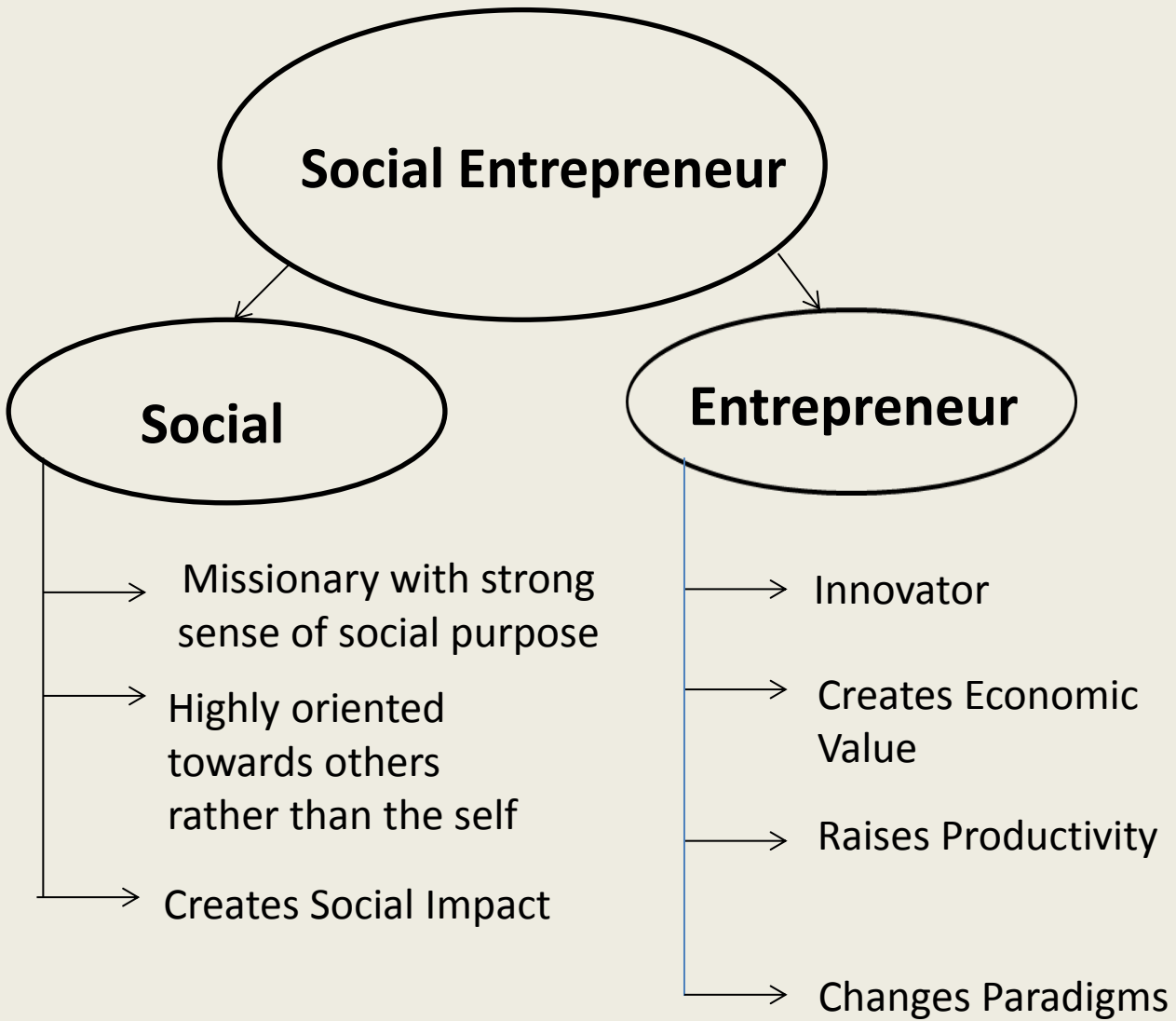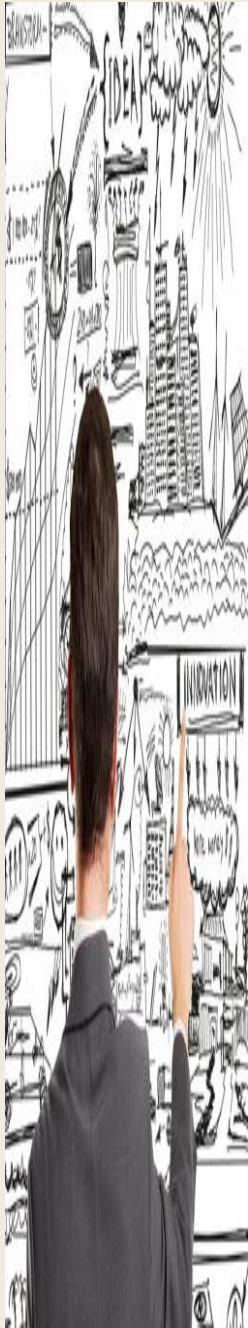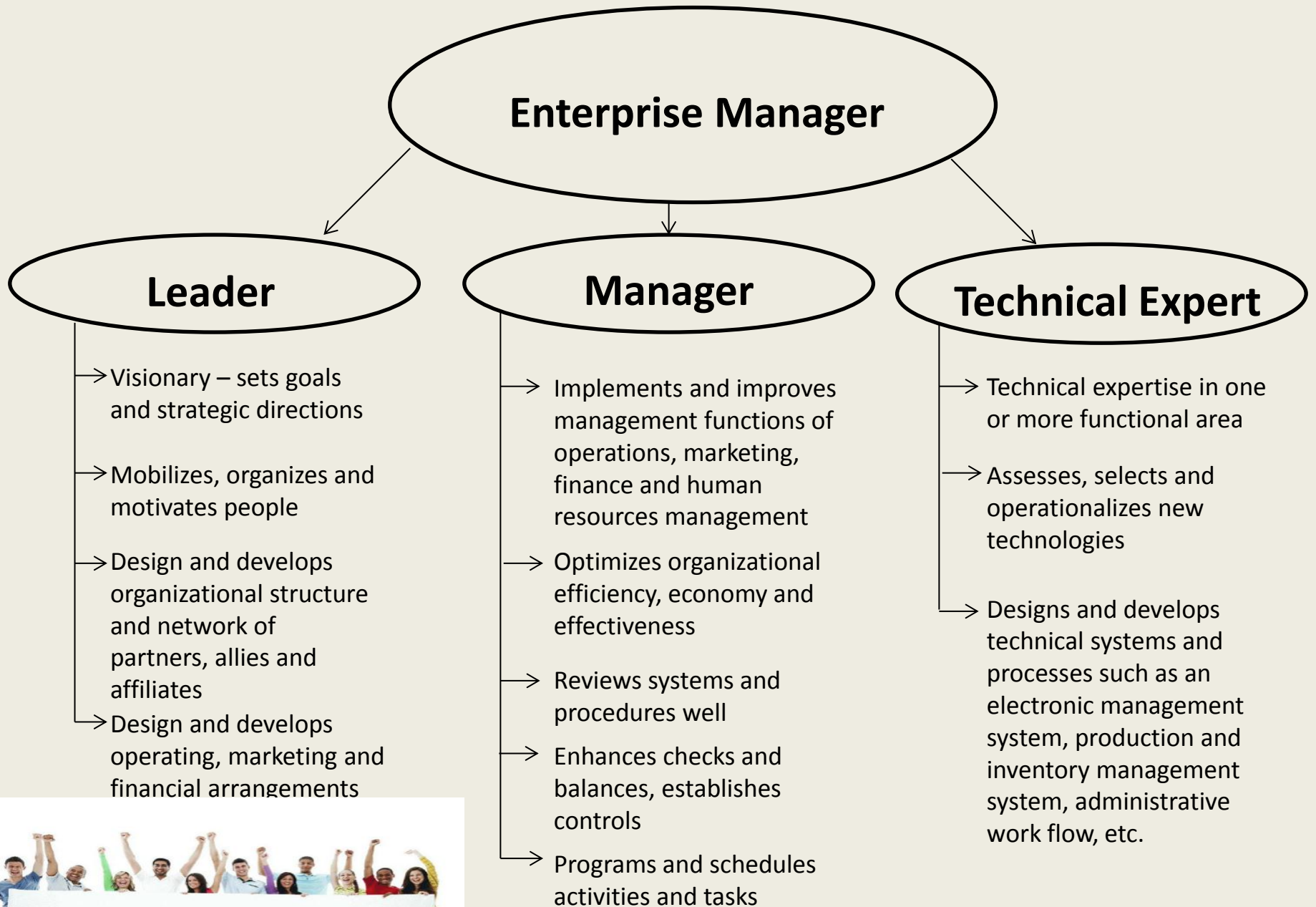# PATHWAYS AND PATHFINDERS

TO SOCIAL ENTREPRENEURSHIP

Dr. Eduardo A. Morató, Jr.
Chairman and President

bayan academy
for Social Entrepreneurship and Human Resource Development, Inc.

Social Entrepreneur

Social

→ Missionary with strong sense of social purpose

→ Highly oriented towards others rather than the self

→ Creates Social Impact

Entrepreneur

→ Innovator

→ Creates Economic Value

→ Raises Productivity

→ Changes Paradigms

Enterprise Manager

Leader

- Visionary – sets goals and strategic directions

- Mobilizes, organizes and motivates people

- Design and develops organizational structure and network of partners, allies and affiliates
- Design and develops operating, marketing and financial arrangements

Manager

- Implements and improves management functions of operations, marketing, finance and human resources management

- Optimizes organizational efficiency, economy and effectiveness

- Reviews systems and procedures well

- Enhances checks and balances, establishes controls

- Programs and schedules activities and tasks

Technical Expert

- Technical expertise in one or more functional area

- Assesses, selects and operationalizes new technologies

- Designs and develops technical systems and processes such as an electronic management system, production and inventory management system, administrative work flow, etc.

BECOME A SOCIAL ENTREPRENEUR!
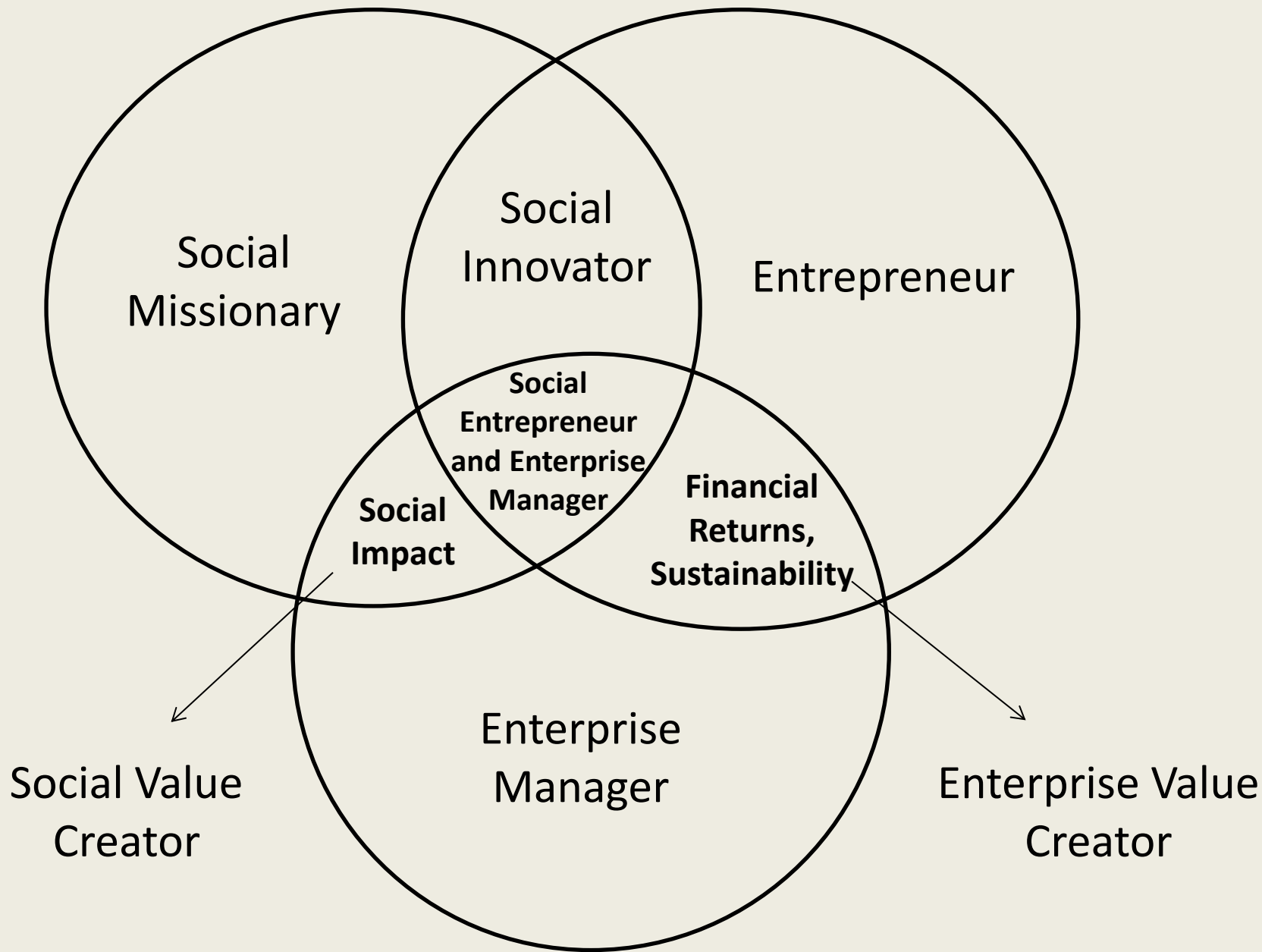
The Social Entrepreneur and Enterprise Manager

Very High Level of Innovation (**Entrepreneurial**)

Apple, Google, 3M

Bill and Melinda Gates Foundation

Significant Innovation

Mondragon in Spain

Nestle

Bote Central

Bayan Academy

Ayala Group

Ugong Rock

Pure Profits

Pure Social Benefits

Traditional Enterprises

Enterprises with CSR

Inclusive Business

Fairtrade Enterprises

Social Enterprises

Foundations with Income Generating Activities

Cooperatives and Associations with Profit Objectives

Traditional Foundations with Purely Social Goals

SM Group

NATTCO

Some Innovation

Bayan EDGE

Distribution and Trading Companies

SM FOUNDATION (Mainly Scholarships)

Very Low or No Innovation (Business as Usual)

MAPPING OF ENTERPRISE AND SOCIAL UNIVERSE FROM PURE PROFITS TO PURE SOCIAL BENEFITS

The Making of Social Entrepreneurs and Enterprise Managers: Pathways and Pathfinders to Social Entrepreneurship and Enterprise Management

1. Character, Brain Preferences and Personality of Entrepreneurs, of Managers and of Social Missionaries

2. Competencies and skills requirements for Social Entrepreneurs and Enterprise Managers

3. Formation and Evolution of Social Entrepreneurs and Enterprise Managers: Pathways and Pathfinders

Whole Brain Model of Ned Hermann

Brain Preferences of Managers, Entrepreneurs and Social Missionaries

Managers

Entrepreneurs

Social Missionaries
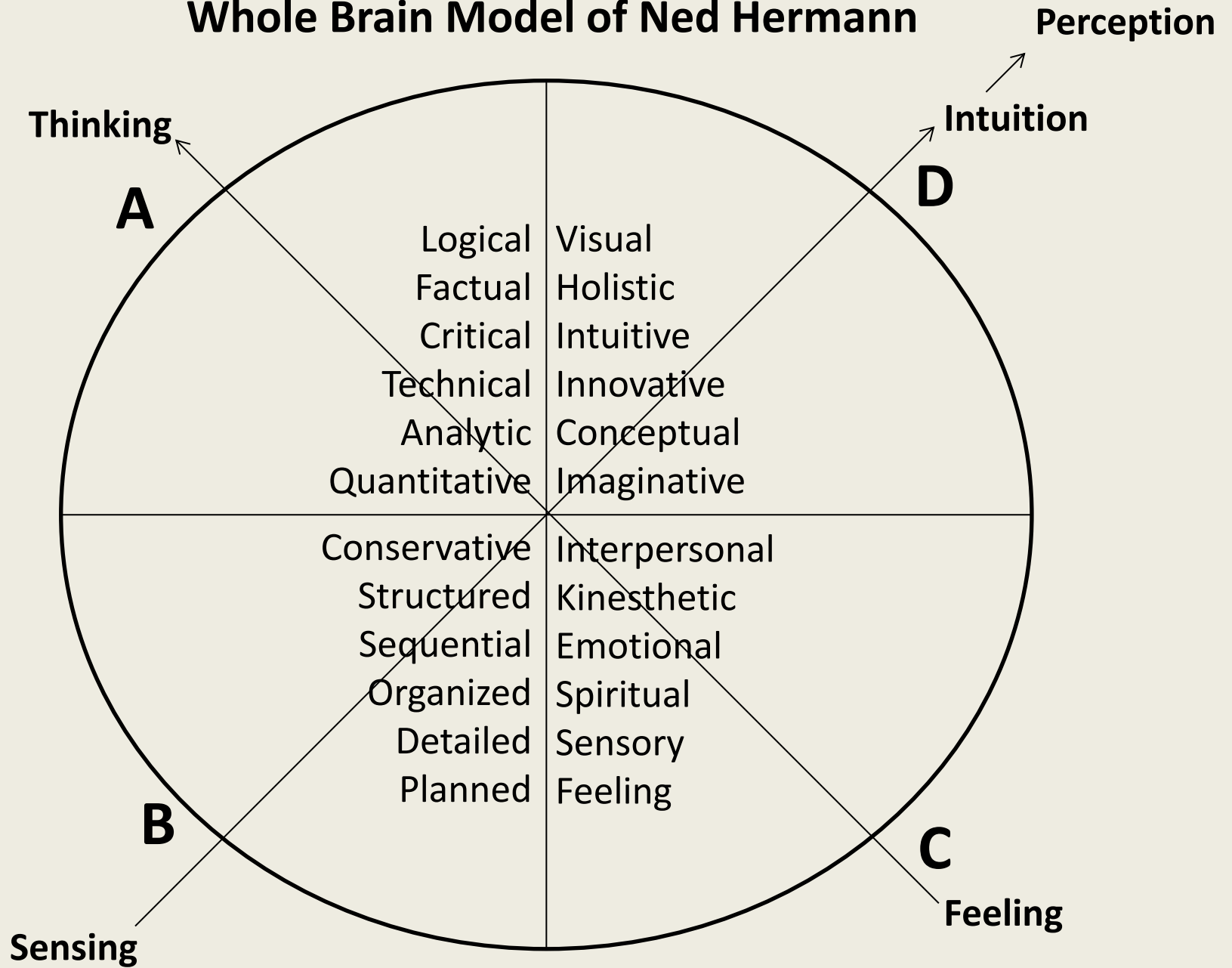
ENNEAGRAM of Entrepreneurs and Social Missionaries

The whOle Package

1 – Perfectionist

2 - Helper

3 – Achiever

4 – Romantic, Idealist

5 – Observer

6 – Critic, Questioner

7 – Adventurer, Epicure

8 – Asserter, Leader

9 – Peacemaker, Harmonizer

Entrepreneur (AIM-ME)

Top Choice – 7 – Adventurer, Epicure
Second Choice – 8 – Asserter, Leader
Third Choice – 3 - Adviser

Social Missionary

Top Choice – 2 – Helper
Second Choice – 4 – Romantic, Idealist
Third Choice – 9 - Peacemaker, Harmonizer

Enterprise Manager (AIM-MBA)

Top Choice – 3 – Achiever
Second Choice – 8 – Asserter, Leader
Third Choice – 6 – Critic, Questioner

For Social Entrepreneurs and Enterprise Managers, it should be number 2 as first choice, number 7 as second choice, number 3 as third choice and number 8 as fourth choice.

Three Sets of Skills and Competencies Needed by the Enterprise Managers

I. People Skills

1. Able to mobilize and organize groups and individuals
2. Able to relate to, empathize with contextualize people
3. Able to motivate, incentivize and empower people
4. Able to raise performance and productivity of people
5. Able to lead and transform organizations
6. Able to build a culture of excellence, harmony and integrity
7. Able to bring out the best in people

II. Managerial Skills

1. Able to generate and utilize resources well
2. Able to plan and program
3. Able to design organizational structure and systems
4. Able to assess situations and identify problem and opportunities
5. Able to determine alternative courses of action and evaluate them

III. Technical Skills

1. Accounting for and reporting finances
2. Financial Analysis, Forecasting and Insighting
3. Financial Packaging and Risk Mitigation
4. Market research using qualitative and quantitative approaches
5. Market Analysis, Forecasting and Insighting
6. Designing and developing the Marketing Mix
7. Technology assessment and adoption
8. Production planning, Programming and scheduling
9. Line balancing and determination of ideal work flow
10. Quality assurance and control system

	6. Able to decide on best course of action using sound and valid criteria 7. Able to foresee implication and consequences of decision and provide contingency plans for areas of risk 8. At middle management level, able to lead and manage functional area of management. At higher level, able to evaluate, coordinate and lead the whole organization	11. Optimization of Productivity, Minimization of Cost 12. Testing and evaluation of people using scientific approaches. 13. Designing pay plans, benefits, incentives 14. Training and skilling people 15. Program and project 16. design and Development 17. Program and project monitoring and evaluation 18. Enterprise management information systems 19. Enterprise planning and programming systems 20. Enterprise performance management systems

Three Pillars of Masters in Entrepreneurship

I. Self Mastery

A. Learning to Think
1. Left Brain – Analytical, Logical, Critical Thinking
2. Right Brain – Creativity, Intuition, Systems Thinking

B. Learning to Intuit
1. Pattern Recognition
2. Rapid Analysis
3. Instant Insighting
4. Psycho-Osmosis

II. Situation Mastery

A. External Environmental Assessment (EA)
1. Macro-Environment- Social, Political, Economic, Ecological, Technological
2. Industry Analysis
3. Sector Analysis
4. Area Analysis
5. Market Analysis
- Actual and Potential
- Demand and Supply
- Trending and Forecasting

III. Enterprise Mastery

A. Enterprise Life Cycle
1. Start-up, Piloting
2. Commercialization
3. Growth
4. Maturity
5. Reengineering

B. Enterprise Life Forces
1. Entrepreneur
2. Enterprise Operation
3. Enterprise Organization
4. Enterprise Products and Services
5. Enterprise Relevant Environment

C. Learning to Feel
1. Understanding the Self
2. Managing the Self
3. Motivating the Self
4. Understanding Others
5. Managing Others

D. Learning to Do
1. Learning before Doing
2. Learning while Doing
3. Learning after Doing

E. Learning to Communicate
1. Transmitting Messages- Logos, Pathos, Ethos
2. Receiving Messages Listening, Understanding, Clarifying

6. Micro Market Analysis
- Consumer Profiling, Demographics, Psycholographics, Technolographics
- Sales Data Mining
- Behavior, Traits and Characteristics

B. Internal Environmental Assessment (IA)
1. Evaluation of Outputs and Outcomes – Performance/Management Assessment
2. Assessment of Organizational Competencies
3. Assessment of Utilization of Resources

6. Managing Four Functions of Management
1. Market Management
- Market Research
- Market Planning
- Marketing Mix or Seven Ps of Marketing
- Marketing Strategy
2. Operations Management
- Determination of Customer Quality, Delivery and Price Expectations
- Design of Enterprise Delivery System (Inputs, Throughputs, Outputs and Outcomes)
- Capacity Determination
- Operating Processes and Work Flow
- Operating Systems and Controls

F. Learning to Lead 1. Inspirational Leadership 2. Transformational Leadership 3. Adaptive Leadership G. Learning to Be ▪ Wonderment ▪ World view ▪ Wisdom ▪ Way of the Spirit ▪ Will to Live	4. Assessment of Management Processes 5. Assessment of Management Functions 6. Assessment of Units, Teams and Individuals 7. Assessment of Physical Facilities, Working Conditions 8. Assessment of Organizational Arrangement , Alliances, Affiliations 9. Assessment of Governance and Leadership 10. Assessment of Strategic Fit in Vision, Strategies, Organization and People	3. Financial Management ▪ Financing ▪ Investing ▪ Negotiating and bargaining ▪ Administering ▪ Numbers Generation and Analysis ▪ Cash Management ▪ Evaluation and Control 4. Human Resource Management ▪ Recruiting ▪ Routing ▪ Retooling ▪ Recycling ▪ Receiving ▪ Rewarding ▪ Retaining ▪ Re-organizing 5. Strategic Planning and Management ▪ Setting Goals: Vision, Mission, Objectives, KRAs, PIs ▪ Evaluating External and Internal Environments ▪ Generating Strategic Options ▪ Determining Best Strategies ▪ Strategy Implementation

PATHWAYS TO SOCIAL ENTREPRENEURSHIP

Gina Lopez

Ruth Callanta

Fr. Anton Pascual

Alex Buenaventura

Henry Callao

Teo Llena

Enlightened Elite

Civil Society Advocate

Faith-Based Missionary
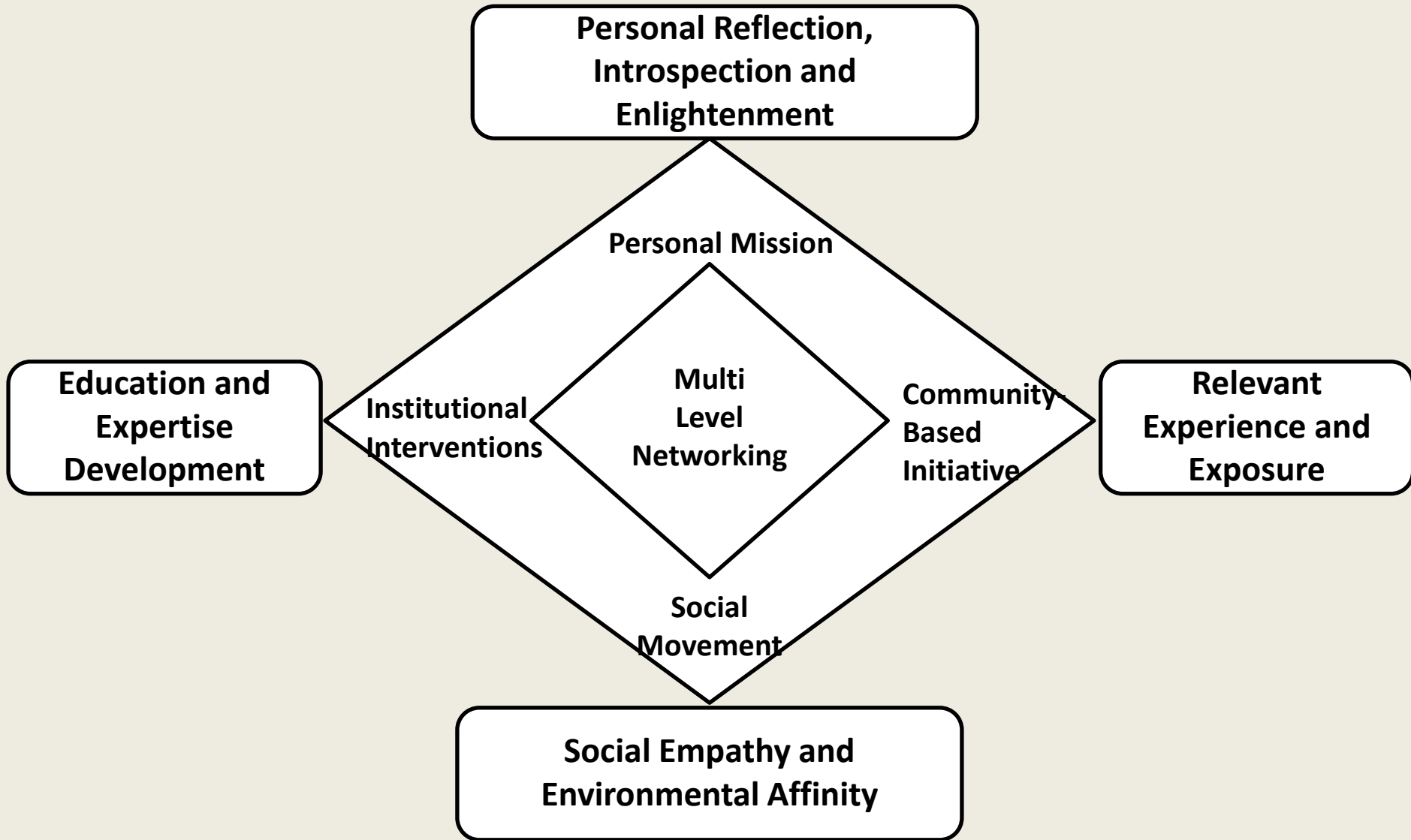
Business Enterprise Developer

Public Service Provider

Grassroots Initiator

SOCIAL ENTREPRENEURSHIP

PATHFINDERS TO SOCIAL ENTREPRENEURSHIP