

Intelligence & Compassion in Action Award Application

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Intelligence & Compassion in Action Chapter Reflections

Introduction

1. I would define a “social entrepreneur” as someone who is working towards and making positive change in the world. Generally, social entrepreneurs have a Vision of change and a method for creating it. These people are using their skills and situation, be it as a teacher, a writer, a nonprofit manager, etc., to actively make positive progress towards achieving their Vision in the world. They don’t let people who are negative or apathetic discourage them and they seek to inspire and connect with others to further positive change in the world. I don’t believe true positive change is possible without this mentality. If people don’t have clear goals and the gumption to work past the negativity of others, then everybody would be apathetic, hopeless, and/or negative in their beliefs about the possibility of change. People who are apathetic, hopeless, and negative don’t work towards positive change and don’t inspire others to do so either.

2. The Seven Pillars are:

1. Having a Vision for change and ignoring those who spew negativity about it.
2. Using the special skills you have.
3. Finding something to do that is truly needed in the world.
4. Work together with others.
5. Share the credit for you work.
6. Place people in your life and work who can give you honest feedback and make corrections based on this feedback.
7. Look towards the long-term, rather than the short-term; accept that there will be setbacks along the way.

Basically, the Seven Pillars are a guideline for those who wish to be social entrepreneurs. I think they work as a framework for life as a social entrepreneur by giving clear directions on how to obtain success and include instruction for creating a support system that will allow you to follow step seven and overcome short-term obstacles.

3. A case of social blindness might be a student who feels unmotivated and hopeless about engendering real change in the world because they think the problems are too big and too numerous for them alone because they don’t have enough resources. As a social entrepreneur, I would offer clear options for the student where they can volunteer resources they do have, for example their time and experiences as a university student. By giving the student clear and specific potential ways they can help a group that is already working towards change, I would be giving them a Vision they can attach themselves to, offering a way for them to use their resources and skills, creating a partnership between them and others, and allowing them to share in the credit of the group's successes. Basically, the student would have a chance to be hooked into the Seven Pillars framework and not feel so alone in their desire and efforts to create change.

4. As far as combining historically religious doctrine and contemporary wisdom on social entrepreneurship, I think it’s not a bad thing. Religion does often have many great ideas about helping others. The danger, I think, is that people who have had negative experiences with religion might recoil from something they felt was connected with

religion and perhaps that certain groups might feel that you must be religious to be a full and complete social entrepreneur. I somewhat disagree with the author that social entrepreneurship is most stable coming from a religious background. As I mentioned, Religion does have some great ideas about helping people, and many encourage their followers to do so, creating a community of support that may already be in place for those wishing to be social entrepreneurs. I think that coming from a purely humanitarian standpoint can be equally as stable, however, because I think that through this, many different faith traditions and those who are non-religious can more easily work together.

Chapter 1

1. The historical social entrepreneur I probably identify with most is St. Baptiste de la Salle because of his impact on the education of the poor youth of his country. I believe everybody has a right to a good education. Education can greatly improve a person's life and widespread education can improve the health of communities. Those who are more educated can often think more critically and come up with more innovative solutions, because education allows people to build on what others have done before. Education can also improve people's health, as it can bring knowledge of proper nutrition and etc. If I were to found a nonprofit, it might very well have to do with providing education to those who might not otherwise receive it.
2. I think three characteristics the historical figures had in common were determination, vision, and leadership. They needed vision to become social entrepreneurs, determination to overcome their opposition and in some cases leave behind what they knew, and leadership because they all drew in others to help in their goals.
3. Some of the distinct similarities the contemporary social entrepreneurs shared were vision, innovation, and following the Seven Pillars. However, they all had different goals and niches they were filling with their projects and all used different methods to achieve their vision.
4. I've always admired Doctors Without Borders, which was founded by a massive list of people. I think their goal to provide healthcare to those in poverty across the globe is very important and provides a valuable service to the world. From what I know, they are effective in their efforts as well.

Chapter 2

1. The Seven Pillars involve implementing your vision regardless of naysayers, using your special skills in a non-duplicative way, working in partnership with others, giving others the opportunity to share in the credit for results, having a valid feedback loop to measure those results, and allowing for bumps in the path as you work overtime toward great success.
2. Both the Seven Pillars and the seven Carter Center rules provide a detailed framework for social entrepreneurship, though the Carter Center rules offer more specific points. Contained within both is the idea of non-duplication, choosing to apply your skills in areas that others aren't already successfully addressing, not allowing a fear of failure to overcome your vision and

efforts, and the idea of paying attention to creating successful partnerships.

3. Right now, the Pillar that seems most important to me is Vision. This is because I'm at the end of my college career at Monterey Bay, and am looking towards the future to decide what I want to do with my life. Figuring out my own vision, moving forward with it, and not allowing naysayers to get me down in something I think about a lot these days.

4. If were to represent the Seven Pillars using something other than pillars, I think I would choose a cell in a multicellular organism. Each cell is made of many parts that work together to make it function. There is a clear order to many operations in a cell, yet these operations go on continually all the time, this is like implementing the Seven Pillars. You may start with Vision, but once you get going, all Pillars operate together. Furthermore, in multicellular organisms, not only does each cell have individual parts, each cell has a specialization in an area and altogether they make the body function. An individual cell in a multicellular organism needs the partnership of the other cells to make a whole and functioning being.

Chapter 3

1. **In my experience, it is true that you need to let go of being superhuman. People just aren't superhuman, even those that seem like they are. There is always something going on behind the scenes of people who seem like they are doing everything that isn't apparent on the surface. This is my experience because I have gotten close to someone I previously considered superhuman, and realized that they have their own flaws and issues. I also have been the one considered by others to be some type of superhuman, in my case a super student. People have seemed to think I have everything together all the time and that I know a lot more than I actually do. I definitely don't have everything together all the time. I've often tried to do everything because there is so much I want to do in the world, but I just end up a stress ball that is falling apart at the edges. In these cases, I've either not been able to do well in anything I was doing, or just went a little bit crazy and put a lot of stress on the people who support me. I couldn't have done half the things I've done without my support network. I suppose an example of my mortal message would be last semester. I had to give up a lot of things in order to focus on my capstone because I wanted to create the best capstone possible. If I had held too tightly to my other activities, I wouldn't have been able to win the capstone award with my partner. I couldn't do everything at once.**

2. I think my vision areas include spreading multicultural awareness throughout communities, providing excellent education based on an assets model of multiculturalism and abilities, and mental health awareness. At this point I'm not sure if there is one that stands out in particular because they all come into play in different areas of my life. My extracurricular activities with the Lion Dance Team are centered around spreading culture in the community, my work revolves around providing good education and help to all students, and mental health awareness is something that has very personally affected me. I've always believed in the importance of communication and culture, which is how I fell into the first two, first by joining the Lion Dance Team and then by getting a job at the Cooperative Learning Center and being able to help develop English Language Learning curriculum. Mental health awareness is something that I've gradually become more and more passionate about as I've dealt with my

family and own personal issues. Last year, I realized it was something I cared about a lot when I got really angry when I heard how little funding the Personal Growth and Counseling Center receives from CSUMB (which is hopefully being rectified). My desire to help and provide knowledge to people, along with my passion for justice, is threaded throughout all three. These base passions have been with me since I was a child.

3. Honestly, I think my biggest naysayer is myself. My greatest successes have always involved overcoming my own negativity, though naysayers providing negative input on the internet in general also affected me. The biggest success I can think of is overcoming my own mental health issues and rising up to create an extremely successful capstone. People say study abroad is life changing, which in my case is true, though not in the way most people mean. I fell into depression while in the latter half of my stay in Japan due to fear of the future, feelings of inadequacy, and uncertainty regarding my choice in major. It was pretty terrible timing, because my main support system was an ocean away, and I became locked in a negative cycle in my head. I was a mess when I came back, but I was able to build myself back up with effort and the help of others. I think this is the greatest triumph of my college career because I came out of a terrible situation and was better for it. I don't think anybody can put me through a greater hell than I can put myself through; I just have to remember this.

Chapter 4

1. I think I'm a problem solver with a fairly logical way of thinking. I may listen to my instincts, but I'm usually very methodical when approaching a problem, even interpersonal problems. I think I'm also an active learner with a large amount of wonder. I tend to "nerd out" over new, fascinating things I learn about the world and get bored if I'm not taking in interesting or useful information. Envisioning is probably my strongest suit, because I am always thinking of cool things I could do with my creativity.

2. My friend and I discussed that we all have all of these traits to some degree, it's just how much of that trait we have or don't. For example, everybody is honest sometimes or enthusiastic sometimes, but some people are honest or enthusiastic way way less often than others. We also discussed the addition of "grounding in faith tradition" as part of the way we are. I'm not sure I agree that this is a fundamental part of everybody, I would perhaps choose culture or society instead, which can tie in a lot with faith tradition. My friend pointed out that for many people it is very important though. I guess, whether religious or not, those beliefs do influence you, so I can understand why Dr. Speeth included it in the list, especially because it is obviously so important to her.

3. After discussion with friends and some thought, I think my top three areas of skills are: Objectivity and Professionalism; Empathy and Compassion; and my ability to understand, absorb, and question new concepts and information.

4. I think I have skill in encouraging and teaching others. Most of the things I'm interested in doing involve helping others learn and become more comfortable with themselves. I also think I'm pretty good at considering many different angles of a concept. I definitely do not have skill in sitting still at a desk. I am constantly fidgeting and my brain is constantly wandering off on

tangents unless I find something that so engrosses me that I become hyper focused and shut out the rest of the world (this is pretty rare though).

5. I think I'm most comfortable in environments that are changing with many different interesting things that I can focus on, whether it is information gathering or problem solving. I like to have some measure of control over myself, but also to be able to move about. I think I'm uncomfortable in environments that force me to sit still for long periods of time and/or don't seem to be benefitting me in anyway. I'm also uncomfortable among large groups of people I don't know.

6. Well, I would love to discover some programming skills within myself, as I think they would be very useful. I'm honestly not sure if I will be any good at it, as it does require extended periods of focus (though that's something I can work on too), but it also has a large aspect related to problem solving, so who knows! I think I can find out if it's a skill that I'm any good at by trying it out.

7. For "knowledge and skill" I would list Japanese Language, Intercultural Communication, Cooperative Argumentation, English as a Second Language Tutoring, organizational skills, adaptability, and flexibility. I'd like to add more languages, like German, to this list. I'd like to get to Intermediate level German within the year and I plan to do this by practicing for 10 to 15 minutes each day and talking with my relatives in German.

8. As far as baby steps go, I think I can continue to talk with my friends and family and take a few skills quizzes to continue to explore my skills from different perspectives. I'd like to get a sense of what other people see in me as valuable and compare it to what I think of myself. I'd also like to see what people see as my weak points. Then I can consider these in my career decisions.

Chapter 5

1. An idea is visionary when it fills a gap that no other organization is filling or offers unique additions or improvements to other ideas. Somebody may take the same concept as another, but if they implement it in an area that has nothing fulfilling that need, then it is still visionary.

2. I've chosen to compare hardware stores.

- Home Depot
- Lowe's
- Orchard Supply and Hardware
- ACE Hardware

All these hardware stores do compete with each other in very direct ways. Home Depot, Lowe's, and Orchard Supply and Hardware all offer a big box retail experience with the stock that goes with it. Each one creates a different atmosphere by their color choices and store arrangements. ACE is the most different out of the four, since it operates as a small hardware store, rather than a large one. It fills the role that old Mom and Pop hardware stores used to fill, offering a small local option with more personal customer service. The

selection is less, but I think they focus more on service and the convenience of not having to hunt through a gigantic store to make up for it.

3. Wendy's, the burger joint chain, was founded after McDonald's and Burger King and has enjoyed success. While perhaps not as widely known as other chain burger joints, Wendy's still has many stores. I think they were successful because of the founder's marketing campaigns and because of their unique square burgers.

4. The "faster, better, cheaper" mindset can bring about problems because the "better" aspect is easily forgotten in pursuit of "faster" and "cheaper." People become so concerned with money and efficiency that quality drops. Another issue arises when employers forget that employees aren't machines in their quest for "faster, better, cheaper." There is a cut off point where a human can't go any faster or work any more and produce quality work, and if employees aren't paid fairly, there is no incentive for them to produce top quality work.

5. Organizations in the humanitarian aid social entrepreneur space:

- World Health Organization (WHO)
- Doctor's Without Borders
- The International Committee of the Red Cross
- International Federation of Red Cross and Red Crescent Societies

These organizations all operate in the same social entrepreneur sector, but they don't really compete. They all provide healthcare to needy people, but they have different methods and different areas of focus. WHO works with governments on improving the health of their populations by improving water and air quality, helping mothers get the resources they need, and fighting infectious and noncommunicable diseases both. Doctor's Without Borders goes more directly to the people to provide emergency medical aid where the "need is greatest." The International Committee of the Red Cross works to protect victims of international and internal armed conflicts specifically. It is partnered with International Federation of Red Cross and Red Crescent Societies, which coordinates Red Cross and Red Crescent Societies across the world to assist in the relief of disaster and health emergencies.

Chapter 6

1. I think happiness factors into a successful partnership by allowing both parties to be content with their own abilities and roles in the partnership. If you aren't happy with yourself or your organization or your role in the partnership, then it will probably cause conflict and/or dampen efficiency. Likewise if your partner is unhappy in the partnership.

2. I think you look for: Compatibility of organizations--can you benefit from working together? Responsibility--you need to be able to trust that your partners will do their work as you agreed. Honesty--open exchange of information is key to building trust and creating more efficient working relationships. Shared goals/vision--both partners must be able to benefit from the arrangement in some way or the motivation won't be there for the partner that doesn't benefit. Understanding--both partners must be able to fully understand the goals and working methods of the other to more efficiently be able to work together.

3. I probably made a questionable partnership choice in my capstone partner. I didn't know him almost at all and had only seen him interact in class. I just heard he had similar interests for the project as me and I had a vague sense that he would probably hold up his end of the partnership choice. Based on this vague knowledge and the fact that I wanted a partner in the project to help keep me on track, I asked him if he wanted to work together. Luckily for me, my hunch was right and we worked very well together and developed a trusting working relationship quickly. We went on to win one of the two department capstone awards together. I think it probably worked out because I made the choice based on my instincts and because we were able to trust each other to each do our own part and keep each other on track.

4. Access to information or money is an agent of power because it allows people or organizations to affect others. If you have information that others don't, you can use that knowledge to manipulate events or others to do what you think is best. If you have money that others don't have and/or want, you can hold it over their heads to get them to do what you want. Other examples might be having access to resources besides money that others don't. As a specific example of that, perhaps you own land that others want or need to use. Another thing is having the power to shut organizations down; for example the government law enforcement has power over many organizations and people.

Chapter 7

1. I was able to share the credit on my Capstone project at CSUMB. It is the equivalent of a BA Thesis and for Japanese majors like myself spans the entire academic year. I chose to work with a partner and we ended up winning the department award for an outstanding project. Both of us credited each other as making it possible to achieve such a high level of excellence with our project. It was really rewarding and it felt amazing to accept the award together. I was really lucky in my partner.

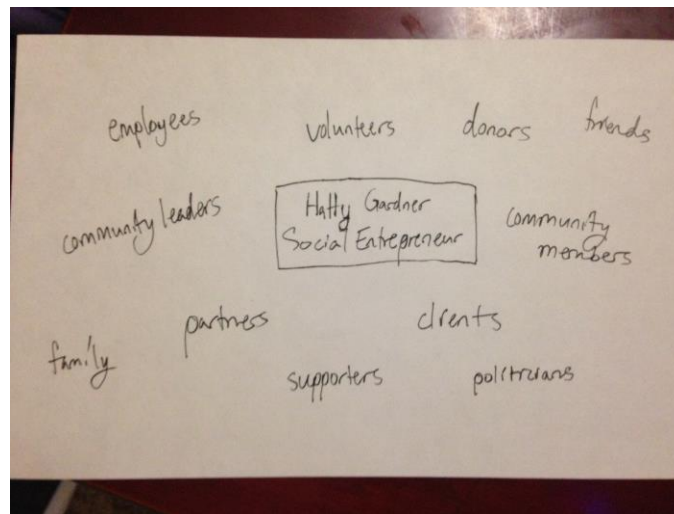
2. When credit isn't shared appropriately for a project it can make people extremely discouraged and even angry. People need recognition for their achievements; if they don't get it, they are likely going to stop trying or lending their help. I've experienced the feeling of not getting credit for my hard work in my high school cross country team. The coach was very focused on the Varsity squad and kind of ignored everyone else, even though we were all trying our best despite not being as experienced as the Varsity members. It was pretty discouraging and made me dislike that coach a lot.

3. "Millenium 2000" was chosen to represent a good example of sharing the credit because, although the Carter Center heads the effort to eradicate Guinea worm, they named the project something generic so that every organization and person involved could easily feel like they were contributing. The Carter Center didn't want to overshadow these people, because their efforts are important too.

"Boys Hope Girls Hope" is a good example of credit sharing because they make sure to involve the partners in their projects in meaningful and obvious ways. The organizations and people who help them are shown to be very obviously involved and important.

“The Butterfly Project” is a good example of credit sharing because, like “Millenium 2000,” the name is generic. This allows all who contribute to not feel overshadowed by Elfenworks. Having a generic, non-organization specific name creates a greater feeling of a shared goal among partners.

4. There are very many relationships a social entrepreneur has, including employees, volunteers, donors, community members, community leaders, partners, supporters, clients, politicians, etc. Each of these groups wants to share in solutions and take credit for what they've done. Employees and volunteers want to have credit for their hard work carrying out the vision of the organization in the day to day tasks and projects. Donors want credit for making projects possible. Community members, leaders, and supporters feel as if they are helping to contribute to their community and want credit for any help they give. Politicians can want credit for promoting projects and making them possible. Clients want to feel as if they are part of their own solution, instead of as if the organization is looking down on them and imposing its absolute will on them. There are probably many more relationships a social entrepreneur might have, including family and friends, and these people too want credit for their support. It's important to recognize that no ship sails without a full crew. Just because you may be captain, it doesn't make your crew less important than you.



Chapter 8

1. The danger to a social entrepreneur not having a valid feedback loop is not actually being an effective social entrepreneur. For one, it's difficult to tell if you are meeting your goals if you don't accurately measure your progress. For two, if you don't know if you are meeting your goals, or use a feedback method that gives you biased results, you may not actually be useful to those you are trying to help. For three, even if you are helping, you'll never know if you are being as effective as possible. You can't learn from your mistakes if you don't know about or acknowledge them.

2. Three barriers to appropriate and complete feedback:

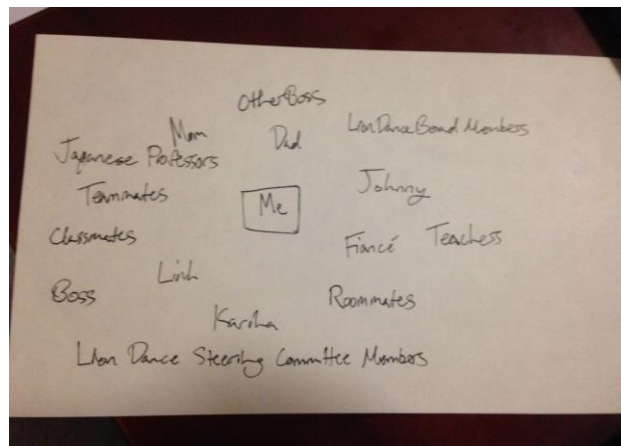
1. Incentive to bias feedback.

2. Closed communication channels.

3. Incomplete/inaccurate success measurement systems/rubrics.

As a social entrepreneur, I can be aware of what kind of incentives create positive action and what kind breed lies, cheating, and biased feedback. I think to do this you need understand the power balance in relationships between partners and really zero in on what you'd like to achieve. It's also important to make it clear that failure is an acceptable step on the journey towards success. Having open communication channels is very important to doing these things, I think. To ensure they are open, it's important to lead by example and show that you are willing to accept feedback without lashing out at the person/source giving it or ignoring it completely. Making sure your success measurement systems/rubrics can be done by relying on partnership. In order to create accurate measurement systems, you need to talk to people to find out what is necessary to reach success.

3. I can see a system of feedback that is lacking in the school system in the United States. For years, success was measured by test scores, which not only encouraged cheating, but stifled teacher creativity and student learning. Now with Common Core, it's a little better, but there are a lot of complaints from teachers, students, and parents who don't understand the new system and there is not a lot of room for those in charge of Common Core to make adjustments. I'm not sure how those in charge can better take into account feedback, as I'm sure making changes to the curriculum is a bureaucratic nightmare. However, I think a possible solution is to open up more trainings regarding Common Core that involve parents and students, not just teachers. This way, everybody can be working together towards understanding how Common Core works.



4. I think I can request feedback by approaching the topic directly. If I ask any of these people and request honesty, I think I can trust them to be honest because I do my best to foster relationships with others that allow for disagreement. Maybe as a possible way of requesting feedback and improving the feedback loop, I can request that some of them check in with me periodically about my activities and keep an eye on what I'm up to, depending on the project. If I have people I'm in constant contact with about my goals and what's going on, I think it will allow for a more constant stream of feedback from people who are knowledgeable about what I'm trying to do and achieve.

Chapter 9

1. I think the mindset that helps most in preparation for bumps in the road is one of realism. You have to realize that there *will* be bumps in the road, no matter what, and accept that. If you do that, you can prepare for some problems you think might occur and not be so caught off guard when something unexpected happens. If you pair this with determination to see the positive in bad situations, you can turn the bumps into learning experiences.
2. To allow for bumps, I think it is important to give yourself opportunities to relieve stress. If you are so stressed all the time you'll be like a taut cord that could snap spectacularly if something stressful and unplanned happens. In this vein, making sure to get enough sleep and give yourself time to be completely separate from your mission. I think that if you are involved in your work 100% of the time, the bumps will seem all-encompassing, rather than things that can be learned from and overcome. You'll also eventually burn-out if you don't take care of your body and mind.
3. Some practices that help me stay the course are envisioning what success will be like in the future and talking with my close friends and family to relieve stress. I could probably stand to set aside one whole day for myself, as I definitely don't do that. I think spending more time on my hobbies will help me and having a whole day guaranteed to myself will probably make the rest of the week easier to get through.
4. One time I declared success too early was when I felt I had successfully completed a module in one of my classes. Unfortunately, I had forgotten to check for any online quizzes and missed the deadline for the quizzes. Before deciding I was done, I should have checked to make sure. I definitely learned that one last check before finishing something can be vital in a project.

Chapter 10

1. Knowledge applied is essential to empowered work because if you have knowledge but don't use it or act on it, it's nearly the same as having not having that knowledge. There is a reason people gather knowledge, it helps people make analytical decisions and gain feedback, an essential part of running a successful operation. Knowledge is power; not applying that knowledge means not using some of the power you have collected.
2. Three possible uses for the Pillars as tools:
 1. Planning an organization or project.
 - In this case, the Pillars can be used as a sort of preliminary testing ground for the validity of the idea behind the nonprofit or project. By using the Pillars beforehand, it can be seen whether the nonprofit or project actually works under each of the pillars, which are generally all needed to run a successful nonprofit or complete a successful project.
 2. Rating past projects.
 - As discussed in the book, rating past projects is another possible use of the Pillars. It's important to have past data to look at regarding what was effective or not in order to plan and implement successful projects in the future. Rating a project beforehand is a useful way to see if

it should be given the go ahead, but during the course of a project new information may come to light and results might not be what was expected. Rating the project afterwards will allow a comparison between the thoughts of the team before and after in addition to providing more data.

3. Evaluating potential partners.

▪ Evaluating potential partners was also discussed in the book as a possibility for using the Pillars. In this case, rating potential partners in each Pillar area can show how effective they are and if their vision, style, and goals will line up with your organization's. Rather than just choose whatever partner, this way there is a clear comparative tool available.

3. I chose to do the Pillar worksheet on the Monterey Lion Dance Team, for which I am the Production Manager, and some of its projects. Using the sheet forced me to think about how each of the Pillars was being applied in the organization and how it might be improved. The sheet is a good way to organize people's thoughts on a project or organization so action can be taken to improve the areas that need improvement.

	Vision	Special Skills	Non-Duplication	Partnership	Credit Sharing	Feedback	Staying Power
Monterey Bay Lion Dance Team	✓	✓	+	✓	✓	-	✓
Dragon Danchy	✓	-	✓	-	-	-	✓
School Presentatrons	✓	✓	✓	-	✓	✓	✓

Good resources and applications
5/5

RATING NA for not applicable, ✓ for attribute is present, + for exceptional, - for problematic/lacking

LEGEND

- Vision: unwavering vision, even in the face of challenges?
- Special Skills: Is this project taking good advantage of our special skill set?
- Non-Duplication: Is nobody else addressing this area effectively?
- Partnership: how well is this partnering with the stakeholders?
- Credit Sharing: are we doing this for the results, or the kudos?
- Feedback: do we have measurable deliverables and are we tracking them?
- Staying Power: how well can this project weather setbacks?

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4. Rating the Pillars:

1. Pillar One, Vision, can be rated by considering how prevalent the project or partnership is to your organization's vision. If an overall organization is being rated, another way to consider Vision is to consider its prevalence in society. It's difficult to rate something in isolation, so non-duplication and staying power can also be considered when looking at Vision. Vision can affect

partnership because, when rated, it can allow organizations to see if their visions line up closely enough to create an effective partnership.

2. Pillar Two, Special Skills, can be rated by considering the needs of the project or organization as a whole and then the people available to work on the project or within the organization. If the skills of those people don't line up with the skills necessary, then bringing in more or different people with those skills or training the current people in those skills will be necessary. It's either that, or the project is not appropriate for your organization. Obtaining necessary skills or dropping the project are two different options that should be considered and used depending on the situation. The rating of Special Skills can affect Vision by informing what type of Vision might be possible to work towards effectively.

3. Pillar Three, Non-Duplication, can be rated by doing research on other organizations and projects that might be similar to your own. If there are other things that already effectively fill the niche your project intends to enter, then the rating for Non-Duplication is low. Non-Duplication affects Vision because a vision needs to be non-duplicative to be effective long term.

4. Pillar Four, Partnership, can be rated by considering the Partnerships that an organization does or does not have. If the relationship between Partners is balanced and effective, then the rating for partnership is good. Partnership affects Staying Power because having good partners can allow an organization to thrive and have support during bumpy times.

5. Pillar Five, Credit Sharing, can be rated by looking at how an organization acknowledges its partners and the people they work with and for. A good organization will always offer credit where credit is due; allowing for events and such things to specifically recognize others is even better. Credit Sharing affects Partnership because without adequate sharing of the credit, partnerships become unbalanced and partners become discouraged and angry.

6. Pillar Six, Feedback, can be rated by looking at the available methods of feedback. Successful organizations and projects will allow for ways of measuring effectiveness and getting feedback from many sources. Not only that, they will take that feedback with respect and consider it carefully. Feedback affects Staying Power, because without Feedback there is no way to know if an organization or project is effective in the short and long term.

7. Pillar Seven, Staying Power, can be rated by looking at how an organization or project has persisted over time and if it has elements that other successfully long-term organizations and projects have. Staying Power is intertwined with Vision, because without Staying Power a Vision won't have any real impact. Short term results are important, but the hallmark of a successful organization and its Vision is its Staying Power.

Epilogue

1. It's hard to say whether or not I would be an early adopter or use more tried and true methods in social entrepreneurship, as I have not run a nonprofit or business before. I think the wisest decision is to use a mix of both; look at what people have done successfully now and in the past and also implement new innovations. I think it might be a little bit of a struggle for me to take risks, but after reading this book I would certainly push myself to not shy away from new ideas.

2. My general comfort level with risk is not that high, so I think I would struggle with taking risks to achieve a vision. However, I think I could overcome my struggles if I was passionate about my vision and had a strong support network, as I am a generally optimistic

person. I would just have to be prepared to face setbacks along the way so I wouldn't give up, and also set realistic goals.

3. I think I am inclined to use the Seven Pillars, as they appeal to me very much. For now, it will probably be an informal usage, since I am not running or starting a nonprofit. In any case, I think the Pillars can apply to life in general. To improve on them, I might make some specific instructions for myself for each Pillar that apply more directly to my life or to whatever project I'm working on. That way, I'd have specific goals to work towards.

4. I think the US government is often disinclined to use the Seven Pillars methodology because it requires respectful, equal partnerships and credit sharing. Within Congress, the parties are too at odds with each other and focused on gaining power for themselves to create many meaningful partnerships and work towards a common goal.

The Seven Pillars: Defined

Pillar 1: Vision

The great, overarching goal. Something that ignites your passion and is worth working hard to achieve. A way you can see to make the world a better place.

Pillar 2: Special Skills

The skills you have that are unique and valuable. What you can contribute to a cause as you are. Finding a vision and project that can match with your special skills is important to achieving success. Recognize the limits of your skills and either redirect your vision to something more suited to you or consider who you need to partner with to achieve your goals.

Pillar 3: Non-Duplication

Be unique. If something is already being done well in a certain area, then don't duplicate that. Find your own niche. In the world of social entrepreneurship, you don't want to create direct competition among organizations. Instead, find a unique place to fit and then form partnerships to further shared goals.

Pillar 4: Partnership

Partnership is the key to successfully reaching large goals. No organization can do everything by itself, just like no person can do everything by themselves. Good partners hold each other up and each contribute something unique to the team or shared vision.

Pillar 5: Credit Sharing

Giving everybody the credit they want and deserve. Everybody wants to be recognized for their contributions to a cause. Don't put your organization's contributions over others, even if your organization was the driving force. Everybody's contributions are important and deserve recognition and respect.

Pillar 6: Feedback

Have those who will give you honest feedback on hand; feedback is necessary for an organization to grow. Getting feedback from many sources on what is working and what isn't allows for more focused improvement and efficient work towards your vision. Have a great network of feedback in order to know you succeed and show off your results conclusively, and vice versa.

Pillar 7: Staying Power

Persevering past setbacks. Ensuring that your organization's impact remains over time and that your organization itself can continue on, even past when you leave it. A social entrepreneur's true measure of success is the staying power of their efforts, because lasting change has a greater impact on the world than fleeting change.

Arts Council for Monterey County: 7 Pillars Application

The Vision of the Arts Council for Monterey County is to improve life in Monterey county through art. They work towards this vision by promoting equity and access to quality art and art education by placing art in schools and providing art opportunities and experiences for people of all ages. Diversity is central to their Vision, both among the community members they serve and the art projects they offer and fund. Over their thirty five years of service in Monterey, their Vision has become more strategic and has recently been written down and formalized.

The Special Skills the Arts Council staff offers include cultural competence, a diverse understanding of cultures and the ways people work, patience, and understanding. The Council uses their experience and organizational skills to create capacity building and sustainability opportunities for various artist groups in the community. They help new nonprofits through the whole process, provide social media advertising, and connect organizations with communities that they can serve.

The Arts Council keeps an eye to Non-Duplication by only going where they are most needed. They do not compete with other organizations that are already doing a good job. They go to where the community can't afford arts and provide start up help and funding. The Council sees its main job as being their for new organizations and programs at the beginning. Once an organization or program is set, they step back.

Partnership is the majority of what the Arts Council does. They connect artists and arts groups to places they can serve best and provide funding to organizations and programs that need it. They are the connector in the community for arts, and believe that partnership is the best way to help a community. During the interview with the Community Engagement Director, she said, "Impact is better with partnership. Other places in the community know what they need." The Council makes sure to work with everyone to ensure that a common Vision is being met; they want to do what people want, not what people don't want. One of their most successful programs involves funding professional artists to teach in schools without funding for arts.

Credit Sharing goes hand in hand with Partnership, and the Arts Council incorporates it into their mission in different ways, depending on the situation. For example, at a mural opening, they make sure to recognize the artists who participated in the project. They also have a single fundraiser event per year called Champion of the Arts, to which they invite all partners and sponsors and give them recognition.

They get Feedback on a project by project basis, and their Board of Directors considers the efforts of the Council at every meeting. At the Champion of the Arts fundraiser, over 200 leaders are present from whom they receive feedback on program trends. The Arts Education Director also sends a survey to schools and teachers participating in the program funding professional artists in schools asking for opinions on the program.

The Arts Council has been around for thirty-five years and is still going strong. Their Staying Power comes from their passion for their Vision and seeing the impact of arts in the community. They have a saying, "Arts is the Answer" and they truly believe it can help with

issues ranging from mental health to social justice. Though they are administrators, they want to use their special skills to support the arts and bridge gaps in the community.

My Nonprofit Organization

There are many different performing arts groups that open their doors to membership from anybody. This is the same with other arts groups, museums, performances—the list goes on. My idea for a nonprofit stems in part from my experience with the Monterey Lion Dance Team.

There are many members on the team who do not have cars. It can be difficult to get to practice and we are forced to rely on facilities at California State University Monterey Bay, rather than facilities in the community that might be better for practice purposes. Furthermore, anybody who does not have a car and does not live near to CSUMB would find attending practice very difficult. And though the Team is open for children of all ages to attend, as well as adults, it is difficult for parents who work to take their children so far to participate in an extracurricular activity.

At the same time, there are many places in the surrounding community that are dangerous for people, especially kids, to walk around at night. I recently heard a story from a team member of a man she knew who was biking home at night in Salinas and was shot and killed, leaving a family behind.

My Vision is to provide a service that provides rides to and from practices, performances, and events for people who might otherwise not be able to participate in such community organizations. I especially would like to focus on children in high risk areas whose parents don't have the time or ability to take them to extracurricular activities after school. Growing up in a middle class area with a stay at home mom, I took the ability to go wherever I wanted as a child for granted. I want to give other kids the same privilege I had. I believe better access to community groups will give children more ability to stay fit and/or involved in a fun way, more connection to the community, and inspiration and support for doing well in life and school. Furthermore, giving everybody equal access to groups will allow for more multicultural interaction, which is one of the best ways to combat prejudices.

The main skills necessary would be organizational, which I am learning as the Production Manager of the Lion Dance Team, and the ability to drive a van. My initial idea is to buy vans for the organization to act as a kind of shuttle bus service. It would also be very important to get proper insurance sorted out. Also, it will be important to have fluent Spanish speakers as part of the organization to better serve the communities we would like to reach.

The organization's purpose would be useless without partnerships, which would include all groups and organizations we could bus people to, the people using our service, and donors. Along with donations, I think funding could be achieved by creating a sliding scale for payment based on need, both for the organizations and for the people we bus around, though ideally it would cost as little money as possible to be able to accommodate as many people as possible. Further partnerships or expansions of the organization could include community halls and storage facilities for practices to be held, so that drivers would be going to and from the same places and efficient routes could be figured out. It would probably also be useful to be friendly with the local police departments, as driving in potentially unsafe areas at night may be involved. To protect employees/volunteers who are driving, it might be good to set up pick up/drop off

points where people can wait to pick up their children.

Feedback would be obtained from the community itself and the other organizations involved. I think it would be good to track membership in the organizations we service to see if our services are actually increasing membership and membership diversity.

Potential pitfalls I can see right now are having a hard time getting organizations to see the value of our service, getting parents to begin to enroll their children, being able to spark interest in the organizations available, and insurance and liability. I think these can be overcome with marketing, perseverance, and the establishment of good partnerships and feedback.