. This is the key outcome of the seminar. To be able to do that we send the participants through a series of learning elements, where comfort zones are challenged in professional ways. Here are examples:

ICEBREAKING

As the participants are initially not matured as a group, we start by activities for solving that. We also explain the purpose of such activities for the group to have a slightly deeper understanding of the mechanisms connected with forming a good basis for good learning and collaboration. We emphasize the value of collaboration as opposed to competition as a motivational base.

JUDGING BY COVERS

An exercise about bias and prejudice. This can be carried out in several ways. We suggest a light spirited approach where for example the dangers of selecting life companions based on pictures. Society's bias and common prejudice about "who fits who" is used as a basis for funny and humoristic discussions and reflections. The learning outcome is to create awareness about the importance of diversity and that bias will always be a companion in any collaboration.

THE IGNORANCE TEST

Participants are learning, some for the first time, that even ambitious and clever people, among which they will often see themselves, are not as deep into things as they usually think. After having scored "ridiculously low" (in their own perception) in a simple easy to understand multiple choice test, participants are finding themselves slightly out of comfort zones and we allow for a moment of self-reflection. A learning outcome is for the crew to feel very clearly inside themselves, how it is to see oneself as an "under-performer" in a group. This will be a new experience for most of them, as they will often be among top performers where they come from. We do this to make sure to implement an essential sense of humbleness for later on, where they will work with students, colleagues and other stakeholders of very different backgrounds and educational levels.

THE THEORY OF LEARNING

The decades of research by Perter Jarvis, Knud Illeris and others are put into perspective through a rather conventional presentation and dialogue of “what was before” and what will work in learning. The reasons for inefficiency of the conventional “inspirational pep talks” and traditional short-term interventions are explained in a down to earth language. The knowing doing problem is addressed as well as the risk of no action. This part is to be found also in the IO of FEP.

PITCHING

Day two of the first seminar is used for building pitches. First, however, a basic understanding of communication with the purpose of winning is created. We use the natural survival in the savannah as an easy to understand context of “fair killing”. The online tool Pitcherific is used as a frame and guide. This tool can be used interchangeably with any other pitching tool perhaps used by a specific company or learning institution. The participants build, adjust and refine their messages and we finish by a “book of answers” – a quite traditional way of adding self confidence and a sense of do ability to the whole thing. The reasoning of appropriate dress codes, already known from FEP training, is emphasized once again and explained by example.



SEMINAR TWO:

The second part of the DO MORE training takes place in Denmark. Teaching wise place of training is not important, though. However, as English skills are a constant and big challenge in the Polish society still, we believe that by making it “a must” to train the level of English not only during the teaching brings value. On top of that, we have the possibility of showing examples of a foreign culture live on stage. This is in the form of eating habits, dress codes and collaboration. Also, the option of blending with youth from other countries is an option, though we don't do specific activities to support this as we do in FEP. The training is a deeper handling of the main activities of FEP soft skills training. Participants get to understand why soft skills matter so much and how this can be supported via FEP in better ways than generally seen today.

THE FEARS WE HAVE

We take the participants through the two most important performance blockers in companies today: Fear of failure and personal ambitions.

BIAS AND DIVERSITY

Based on the initial awareness created at seminar one, we build a deeper understanding on soft skills development with the purpose of handling diversity, super diversity and cultural norms. This level of advanced learning can be achieved because we work with perceived relevance from seminar one learning. The link between diversity handling, soft skills and sustainable competitive advantage in business is included in this part.

SOCIAL CAPITAL

The key theory element of the DK based teaching is about social capital. Why is this important and what are the enablers and destroyers of social capital? This learning is essential to understand the motives, the context and the goals of the social entrepreneur. We show the participants how ability to interact with others have decreased in recent years and why this is damaging for entrepreneurs, businesses and society in general. Social Media's huge damage to humans is explained and we show why social media is not social but destructive for altruism and that the social media platforms were not made for people to have easier options for friends and family to interact but simply as drivers for sales of IT gadgets.

FLOW AND MOTIVATION

To enable active participation in the key task of the FEP workshop, we present and teach, through practical approaches, what it takes to sustain motivation under change. We drive the participants out of flow with a too easy task for one group and a too difficult task for the other. This way both groups have a solid sense of why FLOW is essential. Based on that outcome, Participants build hands on strategies to keep a group in FLOW during implementation of changes in the (business) environment. We build from the participants a group with a common knowledge of what real change is.

he seminar will be supported by “acting outs” and “exercises” around fear and bias. We involve external helpers as role models and facilitators from top notch entrepreneurs and champion level performers to more approachable smaller venture staff. These parts also serve as fuel for the marketing of My Future activities in general. We cannot say the backstage visits to places or face to face meetings with role models has a specific purpose for learning. But for marketing and branding it has.

The DK event has an extensive leisure part as well. Mainly also for branding of My Future.



THE SUPPORT

As we know, learning takes a long time. Hence it is not possible to teach young people to become full blown ambassadors for My Future and skilled soft skills trainers as well within the time frame of the DO MORE project teaching days. We exist, after all, to prove those who claim such short time interventions have value wrong. Hence after the enrollment as a DO MORE participant, My Future provides support, sparring and practical help along the way. This takes place via e-mails, Skypes, face to face meetings and co-visits to stakeholders..

THE ACTIVITIES

We involve the DO MORE crew in planning, arranging, and executing, a FEP workshop. This way we provide a quite unique opportunity to learn by doing. Mainly regarding the soft skills parts. We consciously want the DO MORE crew to learn from own mistakes and trial and error. The Future Entrepreneurs vision and mission is highly centered around student to student focus. Here the FEP workshop is a key element as well. We work with the participant on activities of their own choice/selection and we allow for several “try outs” in the areas of non-conventional teaching. During the development of DO MORE, the My Future staff also have ample opportunities to learn by doing. Any organization with a growth ambition must have the ability to learn as a crucial part of the “company culture”. Therefore, IFAK and others must be willing, and able, to push for optimizing of relevant elements of the total My Future offerings. Short term and long term. The ambition is, over time, to enable My Future to play, on own two feet, a quality role in the learning environments in Poland. Not as a replacement but as an important addition to existing teaching and learning in the country.



IMPLEMENTATION

TRAINING- THEORY

We involve the DO MORE crew in planning, arranging, and executing, a FEP workshop. This way we provide a quite unique opportunity to learn by doing. Mainly regarding the soft skills parts. We consciously want the DO MORE crew to learn from own mistakes and trial and error. The Future Entrepreneurs vision and mission is highly centered around student to student focus. Here the FEP workshop is a key element as well. We work with the participant on activities of their own choice/selection and we allow for several “try outs” in the areas of non-conventional teaching. During the development of DO MORE, the My Future staff also have ample opportunities to learn by doing. Any organization with a growth ambition must have the ability to learn as a crucial part of the “company culture”. Therefore, IFAK and others must be willing, and able, to push for optimizing of relevant elements of the total My Future offerings. Short term and long term. The ambition is, over time, to enable My Future to play, on own two feet, a quality role in the learning environments in Poland. Not as a replacement but as an important addition to existing teaching and learning in the country.



The aim of the training was to increase the number of social entrepreneurs, volunteers and the level of positive impact of their initiatives. The training consisted of a theoretical part, which explained to the young people the basic principles of social capital, networking, relationship building, the importance of soft skills etc. and a practical part, where they saw how the organization event like the FEP Workshop looks like.

FIRST PART OF THE TRAINING DO MORE OF WHAT MATTERS - JEDLNIA LETNISKO

DAY 1

The first part of the training DO MORE OF WHAT MATTERS took place in Jedlnia-Letnisko in the period 29.02-01.03.2020. The training aimed at introducing the recruited ambassadors to the basics related to soft skills and the process of acquiring new competences.

Immediately upon entering, the participants were surrounded by a friendly atmosphere, which some of them might remember from the FEP 2018 workshop, as they were participants in it.

Music was coming from the prepared room and everyone was ready. The participants were welcomed by the organisers. Bursting with enthusiasm, they invited the participants inside, stressing that from now on, the language we will mainly use will be English. We were also greeted by a special guest - Professor Carsten Thornhøj, who flew in from Denmark. At the previous edition of the workshop he gave several presentations on soft skills. The participants had a moment to get to know each other. Among them were several people who had already participated in the workshops - we liked this initiative so much that they wanted to become a part of it themselves.

Each of them was different, with different skills, which they decided to use in the organisation of the next edition. And the training DO MORE to help them in all the other aspects necessary to become a good volunteer.

Photos of all the volunteers who were selected for the DO MORE training



Karolina Chojnacka



Aleksander Ruszkowski



Anna Greczyło



Aleksandra Fokt



Konrad Łuczak



Martyna Nowak



Karolina Głowacka



Katarzyna Olejarczyk



Anna Dąbrowska



Kinga Piaseczna

Each of the participants had their own place prepared and a set of necessary materials. The first welcome presentation was led by Natalia, discussing details and organizational aspects. They learned about the role they will play as ambassadors for the My Future Foundation, as well as their general responsibilities. She was immediately followed by Prof. Carsten, who introduced them to the issues discussed.

Martyna played a familiarisation game for the participants, the "ice breaking game": Within one minute they had to line up in order from the youngest person to the oldest, except that they could not use words. So they tried to communicate using gestures and associations, which looked quite funny. In the end it went quite well and made them realize how difficult it is to do something without the help of the means we use every day. Another small familiarisation challenge was a pun game related to their dream profession or biggest dream - everyone showed something interesting and at the same time unique.



Further presentations were given by Professor Carsten. The participants learned, among other things, what effective (and ineffective) teaching techniques are, as well as about the problem of "judging a book by its cover" and its influence on the evaluation of other people and ways to deal with it. They also performed an interesting experience of solving a test created by Hans Rosling, which allows you to test your knowledge of current global issues. If you too would like to test yourselves, the link to the test can be found here: <https://www.gapminder.org>.

The lunch break was followed by further presentations on personal role models, characteristics of a good teacher and unconventional teaching techniques (such as the "learning by doing" technique). They all took an active part in all of them, sometimes adding a few observations of their own and working together on the answers while exchanging their own experiences. 90 % of the training took place in English, so it was necessary to overcome one's language barrier. The last part of the training concerned organisational issues, questions and answers. Before the participants there was one more day of intensive work.

After the first day it was clear that the young people were a bit tired, but satisfied with the results and the knowledge they acquired. They were excited to meet new, interesting and at the same time friendly people from all over Poland, with whom it was clear that they would make a good team and work together towards one goal: FEP Workshop 2022.



DAY 2

On the second day, to refresh the atmosphere, we changed the place of the meeting, which this time took place in the "green house" - a separate building, located next to the Pod Różami restaurant.

The young people had a few minutes to themselves, during which they exchanged their thoughts after the previous day. And they were positive. They knew, however, that there was still more work ahead of them, the results of which they would have to present later.

Professor Carsten Thornhøj started the training. The focus of the day was on how to get the message across effectively. This was to help promote the idea of the FEP workshops in the best possible way during the presentations at schools that they planned to make as ambassadors. The aim was to get as many people as possible to know about My Future and also about soft skills, which are extremely important, but not many people are really aware of.

They started by watching a short film. Surprisingly, it was a nature film from the National Geographic series (you can see it here: <https://www.youtube.com/watch?v=VkqzHITovRQ>). It is puzzling how such a film connects with the topic of training? The participants wondered too. Professor Carsten presented them with the answer - the leopardess attacks the impala because she has a purpose in doing so - she needs to ensure the extension of her species and feed her young. This is her need. And just as potential clients have their needs, volunteers need to reach them in the right way and meet them.

The NABC scheme was designed to help them do this. It looks like this:

NABC

Need - What are the customer and market needs?

Approach - What is your unique approach for addressing this need?

Benefit - What are the specific benefits for the stakeholders?

Competition - How are the benefits superior to the competition and the alternatives?

TRAINING- DENMARK

During the second part of training the participants had a chance to gain knowledge but also bridge and bond together.

It has been also time, where they could start the "implementation" part - the planning phase of FEP workshops.

See video [here](#).



IMPLEMENTATION - FEP WORKSHOPS 2022

The volunteers have been in charge of developing FEP workshops. Divided sub teams have been in charge of: marketing, recruiting administration, food-mood etc.

See video from workshops [here](#).



See opinion of companies representatives [here](#).





Would you like to share your feedback with us?

Contact us:
hello@my-future.info