



Module 1: Project Design and Management

**LU: Soft Skills
(N8)**

Partner: University of Ljubljana, Slovenia





WORK-BASED LEARNING (10 Hours)

Pick a social enterprise (SE), which is operating in your community. Every SE is facing different hurdles/problems, for example how to:

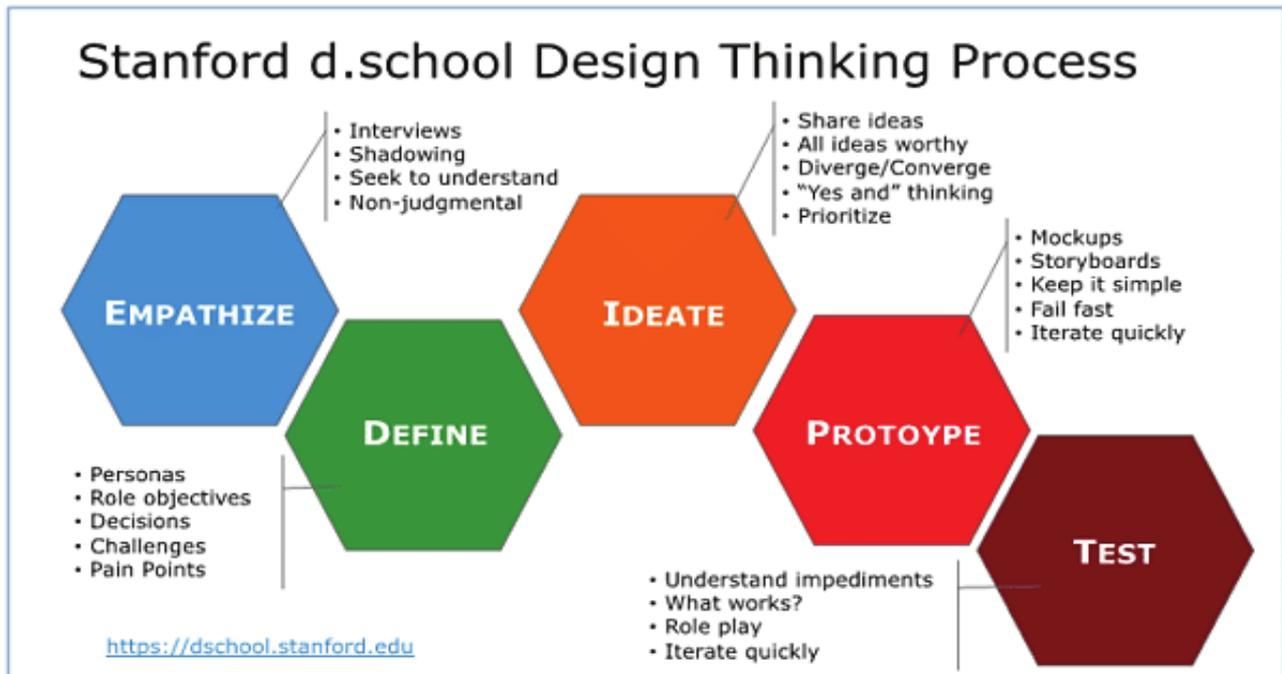
- activate a specific target group,
- develop a new project idea,
- manage/solve the conflict between project partners,
- stimulate local authorities to provide more finance for SE,
- motivate employees of SE to attend training (i.e. in soft skills, accountancy, etc.),
- etc.

Step 1. Observe a selected SE and choose one hurdle/problem, which is – from your perspective (or perspective of SE manager/SE employees) – the most relevant for this SE at this moment.

Which hurdle will you focus on? _____

Step 2. After choosing the key hurdle/problem, you will need to think about: **how can this be managed or solved** (*this will take you approx. 1 hour*)? You might use the design thinking process to address the selected hurdle/problem: think about **E-D-I-P-T activities** (see the Figure below).

Figure: Graphical representation of design thinking process.



Activity E: **"Empathize"** (*this will take you approx. 1 hour*). Perhaps you are already familiar with the hurdle/problem, but still more information is needed. Contact the **relevant persons** (3-5) and make a short

appointment with them for an **interview (or e-video call/e-mail)**: make a list of **five key questions** related to this hurdle/problem. After analysing the answers from relevant persons, try to understand: **when, why and how this hurdle was constructed**.

Activity D: **“Define”** (this will take you approx. 1 hour). After observing the selected SE and analysing the interviews, you are able to define:

- which **persons** need to be involved in the hurdle/problem solution: what is their **role** in the hurdle/problem solution;
- why is this hurdle/problem **persistent or recurring and annoying** the SE manager/SE employees/SE volunteers (pain points);
- which **challenges** might occur if the selected hurdle/problem is/is not solved?

Activity I: **“Ideate”** (this will take you approx. 2 hours). Organize a short, but focused **meeting** with the key persons: briefly present them your findings. Focus on 2-3 of your own **ideas** on how you would solve this hurdle/problem. Open a discussion and stimulate comments. Participants might evoke **new ideas**. At the end of this meeting, the group needs to **prioritize the ideas** for solving the hurdle/problem.

Activity P: **“Prototype”** (this will take you approx. 2 hours). Design a clear and simple **visual model** (mock-up) that will include the findings of your analysis, incorporate the prioritized ideas and provide a “fresh, innovative, different” solution to this hurdle/problem.

Activity T: **“Test”** (this will take you approx. 2 hours). Organize a **pleasant/non-formal meeting** with involved key persons and other SE employees. Present your “potential solution to the hurdle/problem”: each person should have a well-formulated role in this potential solution – ask if your solution **could work**, what might be the **impediments**, do they have **better solutions**? **Formulate together further steps**.

Step 3. **Wrap-up the findings** from the above non-formal meeting, and provide a short written/oral **observation on the whole process** (this will take you approx. 1 hour) – you might find the leading questions below useful.

- How did the communication process take place (who, how often, what was involved)?
- What kind of solution to the hurdle/problem was approved (easy-complex, short/long-term solution, involving individual person/several persons, etc.)?
- Were the SE employees/volunteers/manager willing to apply the design thinking process or are they more open to top-down solutions to the hurdles/problems?
- Do you find your collective solution really innovative, creative – or should you approach a solution differently?
- What have you learned during this activity (what was good, what were you missing)?