HOW TO START-UP YOUR COMMUNITY

A TEN-STEP GUIDE TO COMMUNITY TRANSFORMATION

ACKNOWLEDGMENTS

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PREFACE

Start up your community is a ten-step guide that represents a contemporary paradigm on community transformation. It was developed around the basic notion that, "people are the real wealth of a nation" (Ban Ki Moon, 2015). The guide is intended as a means to confront the challenges of development and considers people an indispensable resource for bringing the development agenda forward. It resonates the principles of inclusiveness and sustainable human development.

The document brings a rather innovative approach to development theory and practice, based on the modern perception of community transformation. Whereas traditionally we anchor our work to institutions this concept focuses purely on people and human potential, which above all is the overall aim of any development organisation: to make its work accessible to people in local communities.

Development work can be perceived as a traditional form of helping communities; however, start-ups definitely have the added potential to prove lucrative for both communities and people with ideas. This guide helps to bring the start-up concept into the development world. It offers a structured approach to development for implementation of the most profound ideas of people from local communities using methods commensurate with the
start-up philosophy.

The elegant simplicity of this document is its core strength. It has universal application and can be contextualised to respond to the requirements of any country context. This document makes an important contribution to the effort to ensure that people are empowered to take the lead and change their communities for the better. I am convinced that the guide will gain favourable reaction from development organisations and communities across the globe.

Armin Sirčo
UNDP, Senior Sector Leader

INTRODUCTION

1. The Philosophy behind this

Public institutions usually solve problems through a linear process, based on public policy or regulation that offers little room for iteration along the way. The start-up philosophy is at the opposing end. It encourages mistakes and acceptance of failure and therefore successful start-up businesses are built through a series of iterations or prototypes. Start-up businesses are built using a design thought process approach whereby, "different facets of a problem are carefully dissected, particularly the insights from the very people affected by the challenges."

Solutions are found through the development and testing of assumptions. It is a process constantly evolving and therefore creates responses to problems that are more agile. Public institutions and governments could benefit from looking at the experience and methodology of start-ups and, if they so desire, they could change the pace at which they test and execute new ideas. This would allow for more business-like development aimed at improving communities.

> **It doesn't just help you, it helps other people too. Even if everything fails business-wise, at least I know once in my life I contributed to pushing a movement,**
>
> **I believed, forward.**

This guide is intended for people from all walks of life and offers ideas aimed at helping them to transform their communities for the better. It is also intended for public institutions and the people working in these institutions who may benefit from the guide. The guide is not a political manifesto, but it could serve those political parties looking to help their electorate and citizens through targeted community development.

1 McGough, Heather. Government Says Yes to Lean Startup Methods, 2016

This document aims to inspire individuals to help make their communities become better places to live. Essentially it brings the start-up mentality and community development closer. Starting up an initiative presents the opportunity to create one's own future and provide security for family, friends and community. Yet the prospect of starting up an initiative that would have an impact on community development is both thrilling and daunting at the same time. There are many things to consider and this is why this 'how-to' guide outlines several steps on the path to achieving success. It is a roadmap for those willing to move their communities forward and provides a concrete and pragmatic set of tools that describe how start-up actions can transform communities.

2. What is a Community and how does this help

Community as referred to in this guide can be a city, municipality or other form of local government or self-government. Yet it does not have to be as concrete as one might think. It can also be a forum, thematic community or association as well as a virtual community, such as a social network. It can be very informal. The concept remains the same no matter what form of 'community' one may find oneself in. The success of a community depends on the abilities, creativity, engagement and activism of its people. It depends on people who are willing and able to move things forward.

3. Inspiring a Movement

This guide is for people who believe in the power of positivity and sharing their journey with each other and comes from innovative leaders that have transformed themselves for the better.

This document is intended to help people flourish both internally and externally by encouraging them to build and expand their networks and relationships with leaders across different communities and by sharing powerful stories about the work that matters.

The fundamental philosophy is that anyone can make a difference and that individual passion can create movements that can change the world. The main question interwoven throughout this document is **"If I don't take action then who will?"**

It is based on the belief that bringing these people together can create the spark that leads to revolutionary community development action.

4. From Needs to Ideas

In the sense of Kennedy's inauguration speech – ask not what you need, but what ideas you have to address that need. Ask not your community, but ask yourself how you can partner with your community to make it flourish. It is about how to extrapolate revolutionary ideas implemented "not from the generosity of the state"[2] but from the joint actions of ordinary people.

The authors envisage that this guide will have practical application in the implementation of different socially responsible ideas, bringing the start-up methodology and development progress at whatever scale may be required. We all dream about ideas but just a small percentage actually implements their ideas. This guide shows what this small percentage of people do in order to turn their dreams and ideas into practical action. It teaches us how to become one of them.

The authors do not claim that it is an easy endeavour to turn ideas into a reality worthy of amazement, but they do support the concept that it can be done. It just requires courage, structure and perseverance.

2 John F. Kennedy. Inaugural Address, 1961.

5. From Ideas to Development impact

We and many other people around the world take action yet too many people continue to suffer exclusion, denied the freedoms and basic entitlements of development. We take action to fight poverty, combat global warming and protect the environment and humankind as a whole.

Our global development agenda centres on the Sustainable Development Goals. This concept fits and can be linked directly to several goals from the agenda. The initiative, for example, "promotes development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium sized enterprises." [3]

It also contributes to making cities "inclusive, safe, resilient and sustainable". [4] The initiative does "reduce inequalities" [5] and does "empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status." [6]

The philosophy encapsulated in this guide represents a new form of community-based education and practice that can expand the implementation of these goals. Working in an innovative way directly with people and communities can better address the problems of contemporary communities and help unlock the benefits of development. It will help to create programmes that target the building of networks and that promote dialogue between communities and the constituent parts of a community.

3 Sustainable Development Goals. United Nations. Goal 8.
4 Ibid.
5 Ibid.
6 Sustainable Development Goals. United Nations. Goal 10.

INCLUSIVE

SAFE

RESILIENT

SUSTAINABLE

6. How to Read this Document

This is a ten-step guide to how your ideas can shape the future of your community as well as yourself. It leads you through the process of how to develop and realise your ideas. It is intended to help you define and structure your ideas and to overcome potential challenges.

Scroll through the table of content before you start to read the main body of the text, because the guide is not necessarily meant to be read from the first to the last step. Depending on your requirements, the steps may or may not be interconnected or represent a logical flow. One can jump from one to another step, depending on the phase of the idea. One can even jump from the first to the tenth step if you perceive that the intervening steps are not relevant to your particular situation or community.

This document is intended to function as a pocket edition, something that will aid you in structuring your daily work and starting up your idea. It should be a constant reminder that you can succeed and that your power of will and determination will ultimately lead you to mastery of your chosen field.

GUIDE HOW TO START-UP YOUR COMMUNITY

ACTIVISM

STEP 1: Start-up Yourself

We all too often find ourselves in a situation where we recognise a problem or identify a process that could have been done in a better way but do nothing about it. We come up with ideas on how these problems, needs and processes could be solved, satisfied or improved but take no action. The usual reason for not taking action is fear. Most often this relates to the fear of failure, incompetence or rejection. These fears can stem from a lack of education in a particular subject and/or a shortage of the tools or funding necessary to accomplish a plan. It can also be attributed to the fear of becoming involved in lengthy and complicated governmental processes that drag on as well as narrow linear thought processes and other potential barriers to finding and implementing a solution.

One of the ways to get rid of such fears and to motivate ourselves to take action is to perceive failure as a positive rather than a negative. Failure should be seen as a step on a learning curve that brings us closer to achieving a better outcome. We can achieve our goal by dissecting the problem into smaller clearer and more easily achievable steps.

"The secret of getting ahead is getting started. The secret of getting started is breaking your complex overwhelming tasks into smaller manageable tasks, and then starting on the first one." [7]

How you perceive a situation or problem plays a huge part and defines how you achieve your intended goal. Those who surround us can affected us and therefore it is very important to surround yourself with positive like-minded people. These people will provide support and encouragement when most needed. The key really is to let go of your fears. If you have an idea or an initiative then step up, go out there and try it. If at first it does not work then try to rework the method or drop it and come up with something else. The more people that have the courage to try out their ideas and to risk failure and have the persistence to start over the more their community will become open to welcoming such so-called failures.

What is important is the spirit and the courage to take action to at least try to do something.

7 Brott, Richard A. Advancing a Successful Business: Managing Your Organization Well. ABC   Book Publishing, 2009.

As Nolan Bushnell put it, "The critical ingredient is getting off your butt and doing something. It's as simple as that. A lot of people have ideas, but there are few who decide to do something about them now. Not tomorrow. Not next week. But today. The true entrepreneur is a doer, not a dreamer."

START UP

The action or process of setting something in motion - a newly established business.

*A temporary organisation designed to search for a repeatable andscalable business model.

*A human institution designed to deliver a new product or service under conditions of extreme uncertainty.

To be an entrepreneur and an activist you have to be ready to fail and fail fast, often and gracefully. The sooner you start failing the faster you will get to the desired outcome. Having a reputation as someone that tries over and over and gives the initiative 'a shot' is much more appreciated than never trying anything. However, when you fail do so with dignity. No one is to blame; it just did not work out.

To get a push and draw motivation you set yourself goals. It is best to start by asking yourself simple questions:

- Should this problem be solved?
- If not me then who will do it?
- If not now then when?
- Do I have the ambition?
- Are my expectations reasonable and executable?
- Is it possible within the community/environment that sur rounds me to acquire the know edge and tools necessary to help find a solution?
- Do I have the energy?
- Are there people out there who might be interested in helping?

> **No matter how many mistakes you make or how slow you progress, you are still way ahead of everyone who isn't trying.**
>
> Tony Robbins

If your answer to any of these questions is YES then you are ready to jump-start any kind of initiative. Research those who have already done it and you will find that many started from scratch without much at hand, but with a big ambition and without the fear of failure.

It is surprising how many of us can make huge things happen by realising that achieving a goal is not that hard if we turn it into a set of smaller more realistic and achievable goals. With ambition and the right attitude it should be easy for you to start-up your idea.

STEP 2: Correspond with your Community

An idea should not be developed in isolation from its environment. It has to be shaped by and for its intended target group. Its success may depend on the support one gets from the community as well as the specific knowledge and needs of that community. The earlier we engage the community the more likely it is that we will come to understand the specificities of that environment, where the idea is to be developed. There is nothing much to lose at this stage, because it is better to take risks while the risks are low and there is nowhere to go but up.

A simple letter to the community can change your course of action for the better. Whether the community is a public institution, private entity, an informal group of individuals or a virtual world does not matter. You may find resources there beyond your expectations. This will help you to take stock and find out if anyone is talking about your idea, product or service and if there are potential users that are excited about your idea. It is about the culture of participation, public consultation and feedback and this will help you shape your idea in a more structured way. Request meetings with public officials, managers of relevant enterprises and present both yourself and your idea boldly.

This step is important and becomes more prominent during the development of the idea. It is not a one-time action but a constant activity of proactive communication with the community. Even once the idea is fully structured and developed, the community will become a critical stakeholder. The longevity of the idea will therefore depend on the level of community engagement and interest in the idea. This will help us to maintain that interest.

The community is your networking and marketing tool. Invest in a good database on your potential stakeholders and use it to capture information gained through correspondence with your community. Look for common values and beliefs.

Why do this? Because your idea must correspond to these values and beliefs. If you manage to add value through your idea then it will be a success.

Correspondence with the community must be a two way street. The community should be there to help early stage entrepreneurs and start-ups develop their business ideas.

The community has the responsibility to create an exciting and convincing environment in which people can become entrepreneurs. This is known as creating an ecosystem that encourages individuals to start up their ideas. The community should be ready to offer training to potential start-ups so that they can understand the basics of their profession and the requirements of running a business in order to help them think like an entrepreneur. They should also be ready to invest a certain amount of capital and create partnerships with private entities.

There is the possibility that they will not invest and that they will not recognise the true value of your idea. Do not get discouraged, if you are fully determined and believe in yourself and the value of your idea then the steps contained in this guide will lead you to success. This investment is one that will surely attract other investments.

STEP 3: Ask your Neighbours, Friends and Family

In order to gain a better understanding of our surroundings and the conditions within our community, the supporting resources and the nature and scope of the market we first have to establish a relationship and develop a network with individuals within our community as well as in other communities.

We have to clarify how our idea or solution will fit into the current community conditions by asking certain key questions:

- Who are the individuals that care about the same issue?
- Who are the consumers that implementation of the vision will affect?

- Is there a similar solution out there and if so why is it working or not working?
- What resources do we need to implement it?
- Who will benefit from it and how?

These and similar questions will help us to conduct market research and connect with those that have relevant insights into the current market conditons and/or any experience that could help us answer these questions.

When an individual community participant has a concept, idea, business model or solution that could have a potentially beneficial outcome for the community then market research becomes significantly easier. This is because the participants from whom we will be extracting the valuable information

A community is full of leaders and successful mentors that are ready to share their experiences as well as people that care about the same issues as you. It is necessary for every entrepreneur with an idea to get out there and reach out to such individuals. Call them, e-mail them and initiate meetings and exchanges of information. Enquire about their experiences and knowledge and insist on sharing experiences. There are always people who have similar visions that want to change their community for the better. As the outcome will be beneficial for all, they are usually willing to participate in actions aimed at bettering their community. Use the factors that connect you in order to gain information from the community and share your vision with them in an attempt to increase their interest.

This positive process of exchanging ideas, voicing opinions and sharing experiences gives people a sense of collaboration and makes them feel like they are already participating in the process of changing things for the better. At the same time, it helps new entre-preneurs collect the feedback necessary to elevate their ideas to a higher level.
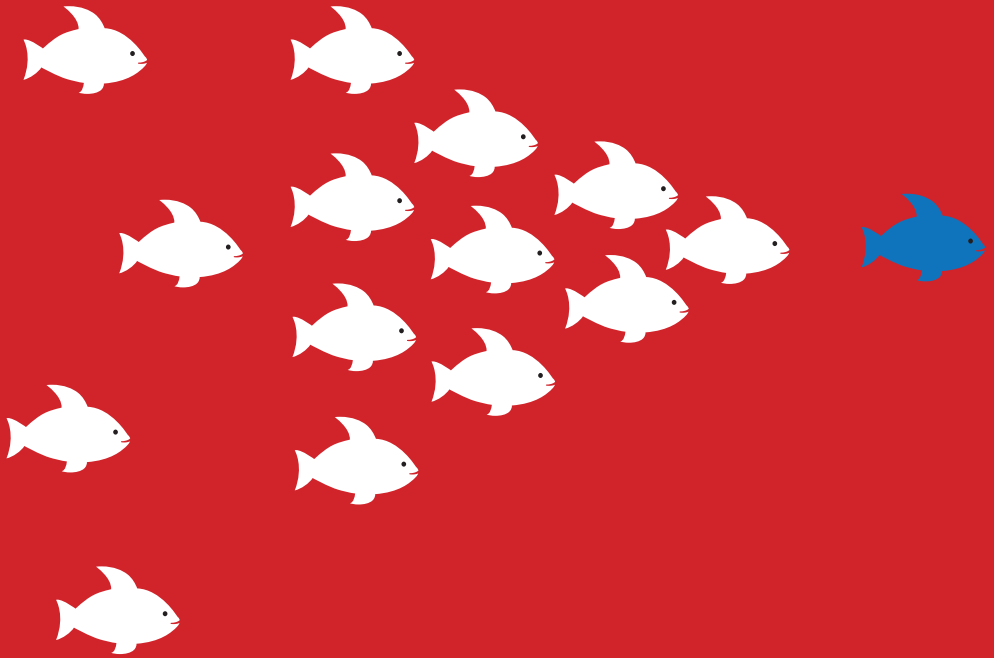
LEADERSHIP

STEP 4: Accelerate your Idea

A concept that can be useful in the process of accelerating your idea is the use of the design-thought approach. This sets an individual at the centre of the process and develops solutions based on the constant tweaking of hypotheses, assumptions and prototypes in order to find the best solution. In this approach brainstorming session are used to refine and arrive at the desired polished idea. The vague initial starting idea is taken through a diverging process of expanding the initial idea into an extensive pool of varying ideas (that seem either possible or impossible) and then through a process of convergence where the ideas are narrowed down to two or three clearer ideas, of which one or all will be pursued.

This process requires each participant to be an open empathetic and integrative thinker with an optimistic attitude, ready to experiment and collaborate. This is because a lot of freedom and 'thinking outside the box' is required and must therefore be welcomed. These traits can be learned and practiced and thus anyone can learn how to become a better design thinker. A bond can be created at this stage between the creator and consumer through simple participation in the ideation process wherein all ideas are welcome and valued the same. Ideas are generated from one up to fifty to two hundred new ones (diverging process) and then narrowed down to two or three that will be pursued after looking at the resources, feasibility and viability of the ideas (converging process).

> **You don't learn to walk by following rules. You learn by doing and falling over.**
>
> Richard Branson

As mentioned earlier, public institutions usually solve problems through a linear process, which has little room for iteration along the way and no interaction with the consumer until after the product or service is completed. Many businesses follow similar steps based on a set business plan that leaves little wiggle room for improvement and none for failure.

When delivery of the product is based solely on 'regular' methods, such as researching the market, identifying the customer, creating

the product, securing investors and then selling the product without any consumer feedback, even conservative start-ups can be hit or miss, depending on the success of their product in the market.

Such an approach can be very risky and sometimes very costly; however, there are better, more predictable and less costly ways to use the resources in a community to obtain the desired result. Entrepreneurs, communities and governments have completely different dynamics and operate in different ways using different approaches when implementing processes and ideas. Entrepreneurs work bottom-up, relying on themselves to do the work in a world built of networks. Governments work top-down and rely on others to do the work, while operating in a hierarchical world.

Creating change and shifting the perception that things should always be done in the same way can be gained by changing traditional internal processes into more lean processes or even by just tweaking the processes or parts of the processes by slowing them down, dissecting them into smaller phases and allowing community interaction even to a small extent and thus achieving 'leaner' processes.

The 'lean' start-up approach seems to enable entrepreneurs to do just that, namely to reduce risk while saving money and delivering a product or service that is more attractive to the intended consumers. What is different about this lean start-up process is the way the innovation process takes place. Instead of following a particular set of steps, whether a procedure, a business plan or a set outline, the process is dissected into various phases with a flexible range of outcomes. The focus is on producing a more attractive experience or product by waiting longer and polishing the end result by incorporating community/customer feedback and the developer's opinion throughout the various stages of development of the idea/product.

Within this process, the product or service (or the initial/current version of the product) is pushed in the direction of the consumer. This ensures constant consumer participation in the ongoing process of review, feedback and improvement at each phase. Giving yourself time and allowing potential customers, communities and developers to provide feedback allow you to reshape your idea or reconstruct your service. Fixing issues along the way saves time, effort and money and helps to ensure that the outcome will be bigger, better and of

higher value to those it is intended to benefit. The aim is to make the consumers partners in the process.

This process can also be applied to the prototyping phase, where a couple of ideas are pursued in an attempt to finalise the decision on which one to select. Developing, testing and getting feedback on prototypes is a great way to test the desirability as well as the feasibility of an idea and thus further helps in selecting which final idea to pursue.
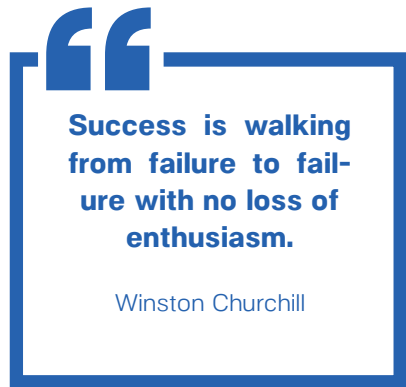
The direction in which the initiative will be taken is re-established and the process reiterated with each new stage.

When the final vision of the initiative has been crystallised and the implementation process established, this needs to be shared with the world, which leads to the question of the team you will create and take on your journey.

STEP 5: Do not give up – you are half way through

Believing in yourself and setting your goals properly has brought you hallway there. Ignoring negative advice such as "quit now, you will never make it" has brought you this far yet now is the time when you will start to question the validity of your idea. "What is this all about, does anybody really care about this." This is when you have to say, "OK, forget that" and just go ahead.

> **Success is walking from failure to failure with no loss of enthusiasm.**
>
> Winston Churchill

This is a critical stage. Remember that you have come this far and that it can be done. The community welcomes the idea, it has a certain structure and the market niche is there. However, this is when everything becomes tougher. It is at this stage that many people give up, because the development of the idea is occupying more and more of their time or it is having an adverse impact on their family life, business or studying performance. Yet despite the problems, the good news is that it is supposed to be difficult. There is literally no alternative to extremely hard work if you wish to achieve great

success. This is the hard reality. We have been flirting with the idea, but now is the time to see the first results. This may take time and therefore has the potential to discourage you, but if you are falling behind always remember that it is not the end. Run faster and catch up with your dynamic. Do not give up be unstoppable, because this is the best skill you can ever learn. You have to have the courage to own it, seize it and hold on. Perhaps you are close to what you have been waiting for all along, so fire back at all the obstacles with the spirit of enthusiasm.

The challenges of today bring the successes of tomorrow. Success is about relentlessly chasing your dreams and there is nothing extraordinary about it. It is a trait within us all; we just have to recognise it. It sometimes requires us to seek for it within ourselves, but it is there. It is a matter of our own personal growth and the amount of effort we are willing to put in to achieve our dreams, directly and without avoidance. These are the values of a superhero that lie within us. Superheroes do not do things halfway they go all out. A superhero does not accept barely enough or mediocre. Whatever the task you have taken in hand you must see it through to the end. This is the ultimate secret to success. In business, there are plenty of ideas but many companies fail in the execution of these ideas. Great leaders recognise the importance of the relentless execution of a plan. So, focus your energy, set realistic goals, hold people accountable and set a timeline.

All the difficulties we encounter today will be the 'good old days' tomorrow. If you encounter problems think of two things: The first is that it is your job to fix and overcome problems; otherwise, you would not be where you are. The second is to consider examples, such as Elon Musk. Here is a man who is trying to reduce the cost of flights from planet Earth to Mars by 5,000,000 per cent in order to make human beings a multi-planetary species. So ask yourself is your problem of this size and magnitude? Whether it is or not, do not forget to celebrate your successes.
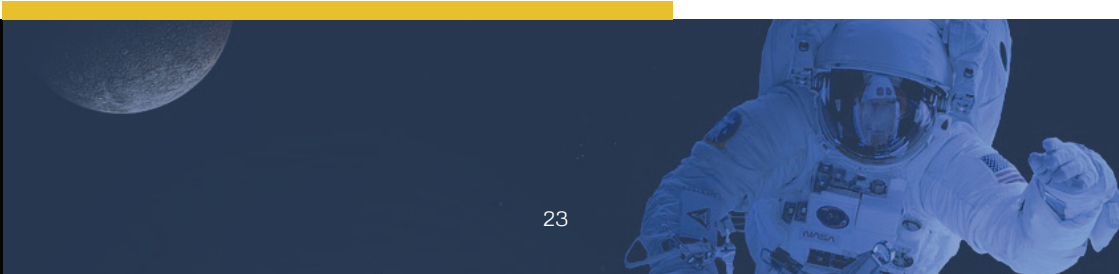
STEP 6: Be a Leader who will Create other Leaders

In order to be an effective leader of an organisation, community, project or business you must develop a clear sense of your own capabilities, passions, strengths and weaknesses. This will allow you to find a way to connect with your environment. Opportunities to lead or be lead surrounded us. Connecting our talents and interests to these opportunities can create experiences and outcomes from which we will learn and that will have a lasting impact not just on us but also our environment and those around us. Through these experiences, we accumulate feedback and the ability to reflect and enhance our ability to create value in our community.

This ability, or rather practice, of recognising our talents will also help us to recognise talents in others. This is tremendously helpful in building influence and planning action as we can delegate duties and split the necessary work more efficiently and effectively. Successfully matching people and their potential with appropriate roles and tasks can ignite productivity, improve focus, support higher levels of effort and enhance feelings of reward after a job well done. This in turn will result in a higher sense of accomplishment, which ultimately leads to an environment filled with positively charged energy.

> **Leadership is the art of serving others by equipping them with training, tools and people as well as your time, energy and emotional intelligence so that they can realise their full potential, both personally and professionally.**
>
> Daphne Mallory is a family business expert at the Daphne Mallory Company.

True leaders act as role models, they share their experiences and motivate others to reach their potential, unlock their talents and accomplish their goals. Leaders help others to become leaders themselves. The benefits from this kind of leadership are more widespread and more effective in creating a more positive community. Here are some tips on how to become a leader that encourages

leadership and cooperation.
- Recognise and develop a clear sense
  of your own talents and weaknesses: own it!
- Create a plan that will help you to retain or increase your strengths
  and capabilities, and manage and utilise your weaknesses.
- Promote and use the 'good' and do not hide from but communicate
  and manage the 'bad'.
- Build on your skills and competencies in order to maximise your
  performance.
- Learn how to link your competencies with appropriate task
  selection.
- Learn how to leverage your experience and always promote
  learning.
- Be inclusive, open, flexible and responsive.
- Demonstrate and promote openness to teamwork, collaboration
  and understanding; embrace the strengths and weaknesses of
  others.
- Create a positive and rewarding environment in which everyone
  can flourish.

"Izvanredni lideri daju sve od sebe da poboljšaju samopoštovanje kod svog osoblja. Nevjerovatno je šta sve ljudi mogu postići samo ako vjeruju u sebe". [8]

Anyone who wants to become a great leader should use these steps as a guide and as a means to gaining a better understand of the individuals they are mentoring or working with. Communicate what kind of developmental coaching is necessary in order to successfully align people, the vision and the talent with the execution of the idea. Serious focus on developmental coaching will unlock people's potential and talents and enable them to give

> **You can't expect your employees to exceed the expectations of your customers if you don't exceed your employees' expectations of management.**
>
> Howard Schultz

8 Garner, Eric. The Art of Personal Effectiveness. Ventus Publishing ApS, 2012

more in return.

We are living in the time of 'connectedness' and can therefore use each other as valuable resources. This is only possible through collaboration, openness, tolerance, teamwork and embracing each other's strengths and weaknesses. Understanding each other's competencies will allow us to build upon our ideas in an effective manner and will create a mutually beneficial learning relationship that will allow us to better understand the problems that surround us as well as what the resources are that can help in finding a solution to these problems.

Great leaders with significant experience and successful projects under their wing always act as feeders into a start-up community. They plan on being long-term advisors to the creative initiators that have the same entrepreneurial spirit but little practical experience. True mentors invest their time and energy without expecting personal economic reward. They will tell the truth no matter how hard.

> **Leadership is the ability to not only understand and utilise your innate talents, but to also effectively leverage the natural strengths of your team to accomplish the mission.**
>
> Katie Christy is the founder of Activate Your Talent.

It is very important for leaders to be inclusive and not play the 'win-lose' game. Everyone, regardless of their background, education and experience, should be able to contribute to starting up a community and should be welcomed and encouraged to share what they have to offer. The door must always be open to all who wish to be involved. Such people should be allowed to contribute. There will be many winners as the level of involvement expands and more become involved longer term.

One project leads to another and one business leads to another. Generating more activity and participation will create a change that the larger group of people can all benefit from. Ultimately, this

can become the foundation for continued growth. Inclusion should not stop at the individual level, but be expanded to other communities. Networks with other cities should be developed, so reach out to online communities. Any type of restriction, whether geographic or non-geographic boundaries, can cripple growth, limit progress and slow down the expansion of the network.

STEP 7: Create your Team

Creating and building a team is a crucial part of a successfully initiative. One of the hardest challenges is to find the right fit for the culture you want to create within your team. Talented skilful people are everywhere, but if the match between the talent and the role is not the right fit then extracting that talent and potential will be impossible. In order to find a good fit you must clearly communicate the vision and culture you are planning to create. The vision is the 'why' and the 'how' of your initiative. It should therefore be clear why you are taking this journey, where you would like to be in the near and far future and how you plan to get there. The reason for the initiative will remain somewhat unchanged, but the way you get there will depend on the culture you create, the speed at which you move forward and the changes that come into effect in the environment in which you operate. The culture you create will depend on the team you get on board, thus hiring the members of your team will create that culture and dictate the direction in which you move forward.

> ❝
> **My model for business is The Beatles: They were four guys that kept each other's negative tendencies in check; they balanced each other. And the total was greater than the sum of the parts.**
>
> Steve Jobs

To attract the right talent and choose the right fit one can reach out through the networks created during the initial phases of the ideation. Brainstorming, prototyping and networking helped identify creative and knowledgeable people who expressed a genuine interest in your initiative and those that

were interested in sticking around for the long term. Creating fun and intriguing messages and reaching out to other communities can help if there is a lack of people that would be the right fit in your community. It is important to not rush, but devote sufficient time to finding the right persons.

Another important element in finding the right match is defining the roles clearly. Regardless of the talent, skill-set, experience or ambition of the person joining your team, if roles are not clearly defined then it will be impossible to evaluate if the personnel you hire will be able to succeed at what they do. If there is no sense of accomplishment or success then morale and enthusiasm go down very quickly and this takes a toll on the overall culture as well as the overall sustainability of the team. This is especially important when

hiring the so-called 'C's' or chiefs of your team. The 'C's' represent the core of the team and are hard to replace.

The people you hire should also be vibrant, creative, diverse in their skills and as excited about your vision as you are. As important as it is to find the right people it is equally important to let go those who turn out not to be the right fit. In order for any initiative to go forward and grow at the intended speed, it is necessary to have the right people on the team in order to maintain growth. Given the time and effort it takes to find the right team and have the initiative take off, it could be beneficial to seek a partner so that the weight of starting up is distributed and interchangeable. Having a partner for your initiative would make running the daily operations easier and allow you to invest time in things that matter rather than trying to run everything yourself.

Regardless of whom you decide to take on board, learning how to work together will be a challenge. Every person has a different style of work and communication as well as different work dynamics. Investing time in learning about your team, how they operate and how they communicate will prove a worthwhile investment as you will communicate with your team on a daily basis and that will set the base for future relationships in the long term. When determining what kind of style of work or work dynamic a team member has, especially if they are not a great verbal communicator, it would be helpful to

have each member of the team take a specific work dynamics related test, such as competency assessment tools, and then exchange the results so that everyone gets a chance to learn about each other's style.

Increasing the level of understanding and awareness of each other's style and work dynamic will bring the team to a new level where they can work together more comfortably and openly and help each other out in building better communication. Being open and direct also helps improve the team dynamic, if done in the right way. Positive reinforcement, honest feedback and genuine support for each other will help build the team's morale and any kind of significant improvement should be rewarded in some way. Great work, acquiring more skills related to improving the work and creating growth in any sense should be rewarded. Rewards do not always have to mean something tangible or material, but could also come in the form of verbal or written recognition. Such recognition should be given wholeheartedly to team members or the team as a whole, if their combined efforts helped take the initiative forward.

Depending on the budget allocated for acquiring, maintaining and expanding the team, the growth path might not always look the way we imagined. One could always look outside of the organisation if additional help is required but no funds are available. One answer could be to acquire additional help by taking on interns who seek experience regardless of the level of compensation. Many young people would welcome the opportunity to gain real world experience but have no chance to acquire it given that they are in the process of educating themselves or are jobless. When given the chance, they can create wonders. In return, the initiator creates an environment in which interns can further educate themselves, acquire valuable experience, grow and feel useful and appreciated. This usually is a win-win situation given that both parties get what they seek without having to invest too heavily, financially or time wise.

MOVEMENT

*This is a series of actions and events that take place over time in order to foster a principle or policy.

*A group of people with shared ideas working together for the advancement of work, the arts and political and social issues.

Access to additional advice could be gained through the creation of a board of advisors that would serve as mentors and at the same time monitor the overall progress of the initiative. It is also possible to benefit from collaboration with mentors at universities and other education establishments. Another source of advice is to seek cooperation with established entrepreneurs who are ready to share their experiences. These people, in many cases, act as board members for other businesses, NGOs and entrepreneurs and therefore might be willing to help you create your board of advisors.

The team is the core of the initiative and first and foremost the determinant of the success of the initiative. Therefore, choosing the right team and constantly nurturing each team member should be the focus and the priority of any organisation, team or business. Always remember you are only as good as those you hire!

ENTREPRENEURSHIP

STEP 8: Attract Funding

Funding is arguably the most difficult obstacle to overcome. We legitimately ask questions like where do I look for funding or how do I position my idea, product or service on the market? For small initiatives, some authors recommend the three F's model: family, friends and fools. It may be a good start, but in order to expand the idea one needs a good initiative model and a flawless pitch. A prototype also conveys a level of commitment and many consider it essential.

So, what do we do? This is the time when your idea is no longer merely an idea but is becoming a project model. It is getting a structure, you have a team and you are investing your time and energy to create a network of potential investors or users. You are looking to pitch your business idea to as many people as you can and to start generating a return on your investment: monetary or non-monetary.

An injection of cash into your project would be fantastic at this stage. You can look for options such as public-private partnership, crowd-funding/sourcing or good old door-to-door sales. Investors or users want big ideas: those with the potential to change the world, behaviour, culture or the way of thinking. It is also about project models that would address their needs or help them to run their project more efficiently and/or cost-effectively.

The best option that stands out is to depict an image of how an investor, society or community can benefit from your idea or product, namely how they get a return on it. An ideal solution would be to lookout for those who can add something to your model beyond money. A person or community that could help your idea or project to grow stronger. It could be in the form of advice, know-how or simply an industry connection. It is certainly better to have an active contributor than someone who merely puts some money in and leaves it at that.

As someone new to this field knowing what to look for in an investor is a vital skill. You want to have the best investors for your business, not just their monetary support.

A good well-developed pitch will enhance your options for attracting funding. In order to clearly communicate your vision to others and be able to engage them in valuable conversation and motivate them to get involved and collaborate with you in some shape or form you must perfect your final pitch. In general, shorter is better. If you can encapsulate your idea into a single captivating sentence then you are hallway there. Many investors decide within the first thirty seconds or a minute.

If you follow these recommendations then you will have a good shot:

- understand who is your audience;
- know your users and understand your weak spots;
- explain concisely what your project is about and what your objective is;
- be enthusiastic, but at the same time remain realistic.

As a newbie, these will help you convince your potential investors. It is also important to be good at correspondence in its simplest form, so people know that they can call you anytime or that you will get back to them quickly. Being truthful is also non-negotiable. You will seduce your audience by projecting your idea in a genuine and truthful way. It is also important to be able to develop a sensible valuation for your business. Nothing will put off potential contributors more than an excessive valuation. So, be realistic.

Take advantage of the online fundraising market. Direct personal connection is important, but your location should not be a limiting factor. Search for online fundraising platforms and pitch your project there. If your idea is good value then it will attract investors and followers.

CROWDFUNDING:

This is a method of funding a project or venture by raising numerous small amounts of money from a large number of people, typically via the Internet.

STEP 9: Implement Ideas that matter to your Community

People around the world are concerned about their country, community and society. Many think that societal concerns should be an important segment of their work. We are surrounded by broken systems made of inefficient and outdated processes. We know some things just do not work and that changing or improving them would change the way people live. Improving the way people live by finding solutions to problems that are of importance to society is becoming a focus of many individuals, companies and organisations all around the world.

Being a social entrepreneur means identifying a new opportunity to respond to a social problem and creating a new way to solve it. Ideally, this would involve using resources that are more readily available and that demonstrate a certain level of predictability. This might sound hard if we look at it as a big picture, but, as previously mentioned, it is about dissecting and starting small; prove that it can work on a smaller scale and then expand. If the idea improves something in your life then it will most likely improve the lives of others and make a difference to your surroundings.

Instead of focusing on how you can change an entire school system that is broken think of how you can improve one hour in the day of a pupil. Instead of focusing on how you can protect the natural resources of an entire country think of a way you can improve and protect your own garden. Proven models that work and bring about change on a small scale can be replicated on a larger scale. The point is to bring about change, no matter how small, and share it with a community that might accept the idea and replicate it as a mean of bettering their surroundings and the way people live.

One of the challenges of implementing these sustainable ideas is securing the necessary level of collaboration and support from the government and finding a common means for solving problems. Projects deal directly with the end users, whereas governments reach people mostly indirectly through different kinds of organs. Although some of the goals might be the same, like having a positive impact on communities, the means of measuring the impact might differ greatly.

> **One can get anything if he is willing to help enough others get what they want.**
>
> Zig Ziglar

It is therefore necessary for government and project representatives to interact and collaborate in order to find ways to maximise the use of each other's resources, knowledge and expertise. This would help achieve the maximum benefit for society through the implementation of the idea and/or process.

This is a situation where measurable results can establish a common language. If a project has a proven model that works and shows positive results on a small scale then government may be open to learning about such innovations. Entrepreneurs are able to create an impact and government can make use of such project models by taking them into consideration when making strategic decisions. Government can also initiate support for such projects and the public through appropriate incentives.

Ideas that matter to your community are socially conscious ideas that provide support for valuable community services, which can be grouped into 'environmental, social and governance' also known as ESG investment. Themes under ESG can range from pollution to cleaning rivers and parks, organising sports events, healthcare, education, anticorruption measures, gender equality, human rights and traditional municipal services. It is about building an ethical organisation that incorporates the values of diversity, community and the public good on a voluntary basis.

There are also global initiatives that request project engagement in development. Project Call to Action is an example of a multilateral alliance that "challenges companies to advance core business activities that are inclusive of poor populations and contribute to the achievement of SDGs." [9]

Simply put, our responsibility to care for others is a global agenda. Remember, we are leaders and we ought to implement ideas that echo the concerns and needs of our communities. We aim to make a difference. The goal is to come together with all constituents of our community in order to create community transformation solutions.

This would help you start up your community. Once the community becomes more developed and the surrounding environment of your

9 Inclusive Business as a Key Contributor to Development Agenda. UNDP, 2015.

project idea becomes healthier, the values of your idea will multiply equally.

STEP 10: Measure and Promote your Results

Results can be measured at many different levels: activity, output or outcome. This means that before we start measuring the results we first need to make a decision at what level the results are to be measured. For example, in its article "Let's be realistic about measuring results" Harvard Business Review analysed three organisations and their performance measurement: the Acumen Fund, the Robin Hood Foundation and the Millennium Challenge Corporation (MCC). The Acumen Fund measures immediate outputs, such as how many mosquito nets are made and distributed, while the Robin Hood Foundation measures outcomes and the MCC looks for the broader impact on society. In order to understand the issue better, Acumen, for instance, could also measure the reduction in malaria instead of the simple quantifiable measure of the number of nets produced.

Therefore, in order to measure our results we first have to understand our need for information on the results and then select the appropriate tool to measure it. It is recommendable to gather basic knowledge on monitoring and evaluation tools. The basics are relatively easy to acquire and it is an important tool for monitoring the progress as well as the end result. We may also need research expertise, commitment to longitudinal study and resources. Simply put, plan, do, check and you will expand your possibilities for success.

On the other hand, advertising the results is the bread and butter of many projects. It helps keep the attention of the users of your project, service or product and helps attract new users. Nowadays, there are numerous opportunities to promote your results ranging from digital media to traditional print media. Do you know how people are talking about your idea, service or product? Big companies invest significant amounts of funds in this, but small companies must also be aware of customer perceptions. Free social media or blogging seem a good fit to start with. They are both popular and populated. It requires continuous engagement with the audience and persistency, but in general may lead you in a good direction to advertise your products or services.

SOME TOOLS TO TRIGGER ACTION
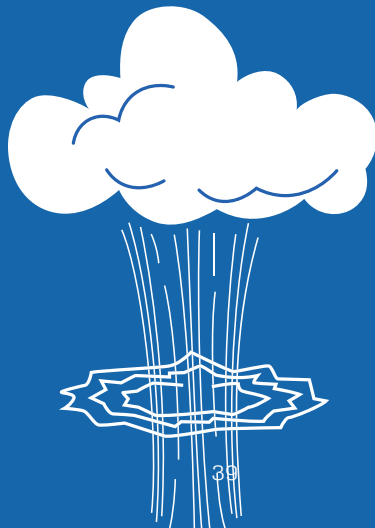
Being able to start-up through the above given steps means that the spectrum of possibilities to accelerate your idea becomes immeasurably higher. Equipped with the skills that correspond to your community, as a leader who creates other leaders and is determined not to give up, you are ready to create a team that can attract funding and implement socially responsible ideas within your community.

Given the entrepreneurial philosophy of action that this mentoring tool encourages, the concept of interconnecting innovative activities such as start-up days, hackathons, mentoring and ideathons through the Community Transformation Model is aimed at a fostering new innovative and entrepreneurial culture within local communities.

This set of activities is designed purposefully to avoid the repetitiveness of the traditional format of educational events that local communities have already had the chance to experience. These activities have the potential to result in innovative improvements within a community separately or when strategically connected.

1. Start-up event

A start-up event (also known as a start-up weekend or a start-up day) gathers regular citizens from all walks of life that have an interest in social entrepreneurship and activism, representatives of the most active local and regional organisations, representatives of local governance, enthusiastic local and regional entrepreneurs, successful start-ups from their community and motivational speakers that have experience of good entrepreneurial practices. The event lasts for six-hours. All participants have a unique opportunity to network with each other and to gain inspiration from other active members of their community. Moreover, the concept of the Start-up Event offers options for networking to and with all of the above-mentioned local actors. It allows them to educate themselves about start-ups and social entrepreneurship and motivates them to plan and execute their own ideas, either individually or in teams. They are rewarded for their innovative efforts and have the chance to receive mentoring in idea creation.

The Start-up Event agenda includes educating participants on the definition of start-up through real life examples and motivational speakers. It covers the concept of brainstorming ideas in teams comprised of people from different ages and social and professional backgrounds and the concept of how to pitch those same ideas effectively to an audience comprised of different actors. It includes the concept and criteria for voting for the best social entrepreneurial ideas, the importance of professional speed dating and networking with people that come from various spheres, and on the significant elements that make a social entrepreneurship idea successful.

Ideally speaking, this activity educates the audience on what a start-up is, shows them through practical examples how the process of creating a start-up works and motivates them to pitch their idea for a potential start-up or social enterprise. After the audience votes, those people whose ideas go through to the next round become team leaders. A given team is comprised of those participants whose ideas did not go through but who gained motivation from the practical examples and want to join the process of developing someone else's idea. Entrepreneurial professionals mentor the teams throughout the event. The mentors participate on a voluntary basis, secured through local, regional or national contacts. This is what makes the Start-up Event concept effective: it teaches everyone what a successful idea is comprised of but no participants are eliminated from the process. It actually teaches them the strength of working together in the latter stages of developing an idea.

The best ideas are rewarded in accordance with the sponsor's giveaways, which are directly linked to potential investors and mentors in the audience (local and regional entrepreneurs). Sponsors either work in the area of expertise in which the winning start-up ideas will grow or are willing to support one of the ideas because they simply have a personal interest in it. If potentially effective ideas did not make it to the winning circles simply because they need improvement then hackathons and ideathons are there to help answer their needs.

2. Hackathons

Hackathons are competitions where contestants learn that they can generate an amazing idea from nothing, without having to know how to codify it. Its importance lies in teaching the local population the communication tools, knowledge and tricks that can bring their idea to life together with people from their local community. A hackathon is a competition that clearly defines a single problem within a community and gathers participants, separated into teams, to compete against each other in order to find the single best solution to the problem.

A hackathon is, simply put, an open-ended but clear challenge that has the form of a question. Contestants are broken down into teams and together they work on solving a single given problem. Professionals in the chosen expertise/topic of the event directly mentor the contestants. Depending on the topic of the hackathon, interested companies and organisations are invited as guests and/or sponsors. Hackathons are usually a great way to connect employers to a group of potential employees that are both enthusiastic and innovative.

However, it is highly important to promote this event as open to anyone irrespective of professional background or age. The only criteria are the problem that the hackathon is trying to solve and the participant's interest in it.

Contestants are divided into teams. The suggested number of members per team is three to five but it depends on the total number of contestants and the physical size of the space where the event is being held. Ideally, this event occurs at a publicly owned space so that the event organiser does not have to pay for the space. This also allows local government or a company to sponsor the event directly by providing the space for this creative problem-solving event.

A practical example is to have a local food factory sponsor one hackathon where the main task is to develop and design new innovative updated packaging for the sour cream they sell. This way the employer benefits from gaining a new product design and the attendees

are exposed to a potential employer/investor/mentor.

The purpose is direct mentoring, education, problem solving, project sustainability and networking. Moreover, it aims to introduce the local community (and the broader audience) to the concept of brainstorming and its importance in creating sustainable societal development. By organising a hackathon, members of the local community can meet and develop new ideas together. The participants may previously have believed that there were no active members in their community with the same vision of the given problem solving exercise.

3. Ideathons include innovative educational concepts.

All educators at ideathons directly mentor the participants by teaching them new skills and theories. An ideathon is an event at which the participants are shown inspirational examples from practice for the first hour of the event, while for the next three hours they apply the same set of tools used in the examples in order to improve their idea. This all takes place during the ideathon; the approach of the educators at an ideathon encompasses all community constituents.

3.1. Community Hacking Approach

The manner of solving the transformative challenge is that the project activity gathers people that are not infected by narrative collective apathy. These people have the experience, knowledge, skills, leadership abilities and networking capacities to facilitate a transformation that will 'wake up communities' and 'hack' the constituents' mind-set. The aim is to help them to take responsibility for the quality of their own life and act pro-actively as opposed to remaining passive. All programmes and actions are designed in a way that stimulates the 'hacking effect'.

3.2. Start-up Approach

Activities will also promote the start-up (never give up) approach. Using this approach, you will teach people how to ensure the sustainability of their ideas and initiatives as well as how to apply smart planning skills that will attract investors. Inputting the start-up concept

into community development and the transformation concept creates a model that can be applicable to any entity that strives to achieve sustainability, effectiveness, efficiency and relevant functionality. This is also because a community is structured and obligated to produce and cherish basic values: social, economic and cultural.

3.3. Bottom-up Approach

By establishing an infrastructure and affirmative environment for the bottom-up approach within policy creation and implementation you also promote participatory democracy and civic engagement in community life.

34. Human-Centred Strategic Approach

The human-centred approach ensures tailor made interventions by placing people at the centre of its work and as its most valuable resource.

3.5. Social Approach

The social approach deals with community trust, ownership and the commitment of community constituents to community transformation. It is widely recognised that community transformation as well as development at the local level happens when community constituents develop high levels of trust, share a common vision and ownership over the process itself.

3.6. Non-Formal Education Approach

Trainers at all of these events will use a highly participatory and interactive approach toward learning based on their experience of the learning cycle. This approach facilitates critical, innovative and creative thinking and strengthens reflective skills. This approach contributes to transformative learning.

3.7. Participatory Approach

All of the processes are based on broad consultation with public and other community constituents in order to ensure their engagement

throughout the process. The participatory approach will ensure better local ownership.

4. Mentoring

Mentoring takes place in different forms and at different levels of involvement. Communities are complex and changeable systems composed of many different constituents. Under particular conditions, communities are expected to meet personal needs and interests through individual or group actions. This complexity is also reflected in the transformation process, which takes place in a certain community.

Potential mentorship should be asked of individuals/organisations/companies that meet the required criteria:

- They are willing to get involved in the community transformation process bringing commitment, a high level of community trust and ownership building capacities – Human-centred approach to development.
- They have sufficient capacities to participate and to contribute to community transformation (change management). Through this, the will influence networking and the empowerment of local leadership to lead the transformation from ground level – bottom-up approach.
- They provide an inspiring and innovative place/space for cooperation among themselves (influence the establishment of physical meeting points
  for community constituents to meet).
- They are interested in sustainable programmes at the policy, institutional and financial level.

CONCLUSION

This guide offers a concept on how to transform a community into a more enjoyable place to live. It is based on linkages between the start-up philosophy and the basics of development theory and practice. It focuses on the actions and activism of people and celebrates the power of ideas. The guide transmits a positive vibration and contains inspirational ideas on how one can move things of interest forward. It offers a structure for ideas and encourages people to move from dreaming to creating their movements or project models. The guide's main aim is to help people live better and more prosperous lives within their communities.

Conceptually, this document is structured into three rounds. The first is activism, which encompasses steps 1-3. These steps encourage individuals to take action, to become activists and factors of change. The second is about leadership and expands from step 4 to 7. It is a call to take the lead and become enablers of positive development within a community. The third round is about entrepreneurship. It helps to understand the very basics of entrepreneurial behaviour, which is highly applicable to project models and to giving an innovative twist to traditional project mind-sets in order to achieve greater results.

This is educational material with real potential for practical application. Over the years, we have discovered that people's empowerment and education are essential for development. This guide empowers people through the knowledge that it is not up to anyone else but to them to make a difference that matters. Indeed, it is about people as social creatures. It is about bringing people together to make a difference. Our survival depends on our ability to make connections with other people. Our lives, projects and communities depend on this interaction. Entrepreneurial inclusion is of critical importance. It has the potential to be a catalyst for development and that alone gives purpose to this guide.

We envisage this document as a roadmap and a mentoring tool for all those that are willing to take action to transform their communities and their own well-being.

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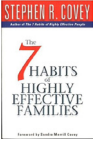The McGraw-Hill Companies, 2001.

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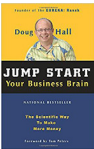"Growing Your Business."
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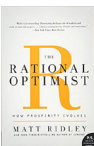Cherisey Press, 2004.

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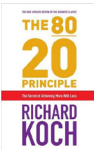
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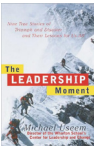
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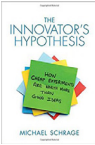Boston, Mass: Harvard Business School Press, November 2010.

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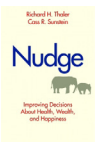Boston, Mass: Harvard Business School Press, 2008.

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" Do. Or do not. There is no try. **"**

Yoda,
Jedi Master

Notes

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This guide takes a very different tack in explaining all stages of developing idea into a tangible enterprise. It is a human-informed story about people and their potentials to improve the well-being of their communities.

Majda Ganibegovic,
Project Manager/ Chief Technical Advisor

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Redefine your low persistence in making your idea happen. Realise there is unlocked potential within your very own community and within yourself. Read the 'How To Start-up Your Community' guide and start innovating.

Edin Mehić,
Co-Founder of Networks

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This is an invaluable guide for anyone who wants to change his or her life, the communities and the countries for the better. Stop waiting for a sign. This is it. Start reading and start-up.

Melanie Kovacs,
Co-Founder of 21 Master Academy

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Sarajevo, 2017