



Empower Youth organizations through
Social Entrepreneurship in Tourism

Toolkit for Youth Workers

to Enhance Social Entrepreneurship Among Young People
and Young People with Disabilities



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Disclaimer

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Acknowledgment

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1. THE EYSET PROJECT

In 2019, according to the UN data, there were about 1.2 billion youth aged 15 to 24 years in the world, or 16 per cent of the global population. In 2065, the world's youth population is projected to reach its peak, with approximately 1.4 billion persons (13%). According to the data of the World Bank, one billion people, or 15% of the world's population, experience some form of disability. One-fifth of the estimated global total, or between 110 million and 190 million people, experience significant disabilities. According to the UN data, young people with disabilities are one of the poorest and most marginalized groups of the world's youth. Estimates suggest that there are between 180 and 220 million youth with disabilities worldwide.

According to the figures shown in the Youth Employment Support, <https://ec.europa.eu/social/main.jsp?catId=1036>, during the aftermath of the global 2008 financial crisis, youth unemployment went up from 16.0% in 2008 to a peak of 24.4% in 2013. The figures went down dramatically since, with record lows of 14.9%, just before the COVID-19 pandemic hit. However, youth unemployment always remained more than twice as high as general unemployment; a stable labor market integration started to take longer, with many job-to-job transitions and means of precarious work; vulnerable groups, such as youth of racial and ethnic minorities or young people with disabilities, continued to be disadvantaged throughout this period; youth inactivity did not decrease nearly as much as youth unemployment.

All of the issues that affect young people, such as access to education, employment, health care and social services, also affect youth with disabilities, but in a far more complex way. Attitudes and discrimination linked to disability make it much more difficult for those to go to school, to find work or to participate in local activities. In many communities, both rural and urban, the environment is immensely challenging for people with physical and communication barriers that make it hard for them to participate in social life. The data that does exist shows that young people with disabilities face many more challenges than their non-disabled peers. In addition, they may also have to cope with challenges linked to gender, poverty, ethnicity or sexuality.

The right to work and employment is a fundamental right enshrined in Article 27 of the United Nations Convention on the Rights of Persons with Disabilities (UN CRPD). However, at EU level, only 50.6 % of persons with disabilities are employed, compared to 74.8 % of persons without disabilities. The unemployment rate of persons with disabilities in the EU, aged 20- 64, is 17.1 % compared to 10.2 % of persons without disabilities, and the EU activity rate of persons with disabilities (percentage of active persons in relation to the comparable total population) is only 61.0 % compared to 82.3 % of nondisabled people. Moreover, women with disabilities, young disabled persons and persons with high support needs are more likely to be discriminated against and excluded from the labor market (ANED, 2017). Unfortunately, disability is not a marginal phenomenon. According to data collected by Eurofound in its fourth EU quality of life survey (latest data available, 2016), 28 % of EU respondents reported living with a chronic (or a long-standing) physical or mental health problem, illness or disability that hampers them in their daily activities.

EYSET aims at contributing to the creation of a suitable environment to raise the capacity of organizations working with young people and young people with disabilities outside formal learning in supporting youth social and labour inclusion, providing youth organizations with proper methodologies, methods and tools to empower young people and young people with disabilities in being social entrepreneurs in the tourism value chain.

EYSET will actively work in creating transnational networks to foster cooperation across different regions from EU and Western Balkans enhancing synergies and complementarities among organizations working with youth and the labour market. EYSET will actively contribute to social and labour inclusion of young



people with fewer opportunities involving young people with disabilities in building more accessible tools for their employability enhancing their personal autonomy and their social and labour inclusion.

The main expected results of the project, listed below, are functional to achieve the specific objectives outlined:

R1. Capacity building for youth organizations Guidelines and a Training pack for organizations working in youth field to develop inclusive services and accessible material for youth employment exploiting non formal and informal learning and transnational network and synergies to raise capacity of youth organizations in supporting social and labor inclusion of young people and young people with disabilities in being social entrepreneurs in the tourism value chain.

R2. Toolkit direct to youth workers to enhance social entrepreneurship among young people and young people with disabilities. It will be useful to empower youth workers and make them able to support young people and young people with disabilities in being entrepreneurs in the tourism value chain. The toolkit created will support the innovation in youth work introducing more inclusive methodologies, methods and tools, as well as it will raise the awareness of the importance of the creation of accessible material also in non-formal and informal education direct to young people to leave no one behind.

R3. Policy recommendations for stakeholders about the importance of enhancing social and labor inclusion of young people and young people with disabilities exploiting social entrepreneurship and the resources of the tourism value chain. It will be useful to raise awareness of stakeholders about the importance of the creation of the suitable environment to boost youth employment.



2. THE TOOLKIT

Work Package 4 involves the creation of the **Toolkit direct to youth workers**. The Toolkit, realized thanks to the contributions and expertise of the Consortium, aims to enhance social entrepreneurship among young people and young people with disabilities. The Toolkit will be useful to empower youth workers and make them able to support young people and young people with disabilities in being entrepreneurs in the tourism value chain.

The Toolkit will support the innovation in youth work introducing more inclusive methodologies, methods and tools, as well as it will raise the awareness of the importance of the creation of accessible material also in non-formal and informal education direct to young people to leave no one behind.

The material found in the Toolkit is the result of what emerged during the 2 focus groups held online between the members of the Consortium. The focus groups have been conducted starting from the results obtained through Task 4.2 – *Collection of best practices boosting young people without employability* and Task 4.4 – *Development of interviews to youth workers*.

Following the analysis of the interviews and discussions of the focus group it was concluded that there are 10 areas that need further investigation and are most relevant for enhancing social entrepreneurship for young people and young people with disabilities were identified.

These are: team building, communication skills, leadership, social intelligence, digital competences, negotiation, patience, empathy, be organized well, how to overcome stress.

Team building: team building is essential for social entrepreneurship as it helps to create a cohesive and motivated team that can work together towards a common goal. Building a diverse team with complementary skills and perspectives can enhance creativity and innovation, leading to more effective solutions to social problems.

Communication skills: effective communication is critical for social entrepreneurs as it allows them to articulate their ideas, build relationships with stakeholders, and advocate for their cause. Good communication skills also foster collaboration, facilitate conflict resolution, and enable effective negotiation.

Leadership: strong leadership is vital for driving social change. Social entrepreneurs need to be able to inspire and motivate others, provide direction, and make tough decisions. A good leader sets the vision and creates a positive work culture that empowers team members to achieve their full potential.

Social intelligence: social intelligence, including empathy and emotional intelligence, is crucial for understanding the needs and perspectives of the communities that social entrepreneurs serve. It helps to build trust, establish meaningful relationships, and design solutions that are relevant and impactful.

Digital competences: in today's digital age, social entrepreneurs need to be proficient in using digital tools and technologies to leverage their efforts. Digital competences such as data analysis, digital marketing, and social media management can enhance the reach, efficiency, and effectiveness of social entrepreneurship initiatives.

Negotiation: social entrepreneurs often need to navigate complex stakeholder relationships, including partnerships, collaborations, and funding agreements. Strong negotiation skills are essential for securing resources, building alliances, and advocating for the needs of their target communities.



Patience: social entrepreneurship is a challenging journey that requires resilience and perseverance. Patience is crucial as social entrepreneurs may encounter setbacks, face resistance, and experience delays. Cultivating patience helps in managing stress and maintaining a long-term perspective.

Empathy: empathy, the ability to understand and share the feelings of others, is a key trait for social entrepreneurs. It allows them to connect with the needs and aspirations of their target communities, design solutions that are responsive to their context, and build meaningful relationships based on trust and understanding.

Organizational skills: effective organizational skills are necessary for managing the various aspects of social entrepreneurship, including planning, budgeting, project management, and resource allocation. Being well-organized enables social entrepreneurs to optimize their efforts and achieve their goals efficiently.

Stress management: social entrepreneurship can be demanding and stressful. Learning how to manage stress, through techniques such as mindfulness, self-care, and time management, is crucial for maintaining mental and emotional well-being, sustaining motivation, and achieving sustainable impact.

For young people and young people with disabilities, developing these skills can be especially beneficial as they navigate the challenges and opportunities of social entrepreneurship. These skills can empower them to overcome barriers, seize opportunities, and make a positive impact in their communities, ultimately enhancing their ability to create meaningful social change.

The Toolkit will provide information for youth workers on how to develop the 10 competencies mentioned above, to offer information in order to understand each competence and how to improve it.

The Toolkit is structured as follows: each section includes a part outlining the **theoretical aspects** related to the competence, followed by the **practical section** aimed at identifying more practical hints and tips that young people and young people with disabilities can use to improve not only the skills they already possess but also to gain new competences that they can spend in the labour market.



3. TEAM BUILDING

“The strength of the team is each individual member. The strength of each member is the team.” Phil Jackson

THEORETICAL SECTION

WHAT IS “TEAM BUILDING”?

Team building refers to a range of activities and processes designed to enhance the relationships, communication, and collaboration among members of a group or team. The primary objective of team building is to **improve the effectiveness and productivity** of a team by creating a more **cohesive and supportive work environment**.

Team building activities can take many forms, including games, exercises, workshops, retreats, and other group activities. These activities are designed to help team members learn to work together more effectively, communicate more openly and honestly, and build trust and mutual respect. Some common team building activities might include problem-solving challenges, trust building exercises, brainstorming sessions, team-building games, or collaborative projects. The goal of these activities is to improve communication, collaboration, and problem-solving skills among team members, and to foster a sense of shared purpose and commitment to achieving team goals.

WHY TEAM BUILDING SKILLS ARE IMPORTANT TO ENTER THE LABOR MARKET?

Team building skills are important for individuals entering the labor market for several reasons:

1. **Collaboration and cooperation:** many jobs require individuals to work in teams or with colleagues from different departments or areas of expertise. Team building skills help individuals learn how to collaborate and cooperate effectively with others to achieve a common goal.
2. **Communication:** effective communication is essential in any workplace. Team building skills help individuals learn how to communicate clearly, actively listen, and provide constructive feedback.
3. **Problem-solving:** in the workplace, individuals will inevitably face problems that require creative and effective solutions. Team building skills help individuals develop problem-solving skills and the ability to work collaboratively to find solutions.
4. **Leadership:** strong team building skills can help individuals develop leadership qualities, such as the ability to motivate and inspire others, delegate tasks, and manage conflicts.
5. **Increased job satisfaction and productivity:** team building activities can help individuals feel more connected to their colleagues and the organization, which can lead to higher job satisfaction and productivity.
6. **Adaptability:** In today's rapidly changing work environment, individuals must be able to adapt quickly to new situations and work effectively with others. Team building skills can help individuals learn how to be adaptable and flexible in the workplace.

Overall, team building skills are essential for success in the labor market. Individuals who possess strong team building skills are more likely to be effective collaborators, communicators, problem-solvers, leaders, and adaptable employees, all of which are highly valued by employers.



FURTHER RESOURCES ON THE TOPIC:

1. Kataria, A., & Garg, P. (2016). Significance of team building in today's workplace. *Journal of Management and Research*, 6(1), 13-18.
2. Katz, A. M., & Lawyer, J. W. (2018). Team building for success: A primer for working in the 21st century. *Journal of Business and Leadership: Research, Practice, and Teaching*, 14(1), 1-9.
3. King, J. C. (2016). Team building and its influence on job satisfaction: An examination of conceptual and empirical models. *The Journal of Applied Management and Entrepreneurship*, 21(4), 45-63.
4. Saavedra, R., & Kwun, S. K. (2017). The role of team building in promoting innovation and creativity. *Journal of Innovation and Entrepreneurship*, 6(1), 1-9.
5. Tuckman, B. W., & Jensen, M. A. (2017). Stages of small-group development revisited. *Group Facilitation: A Research and Applications Journal*, 17, 43-48.

PRACTICAL SECTION

HOW TO IMPROVE TEAM BUILDING SKILLS

Improving team building skills requires a combination of personal development and practical experience. Here are some tips to improve team building skills:

1. **Develop self-awareness:** to be an effective team player, it is essential to have self-awareness. This means understanding your own strengths and weaknesses, communication style, and personality. You can use personality tests, self-reflection, and feedback from colleagues to develop greater self-awareness.
2. **Improve communication skills:** communication is critical to effective team building. You can improve communication skills by practising active listening, asking questions, and providing constructive feedback. You can also take courses in communication or public speaking to further develop these skills.
3. **Participate in team building activities:** participating in team building activities is an excellent way to improve team building skills. These activities can include problem-solving exercises, role-playing scenarios, and other activities that require teamwork and collaboration.
4. **Learn conflict resolution skills:** conflict is inevitable in any team environment. Learning conflict resolution skills such as negotiation, compromise, and active listening can help you navigate conflicts more effectively and build stronger relationships with your team members.
5. **Develop leadership skills:** strong leadership skills are essential for effective team building. You can develop leadership skills by taking courses, attending workshops, and practising delegation, decision-making, and problem-solving skills.
6. **Seek feedback:** asking for feedback from colleagues, supervisors, or mentors can help you identify areas for improvement in your team building skills. Use feedback to identify areas for improvement and develop strategies to address them.
7. **Practice empathy:** empathy is the ability to understand and relate to the experiences and feelings of others. Developing empathy can help you build stronger relationships with team members and improve collaboration and communication.

Overall, improving team building skills requires a willingness to learn and practise new skills, seek feedback, and participate in activities that promote teamwork and collaboration.

PRACTICAL EXAMPLES TO IMPROVE TEAM BUILDING SKILLS



Here are some practical examples of activities that can help improve team building skills:

1. **Icebreaker activities:** at the beginning of a team project or when a new member joins the team, it can be helpful to start with an icebreaker activity. This can be a game or activity that helps team members get to know each other and break down barriers.
2. **Problem-solving activities:** engaging in problem-solving activities, such as brainstorming sessions, can help team members work together to find creative solutions to a problem. This activity also helps to build communication skills and trust within the team.
3. **Team-building workshops:** attending a team-building workshop can provide individuals with the opportunity to learn new skills and techniques for building strong teams. These workshops can focus on a specific area, such as communication, conflict resolution, or leadership skills.
4. **Group volunteering:** volunteering as a team can help team members bond over a shared goal, improve communication, and develop a sense of camaraderie. This activity can also help to build empathy and develop a sense of social responsibility.
5. **Team-building games:** Playing games that require teamwork, such as relay races or building structures, can help team members work together and develop problem-solving and communication skills.
6. **Team retreats:** organising a team retreat, whether for a day or a weekend, can provide team members with the opportunity to bond, get to know each other, and develop trust. This activity can include team-building activities, workshops, and social events.
7. **Feedback sessions:** regular feedback sessions can help team members understand their strengths and areas for improvement. This activity can help to build trust, encourage open communication, and promote a culture of continuous improvement.

Overall, engaging in activities that promote teamwork, communication, and trust can help to improve team building skills. These activities can take many forms, from icebreaker activities to team-building workshops, and can be adapted to suit the needs of each team.

FURTHER RESOURCES ON THE TOPIC

1. Carnegie, D. (2010). *How to Win Friends and Influence People*. Simon and Schuster.
2. Covey, S. R. (2004). *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. Simon and Schuster.
3. Dale, C. (2016). *The Art of Communication: How to Listen, Speak, and Connect in Every Situation*. John Wiley & Sons.
4. Duck, S. (2010). *The Essential Guide to Communication*. Oxford University Press.
5. Goleman, D. (2017). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books.
6. *Nonviolent Communication: A Language of Life* by Marshall Rosenberg
7. *Crucial Conversations: Tools for Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler

HOW TO GIVE THE PROPER IMPORTANCE TO TEAM BUILDING SKILLS IN THE RESUME?

Highlighting your team building skills on your resume can help to showcase your ability to work collaboratively with others, communicate effectively, and solve problems as part of a team. Here are some tips on how to give the proper importance to team building skills on your resume:



1. **Use action verbs:** use action verbs such as collaborated, communicated, problem-solved, and led to describe your team building experiences. This demonstrates your ability to work effectively as part of a team.
2. **Provide specific examples:** provide specific examples of your team building experiences, such as participating in a team project, organizing a team-building activity, or leading a team to achieve a specific goal.
3. **Highlight results:** emphasize the results of your team building experiences, such as improved communication, increased productivity, or successful completion of a project. This demonstrates the impact of your team building skills on the organization.
4. **Include relevant coursework:** if you have taken courses in team building, communication, leadership, or conflict resolution, include them in the education section of your resume.
5. **Tailor your resume to the job:** tailor your resume to the job you are applying for by highlighting team building experiences and skills that are relevant to the position.
6. **Use keywords:** use keywords related to team building in your resume, such as collaboration, communication, problem-solving, and leadership. This can help your resume stand out to employers who use applicant tracking systems to screen resumes.

Overall, highlighting your team building skills on your resume can help to demonstrate your ability to work effectively as part of a team and make you a more competitive candidate in the job market.

4. COMMUNICATION SKILLS

“Communication - the human connection - is the key to personal and career success.”
Paul J. Meyer

THEORETICAL SECTION

WHAT ARE COMMUNICATION SKILLS?

The capacity to transmit and receive information in different forms is known as communication skills. Although these abilities may be a customary aspect of one's professional routine, the skill of conveying information in an efficient, effective, and comprehensible manner is a unique and valuable trait. Observing and emulating skilled communicators, as well as persistently honing one's own communication abilities, can greatly facilitate progress towards achieving personal and professional objectives. Competence in communication encompasses abilities such as attentive listening, articulate speaking, keen observation, and empathetic understanding. Additionally, it is beneficial to grasp the nuances of conveying information in varying contexts, whether it be through face-to-face interactions, telephone conversations, or digital channels such as email or social media.



Figure 1 - source <https://www.indeed.com/career-advice/resumes-cover-letters/communication-skills>

TYPES OF COMMUNICATION

There are four main types of communication one might use on a daily basis, including:

- **Verbal:** communicating by way of a spoken language.



- **Nonverbal:** communicating by way of body language, facial expressions and vocalics.
- **Written:** communicating by way of a written language, symbols and numbers.
- **Visual:** communication by way of photography, art, drawings, sketches, charts and graphs.

WHY COMMUNICATION SKILLS ARE IMPORTANT TO ENTER THE LABOR MARKET?

Communication skills are crucial for success in the labor market for several reasons:

1. Effective communication is essential for establishing **relationships** with colleagues, superiors, and clients. Clear and concise communication builds trust, promotes collaboration, and facilitates problem-solving.
2. Many jobs require employees to interact with clients or customers, and the ability to **communicate effectively** can impact the **success** of the business.
3. Communication skills are also critical for **advancing in one's career**. Effective communication is often a key factor in leadership positions, and those who can communicate effectively are more likely to be promoted to managerial roles.
4. In today's global and diverse workplace, the ability to communicate across cultural and linguistic boundaries is more important than ever. Being able to understand and navigate **different communication styles** and cultural norms can help foster a more inclusive and welcoming work environment.

PRACTICAL SECTION

HOW TO IMPROVE COMMUNICATION SKILLS

There are several ways to improve communication skills. Here are some examples:

1. **Practice active listening:** Focus on listening to what the other person is saying rather than just waiting for your turn to speak. Repeat back what you've heard to confirm your understanding.
2. **Take communication courses:** Consider enrolling in a course or workshop that focuses on developing communication skills. There are many online courses available, as well as in person training programs.
3. **Get feedback:** Ask colleagues or friends to give you honest feedback on your communication style. Use their feedback to identify areas for improvement and work on them.
4. **Read and write regularly:** Reading and writing can help improve your vocabulary and grammar, which can in turn improve your communication skills.
5. **Observe and learn from others:** Observe people you admire or who you think are effective communicators. Identify what they do well and try to incorporate those techniques into your own communication style.
6. **Practice in different settings:** Try to practice your communication skills in different settings, such as in meetings, presentations, or social events. This will help you become more comfortable and confident in a variety of situations.
7. **Use technology to your advantage:** There are many tools available that can help improve communication skills, such as video conferencing platforms or speech recognition software. Experiment with different technologies to find what works best for you.



PRACTICAL EXAMPLES TO IMPROVE COMMUNICATION SKILLS

Here are some practical examples of ways to improve communication skills:

1. **Role-playing:** Practicing conversations and scenarios with a friend, colleague or mentor can help you become more comfortable and confident in different situations. You can take turns playing different roles to simulate different communication scenarios.
2. **Record yourself:** Recording yourself while giving a speech, presentation or during a conversation can help you identify areas where you can improve your communication skills, such as tone of voice, pace, and body language. You can also review and analyze the recording to see how you can improve.
3. **Use a mirror:** Practicing in front of a mirror can help you improve your body language, facial expressions, and overall communication style. You can also use a mirror to practice maintaining eye contact and other nonverbal cues.
4. **Join a club or organization:** Joining a club or organization that focuses on communication, such as a public speaking club or a debate team, can provide you with opportunities to practice and improve your communication skills.
5. **Read books and articles:** Reading books and articles on communication skills, such as those written by experts in the field, can help you learn new techniques and strategies for effective communication.
6. **Take on leadership roles:** Taking on leadership roles in a group or organization can help you develop your communication skills by giving you the opportunity to lead meetings, give presentations, and communicate with different stakeholders.
7. **Practice active listening:** To improve your listening skills, practice active listening by paying close attention to what others are saying, asking questions, and clarifying information. This will help you build better relationships and understand others' perspectives more effectively.

HOW TO GIVE THE PROPER IMPORTANCE TO COMMUNICATION SKILLS IN THE RESUME?

If you want to highlight the communication skills on the resume, here are a few key things to underline:

1. **Communication- related achievements:** highlight any achievements that demonstrate your communication skills, such as leading a successful presentation, negotiating a successful deal, or resolving a conflict between team members.
2. **Relevant work experience:** focus on any work experience that required you to communicate effectively, such as working in customer service, sales or public relations.
3. **Education and certifications:** highlight any education and certifications that relate to communications, such as a degree in communication, public speaking courses, or certifications in conflict resolution.
4. **Skills section:** include a dedicated skills section on your resume that lists communication-related skills, such as active listening, written and verbal communication, public speaking, and negotiation.
5. **Action verbs:** use action verbs on your resume that highlight your communication skills, such as “presented”, “negotiated”, “collaborated”, “articulated”, and “facilitated”.

By including these elements on your resume, you can effectively showcase your communication skills to potential employers.



5. LEADERSHIP

“Leadership is the ability to paint a picture of the future that appeals strongly to others”- Cormack and Stanton.

THEORETICAL SECTION

It is possible to identify different definitions of leadership depending on whether the focus is on the position, the person, the results or the process. Considering the focus on social entrepreneurship and the inclusion of young people and young people with disabilities, the section will focus on identifying the competences for ethical, people-centred, entrepreneurial leadership.

Leadership refers to a set of competences required to face challenges, achieve common goals and embrace new opportunities. These competences should be understood as a combination of knowledge, skills and attitudes that lead to a successful performance. According to the findings of the [EU3Leader project](#), every competence is a set of specific behaviours that, once turned into positive habits, help you master entrepreneurial leadership. By understanding the behaviours and habits one already has, one is able to assess and improve the level of leadership.

In this framework, it is possible to identify two outlooks on leadership:

- **Leadership with others**, implying behaviours mainly focused on interacting with others, inside and outside the organisation;
- **Leadership with self**, implying behaviours mainly focused on self.

PRACTICAL SECTION

Both leadership with others and leadership with self are based on a **core competence, commitment**. Commitment concerns the motivation to commit to the vision, mission and values of the organisation or group, aligning one's own interests and behaviours with the needs, priorities, and goals of the organisation or group. To be an effective leader is an active and conscious decision.

Based on this decision, the process to evolve into a social entrepreneurial leader moves from developing individual soft skills (**Leadership with self**), take a journey of self-awareness and self-discovery and understand how, when and where to put in place leading behaviours with others, learning how to cooperate and understand one's impact on the organisation or group (**Leadership with others**). Below are presented the set of competences to become an effective leader:

LEADERSHIP WITH SELF

- **Adaptability** is about efficiently adapting behaviours to a variety of situations, individual or groups, either expected or unexpected. It also shows versatility to accept changes or difficulties in achieving goals, both individual and organisational;
- **Self awareness** is about identifying own beliefs, values, strengths and weaknesses, and understanding the impact that they have on emotions and behaviours. It is also about controlling



emotions in difficult situations, responding appropriately, recognising own triggers and how one's behaviour impacts others.

- **Learning orientation** is the ability to keep updating and increasing knowledge, skills and experiences to consistently improve performance. This implies seeking learning opportunities, sharing knowledge with others and applying learnings to the job.

LEADERSHIP WITH OTHERS

- **Engaging and developing others** is about engaging, inspiring and supporting others to develop the confidence and capability to help them realise their full potential and to achieve common goals as a team;
- **Interpersonal communication** is the ability to listen, seek and express ideas and messages effectively, using coherent speech (verbal, nonverbal and emotional) in private and public situations, and active listening to fully comprehend what others are saying;
- **Collaboration** is about working in a cooperative way with others, both within and outside the organisation, even beyond the sector/country, combining individual with interdependent and common goals, based on common values and shared culture. Linked to this competence are team building and conflict resolution skills.

Additional competences that can support the development of effective leadership, especially in the social entrepreneurial field, are:

- **Planning and organising** is about developing action plans needed to achieve the objectives set, measuring resources, such as constraints of time, financial or human;
- **Impact orientation** is about designing measurable projects, following up the results and establishing indicators and methods to calculate the investment value always in terms of impact;
- **Alliance building** is about building and maintaining friendly, trustworthy and open relationships with people or organisations with common interests who may help to achieve the organisation's goals.

PRACTICAL EXAMPLES TO IMPROVE LEADERSHIP SKILLS

In this framework, leadership is a practice requiring the above-mentioned competences, knowledge, skills and attitudes to be learned, experienced and exercised. The goal is to turn leadership into an everyday practice - involving activities or narrative, emotions, morals and relational elements.

Here are some everyday activities, behaviours and attitudes to learn how to develop and practise social entrepreneurial leadership:

- **Self-Reflection:** Take some time to reflect on your leadership skills and identify areas for improvement. Ask yourself what skills you need to develop and how you can improve them. This step is part of the necessary self-assessment to understand at which stage of the journey you are: for example, what are my points of strengths, the qualities that I can recognise in myself that are valuable for a leader? What behaviours, attitudes and actions I already implement in my everyday life? What are the aspects I can improve?
- **Peer Feedback:** Ask your peers and team members for feedback on your leadership skills. Ask them what you're doing well and what you can improve on. Use their feedback to make positive changes.
- **Role Play:** Practise different leadership scenarios through role play. This can help you improve your communication skills, decision-making, and conflict resolution skills. An example could be to jointly identify a problem with your group/team within your local community, or an issue that



affects someone you know. The idea is to understand the elements and different perspectives of the problem to then guide the group towards a shared solution: identifying objectives, tasks to achieve them, defining a time frame and envision possible challenges and risks.

- **Goal Setting:** Set goals for yourself and your team. This will help you focus your efforts and motivate your team to achieve success. These goals can be easily achievable or with increased complexity, in a step by step process.
- **Mentoring:** Find a mentor who can help you develop your leadership skills. They can provide you with guidance and support and help you identify areas for improvement. Mentors can take many shapes and forms – educators within your organisations, senior members, relatives, peers in similar situations. Leadership is learnt by doing – challenge yourself to take the opportunity to practise mentoring (leadership with others) in any opportunity.
- **Networking:** Attend networking events and connect with other leaders in your industry. This can help you learn from others' experiences and stay up-to-date on the latest trends and best practices.
- **Reading:** Read books and articles on leadership to learn from the experiences of others. This can help you develop new skills and stay motivated to improve your leadership skills.
- **Continuous Learning:** Attend training and development programs to improve your leadership skills. This can help you stay up to date on the latest trends and best practices and help you identify areas for improvement.

FURTHER RESOURCES ON THIS SECTION:

The information contained in this section is drafted based on the research conducted in the framework of the [EU3Leader project](#), of which Diesis Network was a partner. Below the relevant reports:

1. Carlos Cortés and Daniel Ferrer, Fundació Pere Tarres, Entrepreneurial leadership: A framework of competences for the future of Europe's third sector, Intellectual Output 1 of the EU3Leader project (2018) (project number: 2016-1-UK01-KA202-024528).
2. Vita Terry and James Rees, Centre for Voluntary Sector Leadership - Open University Business School, Learning to Lead II: Contemporary theories of entrepreneurship and leadership, Part of Intellectual Output 3 "Learning to Lead" of the EU3Leader project (2017), project number: 2016-1-UK01-KA202-024528.
3. TEDxUC, LeuvenRapport Leadership, How do you develop youth leadership skills (2019), <https://blog.rapportleadership.com/how-do-you-develop-youth-leadership-skills>
4. Lars Sudmann, Great leadership starts with self-leadership, TEDxUCLouvain, <https://www.youtube.com/watch?v=vlpKyLkIDDY>.

6. SOCIAL INTELLIGENCE

“The main thing socially intelligent people understand is that your relationship to everyone else is an extension of your relationship to yourself.” Brianna Weist

THEORETICAL SECTION

WHAT IS SOCIAL INTELLIGENCE?

Social intelligence is an aggregated measure of self and social awareness, evolved social beliefs and attitudes, and a capacity and appetite to manage complex social change. (Dr. Honeywill). Social Intelligence describes the exclusively human capacity to use very large brains to effectively navigate and negotiate complex social relationships and environments. In other words, social intelligence is the ability to understand your own and others' behaviours, actions, motivations, thoughts, and feelings to effectively interact with others. Also called interpersonal intelligence, it is closely related to emotional intelligence. Emotional intelligence is a person's ability to understand and control their own emotions, as well as the ability to deal with those of others.

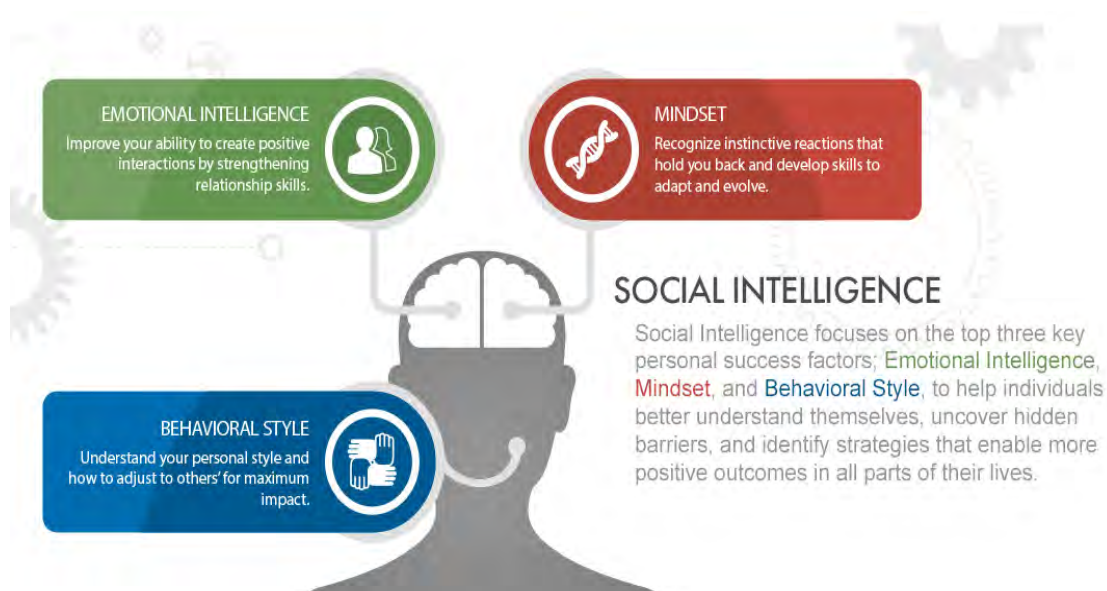


Figure 2 - TRACOM Group

WHY IS SOCIAL INTELLIGENCE IMPORTANT?

Social intelligence is important because it allows individuals to understand and manage interpersonal relationships and helps to build relationships, form friendships and alliances, and avoid being taken advantage of.¹ In the workplace, social intelligence can help understand peer's cultures better by putting their actions and emotions into context.² Developing social intelligence allows individuals to decode emotional signals and understand communication on a sub-level. Social intelligence is also important for leadership as it creates a social guidance system that triggers neural responses to emotions, beliefs, and

¹

<https://www.wcpss.net/cms/lib/NC01911451/Centricity/Domain/1069/Social%20Intelligence%20Character%20Card.pdf>

² <https://www.indeed.com/career-advice/career-development/social-intelligence>



judgments. It helps people hear and understand others' concerns, work effectively with others, and improve communication skills. Teaching social intelligence is becoming increasingly indispensable in education as it helps students acquire the tools to build and maintain a good work culture and protect jobs in an era of increasing automation.³

Social intelligence is a necessary ability for entrepreneurial leaders to motivate their employees. As social intelligence is important for any organization, it is way more significant for social enterprises, due to the fact that the number of employees is small, therefore people need to understand and work all together with the same goal, and everyone need to be involved in order to be successful. Entrepreneurs with high Social Intelligence can leverage empathy, problem-solving, and social skills to come up with solutions, create strong relationships, and ultimately, win people over.

THE BENEFITS OF DEVELOPING SOCIAL INTELLIGENCE:

1- ADAPTABILITY TO CHANGING SOCIAL CONTEXTS

The ability to adapt to new circumstances and maintain a positive attitude when going through challenges, is crucial in today's quickly changing world. The more you manage to develop your social intelligence, the more skillful you become at managing complex changing social environments, as well as your emotions.

2- PERSONAL WELL-BEING

Since social intelligence is much about understanding communication on a sub-level, decoding emotional signals, and understanding our own as well as others' emotions, it gives us tools for achieving greater levels of personal and emotional well-being. Research published in 2018 discovered that individuals who possess higher levels of social intelligence-related skills are more optimistic, experience more positive affect, and are more satisfied with their overall lives.

3- MENTAL AND PHYSICAL WELL-BEING

Scientific research has proven time and time again that people with stronger social connections, and who are more optimistic and positive, tend to suffer less from mental health problems, experience less stress, and consequently have better physical health.

4- ECONOMIC SUCCESS

Workplace adaptability, emotional self-regulation, understanding other people's complex emotions, building fruitful relationships, teamwork, along with a variety of skills and traits directly associated with productivity can play a crucial role when it comes to success at work. More and more employers tend to value social intelligence more than they value the regular IQ score. Employers may value social intelligence more than decision-making, writing, or taking initiative when hiring new employees.

BENEFITS OF COLLECTING SOCIAL DATA FOR ENTREPRENEURIAL MANAGEMENT:

1- IDENTIFYING MICRO-TRENDS

³ <https://hbr.org/2008/09/social-intelligence-and-the-biology-of-leadership>



Gathering social intelligence allows a competitive edge. In the wave of many existing new micro trends, is essential to identify and pay attention to the trends that can help the business to get ahead of competition and gain market share. Social intelligence can play a big role in identifying these trends faster, by using the tools at disposal to gather social data in every form, from social monitoring to social surveying.

2- PREDICTIVE ANALYTICS

Analysing social intelligence allows a business to test different strategies without taking any risk. For instance, you can publish an advertisement, that doesn't receive good feedback, then you can play by changing the headline, or images, repeat the process many times and test the social results. The collected data will make it easier to take the right decisions in the future. PA Consulting Group is a company that were able to attain 98% accuracy by employing and testing social intelligence.

3- ON THE FAST TRACK

Using social intelligence helps to do things faster and better. By using social intelligence marketing analysts don't have to spend most of their times collecting data, as they now have access to variety of tools, allowing them to create dynamic maps to pinpoint expertise within social data. And this task doesn't need qualified experts anymore. [General Electric's social campaign](#) is a great example of utilizing social intelligence to gain quick results. In an effort to gather new ideas about what it called a "social airplane," they offered prizes on Virgin Airlines to gather insights.

4- BETTER THAN MARKET RESEARCH

Social intelligence can provide a higher sophistication and volume of analysis, compared to market research. Social intelligence allows to use the available online information, the public commentary and behaviour, to give deeper insights and make future decisions. Some questions that can be answered by using social intelligence:

- The perception of customer service and how it compares to competition.
- The best ways to reach a certain target market.
- Future product suggestions customers may prefer.
- The key complaints that no one is telling you.
- How your competition is winning and failing.

5- COMPETITIVE ANALYSIS

Social intelligence allows to not only know what your competitors are planning but have open access to their successes and failures too, according to their public data available online. Advanced social intelligence allows a company to study their entire business sector. It permits the opportunity for a broader study that encompasses social data points like:

- Clients
- Suppliers
- Employees
- Stakeholders
- Competitors
- Key influencers
- Potential competitors



- Potential clients

These social outcomes can then be used to develop crucial influence tactics. This creates the blueprint for reputation-enhancing signals and content strategy like blogs, press releases, social media posts, etc...

PRACTICAL SECTION

HOW TO IMPROVE SOCIAL INTELLIGENCE

Social intelligence can be developed through training programs that teach skills such as effective communication, dialogue, teamwork, empathy, assertiveness, emotional management, analysing complex social situations, predicting other people's feelings or reaction. There are several simple ways to improve your social intelligence skills. Below are represented some ways to improve social intelligence:

1- PAY CLOSE ATTENTION TO THE PEOPLE AND SITUATIONS AROUND YOU

To further develop social intelligence skills, it is necessary to be present in the moment and observant of other people. Follow their facial expressions as they speak, and not only to you, you can practice people watching and think about what other people are talking about, who they are, and how they feel based on what you see. Now that you know the social intelligence signals, you'll be able to recognize other socially intelligent people around you. Pay attention to how they conduct themselves in a variety of situations, and think about whether some of that could work for you too.

2- FOLLOW YOUR OWN PHYSICAL AND EMOTIONAL CUES

Very often, our own body and emotional reactions can be a great resource for understanding different social situations. We rarely stop to think about why we suddenly got a stomach ache, or why we get sleepy every time a meeting with a certain client starts. If there's some unusual awkwardness you're experiencing with some person or a sudden energy boost you have with another, it's good to stop and think for a couple of minutes about what it is that you're feeling and understand why.

3- RESPECT AND KNOW OTHER CULTURES

Even if you live in a culturally homogenous place, knowledge about other cultures can help you expand your views and perhaps relativize some of your viewpoints or beliefs. Challenging our worldviews and practicing tolerance can significantly stimulate our growth as people. Furthermore, cultural differences can also refer to differences between people of different backgrounds, political views, sexual orientations, gender, and so on.

4- PRACTICE ACTIVE LISTENING

It may sound easy, as all you need to do is listen, yet so many of us don't really practice it. To practice active and mindful listening, you need to be 100% focused on your interlocutor, remember what they're talking about, ask for clarifications, comment on their words, prevent yourself from interrupting, and pay attention to their facial and bodily cues.

5- APPRECIATE THE PEOPLE YOU LOVE



Socially intelligent people know how to nurture deep interpersonal relationships by truly appreciating the people they love.

HOW CAN SOCIAL INTELLIGENCE BE IMPROVED IN THE WORKPLACE?

Social intelligence can sure help you avoid conflict, manage expectations, and communicate effectively at work. Indeed, a positive and productive work environment can be enhanced by improving social intelligence. Here is how social intelligence can be improved in the workplace.

1- UNDERSTAND THE SOCIAL RULES

Knowing a group's or individual's social rules, practices, and beliefs is a crucial skill for socially intelligent people. This allows a more engaging interaction with people from various social groups, ages, religions, cultural identities, and nationalities. With the knowledge of co-workers' socio-economic backgrounds, we can understand how a person would perceive our message. It also helps us know how to best react to their message.

2- ADJUST THE WAY YOU COMMUNICATE.

Being socially intelligent also mean being aware of other people's social clues. It's important to be authentic and direct if you need something, or if the words or behavior of others are unclear. For example, if someone says or does anything that negatively impacts your work and you normally respond by retreating, you should communicate your displeasure and wants. However, consider how the other person may react to critical comments, as this should influence how you communicate your emotions. So, to improve social intelligence in the workplace, you must adjust your behaviors while considering others.

3- BECOME AN ACTIVE LISTENER

Listening is the foundation of effective communication. It simply shows the other person that you are interested in what they are saying. This ability to hear and understand what is being said is critical to establishing and maintaining workable relationships with coworkers and clients. When you show your ability to sincerely listen to what others are saying, they feel comfortable sharing information with you. Poor listening leads to assumptions and misunderstandings. It also leads to errors, ineffective decisions, and costly mistakes. On a personal level, poor listening leads to hurt feelings and a loss of team cohesion. As the saying goes "We don't learn by talking; we learn by listening."

4- IMPROVE YOUR SENSORY SKILLS.

A further step towards becoming more socially savvy is to become more aware of yourself and your environment. Try to use your senses of sight, smell, touch, and sound to observe your surroundings every day. Doing this makes you more aware of your environment. Practicing mindfulness daily can help you develop this skill.

5- EVALUATE YOUR SELF-AWARENESS AND SELF-MANAGEMENT SKILLS

You should consider your feelings, thoughts, behaviors, and reactions before attempting to develop your social intelligence. For example, evaluate how attentive you are to others, how you react to certain triggers, and whether or not you should contribute to a conversation. When confronted with an unexpected event, it's important to know how to act and respond. For instance, you may get frustrated if a coworker contributes ideas that may not work for a project. To successfully control your reactions and behaviors, you



may need to recognize your frustration. So, rather than voicing your dissatisfaction, thank your coworker for their contribution and see if any of their ideas may be implemented.

6- CONSIDER SITUATIONS FROM SOMEONE ELSE VIEWPOINT

It is important to consider the other person's point of view in every circumstance you find yourself. To get better at this, study their regular reactions, personal feelings, and other events they might encounter. All of this can help in the adjustment of your behaviors and the development of empathy. After some practice, taking into account the viewpoints of others may become second nature in your decision-making process.

FURTHER RESOURCES ON THIS SECTION:

Below are provided some videos and interviews of Daniel Goleman, Psychologist, on how to use emotional and social intelligence to improve your own and your organization's performance.

1. <https://www.youtube.com/watch?v=7Qv0o1oh9f4>
2. <https://www.youtube.com/watch?v=pt74vK9pgIA>
3. https://www.youtube.com/watch?v=-hoo_dIOP8k&list=RDLV-hoo_dIOP8k&start_radio=1
4. https://actforyouth.net/youth_development/professionals/sel/
5. <https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/how-social-intelligence-can-guide-decisions>

Below you can find some links to test social intelligence developed by professors and experts in social intelligence:

1. <http://socialintelligence.labinthewild.org/mite/>
2. <https://www.gyfted.me/quiz-landing/social-intelligence>
3. <https://karlalbrecht.com/freestuff/quiz.php?qz=si&src=PTBlog2&idcode=>

Examples of videos on how social intelligent people behave:

1. <https://www.youtube.com/watch?v=HCf8qD9cUlw>
2. <https://www.youtube.com/watch?v=i8dQFBxdURU>

7. DIGITAL COMPETENCES

“In the age of transformation, digital competences are a must-have for employability.”
Anil Sahasrabudhe

In DigComp, digital competence involves the "confident, critical and responsible use of, and engagement with, digital technologies for learning, at work, and for participation in society. It is defined as a combination of knowledge, skills and attitudes." (Council Recommendation on Key Competences for Lifelong Learning, 2018).⁴

COMPETENCE AREAS



The DigComp framework identifies the key components of digital competence in 5 areas (Dimension 1). The areas are summarised below:

1. **Information and data literacy:** To articulate information needs, to locate and retrieve digital data, information and content. To judge the relevance of the source and its content. To store, manage, and organise digital data, information and content.
2. **Communication and collaboration:** To interact, communicate and collaborate through digital technologies while being aware of cultural and generational diversity. To participate in society through public and private digital services and participatory citizenship. To manage one's digital presence, identity and reputation.
3. **Digital content creation:** To create and edit digital content. To improve and integrate information and content into an existing body of knowledge while understanding how copyright and licences are to be applied. To know how to give understandable instructions for a computer system.
4. **Safety:** To protect devices, content, personal data and privacy in digital environments. To protect physical and psychological health, and to be aware of digital technologies for social well-being and social inclusion. To be aware of the environmental impact of digital technologies and their use.
5. **Problem solving:** To identify needs and problems, and to resolve conceptual problems and problem situations in digital environments. To use digital tools to innovate processes and products. To keep up-to-date with the digital evolution.

⁴ https://joint-research-centre.ec.europa.eu/digcomp/digcomp-framework_en



8. NEGOTIATION

*"Negotiation is an art form that requires practice, patience, and a willingness to learn."
- Deepak Chopra*

THEORETICAL SECTION

WHY NEGOTIATION SKILLS ARE IMPORTANT:

Negotiation skills facilitate the creation of mutually beneficial outcomes. Negotiation is not about winning at all costs but about finding solutions that benefit all parties involved. When youth entrepreneurs negotiate effectively, they can create agreements that support the growth and sustainability of their social enterprises. This can include securing funding, partnerships, and other resources that can help young people and young people with disabilities to achieve their social and economic goals.

Therefore, enhancing negotiation skills are essential for those youth workers who want to encourage social entrepreneurship among young people and young people with disabilities. These skills enable effective communication, build trust and relationships, and facilitate the creation of mutually beneficial outcomes that can support the success of their enterprises.

WHY NEGOTIATION SKILLS ARE IMPORTANT FOR ENTREPRENEURS?

Understanding the basics of negotiation: Before starting any negotiation, it is important to understand the basics of negotiation such as preparation, communication, active listening, and problem-solving. Youth workers can provide young people with reading materials or videos that explain the fundamentals of negotiation.

Preparation: Preparation is crucial for any negotiation. Entrepreneurs need to have a clear understanding of their goals, their strengths and weaknesses, and the needs and interests of the other party. Youth workers can provide young people with exercises that help them prepare for negotiations, such as role-playing or mock negotiations.

Communication: Effective communication is key to successful negotiations. Entrepreneurs need to be able to articulate their ideas and concerns clearly and concisely. Youth workers can provide young people with communication skills training, such as public speaking or interpersonal communication workshops.

Active listening: Active listening is an important part of negotiation. They need to be able to listen to the other party's concerns and needs in order to find common ground. Youth workers can provide young people with exercises that help them improve their listening skills, such as active listening games or reflective listening exercises.

Problem-solving: Negotiations often involve finding solutions to problems. Entrepreneurs need to be able to think creatively and come up with solutions that benefit both parties. Youth workers can provide young people with problem-solving skills training, such as brainstorming sessions or design thinking workshops.

Overcoming insecurities: Negotiation can be intimidating, especially for young entrepreneurs who may feel insecure about their abilities. Youth workers can provide young people with tools and tips to overcome their insecurities, such as positive self-talk, visualization exercises, or mindfulness practices.



Practice: Like any skill, negotiation takes practice to master. Youth workers can provide young people with opportunities to practice their negotiation skills, such as mock negotiations, role-playing exercises, or networking events.

PRACTICAL SECTION

HOW TO IMPROVE NEGOTIATION SKILLS

Role-playing exercises: role-playing exercises where young people can practice negotiating with each other. This will allow them to apply what they have learned about preparation, communication, active listening, and problem-solving.

Public speaking workshops: public speaking workshops for young entrepreneurs. This will help them develop their communication skills, which are crucial for successful negotiation.

Networking events: small-scale networking events where young entrepreneurs can meet and interact with other entrepreneurs and professionals in their industry. This will give them the opportunity to practice their communication and negotiation skills in a real-world setting.

Mindfulness and visualization exercises: mindfulness and visualization exercises to overcome insecurities and develop a positive mindset for negotiation. For example, youth workers can guide young entrepreneurs through visualization exercises where they imagine themselves negotiating successfully and feeling confident and empowered.

Peer-to-peer support groups: Youth workers can organize peer-to-peer support groups for young entrepreneurs where they can share their experiences and learn from each other. This will provide them with a safe space to practice their negotiation skills and receive feedback from their peers.

FURTHER RESOURCES ON THE TOPIC:

1. Harvard Law School Program on Negotiation: <https://www.pon.harvard.edu/>
2. Negotiation Expertise: <https://negotiationexpertise.com/>
3. Negotiation Journal: <https://onlinelibrary.wiley.com/journal/15718056>
4. Getting to Yes: Negotiating Agreement Without Giving In: <https://www.penguinrandomhouse.com/books/159222/getting-to-yes-by-roger-fisher-and-william-ury/>
5. Negotiation Skills Training Activities and Games: <https://www.workshopbank.com/negotiation-skills-training-activities-and-games/>
6. TED Talks on Negotiation: <https://www.ted.com/topics/negotiation>

RECOMMENDATIONS THAT CAN HELP YOUTH ENTREPRENEURS IMPROVE THEIR NEGOTIATION SKILLS:

1. Use active listening techniques. It takes empathy and understanding to listen to the other member's wants and concerns during negotiations.



2. Pay attention to developing trustworthy connections. Negotiation is about creating long-term connections and partnerships that can support the success of your social enterprise, not just about achieving what you want.
3. Look for out original answers that are beneficial to all parties. Finding win-win solutions during negotiations can help everyone. It's not an one-sided game.

Even when things are challenging or tense, maintain confidence. Conflicts can be diffused and common ground can be found with the help of good communication and the capacity to remain composure.



9. PATIENCE

“Patience is bitter, but its fruit is sweet.” Jean Jacques Rousseau

Starting a business can be an exciting and rewarding experience, but it can also be frustrating and overwhelming at times. One of the most important traits that young people need when starting a business is patience. From an Etymological standpoint, the word “patience” stems from the Latin phrase of *patientia*, which essentially means “to suffer.”⁵ Therefore, patience is the ability to tolerate delay, trouble, or suffering without getting angry or upset. In the context of starting a business, patience means being able to handle setbacks, delays, and unexpected challenges without giving up or losing motivation.

Here are some reasons why patience is important for young people when starting a business:

1. SUCCESS TAKES TIME

One of the biggest misconceptions about starting a business is that success will come quickly and easily. In reality, building a successful business takes time, effort, and a lot of hard work. Many successful entrepreneurs have had to endure years of setbacks and failures before finally achieving success. Patience is key in these situations, as it allows young people to stay motivated and focused on their goals, even when progress seems slow.

2. OVERCOMING SETBACKS

Starting a business is not without its challenges. There will be setbacks and failures along the way, such as a product that doesn't sell, a marketing campaign that doesn't generate results, or a partnership that falls through. These setbacks can be discouraging, but with patience, young people can learn from their mistakes and continue to move forward.

3. BUILDING RELATIONSHIPS TAKES TIME

Relationships are an essential part of any business. Whether it's with customers, suppliers, or partners, building strong relationships takes time and effort. Patience is essential when building these relationships, as it takes time to build trust and rapport. Rushing into relationships or expecting immediate results can damage these relationships and harm the business in the long run.

4. STAYING FOCUSED

Starting a business requires a lot of focus and discipline. It's easy to get distracted by new ideas or opportunities, but it's important to stay focused on the business's goals and objectives. Patience is necessary in this situation, as it allows young people to stay committed to their vision and avoid distractions that could derail their progress.

5. LEARNING TAKES TIME

⁵ <https://www.forbes.com/sites/forbesbusinesscouncil/2022/09/19/the-importance-of-patience-as-a-business-owner/?sh=1ec0e5992754>



Starting a business requires a lot of learning, from marketing and sales to finance and operations. Patience is necessary when learning new skills or mastering new concepts, as it takes time to develop expertise in these areas. Young people who are patient and committed to learning will be better equipped to handle the challenges that come with starting a business.

PRACTICAL SECTION

There are several tools and techniques that can help young people gain patience when starting a business. Here are a few recommendations:

1. Mindfulness: Mindfulness is a practice that involves focusing your attention on the present moment without judgement. Practising mindfulness can help young people develop patience by increasing their ability to tolerate frustration and uncertainty. Mindfulness meditation can be practised through a guided meditation app, such as Headspace or Calm.
2. Journaling: Journaling is a useful tool for reflection and self-awareness. By writing down their thoughts and emotions, young people can better understand their own reactions to setbacks and challenges. Journaling can also help them identify patterns and develop coping strategies for managing stress and frustration.
3. Goal Setting: Setting clear, measurable goals can help young people stay focused and motivated, even when progress seems slow. By breaking down larger goals into smaller, more manageable tasks, young people can gain a sense of accomplishment and momentum.
4. Time Management: Managing time effectively is critical for building patience when starting a business. Young people can use time management tools, such as calendars, to prioritize tasks and avoid feeling overwhelmed.
5. Mentors and Support Networks: Finally, having mentors and a supportive network of peers can help young people stay motivated and gain perspective when facing setbacks. Mentors can provide guidance and advice based on their own experiences, while peers can offer empathy and encouragement.

In conclusion, starting a business can be a challenging but rewarding experience for young people. Patience is an essential trait that will help them overcome setbacks, stay focused on their goals, and build strong relationships. With patience, young people can persevere through the challenges of starting a business and achieve long-term success.

FURTHER RESOURCES ON THIS SECTION

1. [How important is patience in Business](#)
2. [7 Things Young Entrepreneurs Should Do to Improve Their Chances of Success](#)
3. [Calm app](#)



10. EMPATHY

“Empathy is seeing with the eyes of another, listening with the ears of another. and feeling with the heart of another.” Alfred Adler

THEORETICAL SECTION

The entrepreneurial community is at the forefront of a shift in mindset that emphasizes a more human-centered approach to business. While big businesses, in many respects, remains entrenched in a more mechanistic approach, entrepreneurs are unlocking value by focusing greater attention on the art of empathetic management; putting people across multiple stakeholder groups at the center of value creation.

Empathy has crept into a primary role in entrepreneurial literature for good reason. Empathy is generally understood to be an individual's ability to sense other people's emotions, coupled with the ability to imagine what someone else might be thinking or feeling. An individual then, through effective empathy, develops feelings and sensations in response, leading to action that incorporates the perspective of others. Given the closeness of the entrepreneur to his or her stakeholders (customers, employees and shareholders) it is no wonder that people and thus empathetic management feature so prominently in the success of the entrepreneur.

For those looking to employ empathetic management, here are three ways that empathy can help and hinder your business.

How empathy helps your business

1. **Defining the right problem to solve.** Setting your business up for success starts with designing around the right problem. Identifying an issue and building a solid understanding around how people are impacted by that issue is a highly empathetic process and critical to identifying opportunity for value creation. By doing so, entrepreneurs develop a relevant vision for the future and thus build purpose for the business with which others can more easily identify.
2. **Breeding flexibility and adaptability.** Recognizing and incorporating the multiple perspectives, skills and emotions of your employees, shareholders and other partners helps to ensure that your business stays open to available options and thus remains aware of and capable to respond to changes internal and external to the organization.
3. **Increases brand power.** The key to a strong brand is compelling storytelling. Once upon a time businesses arguably owned their brand. This is simply not the case anymore, the brand experience is shared and defined by both the company and the customer. Developing an understanding of how customers respond to, interact with and push your brand in new directions is critical to maintaining messaging that resonates with your customer base.

How empathy can hinder your business

1. **Empathy can be emotionally taxing.** Entrepreneurs have a lot on their plates, particularly in the early start-up stage where the founder is involved in every facet of the business. Trying to manage the business as well as staying closely attuned to the needs of those working for or with the company can be tiring and thus interfere with the ability of an entrepreneur to make decisions and drive the business forward.
2. **Over empathizing delays solutions.** Those in need of a solution, particularly within the context of social impact where the consumer is socially or economically disadvantaged, are looking for the opposite of their current condition. These customers are looking for the solution that the social entrepreneur represents, not to have the current condition explained or mirrored back to them. In



these cases, too much empathy at worst can be misconstrued for condescension, at best delays the provision of a better world for those in need.

3. **Empathy can lead to stakeholder mismatch.** Have you ever worked with or employed someone who was a great person but was simply not the right person to drive business forward? Sometimes empathy allows for the wrong kind of relationship to develop between people. When entering into a business relationship with someone they must be more than great people, they must also be productive in their roles. Entrepreneurs, rather than look to empathy to excuse or accommodate non-valuable relationships, should evaluate productivity as the determining factor for assigning people to the right stakeholder group whether that be employee, shareholder, supporter or none of the above.

Empathy is a powerful skill for entrepreneurs to employ in their businesses as it can have major positive and negative impacts on performance. Managing the use of empathy, and striking the right balance is the key to ensuring that your business remains appropriately people-centric and thus sustainable over the longer term.

PRACTICAL SECTION

There are several tools and techniques that can help young people develop empathy and apply it in a business environment. Here are some recommendations:

1- SHOW GENUINE INTEREST IN OTHER PEOPLE'S NEEDS, HOPES, AND DREAMS.

You can apply the method of communication, which is based on honesty, empathy, and understanding the needs of other people, at the very beginning, during interviews with future employees. In this way, you will be able to recognize their potential and needs and see if they are in line with yours, as well as know to what extent your organisation can contribute to the achievement of their personal goals.

2- ORGANIZE TRAINING SESSIONS ON LISTENING TECHNIQUES

In order to understand others and feel what they feel, individuals must be good listeners, skilled in active listening techniques that let others know they are heard, and express understanding for concerns and problems. When managers listen well, people feel respected, and critical trust in the team can grow. These skills need to be taught to all employees, in order to empower them for healthy interpersonal contacts in the organization.

3- SHOW WILLINGNESS TO HELP THE EMPLOYEE SOLVE PERSONAL PROBLEMS.

The boundaries between work and private life are becoming less and less clear. Empathetic leaders understand that their team members are dynamic individuals who have their own personal lives and challenges that they balance with professional responsibilities. Open communication and transparency are a good ways to foster psychological safety among the group and help team members feel comfortable when necessary.

4- RECOGNIZE THE SIGNS OF BURNOUT IN TIME



Managers who are skilled in empathic leadership are able to recognize signs of overwork in others before burnout becomes a problem that leads to employee absences or resignations. This may mean taking a few extra minutes each week to assess with team members how they are coping with the current workload and how you are helping them recover from overwork.

FURTHER RESOURCES ON THE TOPIC:

Sabine Ghali, Director at Buttonwood Property Management and an entrepreneur at heart who endeavors to help investors create real estate wealth over time in the Greater Toronto Area. Visit her at www.buttonwood.ca [1]



11. BE ORGANISED WELL

“Time is the scarcest resource and unless it is managed nothing else can be managed”
Peter F. Drucker

INTRODUCTION

Undertaking the effort of starting and keeping a business alive will require a lot of dedication. Although it is an exciting task in most cases, it is an undertaking that will demand a lot of time and concentration. Therefore, we must be able to manage our time in the most optimal way possible.

THEORETICAL SECTION

The organization and management of our time is an essential skill that everyone who wants to start a business must be familiar with. Unfortunately, time is limited and it is important to know how to make the most of it. One of the keys to success lies in how we organize our time since it is not about how much work we do, but about the work done.

SOME CONCEPTS:

Time Management: refers to managing time effectively so that the right time is allocated to the right activity. Effective time management allows individuals to assign specific time slots to activities as per their importance. Time Management refers to making the best use of time as time is always limited.⁶

Procrastination: according to Cambridge Dictionary, is *the act of delaying something that must be done, often because it is unpleasant or boring*.

Efficiency: is the ability to do something or produce something without wasting materials, time, or energy: the quality or degree of being efficient (Britannica Dictionary). In more simple words, is “doing the thing right”.

Effectiveness: the degree to which something is effective (Cambridge Dictionary). In other words, “doing the right thing”.

Motivation: it describes why a person does something. It is the driving force behind human actions. Motivation is the process that initiates, guides and maintains goal-oriented behaviours.⁷

⁶ <https://www.managementstudyguide.com/time-management.htm>

⁷ <https://www.verywellmind.com/what-is-motivation-2795378#:~:text=The%20term%20%22motivation%22%20describes%20why.and%20maintains%20goal%2Doriented%20behaviors.>



PRACTICAL SECTION

HERE YOU HAVE A FEW STEPS TO HELP YOU GET ORGANISED

FIRST, PLAN YOUR OBJECTIVES.

It is highly advisable that before you start working you have your objectives well defined because this will help you to have your sights set on the end of the road. And so, with our sights set on a fixed point on the horizon, we will be able to manage our time knowing where we are going.

For this, we recommend that you plan. To achieve the objectives you have set yourself, you must establish specific forecasts; it is not at all advisable to act as things happen. In addition, planning will help you to commit yourself to the decisions you make. Planning consists of drawing up a plan containing what I have to do and how to do it.

This should not mean that it is a closed decision that must be followed at all costs. The road is long and full of unforeseen events, so your planning should be flexible, allowing you to make changes as you go along.

An objective is something toward which effort is directed: an aim, goal, or end of the action (Merriam-Webster Dictionary) and the list of them can be unlimited. So, then, how can we achieve them? Here you have some advice to set them. Your objectives should be:

- As specific as you can
- Few, but important
- Reacheables
- Adaptable

NOW, PROGRAMME ACTIVITIES

As we have just explained, in this first step we have set the course by planning through the establishment of objectives. Now, to reach our goal, we must programme the activities we will carry out.

If what we have done in the previous step is "planning" (deciding what is going to be done, establishing future results and setting objectives), what we will do in this step is "programming" (deciding when it is going to be done, who is going to do it, with what means and where) and this requires us to organise our time.

To organise our time, we must bear in mind the objectives that we set ourselves at the beginning and around which we will define the tasks and activities that we will have to carry out to achieve them.

However, most of the time the problem we have is that we do not know how to manage our time because we are often faced with specific problems that prevent us from working effectively. Knowing what the causes of these problems are will help you to make changes. Here is a series of situations that can occur and that will help you to identify problems:

1- YOU HAVE DEFINED A LIST OF TASKS BUT YOU HAVE NOT ASSIGNED TIME TO THEM.



There is no point in making lists of tasks if we do not assign a time frame to them. If we don't assign them a time, we probably won't do them.

Solution: create to-do lists and assign them a time frame. It is important to know your activities well and allocate the time to do them.

2- YOU HAVE ASSIGNED TIMES TO YOUR TASKS, BUT THEY ARE NOT THE RIGHT ONES.

This may be because you have not aligned them with your personal cycles of energy and concentration.

Solution: identify your best times for concentration. Some people work best in the morning, others in the evening. No one knows you better than you to set tasks at your best productivity times.

3- YOU ASSIGN TIME TO YOUR TASKS, BUT YOU HAVE NOT CALCULATED THEM WELL.

You have to learn to assign the right time to each task. Not doing it right can lead to frustration.

Solution: learn to calculate how long it will take you to complete a given task. If it is too big, you can break it into several tasks. Be flexible and be prepared to make adjustments.

4- YOU ARE NOT THE RIGHT PERSON TO DO THE TASK.

An entrepreneur should know all the details of his business, but this does not mean that you should do everything yourself. It is important that you know your capabilities and that you can identify what you can and cannot do.

Solution: delegate to others (colleagues, partners, freelancers...) the jobs they can do faster and better than you.

5- THE ACTIVITY IS VERY COMPLEX

Some tasks can be particularly complex.

Solution: simplify and divide tasks. You can also stagger them into several steps.

6- YOU OFTEN FORGET TASKS THAT YOU HAD TO DO



If you don't have a list of what you have to do, it is very likely that you won't do it.

Solution: create your lists. Keep an orderly agenda. Even if you have a good memory, we recommend that you keep everything in writing. Google has many free apps that can help you do this (Google Tasks or Google Calendar).

7- EVERYTHING IS CLUTTERED

Even if you manage to manage your time almost perfectly, a cluttered space will take up a lot of your time and energy. You will waste a lot of time searching for materials, documentation, etc. An entrepreneur should be, above all, a tidy person.

Solution: keep your workspaces clean and prepare everything in advance. As for the company's documentation, you should have it all sorted and classified so that you can access it whenever you need it.

If you wish, you can find more information about this here:

[https://en.wikipedia.org/wiki/5S_\(methodology\)](https://en.wikipedia.org/wiki/5S_(methodology))

8- THE WORKLOAD IS OVERWHELMING.

Sometimes we will have a large amount of work because we have not been able to schedule it properly. However, this can also be because, due to circumstances beyond your control, reality has given you more work than you can handle.

Solution: in order not to collapse, you should adjust your workload. Although it may seem impossible, you will find that you can reduce the level of some things on your list.

9- YOU ARE GOING THROUGH A PERIOD OF CHANGE.

During your life, you may be confronted with situations of change that will make things take on a new meaning. This new situation can disorientate you and make you lose your direction.

Solution: don't lose sight of your goals. When faced with new situations, make the necessary changes of course to achieve them. Be flexible and adapt to the new situation.

10- YOU ARE ASSAULTED BY MULTIPLE INTERRUPTIONS

Throughout the day we will face multiple interruptions that will jeopardise our ability to complete our tasks on time.

Solution: we must learn to identify the interruptions we can and be able to avoid or reduce them. In some cases, we may want to set aside time in our schedule to deal with these interruptions.



11- YOU ARE A PERFECTIONIST

You may be a perfectionist and feel obliged to perform your tasks with the highest level of quality and demand.

Solution: don't lose sight of the dimension of things and set priorities. If you give everything the same quality, you will not be able to do your tasks.

PUT YOUR PLAN INTO ACTION

Now that we have our objectives defined and a list of tasks organised, we must get down to work and start working.

It is highly recommended that you keep some kind of control and monitoring of the fulfilment of the tasks you have set yourself, and depending on their evolution, take the necessary corrective measures.

FURTHER RESOURCES ON THIS SECTION:

1. TED Talk - Inside the mind of a master procrastinator

https://www.ted.com/talks/tim_urban_inside_the_mind_of_a_master_procrastinator/no-comments

2. 75 Productivity Tips to Make You Super Efficient (Infographic)

<https://www.wrike.com/blog/productivity-tips-make-super-efficient-infographic/>

3. 50 Productivity Tips to Boost Your Brainpower (Infographic)

<https://sociable.co/business/50-productivity-tips-to-boost-your-brainpower-wrike-infographic/>

4. The Pareto principle (the 80:20 rule) in time management

<https://www.spica.com/blog/the-pareto-principle-in-time-management>

5. 10 Laws That Affect Your Time Management

<https://timehackhero.com/laws-that-affect-time-management/>

6. The Pomodoro Technique

<https://todoist.com/es/productivity-methods/pomodoro-technique>

7. Google Tasks

<https://play.google.com/store/apps/details?id=com.google.android.apps.tasks&hl=es&gl=US&pli=1>

8. Google Calendar



<https://play.google.com/store/apps/details?id=com.google.android.calendar&hl=es&gl=US>

12. HOW TO OVERCOME STRESS

“Times of stress are also times that are signals for growth, and if we use adversity properly, we can grow through adversity.” - Rabbi Dr. Abraham Twerski

THEORETICAL SECTION

WHAT IS STRESS?

According to the Cambridge Dictionary, stress is defined as "a great worry caused by a difficult situation, or something that causes this condition." Moreover, it also states that to stress is "to feel worried and nervous" (Cambridge Dictionary, n.d.). Although it can be a positive thing that makes people grow and be stimulated, it can become dangerous when it exceeds the person's ability to cope with the emotion. As a consequence, stress can be seen as a physical or emotional response to pressure or tension, but also as a state of mental or emotional strain resulting from challenging circumstances. Physically, what occurs when one is stressed is that the body releases hormones such as cortisol and adrenaline to accelerate the heart rate, raise blood pressure, and basically make the body ready to respond to any stressful situation (Southern Cross, 2020).

CAUSES OF STRESS

Among the common causes of stress, work and money are considered the principal ones. Thus, it comes as no surprise for entrepreneurs to be inclined to feel symptoms such as irritability, difficulty in sleeping or relaxing, headaches, and muscle tension (Southern Cross, 2020).

Nevertheless, it is important to note that, in caveman times, stress was a natural mechanism to prepare the body to face any type of danger. Throughout evolution, the necessity to be physically prepared to face dangerous situations has declined, but the mechanisms related to cortisol and adrenaline production have not evolved accordingly. Thus, nowadays, stress caused by work, financial issues, etc. can cause unwanted illnesses and syndromes. This is why overcoming stress constitutes for entrepreneurs, who face a lot of challenging situations, a key aspect in their daily activities.

CONSEQUENCES OF STRESS

As previously stated, stress can affect your health in a variety of ways. Moreover, stress can also affect your behaviour and your feelings. Indeed, among the common physical effects of stress, one can suffer from headaches, muscle tension and pain, chest pain, fatigue, stomach upset, and sleep problems (Mayo Clinic, 2021). Furthermore, stress can affect one's mood, as feelings of anxiety, restlessness, lack of motivation and focus, feeling overwhelmed, irritability, anger, sadness, and even depression might erupt (Mayo Clinic, 2021). Finally, behaviour may also be affected, as one can overreact or underreact, have angry outbursts, develop a drug or tobacco addiction, or suffer from social withdrawal (Mayo Clinic, 2021). All of this constitute reasons why overcoming stress is essential. In the next section, advices will be provided on how to overcome stress effectively in the entrepreneurial sector.

SOURCES:



Cambridge Dictionary (n.d.), <https://dictionary.cambridge.org/dictionary/english/stress>

Southern Cross (2020), <https://www.southerncross.co.nz/medical-library/miscellaneous-medical-conditions/stress-symptoms-causes-and-treatment#.ZAr2EHbMK5c>

Mayo Clinic (2021), <https://www.mayoclinic.org/healthy-lifestyle/stress-management/in-depth/stress-symptoms/art-20050987>

PRACTICAL SECTION

HOW TO OVERCOME STRESS

First of all, it is essential to mention that people deal with stress in very different ways and that the ability to manage stressful situations can change throughout life (Mayo Clinic, 2021). When feeling stress symptoms, a good way to overcome them is to take steps to manage them. Among those strategies, it is advised to get regular physical activity, practice relaxation techniques, keep a sense of humor, spend time with loved ones, and set aside time for hobbies or passions (Mayo Clinic, 2021). Furthermore, it is important to say that inactive ways to manage stress, such as surfing the internet as well as procrastination, might seem relaxing over the short term but will most certainly increase stress levels over the long term. Finally, in case those strategies do not improve stress management, it is advised to see a doctor or a therapist. This will help to identify sources of stress and to learn coping tools to deal with those feelings of stress and anxiety.

PRACTICAL EXAMPLES TO OVERCOME STRESS:

There are several practical tools to overcome stress, including some for entrepreneurs that were established by experts (bdc, n.d. and Kaur, 2022). Among those are:

- ***Paying attention to your body's stress signals***, which is the first step in getting them under control.
- ***Dealing with the stressful situation directly*** instead of procrastinating, which can only worsen the situation.
- ***Taking breaks*** in order to get some perspective and a clear head to come back later on on the issue.
- ***Taking care of yourself and adopt an healthy lifestyle***, including exercising, eating well, etc.
- ***Exercising***, as it is proven that sports can decrease tension and short-circuit anxiety.
- ***Trying to achieve a work/life balance by setting boundaries***, by making time for other activities out of the office. If complicated to implement, it is advised to consider this freetime as having the same importance as a meeting, therefore putting it in the agenda. Moreover, it is essential to commit to a vacation time to get time off to relax.
- ***Moderating perfectionism***, as although it is good to focus on quality work, it is counterproductive to obsess about it.
- ***Delegating***, as it is impossible to do it all, sharing the workload with people/employees of trust can reduce considerably the stress levels.
- ***Monitoring the business' financial situation***, in order for the cash flow, revenues and expenses to be always controlled and to avoid unnecessary stress.
- ***Writing down problems and making to-do lists***, as those tools can help to better visualise and consequently, assigning priorities more easily.



- **Connecting with other entrepreneurs**, in order to vent, receive empathy or helpful feedbacks.

SOURCES:

(bdc, n.d.) <https://www.bdc.ca/en/articles-tools/entrepreneurial-skills/be-effective-leader/stress-management-tips-entrepreneurs>

(Kaur, 2022) <https://www.entrepreneur.com/leadership/11-effective-ways-to-cope-with-entrepreneurial-stress/412401>

TESTIMONIES AND ADDITIONAL MATERIAL:

In this video, some entrepreneurs share their experience with stressful situations in their work environment and provide some advice for other entrepreneurs on how to handle those situations more easily.

<https://youtube.com/watch?v=ribliP97kFo&si=EnSIkaIECMiOmarE>

In this TEDx Conference, Phil Drolet talks about how he thinks entrepreneurs are slowly killing themselves. He describes all the issues and perspectives society has on entrepreneurs and how what is expected of them is leading them to unhealthy physical and psychological situations.

<https://youtube.com/watch?v=-M9i3-QhWzg&si=EnSIkaIECMiOmarE>

Moreover, here are some very practical exercises elaborated by the Purdue University on Well Being and Stress Management.



IDENTIFYING YOUR STRESSORS worksheet

Use this tool to list your stressors. For each item on the list, mark whether or not it is long-term or short-term and whether or not you have control over it.

You might also try to avoid these stressors or limit exposure to them. If you can't avoid dealing with them, practicing deep breathing when you interact with them might limit your stress response.

- | | | |
|--|---|---|
| ☐ Adjusting to College Life | ☐ Money Worries | ☐ Travel/Vacation/Holidays |
| ☐ Conflict With Family/Friend | ☐ Pain/Fatigue | ☐ Time Management |
| ☐ Keeping Healthy | ☐ Academic Performance | ☐ Interviewing |
| ☐ Preparing for Life After Graduation | ☐ Public Speaking | ☐ Intimate Relationships |
| ☐ Lack of Confidence | ☐ Loneliness | ☐ Roommate Issues |
| | Other: <input type="text"/> | |

Now, review your list of stressors and, for each one, ask:

- Is this long or short-term?
- Is this under my control?

List each of your stressors in the appropriate box below:

	Long-Term	Short-Term
Control		
Do Not Control		

- When possible, let go of the stressors that you identified as uncontrollable. They aren't worth the stress they cause. This is not always possible with major stressors, but making the choice to accept that some things are uncontrollable can help reduce the stress they cause.
- Take some time to address those stressors that you feel are under your control.
- Practice stress management techniques for the stressors that are uncontrollable. You might also avoid these stressors or limit exposure to them when possible.



STRESS SYMPTOMS checklist

When you know how your body responds to stressors, you can focus your attention on finding the best stress management technique for each one. Check off the symptoms you experience when you're feeling a lot of stress.

- | | | |
|---|---|---|
| ☐ Backache | ☐ Muscle Cramps/Spasms | ☐ Lack of Motivation |
| ☐ Change in Sex Drive | ☐ Neck & Shoulder Pain | ☐ Loneliness |
| ☐ Chest Pain | ☐ Pain | ☐ Sadness or Depression |
| ☐ Chest Tightness | ☐ Sleep Problems | ☐ Crying |
| ☐ Digestive Issues | ☐ Smoking | ☐ Eating When Not Hungry |
| ☐ General Muscle Tension | ☐ Teeth Grinding | ☐ Frustration |
| ☐ Headache | ☐ Upset Stomach/Nausea | ☐ Irritability/Anger |
| ☐ Heart Palpitations | ☐ Blaming | ☐ Restlessness |
| ☐ Fatigue | ☐ Depression/Anxiety | ☐ Worrying |
| ☐ Lack of Energy | ☐ Forgetfulness | ☐ Alcohol Use |
| <input type="text"/> Other: | | |

NOTE: Some of these symptoms can indicate a medical problem rather than stress. If you are experiencing any unusual symptoms or symptoms that are severe enough to prevent you from engaging in your daily activities, contact your healthcare provider right away.

Further resources on this section:

You can find further information in Purdue University Workbook on Well Being and Stress Management though this link: <https://www.purdue.edu/stepstoleaps/learning-modules/well-being/stress-management.php>

Another good resource to overcome stress is by establishing healthy habits. In this sense, James Clear's book, called atomic habits, is a powerful tool to implement. Link: <https://jamesclear.com/atomic-habits>



Empower Youth organizations through
Social Entrepreneurship in Tourism

APPENDIX

Toolkit for Youth Workers

to Enhance Social Entrepreneurship Among Young People
and Young People with Disabilities



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Acknowledgment

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1. The aim of this Appendix

The sections that will be dealt with in this **Appendix** to the "Toolkit for Youth Workers to Enhance Social Entrepreneurship Among Young People and Young People with Disabilities" are the result of the findings of the evaluation of the Toolkit, as foreseen by task 4.6 of the project.

In fact, 8 youth workers were asked to give their opinion on the contents of the Toolkit because they are one of the main actors in youth work and it is with great importance to identify their training needs and expectations, in order to suggest and provide the right means to further increase their competencies.

The overall evaluation of the Toolkit was positive and the 8 youth workers found the sections useful tools to enter the labour market and to deal with it. At the same time, participants suggested other topics they would have liked to receive more information about. They expressed the willingness to also include other sections focused on other important competences to take into account when considering the labour market. These competences are listed below and they will be developed in the following chapters:

1. Networking skills;
2. Fundraising skills;
3. Coaching and mentoring
4. Advocating for supportive policies
5. Accessibility and inclusion; inclusive practices; offer strategies for overcoming barriers;
6. Promote awareness and understanding of social entrepreneurship and social innovation



1. Networking skills

What is networking?

Networking implies the ability to exchange information and ideas with people or groups that share similar interests to achieve mutually beneficial relationships. They consist of abilities and competencies that are important for maintaining interpersonal relationships and that have the capacity to accelerate professional development and career. Good networking skills will not only influence the strengthening of relationships but also broaden the possibilities of realising potential collaborations.

What are the key networking skills:

1. Verbal communication

Communication is a skill that allows us to convey and share our ideas, and a part of us, with other people. Its importance is shown by the fact that, no matter how many ideas we have, or how intelligent and innovative we are, if we do not know how to communicate it in an adequate way, we lose.

2. Non-verbal communication

Although verbal communication is the basis, it is very important that we also communicate non-verbally adequately, because this has a much greater impact on people. The way we speak, rhythm, body position and gestures are of great importance for conveying messages. It is important to learn and develop both types of communication and make them work to our advantage.

3. Active listening

The ability to fully follow the entire communication flow, to listen carefully to what is being said to us, in what way something is said and what kind of body language is followed. In this way, we get a complete picture that gives us the opportunity to respond in the best possible way, we call it active listening. It implies a sincere desire to understand another person.

4. Empathy

The ability to empathize with another person and adequately recognize his needs contributes to responding to those needs in the best possible way. This is of great importance for an efficient and successful working environment and cooperation with other people.

5. Public speaking

Networking does not only mean communication with small groups and individuals, but also addressing larger masses, either online or offline, which achieves a wider influence and opens new additional business opportunities.

6. Social networks

Using social networks for business purposes has proven to be very successful and desirable. Also, presentation on social networks significantly contributes to the impression of a person or his company, therefore it is important to know and use networks to help and improve business.



7. Organisational skills

Connecting with others, and maintaining social networks and the like, requires a lot of time. Organisational skills are of key importance for a successful business and all its segments, including networking. The poor organisation will lead to people seeing you as unprofessional, leading to burnout in the long run. All this can be prevented with good organisation.

What are the main challenges when it comes to networking?

1. Absence of communication skills

Communication skills are something we acquire throughout our lives, to a greater or lesser extent. If our communication skills are not well developed, it will inevitably affect the way we network and its effectiveness.

2. Self-image

Self-image includes all representations and beliefs about oneself, one's behaviour and one's personality, including one's abilities and possibilities of action. Self-image can be realistic, negative and positive. People usually vary on this dimension from positive to negative, with neither extreme being good. A person who has an overly positive self-image can be arrogant and omnipotent, while a person who has a negative self-image can be withdrawn and reduce opportunities to realise their capacities.

3. Self-confidence

Positive belief in the value of one's own being and personality is called self-confidence. Healthy self-confidence implies, not only that we do not believe in what we know and can do, but also that we know ourselves, our capacities, and possibilities, and that we act freely in accordance with them. Self-confidence is a requirement for great endeavours and for successful networking with others.

4. Personality traits

People can have different personality structures and traits. Someone can be less communicative, someone more, someone can be introverted and want to be in the circle of only a small known circle of people, someone can naturally want to make contacts and acquire new associates. Be that as it may, our traits influence our behaviour, and how much and what kind of contacts we will make.

5. Refrain from criticism, rejection and opinions of others

We all like to be accepted and recognized in the environment. However, if we wait for everyone to love and accept us, as well as for everyone to agree with us - We have a problem. This attitude can make us insecure or reduce our self-confidence. In the last case, it can completely distract us from the realization of contacts and goals.

6. Absence of networking events

One of the potential difficulties in making contacts is the absence of events where we would have the opportunity to meet interesting people or future collaborators. This problem is further deepened if the field we deal with is less common or less popular.

7. Lack of time



Networking takes time, whether it's offline or online networking. However, both types of making contacts are necessary and complementarily contribute to the final goal.

8. Preference of a certain way of networking

Digitization has led to a significant change in the way we interact with people. Someone prefers contacts of the traditional type, while others practice more in modern and online ways. The fact is that both ways are needed, and to the extent that we prefer only one of them, our possibilities are reduced.

9. Balance between business and private life

Today's time enables networking from anywhere, and in a way leads to a weakening of the boundaries between private and business life. It can be pleasant or unpleasant for people, and it can bring with it certain challenges.

10. Competition

The market is rich with people who are trying to achieve their business goals, just like you. Who will succeed, and how much someone will succeed, depends on all the mentioned factors. The fact is that competition always exists, and it motivates us or threatens us, depending on how we approach it.

11. Digital illiteracy

Digital literacy is part of every successful businessman in the 21st century. It is very important to know how to communicate on networks, understand them and use them adequately. If this ability or at least awareness of its importance is missing, it can have a significant impact on networking.

How to overcome the challenges that can arise when it comes to networking?

1. Take responsibility

Taking responsibility means that you have the courage to live according to your life values, to fight for them and for yourself. It also implies the realization that the power of success is in your hands. This will be of great importance for networking because responsibility instills trust, and your future colleagues will surely recognize this.

2. Actively participation

Passivity in business and communication is never a solution. It is important to meet opportunities and actively search for them. In this way, the number of chances for new collaborations increases. However, in this process, it is also important to be careful when it comes to choosing the people with whom we make contact.

3. Educate yourself

Learning is not a process that ends with graduation. Learning, and acquiring knowledge and skills happens throughout life, formally or informally. Your field knowledge is important, but it's not the only field you need to know about. Additional education in the field of digital literacy, language, communication, etc., will certainly have a positive effect on your networking with others.

4. Build strong relationships



Quality not quantity. The number of contacts you make is not important, how important is the small number of reliable people with whom you can really progress and cooperate successfully. Such contacts should be strengthened, nurtured and valued.

5. Be adaptable

Adaptability is a quality that can make you happy and satisfied. Why? Because adaptable people feel good in any situation, under any circumstances, and in the company of different people. They create their own feelings of happiness and good mood, not allowing situations, conflicts or some unpredictability to affect them.

6. See technology as a resource

Using technology can help you network and make contacts. These skills can improve your confidence to use technology for work, study and networking. Many jobs today require digital skills. You need them even for jobs that don't require a high level of qualifications or experience.

7. Be persistent

Sometimes, no matter how much knowledge we have about something, we give up very easily because we encountered an obstacle that hindered us from reaching our goal. These are precisely the moments when a person needs to be persistent in order to succeed in what he strives for. Intelligence, knowledge, and ideas are not enough if there is no persistence.

8. Think critically

Critical thinking will enable you to think consciously which leads to new, innovative ideas and problem-solving. In this way, your confidence, knowledge and achievements will increase, which can result in a good reputation and better chances of making contacts.

What can you do to strengthen your networking skills? Examples

1. Develop communication skills

It is already clear why communication is important. To develop communication, you can practice public speaking, participate in discussions, speak clearly and concisely, and plan speeches. Apart from the above, you can work on your empathy, kindness and emotional control.

2. Know yourself

The more you know yourself, the more you will find people who are similar to you, with similar interests, values and attitudes. What are your values, attitudes and interests? What is really important to you?

3. Working on yourself

Previously we only wrote about how personality, self-image or self-confidence can significantly affect your networking success. If you thought that you are now backward because of these characteristics of yours, if you do not have self-confidence or you are an introvert, it means that you are not well psycho-educated. Why? Because these traits are changeable, and you can overcome them very successfully.

4. Improve digital skills



There are tons of free content available online that will allow you to expand your knowledge in this area and learn how to build your portfolio and how to communicate with others online.

5. Learn active listening

Active listening gives many benefits in communication, not only in business but also in private. The skill of really hearing and understanding another human being is learned.

6. Improve your time management skills

If you have many meetings or activities that you want to accomplish, there is a good chance that if you do not organize your time effectively, you will be late or absent, which gives a bad impression. Be realistic when it comes to time allocation, use schedules, calendars, and applications that will help you organize.

7. Find a mentor

Mentoring is the help of one person to another in order to make progress in work, knowledge and thinking. More precisely, the mentor provides his knowledge and experience and can empower you in every field.

8. Attend events

Do not hesitate to go to gatherings and events that interest you. The greatest chance to meet people of similar interest is right in such places.

9. Be prepared for mistakes and failures

Mistakes and failures are part of every action, including networking. Sometimes you will really make a mistake, sometimes your effort will not be enough. This is completely normal and should be accepted as such. You learn from mistakes and failures. And only that.

10. Be persistent

Obstacles are not a sign that you should give up, but that something should be done differently in order to reach your goal. This also applies to networking. Sometimes it is necessary to take a different approach, to listen to other people better or to get more involved, but you should not give up.

Useful links on this topic:

- <https://novoresume.com/career-blog/networking-skills>
- <https://www.skillsyouneed.com/ips/networking-skills.html>
- <https://harappa.education/harappa-diaries/networking-skills/>
- <https://www.bcbusiness.ca/Top-10-networking-challenges-solved>
- <https://www.bhf.org.uk/information-support/heart-matters-magazine/wellbeing/how-to-talk-about-health-problems/active-listening>
- <https://www.verywellmind.com/what-is-active-listening-3024343>

Books:

- <https://www.tcd.ie/Careers/PhDModule/Face%20to%20face%20sessions/Networking%20with%20Confidence%20PDF%20with%20notes.pdf>



- <https://www.southampton.ac.uk/~assets/doc/hr/Top%20tips%20for%20successful%20networking.pdf>
- https://wholebeinginstitute.com/wp-content/uploads/Rogers_Farson_Active-Listening.pdf
- <https://www.airuniversity.af.edu/Portals/10/AUPress/Books/AU-4.PDF>

Courses:

- <https://alison.com/tag/communication-skills>
 - <https://www.coursera.org/courses?query=communication%20skills>
 - <https://www.edapp.com/course-collection/active-listening-training-courses>
- <https://www.futurelearn.com/courses/active-listening-effective-communicator>



2. Fundraising skills

a. What are fundraising skills?

Fundraising skills refer to the abilities and competencies required to successfully raise funds for a particular cause, organisation, project, or event. These skills are essential for individuals and teams involved in nonprofit organisations, startups, political campaigns, charitable initiatives, and various other endeavours that rely on securing financial support from donors, investors, or sponsors.

Here are some key fundraising skills:

1. **Relationship Building:** building and nurturing relationships with potential donors, sponsors, and supporters is crucial. This involves networking, effective communication, and relationship management.
 2. **Persuasion and Negotiation:** being able to articulate your cause or project convincingly, highlighting its value and impact, and negotiating terms and conditions with potential donors or investors.
 3. **Research and Prospecting:** conducting thorough research to identify potential donors, sponsors, or grant opportunities that align with your cause or project.
 4. **Grant Writing:** writing compelling grant proposals, clearly outlining your objectives, activities, and expected outcomes to secure funding from grant-making organisations.
 5. **Storytelling and Communication:** the ability to craft compelling narratives and communicate your mission effectively, inspiring others to support your cause.
 6. **Event Planning:** organizing fundraising events, including galas, auctions, and charity runs, requires planning, coordination, and attention to detail.
 7. **Financial Literacy:** understanding financial concepts, budgeting, and financial management is crucial for presenting budgets, financial reports, and demonstrating accountability to donors.
 8. **Data Analysis:** analyzing fundraising data, such as donor demographics and giving patterns, to identify trends, improve strategies, and make data-driven decisions.
 9. **Online Fundraising:** proficiency in using digital platforms, social media, crowdfunding websites, and email marketing to reach a wider audience and maximise online fundraising efforts.
 10. **Donor Stewardship:** developing and implementing strategies to cultivate and maintain relationships with existing donors, ensuring their continued engagement and support.
 11. **Ethical and Legal Compliance:** understanding and adhering to ethical standards, legal regulations, and best practices in fundraising, including donor privacy and transparency.
3. Fundraising skills are not limited to this list, and the specific skills required may vary depending on the nature of the fundraising campaign or organisation. However, possessing a combination of these skills can significantly enhance your ability to raise funds successfully.



b. What are the main challenges when it comes to fundraising

Fundraising can present various challenges for individuals and organisations. Here are some common challenges faced in fundraising:

1. **Donor Acquisition:** finding new donors and expanding the donor base can be a significant challenge. It requires conducting research, building relationships, and reaching out to potential supporters who resonate with your cause.
2. **Donor Retention:** retaining existing donors and maintaining their continued support can be a challenge. Organisations need to engage donors, show impact, and communicate effectively to keep them connected and committed.
3. **Competition for Funding:** With limited resources and numerous organisations vying for funding, competition can be fierce. Standing out and demonstrating the unique value and impact of your organisation or project is crucial.
4. **Economic Factors:** economic conditions can influence donors' capacity and willingness to give. Economic downturns or financial instability can make fundraising more challenging, requiring organisations to adapt their strategies accordingly.
5. **Relationship Building:** building and nurturing relationships with donors takes time and effort. Developing authentic connections and maintaining regular communication can be challenging, particularly when managing a large donor base.
6. **Fundraising Costs:** conducting fundraising activities can come with expenses. Balancing the costs of fundraising, such as event planning or marketing, with the funds raised can be a challenge, as organisations strive to maximise their impact.
7. **Donor Fatigue:** donors may experience fatigue or be overwhelmed by numerous solicitations from different organisations. Standing out and ensuring that your message resonates while respecting donor boundaries is important to avoid donor fatigue.
8. **Changing Trends and Technology:** keeping up with rapidly evolving fundraising trends and technology can be a challenge. Embracing digital platforms, online fundraising, and new technologies can help expand reach but may require learning and adapting to new tools and strategies.
9. **Legal and Ethical Considerations:** complying with legal regulations, ethical standards, and data protection laws can present challenges. Ensuring transparency, accountability, and donor privacy while adhering to fundraising regulations is essential.
10. **Long-Term Sustainability:** fundraising is an ongoing effort, and maintaining a sustainable funding stream can be challenging. Developing a diversified fundraising strategy that includes multiple revenue streams can help mitigate risks and ensure long-term sustainability.

Each organisation and fundraising campaign may face unique challenges based on their specific context and goals. Overcoming these challenges requires strategic planning, creativity, adaptability, and a deep understanding of the target audience and the fundraising landscape.



c. How to overcome the challenges that may arise when it comes to fundraising

Overcoming the challenges in fundraising requires a **proactive** and **strategic** approach. Here are some strategies to help you overcome fundraising challenges:

1. **Develop a Clear Fundraising Strategy:** create a comprehensive fundraising strategy that aligns with your organisation's mission and goals. Set specific objectives, identify target audiences, and outline the tactics and activities you will employ to reach your fundraising targets.
2. **Build Strong Relationships:** focus on building strong relationships with donors and supporters. Regularly communicate with them, share impact stories, and express gratitude for their support. Personalise your interactions and show genuine interest in their involvement.
3. **Diversify Your Funding Sources:** relying on a single funding source can be risky. Explore and diversify your funding streams, including individual donors, corporate sponsorships, grants, events, and online fundraising platforms. This reduces dependence on a single source and mitigates financial risks.
4. **Embrace Technology and Digital Platforms:** leverage technology and digital platforms to expand your reach and engage with donors. Use social media, email marketing, and crowdfunding platforms to raise awareness, tell your story, and facilitate online giving.
5. **Prioritise Donor Stewardship:** implement effective donor stewardship practices to retain donors and encourage repeat giving. Provide regular updates on the impact of their contributions, recognize their support, and involve them in meaningful ways, such as volunteering or attending events.
6. **Adapt to Changing Trends:** stay informed about emerging fundraising trends and adapt your strategies accordingly. Embrace new technologies, explore innovative fundraising models, and be open to experimenting with different approaches to engage donors and attract support.
7. **Invest in Fundraising Capacity:** allocate resources and invest in building fundraising capacity within your organisation. Provide training and professional development opportunities for staff and volunteers involved in fundraising. Consider hiring experienced fundraising professionals or consultants if feasible.
8. **Collaborate and Form Partnerships:** seek opportunities for collaboration and partnerships with other organisations, businesses, or community groups. Joint fundraising efforts and strategic alliances can expand your network, resources, and outreach capabilities.
9. **Monitor and Evaluate:** regularly monitor and evaluate your fundraising efforts. Collect and analyse data to measure the effectiveness of different fundraising strategies, identify areas for improvement, and make data-driven decisions to optimise your fundraising approach.
10. **Stay Committed and Agile:** fundraising can be challenging, but perseverance is key. Stay committed to your cause, remain adaptable, and be willing to learn from both successes and setbacks. Stay connected with your donors, supporters, and stakeholders, and continuously refine your approach based on feedback and changing circumstances.

By implementing these strategies, you can navigate fundraising challenges more effectively and increase your chances of achieving fundraising success. Remember, fundraising is an ongoing process that requires dedication, creativity, and a willingness to adapt to the evolving needs of your organisation and supporters.



d. What can be done to strengthen your fundraising skills? Examples

Here are some examples of fundraising tips that can help you enhance your fundraising efforts:

1. **Clearly Articulate Your Mission:** clearly communicate your organisation's mission, goals, and the impact you aim to achieve. Use compelling storytelling techniques to emotionally connect with potential donors and inspire them to support your cause.
2. **Set SMART Fundraising Goals:** set Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) fundraising goals. This helps create a clear roadmap and provides a benchmark to track your progress.
3. **Segment Your Donor Base:** divide your donor base into different segments based on factors like giving history, interests, demographics, or engagement level. This allows you to tailor your communication and fundraising strategies to each segment, increasing their relevance and effectiveness.
4. **Leverage Peer-to-Peer Fundraising:** encourage your supporters to become fundraisers themselves by setting up peer-to-peer fundraising campaigns. Provide them with the tools and resources they need to reach out to their networks and raise funds on your behalf.
5. **Create Compelling Fundraising Appeals:** develop persuasive fundraising appeals that clearly explain the need, demonstrate the impact of donations, and provide a clear call-to-action. Use storytelling, visuals, and compelling statistics to make your appeals engaging and memorable.
6. **Offer Different Donation Options:** provide various donation options to cater to different donor preferences. Include options for one-time donations, recurring donations, or specific fundraising campaigns. Make the donation process easy and user-friendly, both online and offline.
7. **Host Fundraising Events:** Organise fundraising events like galas, auctions, or charity runs to engage your supporters and raise funds. Ensure that the events align with your organisation's mission and create opportunities for donors to connect with your cause.
8. **Create a Sense of Urgency:** use time-limited campaigns or matching grants to create a sense of urgency among potential donors. Highlight specific deadlines or limited-time opportunities to encourage immediate action and increase donor motivation.
9. **Express Gratitude and Recognition:** show genuine appreciation for your donors by promptly acknowledging their contributions. Thank them through personalised messages, public recognition, or exclusive benefits that demonstrate the value you place on their support.
10. **Build Corporate Partnerships:** seek partnerships with businesses or corporations that align with your mission. Offer mutually beneficial opportunities, such as cause-related marketing campaigns or corporate sponsorships, which can provide financial support and increase your visibility.
11. **Engage with Social Media:** use social media platforms to engage with your audience, share compelling stories, and promote your fundraising campaigns. Encourage supporters to share your content and amplify your reach through their networks.



12. **Provide Regular Updates:** keep your donors informed about the progress and impact of their contributions. Provide regular updates through newsletters, impact reports, or social media updates to demonstrate transparency and accountability.

Remember, these tips can be adapted to suit your specific fundraising goals and organisation. Tailor them to align with your audience, resources, and the nature of your cause or project.

e. Further resources on this topic

Here are some recommended resources and bibliography on fundraising skills:

1. Books:

- "Fundraising for Social Change" by Kim Klein
- "The Fundraising Habits of Supremely Successful Boards" by Jerold Panas
- "Effective Fundraising for Nonprofits: Real-World Strategies That Work" by Ilona Bray
- "The Complete Guide to Fundraising Management" by Stanley Weinstein
- "Relationship Fundraising: A Donor-Based Approach to the Business of Raising Money" by Ken Burnett

2. Online Courses and Webinars:

- NonprofitReady: Offers free online courses on various fundraising topics - www.nonprofitready.org
- Association of Fundraising Professionals (AFP): Provides webinars and online courses on fundraising skills - www.afpglobal.org
- Coursera: Offers courses on fundraising and nonprofit management from reputable institutions - www.coursera.org

3. Websites and Blogs:

- Nonprofit Hub: Provides articles, resources, and webinars on fundraising and nonprofit management - www.nonprofithub.org
- Network for Good: Offers fundraising resources, webinars, and tools for nonprofit organizations - www.networkforgood.com
- Bloomerang Blog: Features articles and resources on fundraising strategies and donor engagement - www.bloomerang.co/blog

4. Professional Associations and Organizations:

- Association of Fundraising Professionals (AFP): Provides networking opportunities, educational resources, and certifications for fundraising professionals - www.afpglobal.org
- Council for Advancement and Support of Education (CASE): Offers resources and professional development opportunities for fundraising and advancement professionals in the education sector - www.case.org
- International Fundraising Congress (IFC): Organizes an annual conference focused on fundraising and provides resources for fundraising professionals - www.resource-alliance.org/ifc



5. Research Papers and Journals:

- Journal of Fundraising Practice: Publishes articles and research on fundraising strategies and best practices - www.tandfonline.com/loi/rjfu20
- The Nonprofit Quarterly: Features articles on nonprofit management and fundraising - www.nonprofitquarterly.org

These resources should provide you with a solid foundation to enhance your understanding of fundraising skills and strategies. Remember to tailor your approach based on your specific fundraising goals, target audience, and organization's mission.

3. Coaching and mentoring

Definitions:

Coaching refers to a method of training, counselling or instructing an individual or a group how to develop skills to enhance their productivity or overcome a performance problem.

There are many definitions of mentoring. However, the most succinct definition of mentoring is when someone shares their knowledge, skills, and experience to help another person to progress. This progression could be professional or personal, although given the work/life balance a lot of us now have, the crossover between the two is often considered.

What is a Mentor?

The definition of a mentor is a person who shares their knowledge, skills, and/or their experience, to help another person, or group of people, to progress. Traditionally a mentor would guide a mentee (see mentee definition below) in a one-to-one mentoring relationship. However, more recently, group mentoring has become popular amongst businesses and organisations, where one person shares knowledge and guidance with a larger group of people.

What is a Mentee?

The definition of a mentee is a person who receives knowledge, skills, experience, and guidance from a mentor, to help them, the mentee, to progress. This progress is often in professional and career development, such as moving into a new role or job, but can be offered throughout a person's life. In some cases, you may here the word mentee referred to as 'mentoree'.

What are the Benefits of Mentoring?

There are a significant number of benefits to mentoring for everyone involved. In traditional mentoring, with two parties, both the mentor and mentee stand to gain a lot from the mentoring relationship, which is why organisations are increasingly using mentoring programs and mentoring software to promote mentoring to their employees.

Benefits of mentoring can include:

- Effective learning and first-hand knowledge-sharing through mentoring
- Gaining practical insights, guidance, and advice from those in a position of experience
- Increased confidence (typically for the mentee) from having a mentor in a position of seniority in an organisation
- Improved interpersonal and communication skills for both the mentor and mentee
- Empowerment from the mentee to progress effectively and the mentor to take on the new and additional responsibilities of supporting the mentee
- Wider understanding of different perspectives, be that from different countries, organisations or departments in the same organisation
- A trusted partner to discuss more confidential challenges and goals in one's career

Benefits of mentoring can be felt on both sides and the phrase 'mutual mentoring' can effectively convey this, to make it clear to both parties that mentoring can help them.

Types of coaching:

- Career Coaching – To clarify one's career direction and initiate forward action.
- Skills Coaching – To fill performance gaps and develop plans for further professional development.
- Newly Assigned Leader Coaching - To help a new leader assimilate and achieve business objectives.
- 4High Potential or Developmental Coaching Purpose - To develop individuals considered key to the organization's future;
- Coaching to Provide Feedback Debriefing and Development Planning - To help individuals interpret results of their assessments and plan professional development activities;
- 6.Presentation/Communication Skills Coaching - To help an individual gain self-awareness about how they are perceived by others and how to improve;
- Business Coaching - To improve effectiveness of a business by providing support and advice;
- Team Coaching - To facilitate team meetings and build the effectiveness of the team;



Benefits of coaching

- fine tuning a skill;
- accelerating learning;
- solving issues;
- developing peak performance;
- strategic planning;
- creating change;
- goal identification;

Useful links:

- <https://www.pushfar.com/article/what-is-mentoring-definitions/>
- <https://www.performanceconsultants.com/what-is-coaching>
- [Coaching and Mentoring Definitions_0.pdf \(umich.edu\)](#)
- <https://youth.gov/youth-topics/mentoring/benefits-mentoring-young-people>
- <https://www.brighthr.com/articles/training/coaching-mentoring/benefits-of-coaching-and-mentoring-in-the-workplace/>



4. Advocating for supportive policies

a. What is the meaning of *advocating for supportive policies*?

Advocating for supportive policies refers to actively promoting or championing the implementation of policies that are designed to provide assistance, resources, or positive frameworks for individuals, groups, or communities. These policies are typically intended to address specific needs, challenges, or inequalities and aim to create a supportive environment that fosters growth, well-being, and equality.

When someone advocates for supportive policies, they work to raise awareness about the importance of these policies, mobilise support from stakeholders, and engage in activities aimed at influencing policymakers to adopt or prioritise such policies. This advocacy can take various forms, including lobbying, public campaigning, grassroots organising, research and data analysis, and collaboration with like-minded organisations or individuals.

Supportive policies can encompass a wide range of areas, such as healthcare, education, social welfare, environmental protection, human rights, workplace regulations, and economic development. The specific policies advocated for depend on the context and the needs of the target population. For example, advocating for supportive healthcare policies might involve pushing for universal healthcare coverage, increased funding for mental health services, or the expansion of affordable access to medications.

The ultimate goal of advocating for supportive policies is to create a more inclusive and equitable society by ensuring that individuals and communities have the necessary support systems and resources to thrive and overcome systemic challenges.

b. What are the main challenges when it comes to advocating for supportive policies?

Advocating for supportive policies can face several challenges. Here are some of the main ones:

1. **Opposition and Resistance:** there may be powerful individuals, groups, or institutions that oppose the proposed policies due to differing interests, ideologies, or a reluctance to change the status quo. Overcoming opposition can be a significant challenge for advocates.
2. **Lack of Political Will:** policymakers may lack the motivation or commitment to prioritise and implement supportive policies, especially if they face competing priorities or resistance from influential stakeholders. This can hinder progress and make it challenging to achieve policy change.
3. **Limited Resources:** advocacy efforts require resources such as funding, personnel, and organisational support. Limited resources can restrict the scope and reach of advocacy campaigns, making it difficult to effectively promote supportive policies.
4. **Complex Policy Processes:** policy development and implementation can be complex and bureaucratic, involving multiple stages, stakeholders, and decision-making bodies. Navigating these



processes, understanding the intricacies, and effectively influencing outcomes can pose challenges for advocates.

5. **Public Awareness and Engagement:** building public awareness and mobilising support for supportive policies is crucial. However, it can be challenging to capture public attention, communicate complex policy issues effectively, and engage a diverse range of stakeholders.

6. **Shifting Political Landscapes:** political dynamics and priorities can change over time, which may influence the feasibility and viability of advocating for supportive policies. Changes in government, policy agendas, or public sentiment can present both opportunities and challenges for advocacy efforts.

7. **Lack of Evidence or Data:** advocates often rely on evidence and data to support their arguments and demonstrate the need for supportive policies. However, gaps in research, limited data availability, or the misinterpretation of data can undermine advocacy efforts.

8. **Sustaining Momentum:** advocacy is often a long-term process, and maintaining momentum and sustained effort can be challenging. It requires ongoing commitment, collaboration, and adaptation to keep the issue on the agenda and push for policy change.

9. **Balancing Multiple Perspectives:** advocacy often involves navigating diverse perspectives and interests. Balancing different viewpoints, incorporating multiple voices, and finding common ground can be complex and require skillful negotiation.

Addressing these challenges requires strategic planning, coalition building, effective communication, and perseverance. It is essential for advocates to anticipate and proactively address these obstacles to increase the likelihood of successful advocacy for supportive policies.

c. How to overcome the challenges that may arise when it comes to advocating for supportive policies

Overcoming challenges in advocating for supportive policies requires a proactive and strategic approach. Here are some strategies that can help:

1. **Build Coalitions and Alliances:** form partnerships and alliances with like-minded organisations, activists, community groups, and influential individuals who share your goals. Collaborating with others strengthens your advocacy efforts, increases resources, and amplifies your message.

2. **Conduct Research and Collect Data:** gather evidence and data that support the need for supportive policies. Robust research and data can strengthen your arguments, enhance your credibility, and provide persuasive evidence for policymakers.

3. **Tailor Messages for Different Audiences:** customise your advocacy messages to resonate with different stakeholders, including policymakers, the media, the general public, and specific interest groups. Highlight the benefits and positive impacts of supportive policies for each audience and use compelling storytelling techniques.

4. **Engage in Public Awareness and Education:** conduct public awareness campaigns to educate the public about the importance of supportive policies. Utilise various communication channels, such as social media, public events, community forums, and traditional media, to reach a wider audience.



5. **Develop Strong Relationships with Policymakers:** cultivate relationships with policymakers and their staff through ongoing engagement. Provide them with well-reasoned arguments, relevant data, and personal stories to demonstrate the significance of supportive policies. Regular communication and building trust can increase the likelihood of policy support.
 6. **Mobilize Grassroots Support:** engage and mobilise grassroots support by involving affected communities and individuals. Encourage them to share their personal stories and experiences, participate in advocacy activities, and communicate with policymakers directly. Grassroots movements can have a significant impact on policy change.
 7. **Utilise Strategic Communication Channels:** effectively use social media, online platforms, and traditional media to disseminate your messages and reach a broader audience. Craft compelling narratives, engage with stakeholders, and leverage influential voices to raise awareness and generate support.
 8. **Persist and Adapt:** advocacy efforts often require persistence and adaptability. Be prepared for setbacks, and learn from them. Remain flexible, adjust strategies as needed, and continue to advocate for supportive policies over the long term.
 9. **Monitor and Evaluate Progress:** regularly assess the impact of your advocacy efforts. Monitor policy developments, evaluate the effectiveness of your strategies, and identify areas for improvement. Use evaluation findings to refine your approach and enhance your advocacy initiatives.
- Remember that advocating for supportive policies is an ongoing process, and change may take time. By employing these strategies and staying committed to your cause, you can increase the chances of overcoming challenges and achieving positive policy outcomes.

d. What can be done to strengthen the advocacy for supportive policies? Examples

There are several actions that can be taken to strengthen advocacy for supportive policies. Here are some examples:

1. **Research and Evidence:** conduct thorough research to gather evidence and data that highlight the need for supportive policies. This includes collecting quantitative and qualitative data, conducting surveys or studies, and analysing relevant research. Strong evidence strengthens advocacy arguments and helps make a compelling case for policy change.
2. **Storytelling and Personal Narratives:** use the power of storytelling to humanise the issues and connect with people on an emotional level. Share personal narratives and stories that illustrate the impact of lacking supportive policies or the benefits of implementing them. Personal stories can be powerful tools for building empathy and driving support.
3. **Collaborative Partnerships:** build coalitions and partnerships with other organisations, activists, and stakeholders who share similar goals. Collaborate on joint campaigns, initiatives, or advocacy efforts to amplify the collective voice and increase the impact of advocacy.
4. **Grassroots Mobilisation:** engage and mobilise grassroots support by involving affected communities and individuals. Empower them to participate in advocacy activities, provide testimonies, write letters to policymakers, or share their experiences through social media and other platforms.



Grassroots mobilisation can generate widespread support and make advocacy efforts more inclusive and representative.

5. **Strategic Communication:** develop clear and concise messaging that effectively communicates the importance of supportive policies. Tailor messages for different audiences, such as policymakers, the media, and the general public. Utilise various communication channels, including social media, press releases, op-eds, and public speaking engagements, to reach a wide audience and generate awareness.

6. **Engaging with Policymakers:** establish relationships with policymakers and their staff through meetings, briefings, and engagement events. Provide them with relevant information, research findings, and personal stories that emphasise the benefits and necessity of supportive policies. Regular communication and engagement help advocates stay on the radar of policymakers and increase the chances of policy consideration.

7. **Grassroots Advocacy Training:** offer training and capacity-building programs to empower advocates with the necessary skills and knowledge for effective advocacy. This can include training on policy analysis, media engagement, public speaking, coalition building, and grassroots mobilisation. Strengthening the advocacy skills of individuals and organisations can enhance their impact and effectiveness.

8. **Policy Research and Analysis:** conduct in-depth policy research and analysis to identify gaps, propose viable solutions, and provide recommendations for supportive policies. Publish reports, briefs, or policy papers that outline the evidence, rationale, and potential impact of the proposed policies. These resources serve as valuable references and tools for advocates, policymakers, and other stakeholders.

9. **Policy Pilots and Demonstrations:** implement pilot programs or demonstrations to showcase the effectiveness and benefits of supportive policies in action. Collect data and evidence from these initiatives to demonstrate their positive impact and generate support for scaling up or replicating them.

By implementing these strategies, advocates can strengthen their advocacy efforts, increase visibility and support for supportive policies, and create positive momentum for policy change.

e. Further resources on this topic

Here are some additional resources and bibliography on advocating for supportive policies:

1. "Advocacy for Social Justice: A Global Perspective" by Karen H. Ross and Robert L. Hilliard
 - This book explores various strategies and approaches for advocating for social justice and supportive policies on a global scale.
2. "The Advocacy Handbook: A Step-by-Step Guide to Creating Change" by Rock the Vote and Mikey Dickerson
 - This handbook provides practical guidance and tools for effective advocacy, including tips for engaging policymakers, crafting persuasive messages, and building coalitions.
3. "Advocacy: Championing Ideas and Influencing Others" by John A. Daly
 - This book delves into the art of advocacy and provides insights on how to effectively communicate and persuade others to support your cause.



4. "Policy Advocacy in Practice" by Kent Weaver
 - This book examines the strategies and tactics of policy advocacy, focusing on real-world examples and case studies to illustrate effective approaches for influencing policy outcomes.
 5. "Advocacy and Policy Change Evaluation: Theory and Practice" edited by Valerie J. Caracelli and Hallie Preskill
 - This book explores the evaluation of advocacy and policy change efforts, providing frameworks and methodologies to assess the impact and effectiveness of advocacy strategies.
 6. "The Art of Advocacy: A Plea for a Processual Understanding of Advocacy in and around Organizations" by Martin Fougère and Daniel Côté
 - This academic article explores the concept of advocacy in organizational contexts, highlighting the importance of understanding the dynamics and processes of advocacy.
 7. "Advocacy Organizations and Collective Action" edited by Aseem Prakash and Mary Kay Gugerty
 - This collection of essays examines the role of advocacy organizations in driving social and political change, discussing their strategies, impacts, and challenges.
 8. "Advocacy for Policy Change: A Handbook for Researchers and Advocates" by Kassie Freeman
 - This handbook provides practical guidance for researchers and advocates engaging in policy advocacy, with a focus on community-based approaches and social justice issues.
- These resources offer a range of perspectives and insights on advocating for supportive policies and can serve as valuable references for further exploration and understanding of the topic.

5. Accessibility and inclusion: Strategies to overcome barriers and and inclusive practices

In today's diverse society, ensuring accessibility and inclusion is crucial in all aspects of life, including education, workplaces, and public spaces. This module aims to provide an understanding of accessibility, inclusion, and strategies for overcoming barriers. By adopting inclusive practices, we can create environments that embrace and accommodate individuals with diverse needs, abilities, and backgrounds.

a) What is accessibility?

Accessibility is the principle and practice of designing and providing products, services, and environments that are usable and accessible to individuals with disabilities (Accessibility Guidelines, 2022). It goes beyond physical accessibility and encompasses various aspects such as communication, technology, and information. The goal of accessibility is to eliminate barriers and ensure that everyone, regardless of their abilities, can access and use resources, participate fully, and enjoy equal opportunities.

Accessibility plays a crucial role in promoting equality, independence, and participation for all individuals. When environments and resources are designed with accessibility in mind, it empowers people with disabilities to navigate and interact with their surroundings effectively. By removing barriers, accessibility



allows individuals to exercise their rights, contribute to society, and pursue their goals without unnecessary limitations. It fosters a more inclusive society that values diversity and ensures that no one is left behind.

b) What is inclusion?

Inclusion goes beyond accessibility and encompasses the broader concept of embracing diversity and ensuring that all individuals, regardless of their characteristics or abilities, are welcomed, respected, and actively engaged in all aspects of society (United Nations, 2006). Inclusion is about creating environments where everyone feels a sense of belonging, where their voices are heard, and where they have equal opportunities to participate and contribute.

Inclusion brings numerous benefits to individuals and society as a whole. Firstly, it fosters a sense of belonging and acceptance, promoting positive self-esteem and mental well-being among individuals with diverse backgrounds and abilities. In an inclusive environment, individuals can develop meaningful relationships, build empathy, and gain a deeper understanding of different perspectives.

c) What are the main barriers when it comes to accessibility and inclusion?

- **Physical barriers**, such as inaccessible entrances, narrow doorways, lack of ramps or elevators, and inadequate signage, pose challenges. They are compounded by limited or inaccessible public transportation systems, insufficient accessible parking spaces, and a lack of provisions for mobility aids. Additionally, the unavailability or limited access to assistive devices like wheelchairs, hearing aids, and visual aids creates further barriers.
- **Communication barriers** impede effective interaction and understanding between individuals with different communication needs. Language differences, limited interpretation services, and a lack of multilingual resources contribute to these challenges. Inaccessible communication formats, including printed materials without alternative text or braille, inaccessible digital content, and websites lacking proper accessibility features, worsen the situation. Insufficient support for alternative communication methods such as sign language, augmentative and alternative communication devices, and text-based tools further hinder effective communication.
- **Social barriers** result from societal norms, stereotypes, and a lack of awareness, leading to exclusion and isolation. Limited social opportunities, inaccessible social environments, and negative attitudes contribute to these barriers.
- **Technological barriers** arise when digital platforms, software, and devices are not designed or optimized for accessibility. This creates difficulties in accessing information, participating in online activities, and utilizing assistive technologies effectively.



d) How to overcome these barriers?

- In order to address the **physical barriers**, it is crucial Improving architectural accessibility, transportation options, and access to assistive devices. This involves ensuring accessible entrances, widening doorways, providing clear signage, developing accessible public transportation systems, increasing accessible parking spaces, and enhancing availability and accessibility of assistive devices.
- Addressing **communication barriers** requires the provision of language support, accessible communication formats, and support for alternative communication methods. This entails offering interpretation services, multilingual resources, alternative text or braille for printed materials, accessible digital content, websites with proper accessibility features, and facilitating sign language and augmentative/alternative communication.
- Overcoming **social barriers** involves promoting inclusivity, challenging norms and stereotypes, and raising awareness about disability rights and inclusion. Creating social opportunities, ensuring accessible social environments, and fostering positive attitudes towards individuals with disabilities are vital steps.
- To tackle **technological barriers**, it is essential to design and optimize digital platforms, software, and devices for accessibility. This includes providing accessible information, enabling participation in online activities, and ensuring compatibility with assistive technologies.

By implementing these strategies, organizations can foster a more inclusive and accessible environment, providing equal opportunities for individuals with disabilities.

e) Example of Best Practice

ILUNION Hotels is an exemplary enterprise that has successfully developed and implemented inclusive practices regarding accessibility and inclusion. They have recognized the importance of creating accessible spaces that cater to the needs of people with disabilities, ensuring that everyone can enjoy their stay without limitations.

ILUNION Hotels acknowledges the diverse range of disabilities and understands that an accessible hotel should be comfortable for individuals with varying mobility and cognitive impairments. To achieve this, they comply with the legal requirements imposed by the Hotel Regulations of each Autonomous Community, which include having a minimum number of rooms specifically adapted to meet the needs of people with disabilities.

ILUNION Hotels approaches accessibility in a meticulous and specific manner for each of their hotels. They undertake thorough assessments to identify any weak points and continuously strive to improve their facilities. Their commitment lies in creating a design that caters to the needs of all individuals, ensuring a comfortable and inclusive experience for every guest.



ILUNION provides truly accessible services and amenities. In their rooms, they offer individual articulated beds, telephones adapted for people with hearing and visual disabilities, and automatic curtains with accessible keypads. The bathrooms feature inclined mirrors for wheelchair users, amenities in Braille, adjustable and removable support bars, and automatic lifting shower curtains. Their commitment to accessibility extends beyond private rooms to their bars and restaurants, where guests can find marked food and information in Braille, as well as reserved accessible points. The hotels in the ILUNION chain are designed with wide accessible spaces, including counters, recreational areas, and parking lots that feature disabled parking spaces, different levels, and ramps to ensure functional access for everyone.

ILUNION understands that ensuring effective accessibility for all guests leads to increased happiness and satisfaction. They believe that the relationship between the company and the client is based on the happiness and contentment of the traveler. By prioritizing accessibility, ILUNION Hotels not only fosters growth but also continues to improve their practices to provide the best possible experience for their guests.

ILUNION Hotels is certified 100% in Universal Accessibility, demonstrating their commitment to creating an inclusive future where accessibility is a given!



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6. Promote awareness and understanding of social entrepreneurship and social innovation.

a) What are social entrepreneurship and social innovation?

Social entrepreneurship and social innovation are two interrelated concepts that have gained significant attention in recent years. As societies face complex social and environmental challenges, individuals and organizations are increasingly seeking innovative solutions that go beyond traditional business models. This has led to the emergence of social entrepreneurship and social innovation as powerful tools for driving positive change and addressing pressing societal issues. They have the potential to create lasting, sustainable change by introducing new models, practices, and mindsets that challenge traditional approaches.

Social entrepreneurship can be defined as the process of creating and managing ventures that combine entrepreneurial principles with a strong focus on creating social value. Unlike traditional entrepreneurship, which primarily aims at maximizing profits, social entrepreneurship places equal importance on generating social impact and achieving sustainable outcomes. It involves identifying innovative approaches to tackle social problems, mobilizing resources effectively, and implementing sustainable business models that create both economic and social value.

Social innovation, on the other hand, refers to the development and implementation of novel ideas, products, services, or processes that address social needs and challenges. It encompasses a wide range of activities, including the creation of new technologies, organizational models, policy frameworks, and community-driven initiatives. Social innovation encourages collaboration, co-creation, and the integration of diverse perspectives to find innovative solutions that can bring about positive change at a systemic level.

Both social entrepreneurship and social innovation are driven by a shared vision of creating a more equitable and sustainable society. They often operate at the intersection of business, civil society, and government, leveraging partnerships and collaborations to maximize their impact. Social entrepreneurs and innovators employ creative thinking, empathy, and a deep understanding of the social context to identify opportunities and develop scalable solutions that address root causes rather than just treating symptoms.

Another distinguishing feature of social entrepreneurship and social innovation is their focus on inclusivity and empowerment. They recognize that the communities affected by social challenges possess valuable insights, knowledge, and resources that can contribute to developing effective solutions. Social entrepreneurs and innovators engage with these communities in a participatory manner, involving them in the co-creation and implementation of initiatives. By fostering collaboration and empowering individuals, these approaches promote social cohesion and sustainable development.

Moreover, social entrepreneurship and social innovation have the potential to disrupt existing systems and transform industries. They challenge the status quo by questioning conventional wisdom, exploring alternative business models, and leveraging technology and digital platforms to scale their impact. These ventures often inspire and influence larger organizations, policymakers, and society at large, sparking conversations and catalysing systemic change.

However, social entrepreneurship and social innovation also face challenges. They operate within complex ecosystems where legal frameworks, access to capital, and cultural norms can pose barriers. To address these challenges, collaborations between governments, businesses, academia, and civil society are crucial to creating supportive environments, fostering innovation, and facilitating the scaling of successful initiatives.

Here we will cover some of the main challenges that most young entrepreneurs and innovators face and provide some potential answers and resources.

b) What are the main challenges when it comes to social entrepreneurship and social innovation?

These challenges can vary based on the specific context and region. Understanding and addressing these challenges are crucial in supporting and empowering young social entrepreneurs and innovators to create meaningful social impact.

1. Limited access to funding and financial resources:

Lack of capital and limited access to traditional funding sources obstruct the ability of young social entrepreneurs to start and scale their ventures.

2. Limited experience and knowledge:

Young people often lack the necessary skills, knowledge, and experience in entrepreneurship and social impact management.

3. Limited networks and mentorship opportunities:

Young social entrepreneurs often face challenges in building networks, accessing mentorship, and finding role models who can provide guidance and support.

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4. Balancing financial sustainability and social impact:

Striking a balance between generating sustainable revenue and maximizing social impact can be challenging for young social entrepreneurs.



5. Overcoming regulatory and bureaucratic barriers:

Complex legal and regulatory environments can pose challenges for young social entrepreneurs, particularly in terms of compliance, reporting, and navigating bureaucratic processes

6. Social entrepreneurship and social innovation are not always fully recognized or supported by traditional institutions, which can discourage young people from pursuing these paths.

c) How to overcome the challenges that may arise when it comes to social entrepreneurship and social innovation among young people

Trying to provide an answer to the challenges here we can find some potential solutions that young social entrepreneurs and innovators could use to overcome the challenges they face and enhance their chances of success in driving positive social change.

1. Seek mentorship and guidance:

Engage with experienced mentors and industry experts who can provide guidance and support in accessing funding opportunities and navigating financial challenges

2. Build strong networks and collaborations:

Actively participate in networks, communities, and events to connect with potential partners, mentors, and stakeholders.

3. Pursue educational opportunities and skill development:

Acquire knowledge and develop the necessary skills to address the challenges of social entrepreneurship and social innovation.

4. Explore alternative funding sources:

Searching for grants, impact investment funds, crowdfunding platforms, and other alternative financing options that are specifically tailored for social ventures.

5. Advocate for supportive policies and regulatory frameworks:

Collaboration with relevant stakeholders to advocate for policies and regulatory changes that create an enabling environment for social entrepreneurship and social innovation.

6. Leverage technology and digital platforms:

Harness the power of technology and digital platforms to scale impact, reach wider audiences, and access resources and networks. Use of digital tools for crowdfunding, online marketing, and collaboration with stakeholders.



d) What can be done to strengthen social entrepreneurship and social innovation among young people?

To strengthen social entrepreneurship and social innovation among young people, several key strategies can be implemented. Here are some practical examples and references that highlight effective approaches: To strengthen social entrepreneurship and social innovation among young people, several key strategies can be implemented. Here are some practical examples from initiatives that highlight effective approaches:

1. Develop dedicated support programs and resources:

The European Social Innovation Competition, organized by the European Commission, encourages young entrepreneurs from across Europe to develop innovative solutions to pressing societal challenges. The competition offers mentoring, training, and funding opportunities to finalists, empowering them to turn their ideas into impactful ventures.

<https://eusic.challenges.org/>

2. Foster partnerships between universities and social enterprises:

The Social Innovation Community (SIC), a consortium of European universities and organizations, promotes collaboration between academia, social entrepreneurs, and policymakers. SIC facilitates knowledge sharing, research, and co-creation activities to foster social innovation. It also provides a platform for young entrepreneurs to connect with mentors and access resources.

<https://www.siceurope.eu/about>

3. Integrate social entrepreneurship education into school curricula:

The Social Innovation Academy, offers online courses and learning resources to educate and inspire young people about social entrepreneurship. The academy equips participants with the necessary knowledge and skills to create and scale social ventures, empowering them to drive positive change in their communities.

<https://www.socialinnovationacademy.eu/about-us/>

4. Provide access to seed funding and impact investment opportunities:

The European Investment Fund (EIF) supports social entrepreneurship through its Social Impact Accelerator. The accelerator provides funding and business support to early-stage social enterprises across Europe, helping them grow and maximize their social impact.

https://www.eif.org/what_we_do/equity/social-impact-accelerator/index.htm

5. Promote policy and regulatory support:

The European Social Economy Regions (ESER) project aims to foster social entrepreneurship and innovation by promoting policies and initiatives at the regional level. It supports the development of



regional ecosystems that enable young social entrepreneurs to thrive and make a positive impact on local communities.

https://ec.europa.eu/growth/sectors/social-economy/regions_en

6. Showcase success stories and create role models:

The Social Innovation Tournament, organized by the European Investment Bank Institute, recognizes and rewards social entrepreneurs who have developed innovative solutions to societal challenges. The tournament showcases inspiring projects and provides visibility to young social entrepreneurs, encouraging others to follow their path. <https://institute.eib.org/whatwedo/social/social-innovation-tournament/>

These practical examples demonstrate the diverse range of initiatives and programs available to support and strengthen social entrepreneurship and social innovation among young people. These resources provide valuable support, mentorship, funding, and networking opportunities tailored to the unique needs of young social entrepreneurs in the European context.

Further resources on this topic

Here, you can find further resources on support, networks, and platforms for young people interested in social entrepreneurship and social innovation. They provide mentorship, funding opportunities, training, and connections to help young entrepreneurs turn their ideas into impactful ventures.

1. Youth Business International (YBI): YBI is a global network that supports young entrepreneurs through mentoring, training, and access to finance. They provide resources, tools, and programs specifically designed to empower young people to start and grow their own businesses with a social or environmental mission.

<https://www.youthbusiness.org/>

2. Global Social Entrepreneurship Network (GSEN): GSEN is a network that connects organizations working in the field of social entrepreneurship support. They offer resources, events, and platforms for collaboration, knowledge-sharing, and capacity-building for young social entrepreneurs globally.

<https://www.gsen.global/>

3. Unreasonable Institute: Unreasonable Institute runs accelerator programs for entrepreneurs tackling social and environmental challenges. They offer mentorship, training, and access to a network of experts and investors. Their programs specifically target young entrepreneurs and provide them with the support needed to scale their impact-

<https://unreasonablegroup.com/institute>

4. ChangemakerXchange: ChangemakerXchange is a global community of young social entrepreneurs who collaborate and support each other in driving positive change. They organize summits and facilitate connections among young changemakers, fostering a network of support and learning.



<https://changemakerxchange.com/>

5. Global Innovation Gathering (GIG): GIG is a community of social innovators, makers, and tech enthusiasts from around the world. They organize events, workshops, and collaborations to promote social innovation among young people. GIG also offers a platform for sharing innovative ideas and projects.

<https://globalinnovationgathering.org/>

6. The Resolution Project: The Resolution Project empowers young leaders to develop and implement social ventures. They provide mentorship, funding, and a support network to young entrepreneurs who are addressing social challenges in their communities.

<https://resolutionproject.org/>

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