

DOING GOOD, STAYING WELL

A Wellbeing Toolkit for Social Entrepreneurs

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01 Wellbeing and Social Entrepreneurship

What is wellbeing?



Wellbeing stems from how we perceive our current state in relation to multiple aspects: physical health, emotional health, personal growth and development, social relationships, environment, as well as meeting challenges and fulfilling goals. Wellbeing is about thriving in these domains – not the mere absence of illness or disease.

Wellbeing is what provides us with resilience to navigate and go through the ups and downs, highs and lows, that we all experience in our lives. Consistently and practically taking care of our wellbeing is an active, lifelong process of choices and actions that can lead towards health, positive emotions, and meaning.

Why does wellbeing matter for social entrepreneurs?

Social entrepreneurs work tirelessly to support individuals, communities and the environment, often at the expense of their own wellbeing. Many are focused on giving - time, energy, resources - and often end up feeling overwhelmed, fatigued, and stressed. When there is so much to do, you may feel selfish and guilty to look after yourself.

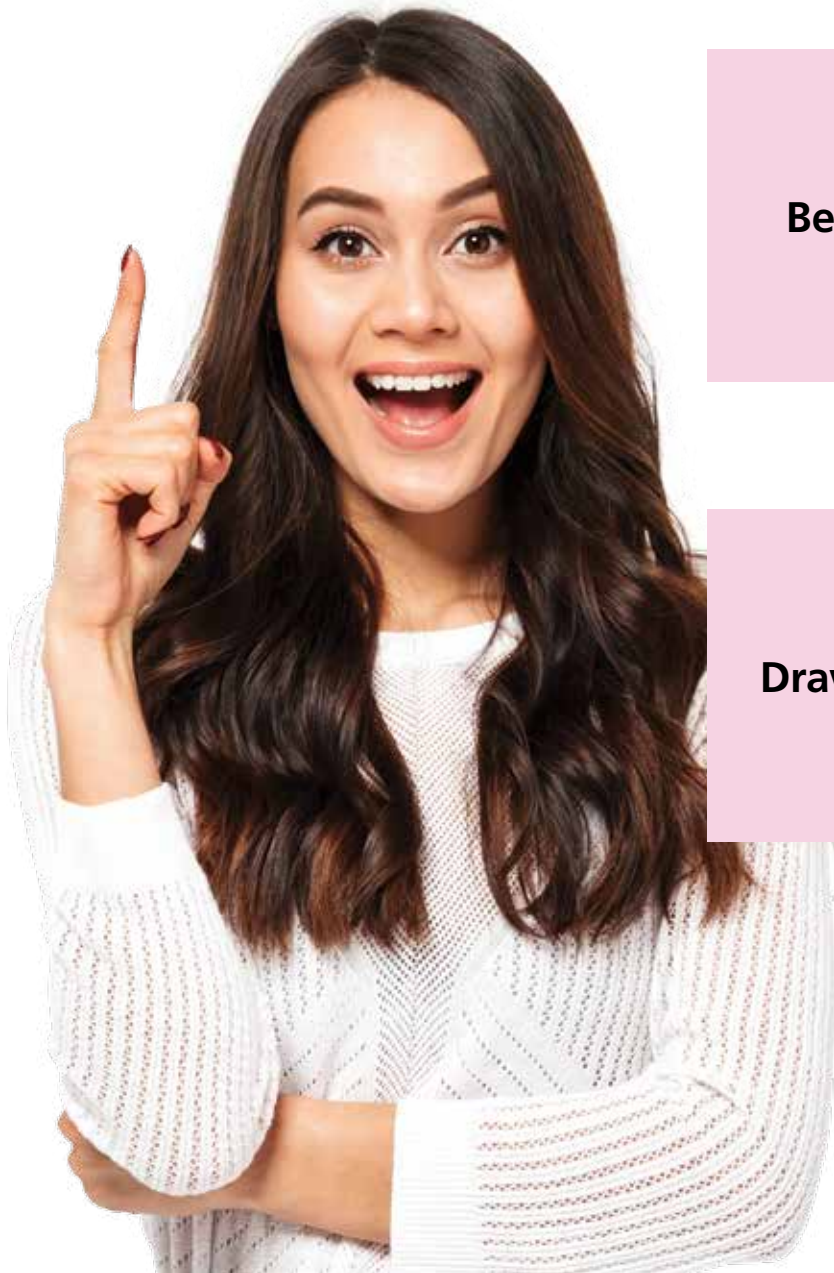
However it is never selfish to take care of yourself - emotionally, mentally, and physically. It is only when you take good care of yourself that you are able to support those you intend to help. Indeed, understanding wellbeing will allow you as a social entrepreneurs to skilfully navigate our complex and demanding lives, and the desire to belong and find meaning.

Did you know that:



- 1 Entrepreneurs' wellbeing can spill over and have a positive impact on others, such as family members and employees (Gorgievski-Duijvesteijn et al., 2000)?
- 2 Entrepreneurs with higher levels of wellbeing are more likely to persist, innovate, and recognise opportunities, which enhances the performance of their organisations (Rietveld et al., 2016; Wincent et al., 2008)?
- 3 Enterprises with founders who have high levels of wellbeing have a larger positive impact, business growth, fewer perceived financial problems, and higher customer satisfaction (Stephan, 2018)?

How does being a social entrepreneur influence your wellbeing?



Benefits:

Social entrepreneurship gives individuals:

- Ability to develop ventures that align with their values and identities (Stephan & Drencheva, 2017), which enables authenticity and a sense of purpose.
- High levels of autonomy and control over their work (Van Gelderen & Jansen, 2006).
- Multiple opportunities to learn and reach their potential, given the iterative nature of entrepreneurship as a process (Bhave, 1994).

Drawbacks:

Social entrepreneurship also means:

- Long working hours and lack of boundaries between work and non-work (McDowell, at al., 2019), which can increase feelings of loneliness (Akande, 1994) and exhaustion (van der Zwan, Hessels, & Rietveld, 2018; Wolfe & Patel, 2019).
- The pressure involved in starting and owning a social venture requires coping with uncertainty and conflicting demands, which can produce psychological distress (Reid et al., 2018) and depression (Freeman, Staudenmaier, Zisser, & Andresen, 2018).
- Social entrepreneurs often work with vulnerable and marginalised individuals and communities, often observing extreme hardship, experiencing negative emotions, and accepting that social change may take a long period of time and significant efforts (Mair et al., 2016).

Toolkit Introduction

02

What is the purpose of this toolkit?

When we think about social entrepreneurship, it's easy to focus on the anticipated social change, success, creativity, and flexibility. However as a founder, the emotional, physical, mental, and social toll of starting and maintaining a social venture can be demanding and taxing, thus hindering your personal wellbeing and the sustainability of your venture.

What's more, the positive or negative spillover can have an impact on stakeholders of your venture.

This wellbeing toolkit aims to support the development of your attitudes, skills, and practices toward wellbeing, which can ultimately lead you to create and run sustainable social ventures that catalyse positive social change.





CHANGING THE STORY

How was this toolkit developed?

This toolkit was developed with and for potential and current social entrepreneurs as part of “Building inclusive and sustainable civil society: A social entrepreneurship toolkit created by and for young people” funded by Changing the Story.

At the core of the toolkit are the needs, experiences, lessons learnt, and practices shared, curated and developed by social entrepreneurs who have engaged in the social entrepreneurship journey. These insights were supplemented by additional empirical evidence and academic frameworks to make the toolkit more robust and account for diversity of experiences and needs.

This toolkit recognises that aspects of wellbeing intersect differently with the social entrepreneurship journey at different stages as well as with the identities of social entrepreneurs. Thus, it creates a space for reflection, learning, action planning, and implementation of strategies that work for you at a given stage of the journey.

This is why the toolkit aims to help individuals to develop the foundation for wellbeing from the very early stages when they are considering social entrepreneurship as an option, as well as to reflect and make changes or adopt wellbeing cultures when leading a social venture.

Who is this toolkit for?



Aspiring social entrepreneurs

You can use this toolkit if you are considering social entrepreneurship. It will help you to set up the foundation for sustainable wellbeing from the very beginning.



Current social entrepreneurs

You can use this toolkit if you are already leading a social venture. It will help you to reflect, spot gaps and challenges, and improve and sustain your wellbeing. It can also help you in kickstarting a wellbeing culture within your organisation.



Ecosystem-building organisations

A healthy ecosystem is essential for wellbeing, through their provisioning, regulating, and supporting functions.

You can use the toolkit to provide support to the social entrepreneurs you work with to sustain their wellbeing and their ventures.



Changemakers

Any changemaker who is looking to improve their wellbeing can use the tools presented in this toolkit. However, do note that the descriptions may only be contextualised to target mainly to social entrepreneurs, as the intention is as such.

What will I gain from the toolkit?



Note: This toolkit aims to support social entrepreneurs in becoming aware and enhancing their wellbeing. If you're suffering or suspected of suffering from illness, please seek professional support.

Navigating the toolkit

Overview:

The toolkit is split into three main sections: Committing to Social Entrepreneurship, Setting up the Foundation, and Navigating the Journey. The tools in each section aim to address specific needs that social entrepreneurs have at different stages of their journeys. While the tools in “Committing to Social Entrepreneurship” are purposefully designed for those still considering whether social entrepreneurship is for them, these tools can also be helpful for established social entrepreneurs because they enable visualising values and experiences that are important, but also taken-for-granted and implicit. Each section finishes with a brief pit stop for overall reflection. The final section is a bonus with quick ideas for how to improve the wellbeing of your team.

You can use this toolkit in two different ways:

1) Dip in and out:

You may start with one tool and then continue with other related tools, or you may identify and use specific tools to address specific wellbeing needs. The tools are connected in multiple ways, thus you can choose your own journey and experience it in different ways.

2) Follow the journey:

If you want to develop and enhance your wellbeing more holistically, you start with the very first tool and go through the entire toolkit step by step.

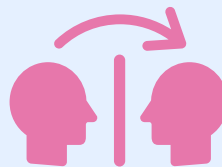
Each person is different and each tool adds different benefits. As such, as you progress throughout the toolkit, you will be able to better identify which tools are more relevant and thus more applicable to you and those are the ones you want to pay more attention to. The toolkit as a whole and the specific tools work best when used consistently and you can go through the entire toolkit or through specific tools multiple times because circumstances change over time. After each engagement with a tool or the entire toolkit, you will, hopefully, make changes and learn from these changes, thus prompting novel reflections. Thus, each engagement will be different from the previous one.

Indicators:

The toolkit includes three different types of tools for different needs and demands:



- **Habit** - ideas for turning beneficial, yet quick practices and activities into habits that can have an accumulated impact.



- **Reflection** - ideas for activities that help you to pause and take stock where you are and what is happening.



- **Planning** - ideas for activities that help you to make changes to your routines, practices, tasks to enhance your wellbeing.

Content map

Committing to social entrepreneurship

Purpose:
Becoming Aware of Who You Are
Tool:
Value Exploration and Identification
Type of Tool:
Reflection
Suggested Time:
30 - 45 mins

Purpose:
Visualising Your Life Journey
Tool:
Journey Map
Type of Tool:
Reflection and Planning
Suggested Time:
40 - 120 mins

Purpose:
Becoming Aware of the Life of a Social Entrepreneur
Tool:
A Day In An Entrepreneur's Shoes
Type of Tool:
Reflection
Suggested Time:
15 - 30 mins

PIT STOP:
Readiness check

Setting up the foundation

Purpose:
Identifying Areas of Thriving and Surviving
Tool:
Wellbeing Wheel
Type of Tool:
Reflection
Suggested Time:
20 - 40 mins

Purpose:
Leveraging Strengths and Improving Weaknesses
Tool:
Personal SWOT Analysis
Type of Tool:
Reflection and Planning
Suggested Time:
45 - 60 mins

Purpose:
Developing the Right Mindset
Tool:
From I Can't to I Can Try
Type of Tool:
Reflection and Planning
Suggested Time:
45 - 60 mins

Purpose:
Mapping Wellbeing Network
Tool:
Wellbeing Network
Type of Tool:
Reflection
Suggested Time:
45 - 60 mins

Purpose:
Setting Boundaries
Tool:
Build and Protect Boundaries
Type of Tool:
Reflection
Suggested Time:
45 - 60 mins

PIT STOP:
Gut Check

Navigating the journey

Purpose:
Making Time for Wellbeing
Tool:
Time Management Matrix
Type of Tool:
Planning
Suggested Time:
15 - 30 mins

Purpose:
Making Room for Joy
Tool:
Energizers and Drainers
Type of Tool:
Reflection and Planning
Suggested Time:
15 - 30 mins

Purpose:
Managing Stress
Tool:
Stress Management
Type of Tool:
Reflection and Planning
Suggested Time:
45 - 60 mins

Purpose:
Learning from Mistakes
Tool:
Try Again
Type of Tool:
Reflection
Suggested Time:
30 - 45 mins

Purpose:
Daily Reflection
Tool:
Good Days and Bad Days
Type of Tool:
Habit, Reflection and Planning
Suggested Time:
5 - 30 mins

PIT STOP:
Ideal vs Reality Check

Committing to Social Entrepreneurship

03

KEY OBJECTIVES

PG 15
Becoming Aware of Who You Are

PG 18
Visualising Your Life Journey

PG 21
Becoming Aware of the Life of a Social Entrepreneur

PG 22
Pit Stop: Readiness Check

Introduction

Social entrepreneurship can be an appealing career choice because it provides opportunities to make a difference, be creative, lead, have autonomy and flexibility. Yet, starting and sustaining a social venture is also challenging and may not meet your current or future needs and expectations. Before you take the leap into social entrepreneurship, it's important to take a deeper look at yourself and the commitment you'll be making. This will help you ensure that what you know about yourself aligns with your business, thus helping you to maintain your wellbeing in the long term.

Why does it matter?

You'll learn if social entrepreneurship is right for you (now). By understanding yourself, you'll form a better sense of whether the lifestyle, mindset and commitment is right for you, before you make the decision.

If you understand your 'why' for starting, your strengths and weaknesses, your passions and values, as well as your needs and wants, you'll start a social venture you can truly commit to, through good and bad. You'll be more likely to develop a social venture that aligns with your values, aspirations and commitments.

You'll attract the right team and support. Knowing yourself means knowing where you have gaps, and that can be a great way to find team members who can complement your skills. Knowing yourself and how your journey has shaped your social venture can also help you to find a community of likeminded supporters.

By the end of this section, you'll have a clearer sense of who you are, what matters to you, and whether you're in the right place to start a social venture now.

Becoming aware of who you are

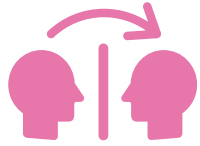
Before choosing whether to start a social venture or what issue to address, consider who you are. What are your values? What matters to you? Values exist, whether we recognise them or not.

Everyone's values are different, and there's no "correct" set of values. Life can feel more authentic and purposeful when we acknowledge our values and use them as a guide for our priorities.

It can be difficult at times to reflect on who we are. Take some time to reflect on your values with the following tool. The questions aim to help you think and gain clarity about your values from different perspectives. When ready, turn them from assumptions to guiding principles.

Examples of domains in life and human values:





Tool: Value Exploration and Identification

Suggested Time: 30 - 45 mins

Type of Tool: Reflection

Questions to ask yourself:

1) What three topics do you find yourself thinking of most often?

Follow up: What do these topics reveal about what matters to you?

2) What does "success" mean to you?

Follow up: What does your definition of success say about your values?

3) A genie in a bottle appears and grants you three wishes.

What do you wish for?

Follow up: What do your wishes say about your values?

4) How would you like to be remembered by others?

Follow up: What does this say about your values?

5) What would someone who knows you well say is important to you?

Follow up: What might people not know is important to you?

6) Describe one of your close friends. What makes you close?

Follow up: What values do you share with your friend?

7) Thinking about all the answers so far, what are the values that seem to be most important to you?

Once you've got a good idea of your values, write them down and keep them somewhere (your fridge, your notebook, inside your wallet) for you to refer back to, or edit as you get to know yourself better.

Do your values align with your social venture?

It's important that your idea for a new social venture aligns with your values. Otherwise you might find it difficult to feel authentic and persist in your efforts. Interrogate your values against your social venture idea. Do your values align? If they don't, what changes could you make to find a better alignment? Is alignment possible?

In addition to organisational identity, your values are also important for how your social venture operates and how your responsibilities and tasks are structured. Most organisations have a set of values posted on their office wall, stated in their employee handbook, or published publicly on their website. Not only do they set clear standards and "rules" for a team, they also serve as a unifying and bonding force. It's never too early to start thinking about what organisational values are important for you and your stakeholders.



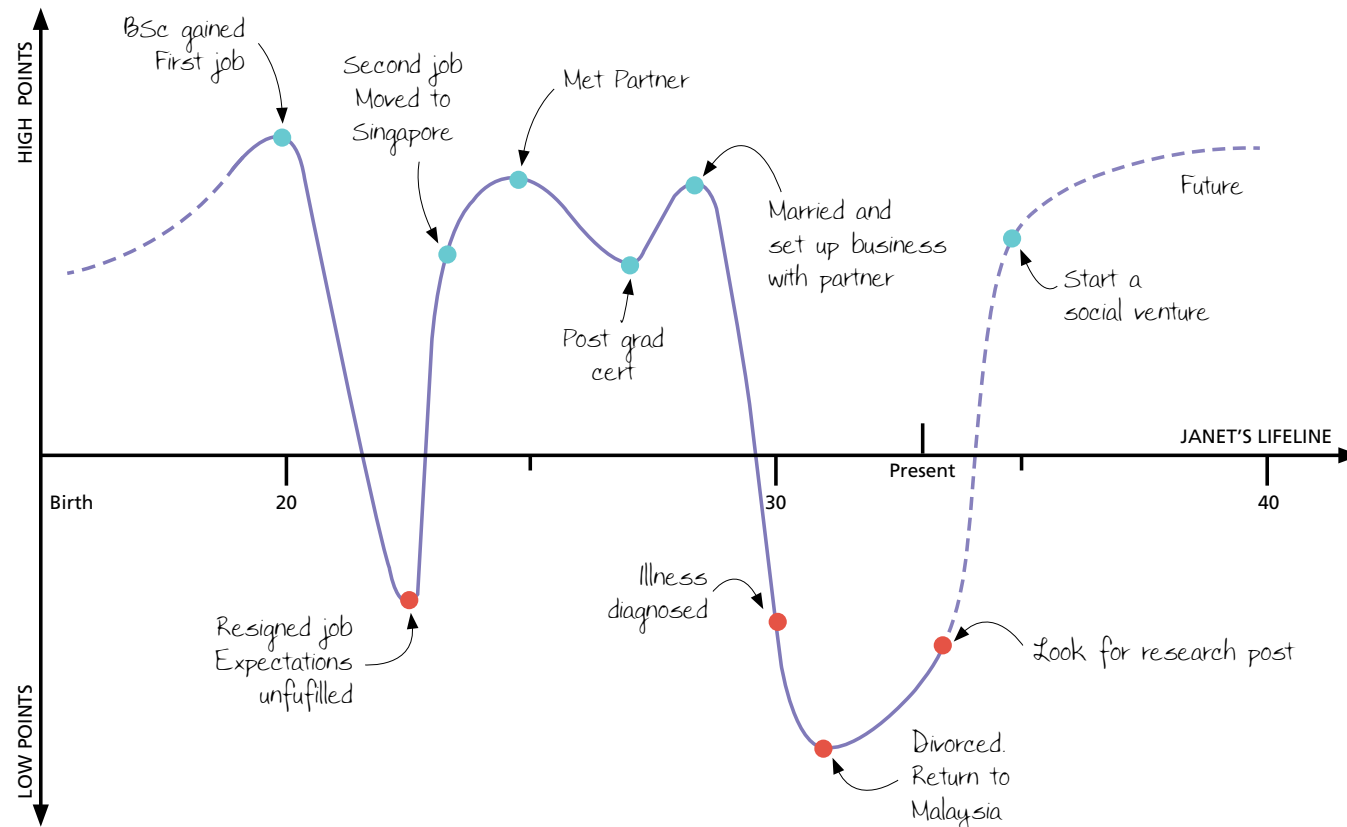
Pro tip:

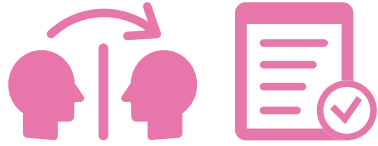
Do you already have a team? Share your values with them and collectively reflect on whether your team values are aligned.

Visualising your life journey

Our values and goals do not just emerge. They are a part of a connected journey where our past experiences influence where we are today and where we want to be tomorrow. Our past experiences also offer opportunities for learning that can make the next steps easier.

Use this tool to visualise your journey as a connected experience. It will help you to understand yourself better, to gain a sense of continuity, as well as to make sense of past experiences and set meaningful goals for the future.





Tool: Journey Map
Suggested Time: 40 - 120 mins
Type of Tool: Reflection and Planning

Putting your journey into perspective

1. On the line, mark the point that represents the present. This is where you are today.
2. Think about the past, the situations and experiences that you've been through that have left a mark on who you are and where you are today. Indicate those on the horizontal line to the left of the point that indicates the present.
3. Think about the future and your short-, medium-, and long-term goals. Indicate those on the horizontal line to the right of the point representing the present.



Becoming aware of what you consider relevant in your life

1) What has been important to you so far?

2) Why did these experiences matter to you?

3) What have you learnt from these experiences?

4) How did these experiences influence who you are today?

5) How did these experiences influence your motivations for your social venture?

Setting your goals

Think about the next 1, 5 and 10 years... This is your journey and your goals.

What are your goals and big dreams? What do you think will be the obstacles or enablers in the journey?

Where are you in your journey?

How will you move to the next stage?

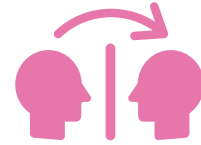
Why are you motivated to move to the next stage?

This tool is not about reaching a final destination or an ultimate goal. It is about becoming familiar with the journey to connect the dots and understand your big “why” for why you do what you do and what you want to do next. Know that it is absolutely fine if you are unclear at this point in time. Take your time in reflecting and come back to the planning when ready.

Pro tip:

Consider how you can use your personal story and narrative to communicate with others about your social venture: the need for the social venture, its future, and how others with similar stories can get involved. This can help you to authentically access resources and build a community of likeminded individuals.

Becoming aware of the life of a social entrepreneur



Tool: A Day In An Entrepreneur’s Shoes

Suggested Time: 15 - 30 mins

Type of Tool: Reflection

What we usually see about social entrepreneurs is the rewarding and satisfying parts of their work: the opportunity to make a difference, to be creative and innovative, to use their professional skills, to be their own bosses and make their own schedules, to win awards, to be profiled in the media. However, the day-to-day work of social entrepreneurs also requires a lot of administrative work, long hours, and demands imposed by others, such as team members, beneficiaries, customers, suppliers, funders, and collaborators, thus limiting flexibility and time for other parts of their lives. The example schedule reflects the average day of a social entrepreneur leading a 2-year old social venture.

Use this tool to reflect on whether your motivations, preferences, and expectations align with the average day for a social entrepreneur.

1. Recall and Report

Start with an empty table and fill in accordingly. See example below.

	6AM	7AM	8AM	9AM	10AM	11AM	12PM	1PM	2PM	3PM	4PM	5PM	6PM	7PM	8PM
PLANNED SCHEDULE	Drive to office	Emails	Sales review meeting	Impact measurement framework meeting	Induction for new employee	Test materials from new supplier	Lunch	Work on quarterly report for project "Better Tomorrow"				Drive to next meeting	Meeting with Bisco (potential customer)	Drive home	Family dinner
ACTUAL SCHEDULE	Drive to office; Call from co-founder	Emails	Sales review meeting	Impact measurement framework meeting	Induction for new employee; Impromptu meeting about HR issues	Test materials from new supplier; Complaint from beneficiary	Call with university: potential interns	Set up intern application process for internship; Lunch; Discuss marketing strategy changes required	Work on quarterly report for project "Better Tomorrow"; Deal with delivery issue of new supplies; Deal with issues with online shop platform	Drive to next meeting	Meeting with Bisco (potential customer)	Drive home; Stuck in traffic			

2. Reflect

Think about how this schedule aligns with your preferences and experiences.

Can you thrive with this schedule? Or will you find it chaotic and demotivating? What will you need on a daily basis to perform at your best?

Pit stop: Readiness check

Now it's time to ask yourself the tough questions before you make a commitment. There are no right or wrong answers. Your honest reflection is what counts the most. Your reflections so far will help you to decide if social entrepreneurship fits with your values, needs, and aspirations. Your reflections will also help you to identify aspects to keep an eye on if you decide to pursue an entrepreneurial path.

- Does your specific idea for a new venture align with your values?
Does the problem it solves mean something to you? Will your values clash with your idea, thus making it difficult to be authentic?
- Does social entrepreneurship as a journey align with your values?
Will your values clash with the realities of entrepreneurship, thus making it difficult to commit?
- Does social entrepreneurship as a journey meet your needs?
Is social entrepreneurship with its specificity likely to be a source of purpose and meaning for you or a drain of your energy? Will it create conflicts with other parts of your life?
- Do you understand the sacrifices necessary?
Owning your social venture will impact every area of your life. Do you understand the demands and personal sacrifices that occur when starting a new social venture?

- Do you have the support of those closest to you?
Starting a social venture often challenges the assumptions and norms of families and communities. It is a choice that goes against the grain. Will those closest to you support you in your work, including with domestic tasks?
- Is this a natural progression of your journey so far?
Are you considering social entrepreneurship because it fits with your experiences and journey so far or because it is trendy?
- Will you be miserable if you don't take this leap now?
If 3 years from now you have not taken the entrepreneurial leap, how would your future self feel? Will you be "totally fine"? Miserable? Somewhere in the middle?

Answering "No" to any of these questions does not mean that social entrepreneurship is not the right path for you. A "No" may mean that it is not the right time for it because of other commitments and responsibilities you have, such as looking after children, siblings, older family members, and the financial implications of those. A "No" may also mean that you need more time to put things in place and clarify your ideas and motivations. In both of these cases, take time to consider the factors behinds the "No" and what you can do to minimise the effect of this factor.

“Admittedly, I put the cart before the house when I started my social entrepreneurial journey. As I go through different challenges, I now realised that I first need to understand who I am and what I value in life. Only with such self awareness and self authenticity, will I be able to remain passionate and have the marathon-like power to carry on for years in building my enterprise.”

– Social Entrepreneur



Setting Up the Foundation

04

KEY OBJECTIVES

PG 25
Identifying Areas of Thriving and Surviving

PG 27
Leveraging Strengths and Improving Weaknesses

PG 29
Developing The Right Mindset

PG 32
Mapping Your Wellbeing Network

PG 35
Setting Boundaries

PG 37
Pit Stop: Gut Check

Introduction

We are all likely to remember that we need to look after our wellbeing only when things are not going well. For example, when we burn out, or notice we get sick more often than before, or when people we care about complain that they never see us. This section will help you to set up a foundation to enhance and sustain your wellbeing before a breaking point.

What do we mean by setting up a foundation?

If we take the analogy of a house, the first part of this toolkit aims to help individuals gain clarity on what they want and need from a house. To gain clarity on the design of the house that fits best with who they are. This section aims to help with laying the foundations to turn the design into a reality. We need a strong foundation to ensure that when a storm hits, we do not collapse. In this section, you can use the different tools to reflect on and build your internal and external pillars to guard your wellbeing.

Why does it matter?

By the end of this section, you'll gain a better perspective on which parts of your life are thriving and which are surviving, thus guiding your attention and efforts to what needs improvement. You'll be better equipped to address challenges and leverage your strengths. You'll be in a better place to enhance your wellbeing support network and set clear boundaries to protect your wellbeing.

You'll have a foundation of practices to enhance and sustain your wellbeing, your energy, and your time to focus on what matters to you.

Identifying areas of thriving and surviving

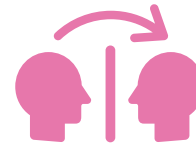
Sometimes you may feel stressed and down, but unsure why. This is because our lives have multiple areas: from physical health to financial circumstances to relationships and spirituality. Sometimes it is difficult to have a holistic view of how well or poorly things are going across all areas. For social entrepreneurs this may be particularly difficult because their work is demanding, thus leaving less time and energy for other parts of their lives.

Use this tool to identify which areas of your life are thriving or surviving. Surviving is doing what is necessary to live, while thriving means you're doing well and continue to make progress.

THE WELLBEING WHEEL



Adapted from National Wellness Institute (<http://nationalwellness.org/resources/six-dimensions-of-wellness/>)



Tool: The Wellbeing Wheel

Suggested Time: 20 - 40 mins

Type of Tool: Reflection

1. Identify what areas of your life are going well and which ones need work

Consider how satisfied you are with your 1) intellectual, 2) mental and emotional, 3) occupational, 4) physical, 5) social, 6) spiritual, 7) environmental and 8) financial wellbeing. The more you fill in each section, the higher your satisfaction in this area, indicating thriving. The less you fill in each section, the lower your satisfaction in this area, indicating surviving.



Intellectual: Intellectual wellbeing is about an engaging and stimulating mental life. This dimension focuses on expanding your knowledge, learning new things, critical thinking, etc.

Emotional: Emotional wellbeing is about your feelings and emotions, how you understand them, how you express them, and how you manage them.

Occupational: Occupational wellbeing is about finding fulfilment in your work. This dimension gets you thinking about your job satisfaction and your career ambitions.

Physical: Physical wellness is about supporting your body, its health and safety. This dimension focuses on exercise, nutrition, sleep, getting scheduled check-ups and medical help when needed.

Social: Social wellness is about the quality of your relationships and how you interact with others, including your friends and family, your colleagues, and even strangers.

Spiritual: Spiritual wellness is about finding meaning and purpose in your life, usually through your values and beliefs. Some may also see this as a way to connect with something or someone greater than themselves.

Environmental: Environmental wellness is about how you understand and interact with the environment, and how it impacts you.

Financial: Financial wellness is about your financial security and stability and even profitability, and how it impacts your life.

2. Reflect

2.1 What segments do you see most filled? Which ones are the least filled?

2.2 What surprises you?

2.3 What action can you take to make changes to improve the ‘surviving’ areas and to strengthen the ‘thriving’ areas? When and how frequently?

2.4 How can you appreciate your highest scoring segments?
Take a moment to be grateful.

2.5 How can you make more time to improve all areas?

REFLECTION NOTE:

Women and other individuals with caring responsibilities face many expectations and pressures due to gender norms and/or their personal circumstances. This may make it even more difficult to thrive in all areas of their lives. Such pressure may result in a smaller number of areas of their lives that are meaningful priorities. In such cases, the Making Time For Wellbeing tool (p. 40) and Setting Boundaries tool (p. 35) may provide additional opportunities for reflection and changes. Another approach for those who face gender norms and personal circumstances that limit resources for different areas of their lives is to leverage their wellbeing networks and seek more support (p. 32).

“I don’t think we all spend enough time with our families and loved ones. I definitely do see the fact that I don’t spend enough time with loved ones, for example grandparents and parents or even friends.”

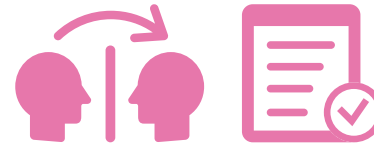
– Social Entrepreneur



Pro tip:

Areas where you may be surviving in, but represent your values may have a more salient impact on your wellbeing. For example, if one of your core values is knowledge but you are not satisfied with your intellectual wellbeing, this may make you feel particularly down and disappointed. Prioritise action in the areas of your life that are closely related to your values. You may find the values tool on p.15 useful in reflecting on your values.

Leveraging strengths and improving weaknesses



Tool: Personal SWOT Analysis

Suggested Time: 45 - 60 mins

Type of Tool: Reflection and Planning

Maintaining one's wellbeing is about both managing weaknesses and threats as well as leveraging strengths and opportunities. SWOT analysis is a well-known strategic planning tool that helps organisations to remain competitive. However, it is also a powerful tool for individuals.

Use this tool to reflect on threats and weaknesses that can be experienced as stressors and on strengths and opportunities to leverage. A personal SWOT analysis can also help you uncover opportunities that you would not otherwise have spotted, yet may contribute to your wellbeing.

1. Reflect

1.1 Start by reflecting on your personal strengths and weaknesses.
Jot down as many strengths and weaknesses as come to your mind.

1.2 Next, consider your opportunities and threats.
Jot down as many opportunities and threats as come to your mind.

STRENGTHS (INTERNAL)	WEAKNESS (INTERNAL)
<p>What do you and others see as your strengths? What advantages do you have that others don't? What personal characteristics help you to do well?</p> <p>E.g.</p> <ul style="list-style-type: none"> • <i>I have high energy levels.</i> • <i>I'm not afraid to talk to others about my ideas or vulnerabilities.</i> <hr/> <hr/>	<p>What could you improve? Do you have personality traits or habits that hold you back in your field? What tasks do you usually avoid because you don't feel confident doing them?</p> <p>E.g.</p> <ul style="list-style-type: none"> • <i>I get distracted easily.</i> • <i>I get impatient when others don't understand me.</i> <hr/> <hr/>
OPPORTUNITIES (EXTERNAL)	THREATS (EXTERNAL)
<p>What unique resources can you draw on or access? What opportunities are open to you in relation to your goals? What trends could you take advantage of? How is your environment changing?</p> <p>E.g.</p> <ul style="list-style-type: none"> • <i>There is a programme free for social entrepreneurs, I can use this to improve my leadership skills.</i> • <i>I have a big network, I can use this to find mentors and people who can support me.</i> <hr/> <hr/>	<p>Where do you have fewer resources than others? What threats could harm you or the achievement of your goals? What obstacles do you currently face? What obstacles might you face in the future?</p> <p>E.g.</p> <ul style="list-style-type: none"> • <i>My family expects me to have a career with a stable and lucrative salary. I will need to continuously invest energy to defend my choice.</i> • <i>There is an expectation within my community that women take care of their families full time. I will not be able to do that if I have a social venture.</i> <hr/> <hr/>

Adapted from Mindtools (https://www.mindtools.com/pages/article/newTMC_05_1.htm)

2. Validate:

Ask a former direct boss, a close friend, a co-founder/colleague or any individual who you have a relationship with to honestly list your top three strengths and weaknesses. Hearing from those who know you and have your best interest at heart will give you that extra boost and help you see yourself from a different perspective. Record their insights.

3. Plan:

Based on the SWOT analysis, make plans in the following areas:

- 3.1 How can you use your strengths to reach your wellbeing goals? How can you use your strengths more often?

- 3.2 What areas do you want to improve in? What would be three things you can start doing to improve them?

- 3.3 How and when can you take advantage of the potential opportunities?

- 3.4 In what ways can you mitigate and manage potential threats?

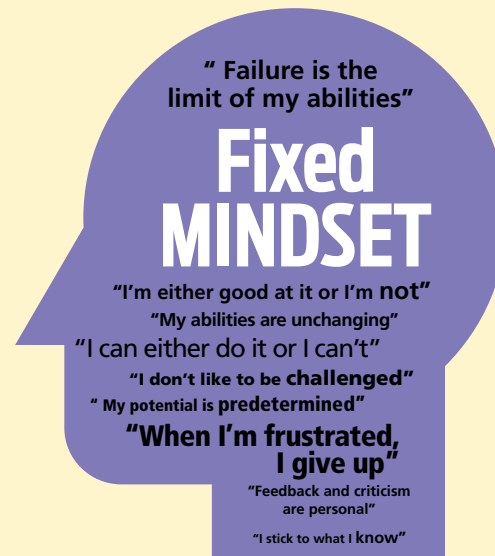


Developing the right mindset

Fixed Mindset Versus Growth Mindset

Fixed mindset:

“Believing that your qualities are carved in stone — the fixed mindset — creates an urgency to prove yourself over and over. If you only have a certain amount of intelligence, a certain personality, and a certain moral character — well, then you’d better prove that you have a healthy dose of them. It simply wouldn’t do to look deficient in these most basic characteristics.”



“Failure is an opportunity to grow”

Growth MINDSET

“I can learn to do anything I want”
“Challenges help me to grow”
“My effort and attitude determine my abilities”
“Feedback is constructive”
“I am inspired by the success of others”
“I like to try new things”

Growth mindset:

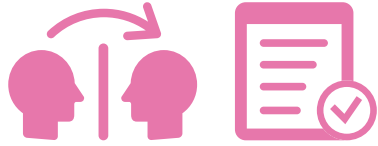
“In this mindset, the hand you’re dealt is just the starting point for development. This growth mindset is based on the belief that your qualities are things you can cultivate through your efforts. Although people may differ in every way — in their initial talents and aptitudes, interests, or temperaments — everyone can change and grow through application and exercise.”

The above is how Carol Dweck, Professor of Psychology at Stanford University defines the difference between fixed and growth mindsets. Due to different upbringing, experiences, and personal values, people have all sorts of mindsets.

Social entrepreneurship is a challenging journey, thus a growth mindset is highly valuable when embarking on this journey. Individuals who adopt a growth mindset are more resilient to stressors, such as failure, rejection, envy or criticism. They use feedback and mistakes as opportunities to grow and enjoy the process of learning as a way to overcome obstacles. While for some of us, a fixed mindset

can come easier, that does not mean that a growth mindset is not possible to develop. Indeed, research shows that our cognition is highly malleable and with reflection and practice we can strengthen our growth mindset (Dweck, 2017).

Use this tool to map any challenge through a growth mindset perspective. The more you engage in the process of practicing a growth mindset, the easier and more natural it will become over time.



Tool: From I Can't To I Can Try
Suggested Time: 45 - 60 mins
Type of Tool: Reflection and Planning

1. Reflect

Consider the following questions to understand where you stand currently.

What is the challenge you currently face? What are its causes and effects?

What have you tried so far in addressing this challenge?

What have you learned from your attempts to address the challenge?

What worked? What did not work? What can be improved?

2. Plan

Consider the following questions to map out a way forward.

What have you not tried yet that may help you to address this challenge? List all possible options that come to mind.

What has stopped you from using any of these solutions before? What are you afraid of?

From the list above, what solution will you try next? Be specific: describe the actions to take immediately and in the next week or month.

Who can you approach for feedback and advice?

3. Reflect

Once you have tried different solutions, take time to reflect on how it went and what you learned from it. How can you leverage what you have already learned?

“I knew that this problem needed to be addressed. I was not sure whether my solution could be the key to address this issue. But I was hopeful... I love that I care about these issues this deeply because it allows me to continue pushing through the difficulty without even thinking about it. I don’t even have second thoughts, “Oh, should I do something else?”. If this doesn’t work, I’ll try another method... in the past two years, I was like, ‘Ok, this doesn’t work, let’s try that. Ok, that doesn’t work, let’s try this.’”

– Social Entrepreneur



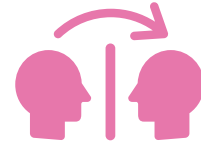
Pro tip:

Another way to develop your growth mindset is to reflect on mistakes and learn from them. The Learning from Mistakes tool on p. 49 can further support the development of a growth mindset. Also, when you are feeling stuck or demotivated, you can motivate and energise yourself through various ways. See Making Room For Joy tool on p. 43.

Mapping your wellbeing network

Maintaining one's wellbeing is not a solo job. Support from others is available and desirable. Positive relationships can come from many places - from family and friends to peers and acquaintances from leisure activities. Most importantly, positive relationships can make a difference for your wellbeing in different ways – from helping with practical tasks to sharing advice to making you feel seen and understood. On the other hand, there are also toxic relationships that may hinder your wellbeing and drain your energy. It's important to notice the signs and identify whether to fix the relationship or let it go.

Use this tool to map out the individuals in your life and how they can support or hinder your wellbeing during your entrepreneurial journey.



Tool: Wellbeing Network

Suggested Time: 45 - 60 mins

Type of Tool: Reflection

Reflect:

- 1) Think about all the groups of individuals you interact with - from family members and friends to colleagues, mentors, religious companions, neighbours. Count the number of groups you have and divide the circle accordingly. Label all sections of the circle with the name of each group (e.g., family members, colleagues).
- 2) Go through each section of the circle and list as many individuals as you can think from each group. For example, all family members by name in one section and all colleagues in another section.
- 3) Colour-code different persons based on the quality of the relationship.



Green: Positive relationships that offer support and are trustworthy. These are relationships to keep and nurture. How can you invest more in them?

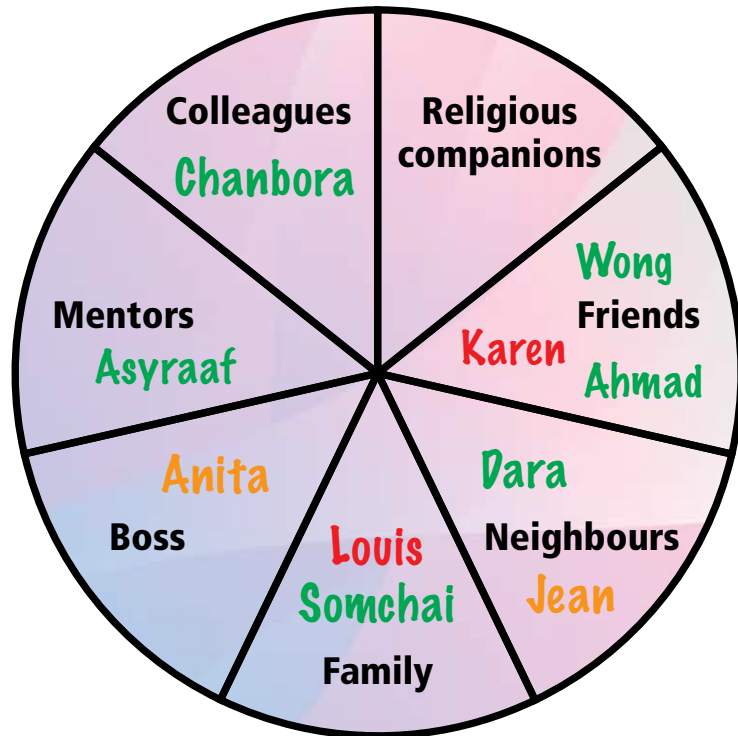


Orange: Ambivalent relationships that offer some support. Their ambivalence may be due to neglect, thus needing nurturing and strengthening. Or it may be due to conflicting experiences and tensions, thus requiring a more careful engagement in these relationships. What does orange mean in your case?

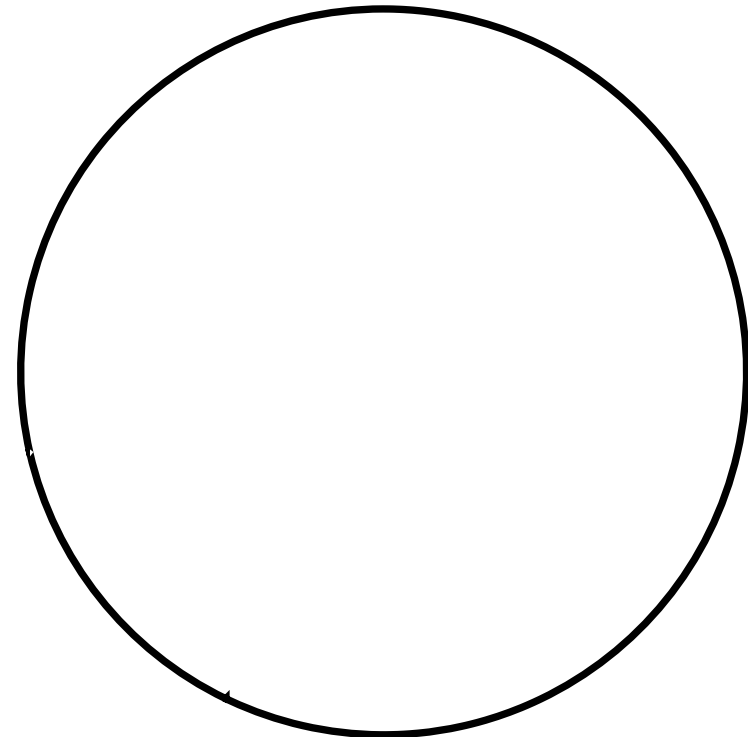


Red: Negative relationships that do not add value or even harmful. These are relationships to reconsider if or how you should keep investing energy into.

Example:



Your turn:



4) For each person listed, consider the following characteristics of the relationship:

PERSON	Do they offer you emotional support? Do you?	Do they offer you tangible support (e.g., a place to stay/work, financial assistance)? Do you?	Do they offer you practical advice/knowledge (e.g., new information, feedback on ideas)? Do you?	Do they provide you with a sense of belonging? Do you?	Are they critical to you as a person?	Can you trust them?	How often do you have meaningful interactions with them?
	1. Hardly ever 2. Sometimes 3. Almost always	1. Hardly ever 2. Sometimes 3. Almost always	1. Hardly ever 2. Sometimes 3. Almost always	1. Hardly ever 2. Sometimes 3. Almost always	1. Yes 2. Sometimes 3. No	1. Yes 2. Sometimes 3. No	1. Few times per year 2. Monthly 3. Weekly 4. Daily

Adapted from: McPin Foundation (<https://mcpin.org/wp-content/uploads/Our-briefing-paper.pdf>)

This tool does not suggest to cut out important people in your life (by blood or otherwise), but it's important to recognise that sometimes having a positive impact in the world, or doing something that's never been done before, will mean you come up against people who don't understand, and don't want you to take the risk. It's up to you to interrogate how that makes you feel, and to try and let go of the negative feelings it can bring along. Perhaps you can ask yourself:

- What is within my power of influence?

What I can do to make this situation easier for them to understand, accept or encourage? Maybe you can sit down with them to explain the business idea and what you think you can achieve. Maybe you can show them the problem, how bad it is, and how important it is that someone tries to solve it. You can consider providing them with evidence of what you have already achieved. You can also show them that you have a back-up plan or a safety net. Do not expect acceptance or encouragement to come right away. It is likely this will be a process that will require continuous effort on your part to bring individuals along.

- What is not within your power to influence?

Sometimes the best thing we can do is accept the things we cannot change, and try to focus our energy elsewhere, where it matters.

REFLECTION NOTE:

If you have a family who is not supportive of your decision to start a social venture, you are not alone. This is a common challenge for many social entrepreneurs because we all want to make our families happy, but sometimes it's difficult when their expectations aren't aligned with our values and needs. This issue may be particularly relevant to women who face specific gender-related expectations around their role in the family, in the house, and in society. Know that you're not alone.

“We have been growing up in this culture. There are those expectations for you to go into a more traditional, more secure, more stable career path, and that was definitely the path my parents put me on. It's not just me, other co-founders are experiencing this too. Our experiences with our parents are very similar... And for us, it's about coping with that disappointment in whatever way we can by supporting each other because we didn't get our parents' blessing.”

– Social Entrepreneur



Pro tip:

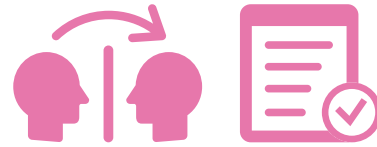
Some of the relationships you identified here may be ambivalent because of unhealthy boundaries with these individuals. If setting boundaries with specific individuals is a challenge for you, consider the Setting Boundaries tool on the next page to further interrogate how to strengthen your wellbeing network.

Setting boundaries



Boundaries provide the structures for our relationships and a framework for what others can expect from us. Boundaries exist at work, at home, and everywhere. By their very nature, social entrepreneurs aim to help and support others which can often result in boundary violations. Boundary violations are the times when others ask you to do something during your protected time to work on a pitch deck, the times when you are asked to do things that you are uncomfortable with, or the times others sign you up for events without your permission. Such boundary violations can leave you feeling guilty for saying “No” or feeling angry and resentful while engaged in an activity. Setting and protecting clear boundaries is thus important for social entrepreneurs to manage their energy, attention, time, and emotional and cognitive resources, thus preventing burnout. For social entrepreneurs, setting boundaries is also important to prevent tensions with stakeholders and a sense of dependency amongst beneficiaries and employees. Yet, setting boundaries is hard.

Use this tool to reflect on your relationships with healthy and unhealthy boundaries and plan how to introduce new boundaries or changes to protect your boundaries.



Tool: Build and Protect Boundaries
Suggested Time: 45 - 60 mins
Type of Tool: Reflection and Planning

1. Reflect

Consider the following questions to reflect on your boundaries.

What are your current boundaries? Types of boundaries can include emotional, material, time, energy, mental, digital, and physical.

Do your boundaries get violated? When? By who?

What makes protecting your boundaries difficult?

For example, why do you always say “Yes” to a specific friend or employee?”

2. Plan

The best way to set and protect boundaries is to make boundaries explicit and clear. Whether your boundaries are in relation to time, topics of conversations, use of space, etc., the only way for others to know about these boundaries is if you tell them. This applies to both people at work and in your personal life. It can be useful to create structures and symbols to reinforce these boundaries. For example, if going to the gym is important to you, make it clear to everyone that 6pm to 8pm is your gym time and block off the time in your calendar, while an open door can signal to your employees that they can interrupt whatever you are doing.

However, with existing relationships and work structures, this may be more difficult due to the long periods of accepting and normalising blurred boundaries or boundary violations. Thus, a good way to protect boundaries is to plan for situations when you feel that your boundaries are not respected:

- Listen to your body. If you feel tension or anxiety, this is signalling that a boundary is not being respected. Check with yourself which boundary is being violated.
- Address the boundary violation. This can take many shapes depending on the situation and the individual(s) involved.

Some examples:

- 1) It is OK to say “No.” You can practice how to say “No” to different people. The following phrases can be helpful to say “No”: “Thank you. I am not available at this time.”, “I appreciate the thought but this is not something that I can engage with.”, “I am not able to contribute to this.”, “I currently do not have the time and energy for this.”, “This is not something I am comfortable with.”
- 2) It is OK to ask for time to think about requests that may not align with boundaries, but offer opportunities, instead of agreeing immediately. For example, if co-founders ask you to attend a networking event on an evening they know you have family plans, you can respond with “Let me confirm in an hour/tomorrow/next week.” This will give you time to reflect on how you want to proceed and what options you have.
- 3) It is OK to negotiate. Protecting boundaries is beneficial for your wellbeing, but it also needs to be done in a way that respects the needs of others. Sometimes a “No” is not possible because your team or family needs you. In such situations, a better option may be negotiation. For example, if an employee is asking for help 20 minutes before your protected personal time and you know a conversation with them will take more than 20 minutes, you can offer a dedicated meeting at a later time or specify that you can dedicate only such amount of time at the moment and be strict with finishing the conversation accordingly.

Pit stop: Gut check

You have started working on your wellbeing foundation as a part of your social entrepreneurship journey. This is an investment in you, in your social venture, and in addressing the social issue you care about. Take time to reflect on how confident you feel in your wellbeing foundation. There are no right or wrong answers. Your honest reflection is what counts most. Your reflection at this stage will help you to consider what else you can do to ensure that social entrepreneurship is a source of wellbeing for you with the appropriate support in place.

- Do you know your strengths and how to leverage them?
Taking a strengths-based approach will help you to remain authentic and reach your potential in ways effective for your venture.

- Are you aware of your weaknesses and how to improve on them?
We all have areas that need improvement. Do you have a plan for how to learn and improve?

- Are you willing to take on the known and unknown obstacles with effort, persistence, and experimenting?
Adopting a growth mindset will not remove the obstacles, but will enable you to address them when they emerge.

- Are you ready to see challenges and mistakes as opportunities to learn?
Challenges and mistakes can provide a strong foundation to learn, improve and grow.

- Do you feel confident that you have positive relationships that can provide support when you need it?
Positive relationships are a source of wellbeing on their own, but they also provide support to address challenges when they emerge.

- Are you ready to work on establishing healthy boundaries with others?
Positive relationships do not simply emerge. They are developed through effort and establishing boundaries that meet the needs of everyone involved.

- Are you willing to put in the effort to continuously reflect and invest in your wellbeing throughout the journey?
You have worked on developing your wellbeing foundation. But this work does not stop today, it is a part of the entire journey.

05

Navigating The Journey

KEY OBJECTIVES

PG 40
Making Time for Wellbeing

PG 43
Making Room for Joy

PG 45
Managing Stress

PG 49
Learning From Mistakes

PG 50
Good Days and Bad Days

PG 54
Pit Stop: Ideal Versus Reality Check

Introduction

Social entrepreneurship is a marathon, not a sprint. Through the ups and downs of building a social venture, you'll need to show up every day to lead and perform. Whether it's raising funds with investors, building a high performance team, meeting the needs of your customers or supporting beneficiaries, maintaining your wellbeing as a founder will bolster the venture's health in the long term. It can be easy to see maintaining wellbeing as a low priority, however, it can play a huge role in your business as it will impact how you lead and work every day.

We often don't make time for wellbeing until it's too late. We've burnt out. We've got unprocessed grief of failure. We feel overwhelmed. This is a common issue in social entrepreneurship. When you're in the throes of running a social venture, taking time out to reflect, to look after yourself or to improve your effectiveness can feel like a luxury. This is why we often don't make the time, or think we don't have the time for it. But this is only sustainable for so long.

Cutting corners on wellbeing might work in the short term, but over time, being a leader means being sustainable in the management of yourself and your team. One of the key indicators of success for a social venture is the wellbeing of its founders. (Stick this statement on your fridge if you need reminding!)

This section covers the part of your journey where prioritising your wellbeing is the most important, but also the most difficult. The tools in this section will help you to reflect on what you need in the long term to look after yourself day in and day out.

Making time for wellbeing



Tool: Time Management Matrix
Suggested Time: 15 - 30 mins
Type of Tool: Planning

We all know that wellbeing is important, but it can be difficult to make time for it, particularly when we are stressed, busy, or full of excitement about building a social venture. Maintaining wellbeing requires self-care. While self-care can be considered a term appropriated by late-stage capitalism to capitalise on our distress, what we refer to here is an attitude or a commitment to oneself that guides daily action to take care of oneself, to protect oneself and one's wellbeing. Self-care is not about buying things, but taking action to ensure that our needs are met, such as getting enough sleep and having time to recharge. Self-care acts often fall into the 'important, not urgent' quadrant, which is the easiest to neglect because we wait for when we have time and the time never comes.

Use this tool to make sure you prioritise self-care actions as a part of your long-term commitment to your wellbeing. Reading this guide won't help you if you're unable to find the time to put these exercises and new habits into practice. Indeed, it may seem counter-intuitive to add yet another thing on your to-do list, but change in behaviour requires practice and discipline before it becomes a habit.

1. Reflect

The matrix categorises your tasks into 4 quadrants according to their urgency and importance. Think about your previous week, and all the different tasks you did. This includes your venture work, family responsibilities, and attention to your wellbeing. Place each task in the relevant quadrant.

	URGENT	NOT URGENT
IMPORTANT	1. Fire fighting <i>Crises</i> <i>Pressing problems</i> <i>Deadline-driven projects</i> <hr/> <hr/> <hr/> <hr/> <hr/>	2. Quality time <i>Relationships</i> <i>Reflection and planning</i> <i>Finding new opportunities</i> <hr/> <hr/> <hr/> <hr/> <hr/>
NOT IMPORTANT	3. Distraction <i>Interruptions: not time sensitive calls, emails, conversations</i> <hr/> <hr/> <hr/> <hr/> <hr/>	4. Time wasting <i>Trivial work</i> <i>Activities not aligned with your values</i> <hr/> <hr/> <hr/> <hr/> <hr/>

Source: Eisenhower Matrix (<https://www.eisenhower.me/eisenhower-matrix/>)

Now, let's reflect on your matrix:

- Where do you spend most of your time? In which quadrant?

- How can you minimise distractions through delegation or boundaries?

- How can you minimise time wasters through setting limitations or changing behaviours?

- How can you create more space and time for wellbeing as an important but not urgent priority that requires daily attention?

2. Plan

Now that you've gotten perspective based on your previous week, take a step back to see where self-care fits into your schedule. Plan and commit for your upcoming week accordingly. This can include:

- **Schedule:** book slots in your calendar ahead of time for wellbeing
 - exercise, meeting a friend, time off work, time for reflection, bed time.Commit to these slots and follow them strictly. If you think it will be useful, get an accountability buddy who checks in if you stick to the commitment.
- **Delegate:** consider what in your 'urgent' boxes could be delegated or outsourced to someone else. You can also ask for help from co-founders and employees at work or from family and friends in your personal life.
- **Delete:** if a task is not important or not aligned with your values, can you delete? Be ruthless - you can do anything, but you can't do everything.
- **Communicate:** help others understand your priorities so they do not unknowingly sabotage you with last minute requests that interfere with your priorities.
- **Reflect:** as you do your weekly planning, make time to reflect on what you have learned. What types of tasks can be delegated or deleted, beyond specific tasks? How can you create a better structure for yourself? Are you categorising your tasks correctly?

“About a year ago is when I actually realised that I need to have a work-life balance. So I’ve started making time, consciously making time for me to finish work at 6pm, leave work at 6pm, and then go to the gym, work out, and then go back if I have any more pending work to do. I realise that being in our position, work really never ends.”

– Social Entrepreneur



PRO TIP:

Make self-care a habit. One-off activities won’t have much effect in the long run, although good for temporary relief whenever needed. Choose activities that you can do often, and that you will stick with. Think about how you can link these activities with existing habits or structures. For example, if you already have lunch with friends or family every Sunday, can you add an hour afterward to be off the grid?

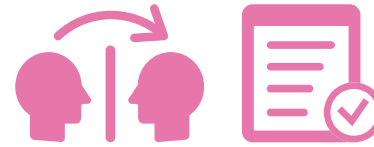
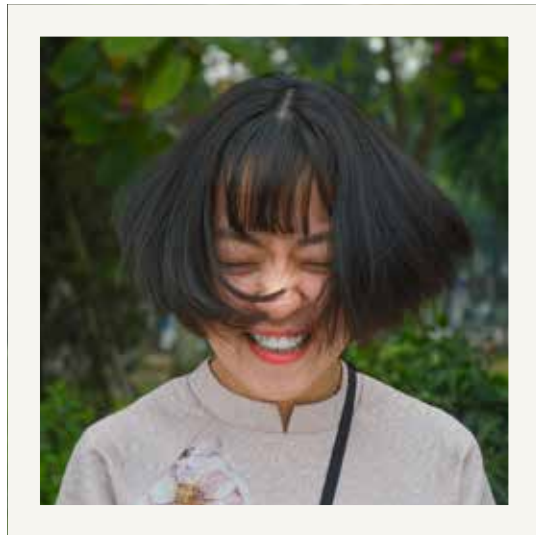
Self-care means taking care of yourself	Self-care means taking time to do things you enjoy
<p>E.g.</p> <ul style="list-style-type: none"> • Sleep enough • Eat healthily and mindfully • Care for personal hygiene • Express gratitude • Be active • Unplug • Be present 	<p>E.g.</p> <ul style="list-style-type: none"> • Relax (e.g., Listen to music, read a book) • Get outside (e.g., Have lunch in the park, go to the beach) • Get social (e.g., Have coffee with friends, visit your neighbours) • Get creative (e.g., Cooking, writing) • Engage in activities that align with your values

Everybody is different in the ways they take care of themselves. Choose what works for you!

Making room for joy

Joy is a feeling of great pleasure and happiness. The life of social entrepreneurs who work with our society's most disadvantaged and marginalised people is often packed with meaningful yet sad moments. These in turn motivate or drain you.

Use this tool to reflect on what brings you joy and what drains you. This will help you to create opportunities for more joy in your life during your entrepreneurship journey as well as to reflect on whether social entrepreneurship is the right path for you in the long term.



Tool: Energisers and Drainers

Suggested Time: 15 - 30 mins

Type of Tool: Reflection and Planning

1. What brings you joy or drains you is specific to you, no one else. Jot it all down, no matter how small, insignificant or silly it may seem. You like watching dances on TikTok or working directly with your beneficiaries? Or seeing your employees grow and learn? Great, put it down. You find yourself exhausted after interacting with too many people or dealing with admin work? Put it down.

JOY What brings you a feeling of great pleasure and happiness? Joyful things can energise you and they can also calm you. Think about both types of joy.	DRAIN What drains you and your energy? What makes you feel empty and exhausted?

2. Now take a look at your list of things that bring you joy and drain you. Honestly reflect on how much your days, weeks, and months as a social entrepreneur are made up of things that bring you joy and how much is filled with things that drain you?

• Day

• Week

• Month

3. How can you add more sources of joy to your entrepreneurial journey?

4. How can you minimise drains from your entrepreneurial journey?

“Sustainability is not just about the environment, it is not just about finance, it is also about your energy as well. So if you don’t preserve the energy and passion, then in 5 years, you will probably not want to do this anymore.”

– Social Entrepreneur



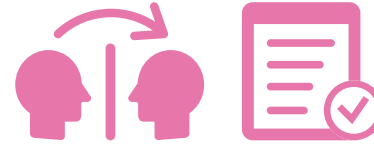
PRO TIP:

It is normal to lose motivation at times. However, it is important to know what to do to feel inspired again. Some tips include identifying or reminding yourself of a clear purpose, comparing yourself now and before, connecting the dots, allowing your environment to influence your mood in a good way, getting back to the basics, etc.

Managing stress

Stress is a feeling of emotional or physical tension. Stress isn't all bad. At lower levels, stress prepares our bodies for day-to-day challenges by boosting energy, improving cognitive performance, and focusing attention. It's when stress is too extreme, or lasts for too long, that it becomes problematic. Thus, the goal isn't to eliminate all stress - it's to keep stress at levels that are helpful, rather than harmful.

Use this tool to reflect on what is causing you stress or contributing to it and how you can address it.



Tool: Stress Management

Suggested Time: 45 - 60 mins

Type of Tool: Reflection and Planning

STEP 1: Identify factors that contribute to or cause stress

Daily Hassles: Common annoyances or strains of daily life.

Examples: traffic, chores, work problems, lack of sleep, homework, limited free time, argument with partner

Major Life Changes: Important events, both positive and negative, that require significant adjustment.

Examples: birth of a child, separation or divorce, new job, death of a loved one, moving, major illness / injury

Life Circumstances: Permanent or long-term circumstances that make life more difficult.

Examples: poverty or financial problems, chronic illness, toxic relationships, values that conflict with culture, discrimination, job dissatisfaction, living somewhere unsafe

STEP 2: Identify factors that protect against stress

Daily Uplifts (Short Term): Positive experiences that make you happy.

Examples: eating a good meal, spending time with friends, leisure activities, spending time in nature

Healthy Coping Strategies (Medium Term): Positive actions that help to reduce or manage stress and other uncomfortable emotions.

Examples: active problem solving, seeking support from others, identifying additional resources

Protective Factors (Long Term): Individual characteristics or life circumstances that protect you from stress.

Examples: financial stability, good physical health, supportive family, education, supportive social network

PRO TIP:

There are healthy and unhealthy coping strategies. Be aware of the difference and their implications.

Examples of healthy coping strategies that can have a long-term impact

- Talking about your problems
- Creative problem solving
- Using social support
- Identifying additional resources

Examples of unhealthy coping strategies that temporarily make you feel better

- Substance abuse
- Overeating
- Procrastination
- Sleeping too much or too little

STEP 3: Identify any unhealthy coping strategies that you may be using.

What are the consequences of these unhealthy coping strategies?

STEP 4: Replace the unhealthy coping strategies with healthy ones.
Consider healthy coping strategies you could start using or use more often.

What would be the expected outcomes of healthy coping strategies?

What challenges might you face in using healthy coping strategies?



Tool: Grounding Technique

Suggested Time: 2 - 10 minutes

Type of Tool: Habit

If you are feeling anxious, notice the following around you:

5 things you can see.

It could be a car, a spot on the wall, anything in your surroundings.

4 things you can touch/feel.

It could be your watch, a plant, or the ground under your feet.

3 things you can hear.

It could be the rain, the cars, or the birds.

2 things you can smell.

It could be from the kitchen or nature outside.

1 thing you can taste.

It could be the sandwich from lunch or your cup of green tea.

PRO TIP:

On the next pages, you can find quick tools you can use to manage stress in the moments: grounding, breathing and visualisation techniques.

Leading a social venture and making a difference for the planet and others can also create moments of stress and anxiety that make it difficult to function well and make decisions. Use these quick techniques to bring your attention back to the current moment, to the here and now. Note that these do not address the source of the stress, but help with temporarily managing how your body responds in the moment.



Tool: Breathing Technique
Suggested Time: 2 - 10 mins
Type of Tool: Habit

Deep breathing can make you feel better when you are feeling anxious or stressed. With this technique, you'll learn how to take bigger breaths that keep you relaxed and focused.

1. Get into a comfortable position, be it on your bed, on a chair or on the ground.
2. Breathe in through your nose. Feel the air in your belly.
3. Breathe out through your nose.
4. Place one hand on your belly and the other on your chest.
5. As you breathe in and out, feel your belly rise and lower. The hand on your belly should move more than the one that's on your chest.
6. Take three more full, deep breaths. Breathe fully into your belly as it rises and falls with your breath.

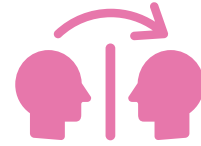


Tool: Visualisation Technique
Suggested Time : 2 - 10 mins
Type of Tool: Habit

- Visualise yourself lying on a clean, quiet beach, complete with clear blue skies and gently lapping waves.
- Imagine your body feeling the warmth of the sand.
- Let go of any tension, soften your eyes, and continue to breathe with the rhythm of the rolling waves.

It doesn't have to be a beach, but anywhere you find relaxing.

Learning from mistakes



Tool: Try Again

Suggested Time: 30 - 45 mins

Type of Tool: Reflection

Failure is common, particularly when doing something new or complex, such as addressing important social issues by starting a new venture. Instead of thinking of “failure” as a fundamentally terrible experience, it can be reframed as a mistake that provides a strong foundation to learn, improve, and grow. This is not to say

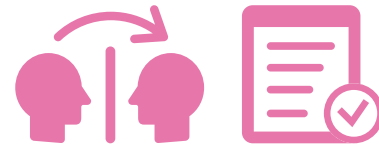
that it is not emotionally painful to experience, but that it can also be a source of something positive and productive in the long term.

Use this tool to reflect on mistakes as they occur. The tool works best when used for a specific mistake or incident instead of bringing multiple issues together.

This Didn't Work Out. What's My Next Step?		
1. What happened?	2. What was your strategy?	3. What were you thinking at the time?
4. What happened when your approach did not work out?	5. What's been going through your head since then?	6. What have you learned that will help you do better next time?
7. What new strategies can you try or when can you ask for help?	8. What's the new plan?	9. How will you deal with thoughts that could keep you from trying?

Adapted from Understood (<https://www.understood.org/en/friends-feelings/empowering-your-child/building-on-strengths/download-growth-mindset-activities-for-kids>)

Good days and bad days



Tool: Good Days and Bad Days
Suggested Time: 5 - 30 mins
Type of Tool: Habit, Reflection and Planning

Emotional health isn't about having a good day every day, it is about having more good than bad and being able to recover from a bad day. This is particularly true for social entrepreneurs for whom days are packed with witnessing suffering, packed workloads, many stakeholders with different needs, but also opportunities to see positive change, to be creative, to build positive relationships.

Use this tool to record your emotional health for a week (or a longer period of time) and then to make an action plan if you are experiencing more bad days than good days.

Consider 3 core emotional states:



A Good Day

My motivation and energy feels easy to find. I am motivated and interested in what I am doing. I have the confidence I can cope with whatever gets thrown my way.



Going Slow

I feel disengaged and it is hard to find the energy to fulfill my responsibilities.



On the Edge

I feel overwhelmed and out of control. I find it hard to think through challenges and making rushed decisions or losing my patience.

STEP 1: Record good and bad days

Try recording every day how you feel in three areas:

1. I can make a difference
2. Level of work
3. Relationships with stakeholders

You could do this for 2 minutes at the end of each day as a reflection before bed

By taking stock over the course of a week, you will be in a better position to see the bigger picture instead of reflecting on a single day.

PRO TIP:













While you can begin practicing with the three basic states, you can progress towards more specific expressions of emotional states. Being conscious of your emotional state, knowing which emotions are the most repetitive in your day-to-day life, or knowing the origins of others, can give you a greater and deeper understanding of yourself in any aspect of your life.

A lot of people have very limited vocabulary when it comes to expressing what emotions they are feeling, and this limits their ability to be fully aware of and to fully comprehend what they're feeling. If you get better at labelling your emotions, not only will you lead an emotionally richer life, but you'll also be able to respond more appropriately to what's happening around you.

Plutchik's wheel of emotions provides a great framework for understanding an emotion and its purpose.

Adapted from NHS Employers (<https://www.nhsemployers.org/retention-and-staff-experience/health-and-wellbeing/taking-a-targeted-approach/taking-a-targeted-approach/how-are-you-feeling-today-nhs-toolkit/toolkit-resources>)

How was today?

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
Today I feel							
 A Good Day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 Going Slow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 On the Edge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Because							
I can make a difference							
 To my beneficiaries, customers, and colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 But not the way things are	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 But things get in the way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of work							
 Is just right	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 Is too boring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 Is too demanding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationships with stakeholders							
 Are supporting and energising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 Are draining my energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 Are causing frustration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

STEP 2: Reflect and plan

Considering your week across the three aspects of work: making a difference, level of workload, and relationships with stakeholders, consider challenges, strengths, and changes to make.

AREA: Making a difference	Current challenges in this area	Positives to work from
Think about the extent to which you feel that: <ul style="list-style-type: none"> • What you are doing is making a difference for others • What you are doing is addressing the social issue • What you are doing helps you to achieve your goals 	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
Key actions to take:		
Actions required urgently e.g., Can you spend more time with beneficiaries to see the impact you have? <hr/> <hr/> <hr/>	Actions required in the medium term e.g., Can you enhance your impact measurement to visualise impact? Can you make changes to your products/services to catalyse more impact? <hr/> <hr/> <hr/>	Keep doing what is working e.g., Creating opportunities for beneficiaries and employees to provide informal feedback which reminds you of the difference you make and provides ideas for improvement. <hr/> <hr/> <hr/>
AREA: Level of workload	Current challenges in this area	Positives to work from
Think about whether you: <ul style="list-style-type: none"> • Have a manageable workload and realistic deadlines • Have working hours that are in balance with your home / personal life and needs • Have enough time to do your job properly 	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
Key actions to take:		
Actions required urgently e.g., Delegate tasks to others in the team. <hr/> <hr/> <hr/>	Actions required in the medium term e.g., Raise funds so we can hire additional staff to take some of the burden from my shoulders. <hr/> <hr/> <hr/>	Keep doing what is working e.g., Never working on Sunday. <hr/> <hr/> <hr/>

AREA: Relationships with stakeholders	Current challenges in this area	Positives to work from
Think about whether you feel that you: <ul style="list-style-type: none"> • Have good relationships with your co-founders • Have good relationships with your employees • Have good relationships with beneficiaries • Have good relationships with other social entrepreneurs • Are not isolated and have support in the workplace 	<hr/> <hr/> <hr/>	<hr/> <hr/> <hr/>
Key actions to take:		
Actions required urgently e.g., Chat to a colleague who is not supporting the rest of the team and understand why to develop solutions. <hr/> <hr/> <hr/> <hr/>	Actions required in the medium term e.g., Break up with my co-founder, it's not working. <hr/> <hr/> <hr/> <hr/>	Keep doing what is working e.g., Monthly check-ins with my team. I love these and they re-energise me! <hr/> <hr/> <hr/> <hr/>

PRO TIP:

Bad days are part of life. When they happen, close your eyes and think about one positive thing. It can be something you did well, something that made you proud, something you did for someone else, a positive thing you witnessed, a positive experience with something or someone. Anything positive, big or small.

This technique will help you cope with self-doubt, replace negative automatic thoughts and make you feel better. Recording positive experiences does not mean that your life is only filled with sunshines, instead, it prompts you to notice the positives, regardless of scales.

If you can't shift your focus from negative to positive, another way is to learn to observe those thoughts and emotions and let them go. Life can throw you lemons at times, and that's okay.

Pit stop: Ideal versus reality check

Now that you're into your social entrepreneurial journey, it is worthwhile to take some time to reflect on what you expected for yourself and what's actually happening in your life.

In some ways, expectations can be helpful, as they can give us a sense of motivation and direction. In other ways, expectations can create significant stress and self-criticism when they don't match up to reality. Indeed, our expectations can get the better of us when we expect more than what is realistic in a given situation – so it's important to manage them well. But first, it is important to be aware of and take a deeper look into how your expectations stack up to reality.

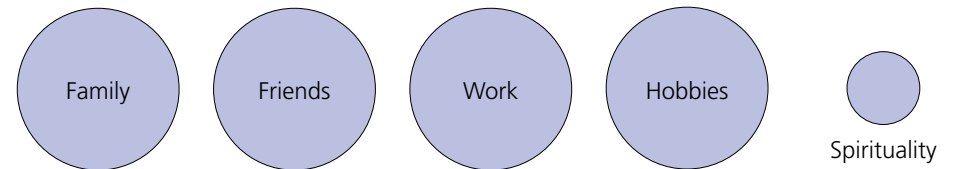
Only when you are aware, you are able to make choices – an opportunity to act instead of react.

Prepare a piece of blank paper and try it for yourself.

Ideal life

Our lives include multiple domains: our social ventures, our families, our friends, our leisure and hobbies, our community, and our religion/spirituality. Thinking about these domains, draw a circle for each one of them. Use the size of the circle to represent how important this domain is to you based on your values and ideals. If a domain is not important to you at all, place a small dot next to it.

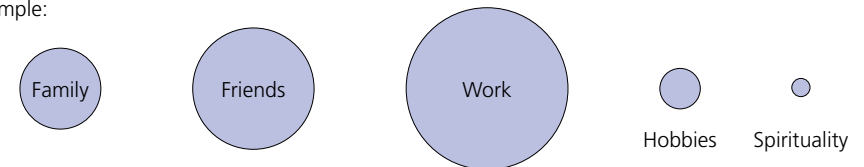
Example:



Actual life

Thinking about the domains of your social venture, your family, your friends, your leisure and hobbies, your community, and your religion/spirituality, consider your typical week and how much time you dedicate to each domain. Draw a circle for each domain. Use the size of the circle to represent how much time you dedicate to this domain on a typical week. If you do not dedicate any time at all to a specific domain, place a small dot next to it.

Example:



PRO TIP:

Are there any discrepancies? How could you narrow down the discrepancies? Think about how this could fit into your Time Management Matrix p. 40, so you make more time for the things that are important to you.

06 Implementing Wellbeing Practices in the Workplace

Wellbeing is necessary, not only for you, but also for your team. If they experience high levels of wellbeing, this can also lead to a significant increase in your team's engagement, cohesiveness, and overall productivity. Indeed, if your social venture develops a culture of wellbeing, this will make it easier for you to look after yourself and maintain your wellbeing. While one can make a "business case" for investing in your team's wellbeing, it does not need to be so instrumental. Indeed, as a social entrepreneur you probably already value others' wellbeing and want to contribute to it. Thus, you can enhance the wellbeing not only of your beneficiaries, but also of your co-founders and employees.

The suggestions below offer ideas for what you and your team can incorporate into regular routines and activities to maintain your wellbeing. These are not suggestions for one-off events, but for practices and activities to become habits and routines engrained into the culture and DNA of your social venture.

However, while these suggestions can enhance wellbeing, they are not sufficient to address the major reasons for ill-being in organisations, such as burnout, due to unmanageable workloads, limited support, and poorly designed jobs. Observe and act accordingly.

Wellbeing can be enhanced through five main approaches:



**Talk & Listen,
Be There,
Feel Connected**



**Your Time,
Your Words,
Your Presence**



**Remember
The Simple
Things That
Give Your Joy**



**Embrace New
Experiences,
See Opportunities,
Surprise Yourself**



**Do What You Can,
Enjoy What You Do,
Move Your Mood**

Source:
Mental Health Foundation and
Health Promotion Agency
(<https://www.hpa.org.nz/programme/workplaces>)

Workplace practices for wellbeing

1. CONNECT	2. GIVE	3. TAKE NOTICE	4. KEEP LEARNING	5. BE ACTIVE
<p>Strong relationships with others are an essential part of building resilience and boosting wellbeing. Connect with the people around you - colleagues, customers, mentors, peers, supporters. Invest in relationships.</p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> • Host social events at work • Have conversations with team members, instead of emailing • Provide a physical environment that allows teams to relax together • Organise a shared team lunch once a month • Organise carpooling amongst colleagues • Turn off digital distractions when connecting with others • Connect with each other, talk about your values, your likes and dislikes, your strengths and weaknesses, etc. • Check in and check out before and after meeting agenda 	<p>Giving makes us feel good. Carrying out acts of kindness, whether small or large, can increase happiness, life satisfaction and general sense of wellbeing.</p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> • Challenge teams to engage in an act of kindness once a week • Create a culture of supporting each other • Share skills amongst colleagues • Bring some food to share with colleagues • Develop a culture of saying thank you for hard work • Ask more experienced team members to buddy up with newer team members • Volunteer in local community as a team • Remind team members of the impact of their work • Organise 30 days of Gratitude Jar where employees write down one thing they feel grateful for every day for 30 days 	<p>Paying more attention to the present moment, to thoughts and feelings and to the world around us can boost our wellbeing. Notice the beautiful. Notice the unusual. Notice the small. Pay attention to the world around you and reflect on your experience.</p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> • Encourage or provide beautiful objects or plants near desks • Have a Peaceful Planting Project where employees bring a plant into the office • Single task – do one thing at a time • Have a ‘clear the clutter’ day • Take notice of how your colleagues are feeling or acting • Take a different route on your journey to or from work • Visit a new place for lunch • Do a breathing exercise • Engage your senses - what can you see, smell, feel or touch around you? • Shift the focus from what you do not have and cannot do, to what you have and can do 	<p>Being curious and seeking out new experiences that stimulates wellbeing.</p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> • Organise workshops and invite colleagues to become involved • Run discussion sessions once a week/month on interesting topics • Find out something about your colleagues • Sign up for a class as a team • Research something you’ve always wondered about as a team • Organise skill sharing sessions at work • Set a team challenge 	<p>Being physically active every day is great for our bodies and minds. It does not have to be particularly intense to be beneficial for your wellbeing. Garden. Dance. Play. Run. Walk. Swim.</p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> • Go for a team walk at lunchtime • Join any work-based team sports • Promote breaking up long periods of sitting • Walk to someone’s desk instead of calling or emailing • Have walking meetings

There is no ‘one size fits all’ approach to workplace wellbeing. Every workplace is unique, so tailor the five ways to wellbeing to suit your organisation and the resources you have available. Think about how the five ways of wellbeing can be embedded in your organisational culture. What can become a routine? What can be embedded in existing routines?

Note: While some tools in this Wellbeing toolkit are personal, most are applicable and can be used as team-bonding and team-building activities.

07

Resource List

You can find the following resources useful to continue your wellbeing journey:

Books:

- Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment - Martin Seligman
- Couples That Work: How to Thrive in Love and at Work - Jennifer Petriglieri
- Daring Greatly - Brene Brown
- Emotional First Aid - Guy Winch
- Failing Forward - John Maxwell
- Finding Your Own North Star - Martha Beck
- Flow - Mihaly Csikszentmihalyi
- 7 Habits of Highly Effective People - Stephen Corey
- Happiness: Unlocking the Mysteries of Psychological Wealth - Ed Diener
- Ikigai - Hector Garcia and Francesc Miralles
- Learned Optimism - Martin Seligman
- Lost Connections - Johann Hari
- Making Work and Family Work: From Hard Choices to Smart Choices - Jeffrey Greenhaus and Gary Powell
- Man's Search For Meaning - Victor Frankl
- Mindset: The Psychology of Success – Carol Dweck
- Positivity: Groundbreaking Research To Release Your Inner Optimist And Thrive - Barbara Fredrickson
- Rising Strong - Brene Brown
- The Alchemist - Paulo Coelho
- The Gifts of Imperfection - Brene Brown

- The Power Of Now - Eckhart Tolle
- The Psychology of Happiness - Peter Warr
- The Subtle Art of Not Giving a F*ck - Mark Manson
- Thinking, Fast and Slow - Daniel Kahneman

TED Talks and Videos to watch:

- Start with Why - Simon Sinek
- How to practice emotional first aid - Guy Winch
- Healing Rejection, Guilt & Failure - Guy Winch
- Designing your life - Bill Burnett
- Reclaiming Social Entrepreneurship - Daniela Papy
- What I learned from 100 days of rejection - Jia Jang

Online resources:

- <https://www.viacharacter.org/> - Character Strengths, Virtues, and Values
- <https://ccare.stanford.edu/> - Stanford Medicine Center for Compassion and Altruism Research and Education
- <https://www.uclahealth.org/marc/> - UCLA Mindful Awareness Research Center
- <https://whatworkswellbeing.org> - What Works Wellbeing

Cambodian communities you can join:

- Untangle: A mental health project
- SpeakOut
- TPO Cambodia
- Impact Hub Phnom Penh
- Hub Entrepreneurs Club (Impact Hub Phnom Penh)
- SHE Investments

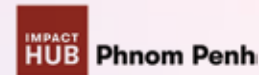
Malaysian communities you can join:

- MaGIC Network
- Social Innovation Movement
- SEtempat
- Impact Hub Kuala Lumpur
- Founders Institute
- Global Entrepreneurship Movement Association

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