



**DRAGON DREAMING
INSTITUTE**

WORKSHOP
HANDBOOK

Dragon Dreaming Institute

“An institute to foster co-creative project design for social innovation.”

www.dragondreaminginstitute.org

Table of content

1	Overview.....	3
2	Philosophy.....	4
3	Communication.....	6
4	Project Wheel.....	7
5	Dreaming.....	8
6	Planing.....	9
7	Doing.....	11
8	Celebrating.....	12
9	Practical Guidance.....	13
9.1	Pinakarri.....	13
9.2	Charismatic Communication.....	13
9.3	Assessing Strength.....	13
9.4	Dream Circle.....	14
9.5	Objective Setting.....	15
9.6	Goal Setting.....	16
9.7	Karabirrdt.....	16
9.8	Tasks and Responsibilities.....	17
10	Motivation Course.....	18
11	Some Reminders.....	19
12	Handouts.....	20
12.1	Project Wheel.....	20
12.2	Symptoms of Empowerment and Dependency.....	21
12.3	Assessing Strengths.....	22
12.4	Supervision Questions.....	23
13	Sources of Dragon Dreaming.....	24

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1 Overview

Here you get a brief overview of what makes Dragon Dreaming this unique Method.

Philosophy

The philosophy of Dragon Dreaming draws upon indigenous wisdom of the Western Australia Aborigines and is based on three, equally important objectives: Personal Growth, Community Building, Service to the Earth.

Communication

When using Dragon Dreaming, it is good to be aware that we are striving for the creation of new paradigms and a new culture. We need to regain the ability to deeply listen, listen to what the Earth is telling us, listen to each other and listen to ourselves.

The Project Wheel

The encounter between an initial individual and his/her environment, as well as between practice and theory creates two interfaces and four quadrants that every project shows: Dreaming, Planning, Doing and Celebrating.

Dreaming

Every project that is ever done starts with the dream of an individual person. During a Dream Circle, this dream is enriched by the collective intelligence. It becomes the dream of the whole Dream Team. The goal hereby is to make sure, that 100 percent of all dreams come true! No compromise!

Planning

The dreaming stage is about diversity and gathering as many ideas as possible. The planning stage is about focusing, distilling and filtering. We define objectives and goals and take the first necessary steps for organizing tasks, responsibilities, time and budget.

Doing

All that we have spoken about so far, is merely the map for Dragon Dreaming – it is not walking the landscape of Dragon Dreaming.

Celebrating

It is the importance of Celebration that makes Dragon Dreaming such a unique project management tool. Here, celebration is not a task of the noisy extrovert, but rather part of reflection, gratitude and recognition.

2 Philosophy

All Dragon Dreaming projects based on three, equally important principles:

Personal Growth, Community Building, Service to the Earth

AHA-Moments – stay curious

The moments when we discover something we did not know before, are wonderful. Even more wondrous are the moments when we discover something of which we did not even know that we did not know it: so called Aha-Moments. They generally arise when we have discovered or understood something new. They can also appear when we make new connections between things we already knew. In any case an Aha-Moment leads to a new perception of some aspect of the world.

Aha-Moments are highly infectious. One person sharing their aha moments increase the chances that others too can discover something that they did not know what they did not know. Sharing »Aha's« in a group can lead to massive innovative and creative solutions.

Dream Time - the Aboriginal concept of time

The modern world view is based upon the belief that time is collective and objectively a linear process, traveling from past, through the present, to the future. Within this view, dreaming is seen as a subjective individual process, devoid of reality. Amongst many indigenous cultures, dreaming is seen as a collective and objective experience. This prospective allows us access to interpersonal creativity and a deeper understanding. This view also suggests that all of us are caught in the present on a bridge between where we have come from and where we are going. For some, the bridge is narrow and easy to cross, and for others it is deep and threatening. This bridge is held in story – a story we create moment by moment, building the stones of the bridge as we travel. This creates an explanation of our lives – of where we began, of the important lessons from key events of our lives and illustrates where we feel we are going: the songline.

The songline - why projects are important

The Noongar Aboriginal people believe that everything begins with the karl: The yellow fire, in the infancy of the morning sun. The karlup is the hearth, the replace, where people gather to share dreams, to tell stories, to make decisions and plan activities, and to celebrate at the end of the day. Part of this sharing was through song – such as passing on directions about important landmarks. This is where the name »songlines« comes from.

These songlines give purpose and meaning to our lives. In this way our life can be seen as a project with important »landmarks« and songlines in between. Thus it is the projects we engage in throughout our lives, that give it purpose and meaning.

The Win-Win-Game - end of the Win-Lose-Culture

Civilization as we understand it is based upon a certain view of the world. Through our language of subjects (active) and objects (passive) we see the world as comprising things over which we believe we have power and control. This is a view that divides everything into separate categories: The ones have power over the others. This – in short – creates Win-Lose-Games and violent hierarchy, which we usually take for the only possible way of how things work.

Engaging with the environment means we are engaging with a living world of which we too are a part. To believe we can take control of this world through »power over« is human myth, an egotism which will lead to frustration and heartbreak. We cannot control the process of flow of energy, matter, information and chaos or entropy in which we are embedded. Aboriginal tradition suggests that nothing is separate too – and science is proving this over and over.

However we can have power »with« these flows. That means that we can work with anything and anyone – always trying to figure out how to create Win-Win-Games. In order to do that we need to make ourselves vulnerable – we need to try and always see the other side. By practicing this new sort of game, we open up endless possibilities that were not there before. If we truly seek a sustaining culture, Win-Win-Games become essential.

3 Communication

When using Dragon Dreaming, it is good to be aware that we are striving for the creation of new paradigms and a new culture. We need to regain the ability to deeply listen, listen to ourselves, listen to each other and listen to what the environment, our planet earth is telling us. Dragon Dreaming aims to create a new language, based on the concept of Win-Win. And as with many skills – the more we practice the better we get. Very often, projects will fail because of non-existent or malfunctioning communication. Here we present you a different way of communication.

Generative Questions - ask for Emotional Power

A Generative Question is a question that has emotional power in the life of both, the questioner and the person questioned. Generally it aims to uncover what is missing, the presence of which would make a difference. It is an open ended invitation to engage with what we do not know. It occurs through an open-ended reflective question uncovering a deeper reality.

Pinakarri - Deeper Listening

Pinakarri is the Aboriginal word for Deeper Listening. We mostly lost the skill of empathically listening to each other and developed a way of mainly listening to a little voice in the head which keeps making win-lose judgments. This voice is very distracting and makes us forget faster. Pinakarri gently silences this little voice and helps on one hand people who are currently in conflict to overcome inner blockages. We tend to stick more and more with a point of view, the more someone else argues against it. And it often does not make any difference at all whether the other person might be right. By taking short breaks of Pinakarri we get the chance of »cooling down« and re-connect.

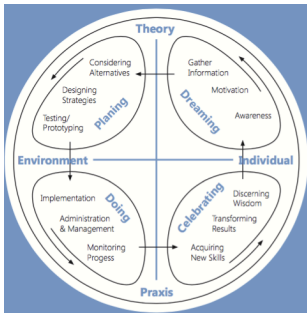
Pinakarri is also helpful to double check what we really want. In silence we can listen to what is going on inside us and see whether this or that point is still important to us – or whether we have lost touch with our original dream and stand up for our wishes and needs.

Charismatic Communication - Win-Win-Language

Charismatic Communication is the attempt to say what really wants to be said from deep inside. This often takes a lot more courage than we think. Charismatic Communication is based on trust – the trust that we can share our feelings and needs without being laughed at. If we open up we can give people a chance to truly see us and our projects.

In Dragon Dreaming we are using our intuition to allow the project to speak through us. This is Charismatic Communication. We recommend you practice Charismatic Communication in as many circumstances as possible.

4 Project Wheel



Every project is an encounter between an initial individual and his or her environment. One influences the other in a reciprocal process. It also is an encounter between practice and theory, integrating both. Through the placement of these interfaces, four quadrants are created, characterizing the four different stages of a project: Dreaming, Planning, Doing and Celebrating.

Crossing the Thresholds - interfaces of communication

The interfaces are organs of communication and they can move depending on the stage and/or group doing a project. Sometimes one side will dominate, sometimes the other. Projects are of a fractal nature. This means that in each of the four quadrants the dreaming, planning, doing, celebrating can be found. Dragon Dreaming projects can only be sustainable when we integrate each of these stages in each quadrant. So each quadrant includes a dreaming, planning doing stage and then, at the threshold from one quadrant to the next, there we find the celebration.

Many of these thresholds may scare us: The crossing from dreaming into planning takes courage and a lot of energy. Especially the crossing from planning into doing can be very difficult indeed, because it demands real commitment from everyone involved. If a project comes into a difficult phase, it is advisable to ask oneself whether the project might be at a threshold to the next stage. Celebration is the moment when we receive energy to nurture our ongoing process.

The four Characters - the Dreamer, Planer, Doer and the Celebrator

Dragon Dreaming not only shows the four stages of a project, but also represents four different personal characteristics: dreamers, planners, doers and celebrators.

It is good to have a balance of all four types in your dream team. The reason being that a dream team made up only of planners for instance will not be as successful in sustaining the Dragon Dreaming project. Having a balanced Dream Team increases the chances the project will be realized and the people will learn new things at a deep level.

At the same time it must be said, that having these four characters in a team will very probably create conflicts. A dreamer might have a lot of difficulties working with a doer, and vice versa.

We all have parts of all four characteristics in us. We change roles from situation to situation, from project to project and from one phase in our life to another. Looking at the cycle of life, babies and small children spend most of their time dreaming, youth will plan most of their time, middle aged people will do a lot, and older people will want to enjoy life and reflect on it – and thus celebrate.

5 Dreaming

Every project that is ever done starts with the dream of an individual person. Often the dream may come out of a new awareness, a aha-moment. It is through the process of communicating the dream that the dreamer becomes fully aware of the nature of their dream. Most projects get blocked within the dreaming stage because people do not share their dream with others. This is the first threshold that a good project idea has to cross.

The Dream Team - how to choose the right people

Once a person has an idea or a dream, the first step in Dragon Dreaming is therefore to share this with a group of people. Who should these people be? For choosing the people it is not only important to choose people whose skills and knowledge might help the project but that these are people you want to be with and work with. It is all about the relationships.

The Dream Circle - no compromise!

Once you have decided with whom you wish to share your dream, invite them to a Dream Circle. This is a meeting where the collective intelligence of a group is liberated. It is also the process in which your individual dream needs to die, in order to be reborn as the dream of the whole.

In the Dream Circle, everyone needs a chance to first figure out what is important to them and then to tell their needs to the others. As the project continues, however, it will become apparent what is needed in order for all to identify with the project 100 percent. Only if those present can identify 100 percent with the dream are they able to commit to the project and support it wholeheartedly.

During the dream circle it should always be possible for someone to find that this particular project is not their cup of tea. This person should then be allowed to openly and honestly say so even if it might be painful for the group and/or themselves to hear. It is also helpful if each part of the dream is expressed in the most positive way possible. If someone says what they do not want, try to find a way of saying what it is they do want. It truly energizes a group if the dream is then read aloud in the past tense as if the project has happened already.

Talking piece - helpful communication tool

A communication tool you may wish to use during your Dream Circle is a »talking piece« – a stone or a stick or some other thing you can pass around in circles. Whoever has the talking piece will have the undivided attention of the whole group. Talking pieces are useful in answering a question, exploring a theme, sharing »aha's«, debriefing or introducing a new topic or idea.

6 Planing

The first step to project planning is to define objectives. An objective is defined as limited, achievable, future condition, which is action oriented. The objectives can also follow the SMART- principles (specific, measurable or memorable, accepted or achievable or affordable, realistic or responsive, and timely). To keep the objective setting process playful is very important, because it keeps energy high and invites your intuition. After finding the objectives we work out the goal. The goal of a project is important as it connects the overall vision – the dream of a project with its objectives. A goal therefore has the following characteristics:

- » It is concise: It is short – long goals have the disadvantage of bringing confusion to the mind of the reader or listener
- » It is inclusive: It includes all the basics of what this project is about, so that there is a clear relation between the project objectives and the project dream
- » It is memorable: Goals that cannot be remembered are not worth the words they are spoken with. As the »public face« of your project, goals must be remembered.
- » It is inspirational: Goals need to inspire – it needs to inspire the speaker and the reader, but also inspire the public who are to get involved.

The Karabirrdt - setting up the project landscape

In Dragon Dreaming, the most important tool of the planning stage is to create the project landscape: The Karabirrdt. This is a »spider's web« diagram (»Kara« is aborigine for spider, and »birrdt« for web or net). The Karabirrdt is like children's board games where there are various obstacles to be overcome as one passes from the start to the finish.

Thus Dragon Dreaming places a lot of emphasis on the lines between the points or meeting nodes (karlapgur): The songlines, along which information, resources, people, money and decisions flow. And remember: The path is very important. For example: If many lines run into a point, but none or just very few come out of it, this particular task may create difficulties later on – there is a lot of energy going into that point, but less coming out. Something similar may go for such points or tasks which have only few lines going in and many coming out. But we will talk more about this later on.

Once it is finished your Karabirrdt should have the tasks evenly distributed, so there are no large empty spots or accumulations. If there are, this possibly shows that you have forgotten some important tasks or have not placed and summarized all tasks correctly. For the creation of the Karabirrdt please remember: Everyone is responsible for the whole group. Let go of tasks if there are good arguments for that. If the Karabirrdt now looks a bit confusing to you – never mind. The Chaos will help to find new innovative solutions, which you couldn't have thought before.

Tasks & Responsibilities - Enthusiasts, Trainees, Mentors

After all tasks have been put on the Karabirrdt and all Songlines have been drawn, the time has come to distribute the tasks. In Dragon Dreaming it is the person who is the most enthusiastic about a task who will be responsible for it. Goal of this step is to create the opportunity for each team member to find his path for personal growth in the project.

Time and budget - a 20 minute Exercise

For a Dragon Dreaming budget process you use the group's collective intuition. The whole group gathers in front of the Karabirrdt. One acts as speaker. The whole group starts creating a rhythm, i.e. by clapping or drumming. The speaker starts reading out loud task by task. For each task the members of the team shout the first figure that comes to mind, money and time wise. They do so along with the rhythm. The speaker writes down the figures. The whole thing should take 20 minutes, no longer! The rhythm and the time pressure help to prevent too much thinking. People should really answer from their „good feeling«. You can either chose to simply take whatever answer was given first, or collect the answers of several people and come up with the average between them. You can always adapt your budget if need be. The first budget is merely an orientation, and an invitation to start developing your project management and let your dream become true.

The Testing - the commitment of the team

Now comes the final test for your project plan. Does your team have sufficient commitment to truly make it happen? In Dragon Dreaming there is one Generative Question that can be answered yes or no, knowing that both answers are authentically welcome.

»If this project were to run at a loss, and not raise the money needed, would you be prepared to be one of a team of not less than 4 people, who would be prepared, out of their own pocket, to equally share the expense of any loss? Yes, or No?«

It is important in this circumstance to share and celebrate equally either a yes or a no. If you find yourself celebrating the no's less than the yes's then your project is becoming manipulative and win-lose, not genuinely win-win. The reason why we need four people is that the team is likely to be balanced. If you don't get at least four people saying yes, it usually means that there is something wrong with the plan and you may need to reconsider alternatives. If a person has conditions to their answer, that is a no response. Because they have said no now, if the project proceeds, they may later say yes and become a part of the risk team. In the doing of a project, it is only the people who say yes here, who, ultimately, are the ones who make decisions over those tasks in the Karabirrdt that involve money. This is not to say that they do not consult with others, or that the others are no longer in the project. But it is only the ones who say yes who have the power to decide about money as they are the ones who carry the risk. Decisions of this group are always by consensus.

7 Doing

Without the doing stage, Dragon Dreaming is just theory. In doing your projects, your dragon will come looking for you. It is in doing the project that you learn to:

- » Integrate theory and practice
- » Increase your level of self-awareness
- » Improve your work as a team member
- » Expand your own paradigms about yourself, your community and the world
- » Create the tactics that take the strategy of your project and make it happen
- » Work creatively with conflicts
- » Learn how to manage stress and risk
- » Extend the limits of your personal and collective potential.

To be able to do this, it is important to recognize the fractal nature of projects: Through Pinakarri and Charismatic Communication; relaxation, body movements and strengthening our mission. Adding the years of personal experience found amongst the members of each group, when totaled together, is far greater than any individual experience. It is therefore important to access the collective intelligence, the riches and wisdom of life of each.

The Doing stage is also where we administer and manage the project. It is also where things can most easily seriously go wrong. It's about monitoring progress and adapting to changes: Are we still on time? Are our costs still covered? Do we need to adapt our planning? How do we manage stress? How do we minimize risk? Are we actually still realizing the original dream or have we been so busy that we have blindly moved into a completely new direction? We constantly monitor our progress. A very important question in the doing stage – as in all other stages – is also: Are we celebrating enough?

Successful management often requires careful management of time, stress and resources. It may involve the careful coordination of the work of many people, those paid for their work and those who volunteer their efforts on behalf of achieving the project goals and objectives and in making the dreams come true. To achieve this management and administration often requires a process of supervision. In Dragon Dreaming, true to the win-win process everyone in the organization has a supervisor role and the managers is asking themselves how can i and the project support each individual.

For the whole doing stage you can use all project management tools you are used to. All needed informations you find in the Karabirrdt, which can be translated in common linear action planing and information protocols.

8 Celebrating

We strongly suggest that 25 percent of the cost and energy used in all Dragon Dreaming projects should involve Celebrating!

In Dragon Dreaming celebration is part of the reflection of the introvert. This is because Dragon Dreaming is about gratitude, thanks giving, recognition of effort and acknowledgment. It is about seeing the other person in their magnificence and glory, at the same time seeing their woundedness and weakness. It is about seeing the whole person and making it all right. And it is about acknowledging and honoring everything that went well in the project and everything that did not go so well. Celebration is also an important process that reconnects the doing of a project back to the dreaming. It is a way of looking at how the project we are doing gives meaning to our lives. Celebration is where we are being personal and become authentic.

This means considering the individual person, the project team as such and also – as with all Dragon Dreaming projects - earth itself. We also find the three aims of Dragon Dreaming in Celebration: In Service to the Earth we learn to celebrate the game we are playing when creating a project. And recognize that grief is the mirror of love – we only grieve for what we love, and as long as we feel strongly about what is happening around us, we can engage with the environment in a passionate, courageous and enhancing way.

Community building is encouraged through Celebration. Community is a safe space where emotions can be shared. Our culture teaches us that we should not show our emotions. It also teaches us to reject negative feelings. When we do that, however, we are suppressing our positive emotions along with the negative. We are afraid of showing our true self, our shadows as well as our light – and so enter an emotional flatland. However – Dragon Dreaming is about recognizing that we are all connected and we are all part of what is happening around us. And that not only are we doing others a favor in voicing what they also might be feeling, but we actually contribute to the depth and honesty of our project.

Personal growth is enhanced through Celebration, as it gives us the chance to step back a bit from the everyday stress a project might bring. We look at what we have learned, which new skills we have acquired and where we have actually left our comfort zone and encountered Aha-Moments.

The Celebration stage is also a time for honoring the gifts and skills that each of us have received in the processes throughout the project. Celebration is about becoming aware of the Aha-Moments which appeared during working on the project. Those Aha-Moments lead to a new perception, which then brings forth a new dream. The cycle starts anew.

9 Practical Guidance

9.1 Pinakarri

Calm yourself and connect with your body:

1. Feel where your body connects with the chair or cushion you are sitting on
2. Breathe deeply - in and out: Hear the difference in tone and feel the difference in temperature between the in-breath and the out-breath.
4. Can you hear the drumbeat of your heart?
5. Find the point where the tension or energy in your body is strongest. Breathe into that spot, consciously relax and breathe out the tension.
6. Let the inner voice silence and disappear like the clouds.

9.2 Charismatic Communication

1. Practice Pinakarri and feel completely relaxed.
2. Move your attention from your head to just below your navel; this is your Hara, the center of balance.
3. Using your imagination visualize the bubble of personal space which surrounds every person. Now visualize your bubble; size, shape and color. Now make the bubble expand in size until it embraces and supports those you are speaking to.
4. Imagine the sense of presence you want to create in the person you are speaking to. What tone of voice do you need to create that presence?
5. Using that particular tone of voice, and practicing the other four steps simultaneously, let the words flow...

9.3 Assessing Strength

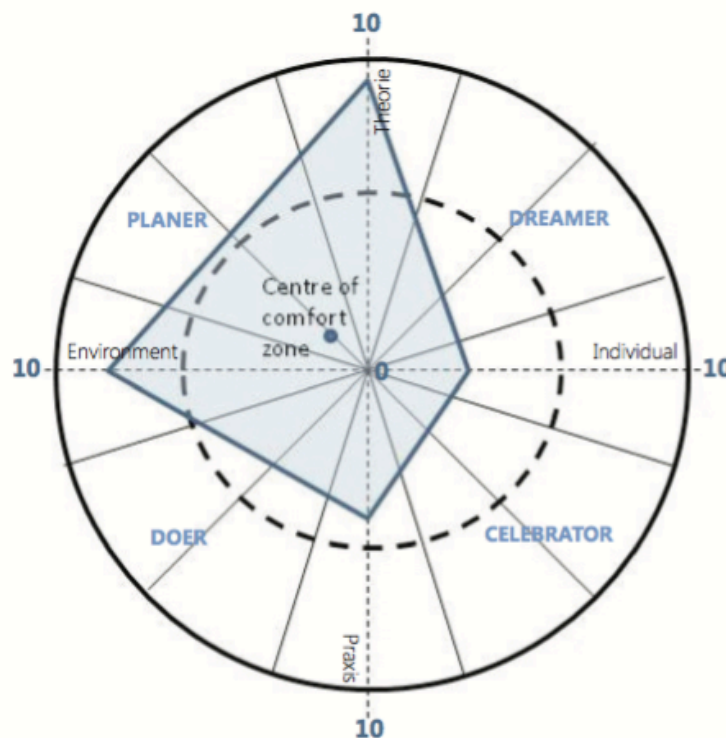
1. Draw a Dragon Dreaming wheel and its thresholds on the floor and draw them on a flip-chart or a piece of paper (page 22). Now imagine each threshold has a scale from 0 to 10, 0 being in the centre where the thresholds cross and 10 being on the outsides.
2. Practice Pinakarri and decide on the context in which you want to find out your own position (i.e. The current project or your life as a whole).
3. Stand on the threshold connecting Individual and Environment and intuitively back and forth along this line until you find the edge of your comfort zone. How can you tell where that is? Your body will tell you! You may find that for a second you hold your breath, or you are aware of a greater tension within your body. Do this for both the Individual side and Environment side of the Threshold. The outcome

does not have to be 100 percent - it is possible that someone places themselves at 9 for individual (and thus introvert) and after that at 9 on environment (extrovert).

4. Take the same steps again for the threshold between theory and practice.

5. Record the results on the flip-chart or piece of paper. Join the point you have marked on the Individual threshold to the mark on the Theory threshold, then on to the Environment threshold, from there to the Practice threshold and then back to the Individual threshold (see graph).

6. The centre of your comfort zone will map your dominant tendencies. Find this by marking half way along each of the diagonals. Now join the centre point of the diagonal between the environment (extroverts) and practice threshold to the centre point between the Individual (introverts) and theory threshold, and do it similarly with the centre point of the theory and environment to the centre point between the practice and individual. The two will tend to cross inside one of the four quadrants, or sometimes on a line between two quadrants. This maps the centre of your comfort zone.



9.4 Dream Circle

After the initiator has presented his/her dream and explained what the project is to be about, he/she puts the dream before the team, asking a Generative Question such as:

»What would this project have to be like so that afterward you can say – this was the best possible way to have spent your time!« Or: »What would enable you to say – yes! I am so pleased I worked on this project!?!«

And now everyone present answers the question in turn, perhaps using a talking piece. If someone has nothing further to add for the moment, they can pass. If someone passes, they can later add a new idea when it is their turn again. It is important in a Dream Circle that every idea is recorded. One way of doing this is to appoint a recorder to capture the ideas as they are shared. Another way is for the recording to be done by whoever is next to the person with the talking piece and follow the process as mentioned above. Either way the recorder writes the name of the speaker and captures the essence of what is being said. Don't try to capture every word, just get the essence of it. Once this is written down check with the speaker that this reflects what they wanted. If you find the energy falling, there is something going wrong. Watch out for Analysis Paralysis, i.e. that your Dream Team gets stuck in the debate over the meanings of words. Make sure, that there is a flow in the Dream Circle – this way it is an uplifting experience. The Dream Circle continues until everyone in turn has passed. It is important to declare the circle as finished and – of course – to celebrate!

Remember, to make the most out of the Dream Circle:

- » Use Pinakarri
- » Use a talking piece
- » When writing, write the essence of the dream, not a whole paragraph
- » Each person adds one dream at a time
- » Neither be too rational nor too abstract
- » Relate the dream to real-life
- » Write the dream positive and as he would already be real.

9.5 Objective Setting

1. Thirty post-it notes are needed for this exercise. Divide this by the number of people present and give everyone the required number
2. The group reads once more through the collected dreams. Then they ask themselves: »Which particular things need to be done first in order to make this dream come true?«
3. Everyone then will write one idea on each of the post it notes. This should take no more than 10 minutes. (Remember to write on the post it with the sticky side on the top at the back!)
4. Then, the first person can post their notes to the flip-chart.
5. A second person joins them and does the same. All similar themes are placed in perpendicular columns, all themes that differ are placed horizontally. However, there can only be 4 to 6 horizontal columns at any given time.

6. If the number of columns exceeds 4-6 horizontally, this requires that a person might rearrange the post-its of their predecessor. If they do so, they have to justify why they want to move them. There can be discussion between the 2 at this stage, and there should be consensus in the end.
7. This should not be too time and energy consuming: everyone should be aware of their responsibility and tread the fine line between over analyzing (analysis paralysis) and giving in simply to put a stop to the discussion.
8. A team takes one or two columns to identify key-words. Key-words are those that unify the theme and may be referred to repeatedly in a column.
9. An objective is then written using the key words: The criteria for the objective is that it meets the criteria above (limited, achievable, future condition that's action oriented).
10. Participants place dots on two or three objectives: The Generative Question here is »Which objective if considered first would help make all objectives and 100 percent of our dreams come true«. The rule is everyone has three dots, but cannot place all three on one objective. Be aware: This is not a test of the importance of objectives – all are important in a win-win game.

9.6 Goal Setting

- » Read again your project dreams and objectives: Practicing Charismatic Communication and Pinakarri
- » In silence – each person writes their own goal; which in their opinion best meets the four criteria above
- » One of these gets written in the centre of a large sheet of flip chart paper
- » Anyone can now modify, change, delete, or revise the first statement. But if a change is made the person who makes the change has to fully explain why they consider that their amendment is more concise, more inclusive, more memorable or more inspirational
- » Keep repeating the fourth step: Whatever is written on the paper in 20 minutes becomes the project goal. It helps to keep the time pressure on.

You will be surprised at the quality and agreement about the goal produced. But you may need to remind yourself that perfectionism is the enemy of the good: Debating the meaning of the words will lose motivation for the group quickly.

9.7 Karabirrdt

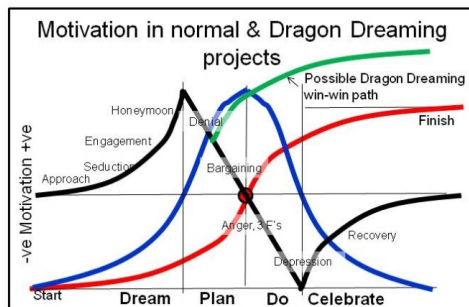
1. As many post it notes will be used as the participants will need.
2. Every participant recontacts with the dream, objectives and goal. Then they ask themselves: »Which particular talsd are need to be done first in order to make our goal come true?«
3. Everyone then will write his tasks on the post it notes.

4. Draw the basic board on a sheet of paper in portrait mode, with the four quadrants and 12 steps vertically, and the environment and individual.
5. After finishing all persons, the first person can post their notes to the flip-chart, sharing it in front the hole group and placing the post-its in the right positions on the Karabirrdt: Wich stage and side?
6. Make sure to name the important tasks, but do not put to many task into one task nor making up too many individual ones, summarice collected task to one overall task and paint one circle with working-title and number.
7. Connect the interdependent tasks. All team members gather in front of the Karrabirdt and start to intuitively connect the circles with straight lines.
8. Look at the Karabirrdt: Are there about as many lines going into each circle as out of it? If not, are there connections or tasks missing?
9. Ensure that all tasks are connected to both the beginning and the end of the project. Number them sequentially from start to finish down the page.
10. Identify those tasks which have an unusually high number of lines coming in and going out – these may be the milestones in your project. Mark them.
11. Highlight which tasks have been already started or even completed. You may be surprised to find between 1/4 and 1/3 of the project is started.

9.8 Tasks and Resonsibilities

1. Identify the person who is most enthusiastic and can't wait to get started on that task. It does help if that person already has certain skills in that area, but they don't need to be a pro. This person's name is written (perhaps only initials) against the task with a green pen.
2. Identify the people who are most afraid of making a mess with a particular task with a red pen (Again perhaps only initials).
3. Identify people who could easily complete a task but would be bored if asked to do it again. Their initials are written in black.
4. Green initials apply to the team leader for a task, red to a trainee and black is a mentor, who can be sought for advice, information, training or support. There may be a number of responsible people, trainees and mentors for any one task.
5. Tasks with no names may be tasks that require a decision of all in the project. If so write »all« in green against that task.
6. Some tasks may require special expertise. A green person may be recruited at some future date for these tasks. They also may suggest tasks overlooked by the people who created the Karabirrdt and need to have their dreams added to the dream circle.

10 Motivation Courve



The horizontal line represents the position of neutrality – to the top represents positive motivation to the bottom represents negative motivation.

M. Scott Peck's experience shows that a sense of community can in fact be consciously created, that relate to the various phases typical of community building.

PHASE 1: PSEUDO-COMMUNITY

Pseudo-community can seem like a very “nice” stage. As a result in this stage we see what people think is best about themselves.

Stage 1: Is the approach stage of first awareness.

Stage 2: This is the seduction stage.

Stage 3: This is the engagement stage.

Stage 4: This is the honeymoon stage of unrealistic hope.

PHASE 2: THE STAGE OF CHAOS

Chaos is a difficult stage, as at first it seems to be very uncomfortable, and when confronted with the chaos, people often seek to return to the “niceness” of the pseudo-community.

Stage 5: Is the denial stage.

Stage 6: This is the compromise stage of bargaining.

PHASE 3: THE STAGE OF EMPTYING

Scott Peck speaks about our yearning for a deep sense of community, but also suggests that we simultaneously fear the same community, as it may mean that we have to give up important aspects of ourselves. Scott Peck considered that this stage, that of Emptying, involves a difficult purging of oneself from the factors which hinder the creation of community.

Stage 7: Is the stage of Anger, what I call the 3 “F” stage (Freeze, Flight, Fight)

Stage 8: This is the stage of depression.

PHASE 4: AUTHENTIC COMMUNITY

The stage of authentic community means an end to the process of fixing, healing, converting and blaming. Following the quiet confessing that occurs when we are prepared to face up to the depression of things not going as easily according to plan as we would have liked, comes a stage of true support.

Stage 9: This is the stage of recovery and acceptance.

Stage 10: Is the stage of realistic hope.

11 Some Reminders

On this point we wanna share some little reminders and quotes, which may help you on your path.

»no compromise! 100 percent of your dreams to come true«.

Everything takes longer.

Trust the process.

If it is not fun, it is not worth.

Dont panic, it is organic.

Get things safely out of control and be suprised by the creativity you may find.

Perfectionism is the enemy of the good!

Chaos will help you to stay with the question and live your way into the answer.

A yes is welcome as a no.

In giving a true gift, the giver receives as much pleasure as the receiver.

»The future belongs to those who believe in the beauty of their dreams« (Eleanor Roosevelt)

»Out beyond ideas of wrong doing and right doing, there is a field – I'll meet you there« (Jalaladin Rumi)

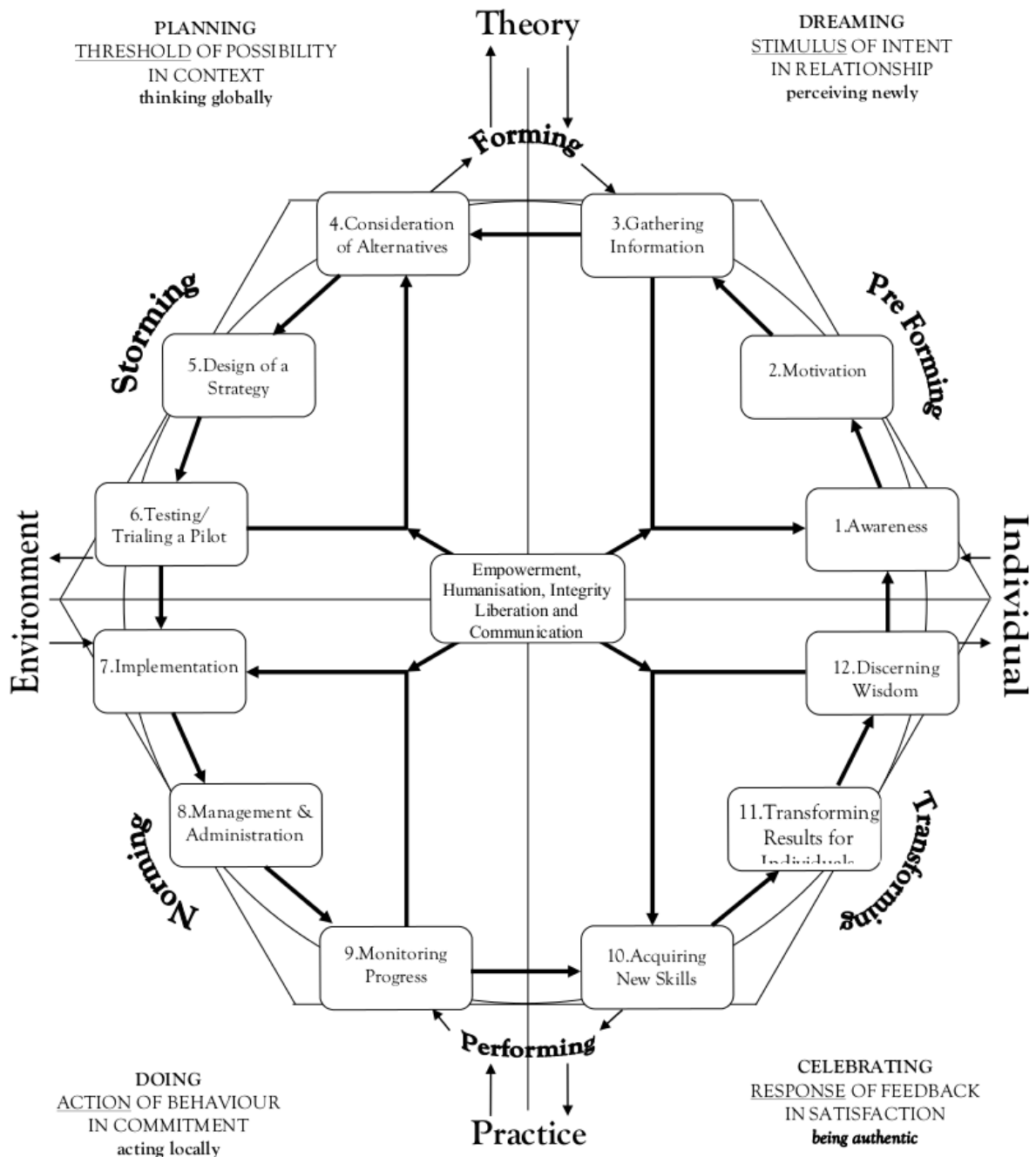
»We are not afraid of our darkness, we are afraid of our light« (Nelson Mandela)

»Be the change you wanna see in the world« (Mahadma Gandhi)

12 Handouts

These handouts will be helpful to follow the implementation of Dragon Dreaming in your daily work.

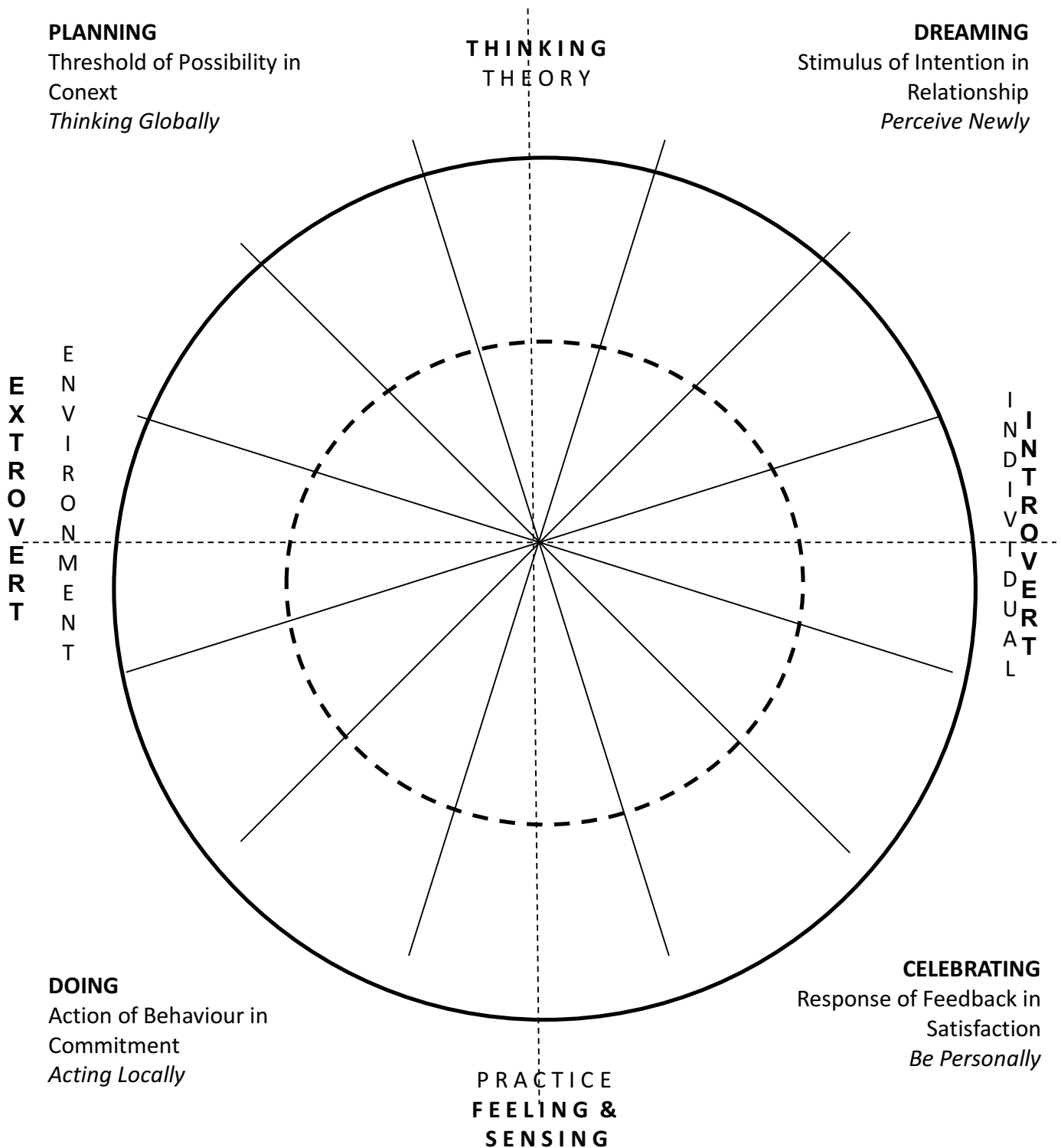
12.1 Project Wheel



12.2 Symptoms of Empowerment and Dependency

Stage of Project	Empowerment	Dependency
Awareness	Growing awareness of your self and of others, growing self esteem and self acceptance	Lack of awareness of self or others, “false consciousness” and ignorance of self
Motivation	Highly challenged by the situation, keen and enthusiastic for the project	Low motivation. The issues seen as too big or too fuzzy to effectively deal with
Gathering Information	Active searching for new perspectives and relevant information about the issues concerned. Team is built	Little access to relevant information. There is no appropriate theory on which to shape action. No team built
Considering Alternatives	“Lateral thinking” occurs about new alternatives and possible solutions. Creativity maximised	There is no alternative perceived. There is no real choice available
Strategy Design	Practical propositions are made which can transform the possible into the probable, engagement with environment	A fatalistic attitude prevails. People tend to apathetically accept the status quo. No change is seen as possible
Test or Trial	People accept risks appropriately. Understanding & willingness to “give it a try”	People avoid the situation’s engagement in an attempt to minimise all risks, playing safe
Implementation	Engagement with each other & the environment, concentrating on “the job to be done”	Distracting activities occur in order to withdraw from contact with the situation
Management and Administration	Creativity is channeled and focused, minimising stress by keeping sight of the goal	There is no future vision. People minimise stress by living from day to day
Monitoring progress	The outcome of personal inputs are clear. Actions are modified swiftly and appropriately, increasing one’s knowledge	Impractical solutions are attempted. Actions are not changed, confirming feelings of powerlessness
Acquiring of new skills	Personal skills are enhanced. Mastery is achieved and new abilities gained	Deskilling of the individual occurs. People involved have a growing negative self image
Transforming Results for individuals	Positive results contribute to an improved quality of life	Progressive loss of control, with lowering self esteem
Wisdom of Discernment	Increasing validity and accurate discrimination of discernment. Growing wisdom.	Acceptance of limits determined by others. Mimicry of the powerful

12.3 Assessing Strengths



12.4 Supervision Questions

To make sure your project is on track – making its objectives occur, achieving the goal and making our collective dreams come true – you will need a tool of monitoring progress. The tool for supervision described here is a democratic process, that occurs – for big projects – on a weekly basis. The supervisor and the supervised organize a mutually satisfactory time and place, where the person taking the role of the supervisor asks 12 questions, reviewing the tasks on the Karabirrdt:

1. What did you hope to achieve since we last gathered (last week, last month...)? Did you finish it? (if yes, did you celebrate the success and colour in the circle on the Karabirrdt) If not should this work still be done?
 2. What extra work do you hope to have completed by the next gathering? Do these activities still contribute to furthering the overall dream (review and consider alternatives if needed)?
 3. Who should be involved? Who are the stakeholders in these activities?
 4. How will you involve those who need to be involved?
 5. What mental, physical, emotional or financial resources are required for you to complete the task?
 6. How can you best get these resources? How should the work be done? What are the best processes for this part of the project?
 7. By when is the work required to be completed? When should it start?
 8. How might you try to sabotage, distract or stop yourself from achieving the tasks you have set?
 9. How can you best resist the temptations? What support do you need?
- Where should the products of the work be delivered? Where is the work best done?

In a follow-up these 3 questions should be asked:

10. Did the answers to the above questions lead to the successful completion you hoped for? Was this celebrated? How?
11. Is your task succeeding in its impacts upon the environment, in building the community and on the effects upon the individuals engaged and all stakeholders and participants? How was this communicated and celebrated?
12. End every gathering/review with: When and where can we meet next? How do you feel now? Is there anything else you need to add?

13 Sources of Dragon Dreaming

1. The Dragon Dreaming Project Wheel comes from many sources:

The Individual - Environment dimension comes from Marvin Grundstaff, of the Non Formal Education Program of Michigan State University, East Lansing. The Theory and Practice dimension comes from the work of Paulo Freire in "Pedagogy of the Oppressed". Putting them together was done in John Croft's PhD Thesis on Community Education and Community Development in the Southern Highlands of Papua New Guinea. The four steps were modified from Peter Senge's "The Fifth Discipline" and based upon Gregory Bateson's Steps Towards an Ecology of the Mind. The Intention, Possibility, Behaviour and Satisfaction was inspired by the work of Landmark Education's "The Forum" and the Group Dynamics work of Tuckman. Joseph Campbell's "Hero of a Thousand Faces" gave the model its final depths, and Marshall Rosenberg's Non Violent Communication, Joanna Macy's "The Work that Reconnects", M. Scott Peck's "A Different Drum: Community Making and Peace" all have added to it.

2. Welcome Milling - adapted from "Thinking Like a Mountain" by John Seed, Joanna Macy and Pat Fleming.

3. Deep Listening - Pinakarri - This exercise draws its inspiration from "Rebirthing made Simple" by Colin Sisson, from the Interbeing Bell of Mindfulness work of Thich Nhat Hanh, Buddhist Meditation, and from Joanna Macy's "The Work that Reconnects"

5. Charismatic Win-Win-Language - Is an adaptation of the Charismatic Language Approach of John Herron in "The Complete Facilitator's Handbook"

6. Dream Circle - is a modification of the processes of "Future Conferencing" of Fred Emery of the Centre for Continuing Education, Canberra

7. Classify in Dreamer, Planner, Doer, Celebrater - This is an interactive process drawn from the work of C.G.Jung and the Myers Briggs Analysis methods.

8. Force field analysis - This is a modification and an amalgam of "SWOT" analysis of Albert Hunphrey of the Stanford Research Institute, and a modification of the "Search Conferencing" of Fred Emery

9. The Change Process - Inspired by the Gauge Diagrams of Richard Feynman

10. Objective Setting - Developed from the Normative Group Process of McCallum Consulting of Towomba, Queensland

11. Goal Setting - This process was Developed by Tim Muirhead and John Croft

12. Karabirrdt - Is a participatory approach to Critical Path Method and the Program Evaluation and Review Technique, used earlier in the building of the Saturn V Rocket.

13. 20 Minute Budget -inspired by Malcolm Gladwell's book "Blink"