



Dragon Dreaming In Action

*A guide to designing projects
for personal growth,
community building
and service to the Earth.*



Dragon Dreaming en Acción

*A guide to designing projects
for personal growth,
community building
and service to the Earth.*



INDEX

PROLOGUE JOHN CROFT	6	CULTIVATING A NEW LEADERSHIP	26
INTRODUCTION	9	What is a leader?	26
Inspiration for the Great Turning	10	Leaders for the Win-Win-Win Culture	27
Who is this guide for and how can it be used?	11	Developing Collective Leadership	29
Celebration of this guide	13	Leadership and Collective Intelligence Tools	30
THE HISTORY OF DRAGON DREAMING	14	Collective Intelligence and Aha Moments	30
A dream that was born in Australia	14	The Karlappgur Circle	32
Deep Ecology: towards the Great Turning	15	Talking Piece	34
John Croft, an activist, creator and educator	16	Circles: Check in /out and Feedback / Sharing	35
The philosophy behind Dragon Dreaming	18	Generative Questions	37
The meaning of Dragon Dreaming and aboriginal mythology	18	Dragon Dreaming Wisdoms	37
An “umbrella” methodology	20	THE POWER OF COMMUNICATION	38
The 4 definitions of Dragon Dreaming	20	Communication for a new culture	39
Win-Win-Win Culture	22	Communication Tools	40
		Pinakarri	40
		Charismatic Communication	44
		Non-Violent Communication	46



DRAGON DREAMING PROJECTS	48	DRAGON DREAMING IN THE WORLD	80
The Project Wheel and its 4 Phases	48	The learning journey	80
The 16 Stages of the Project Wheel	54	Organising Dragon Dreaming workshops	81
		Other complementary workshops	81
		Additional resources	81
TOOLS FOR THE IMPLEMENTATION OF PROJECTS	58	TRAINERS-AUTHORS	82
Dream: Opening up to the World – Perceiving Newly	58	GLOSSARY	84
How to create a Dream Team	58	BIBLIOGRAPHY	86
Dreaming Circle	58		
Plan: The door to linear time - Think Globally	62		
Creating SMART Objectives	62		
Planning tasks with the Karabirrdt	66		
Do: Maintaining the commitment - Act Locally	70		
12 Supervision questions	70		
Self-Organising Teams	72		
Celebrate: Assess the degree of satisfaction - Be Authentic	73		
Feedback, Emotional Management and Conflict Resolution	74		
Create our Celebration Story	76		
Succession Planning	79		

PROLOGUE

JOHN CROFT

Why are so many environmental activists and socially committed projects less effective than they could be? Why are the vast majority of social initiatives, start-ups and non-governmental projects so easily blocked by lack of support, harsh criticism; or, even when they are successful in meeting their short-term goals, do they disappear in less than four years? Why, despite more than 30 years of evidence, do we continue to go backwards with increasing levels of socioeconomic inequality, destroying communities and the systems that sustain the life on which we all depend? In 1971, the Club of Rome's First Report showed that there were limits to growth, and that if they were transgressed in the middle of the 21st century we would see immense social, environmental and economic problems. The second report, which was made by more than 15,000 scientists, recently confirmed the predictions of 1971. What is missing? Why have we not made the progress we need?

Dragon Dreaming seeks to find answers that are applicable to all of these problems. It is now being successfully applied to more than 8,500 projects in 53 countries around the world. With more than 206 people trained as trainers, Dragon Dreaming workshops are spreading all over the world. Although this is impressive, it is still not enough to have the necessary impact for the "Great Change" that this guide describes.

What is Dragon Dreaming? Simply, Dragon Dreaming is "unconditional love in action". To be more specific, Dragon Dreaming could be defined as a method that offers powerful tools for collaborative creation.

At the same time, it is an organic **model** of "living systems" that gives us many answers on how to create successful projects from the perspective of a new sustainable paradigm. It is also a point of view that gives us new knowledge about life itself, about how we can become "fully alive". It could also be defined as a **philosophy** inspired by Deep Ecology, Aboriginal Indigenous wisdom, latest new sciences, neurological discoveries, and the Living Systems Theory. The philosophy, model and methodology of Dragon Dreaming is best discovered when carrying out transformative projects and with its workshops and this guide, you can be trained for this adventure.

The three "winning" principles that support this integrated vision of Dragon Dreaming's method, model and philosophy and the successful projects that result from its application are:

- **Personal Growth:** a commitment to the healing and empowerment of all participants.
- **Community Building:** the strengthening and resilience of the communities of which we are a part.
- **Service to the Earth:** working for the regeneration, well-being and flourishing of life itself.

However, there are blockages to this Win-Win-Win culture, which have to do with a great interconnected worldwide spiritual crisis, which many people around the world are trying to find solutions to, in addition to many more different challenges like:

- **Economically**, we are seeing how the wealth of the planet falls into the hands of a tiny elite, connected to huge financial and corporate companies, with an increasingly reduced middle class and a growing number of very poor people. The neoconservative market is not only failing to make progress for the bulk of the population, but through an economic and financial system based upon debt, it is also fuelling unsustainable growth.
- **Politically**, we are seeing a growth of anti-fascist and neo-fascist populism, racism and protectionism, with attacks on the freedom of the press through centralised corporate ownership and government restrictions. At the same time, increased spending on war and nuclear proliferation threaten the future of the world.
- **Ecologically**, our collective environmental footprint per person is now greater than one and a half planets per year, with greenhouse gas emissions at record levels that threaten climate stability and cause extreme weather events and a rise in sea levels. The destruction of our habitat means that in this decade we will have lost 67% of the planet's biodiversity that we had in 1970.
- **Technologically**, artificial intelligence and big data systems threaten the job security of the vast majority of professions. The genetic modification of plants together with the use of pesticides threatens the ecological viability of food production systems, at a time of maximum use of fossil fuels and an increase in the world population that will reach between 9 and 11 billion people by the end of the 21st century.
- **Educationally**, student debt has spiralled out of control in many advanced countries. School systems need to prepare graduates for jobs that do not yet exist, and excessive bureaucracy and low teacher status is developing a second-class public education systems that appear incapable of learning and innovation.
- **Culturally**, intolerance towards differences is undermining multiculturalism, at the same time that increasing flows of political, environmental and economic refugees are peaking. We urgently need cultures of tolerance that welcome cultural diversity as a source of creativity and innovation.

These problems are usually symptoms of an underlying spiritual crisis, a crisis that does not recognise that we are a part of the Earth and that the Earth is a part of us. **What we do to the Earth we do to ourselves.** The Dragon Dreaming approach offers us the possibility of a totally integrated new paradigm that deals with ourselves as individuals, socio-politically and economically within our communities and collectively with the planet we share with others. To build a better world, it is necessary to discover how to put into practice a new Win-Win-Win culture in a way that is applicable to everyday life. We do this by creating and implementing successful projects of different scales and contexts. Dragon Dreaming is a proven and inspiring way of creating projects of this kind, through which, each of us can go beyond the dream and make a real difference in the world.

As this guide shows, every project ever carried out started as the dream of an individual person. But the evidence gathered suggests that 90% of projects stagnate in the Dreaming Phase. The reason is that if one is serious about making dreams come true, you have to share your dream and build a supportive team that will help you with your project. This guide will give you tools that show you how to successfully do that. The chief problem of the second phase is that people don't plan to fail they simply fail to plan. Dragon Dreaming has many planning tools and methodologies. But once again evidence shows that 90% of projects fail to work according to plan. In conventional projects, by excessively separating the planning process from the execution of a project, two

groups are created who can blame each other when things go wrong; the implementers get blamed for not following the plan, whilst the planners get blamed for being out of touch with reality.

Finally, we find that 90% of business start-ups, non government and community organisations fail within 4 years, usually when the initiators burnout and for personal survival reasons need to leave. On these statistics only 1 in 1000 dreams currently come true. People know this, which is why people give up on their dreams. But, for Aboriginal Australians, loss of one's dreaming is a form of "soul loss" which cause symptoms of apathy, fatalism, powerlessness, the blaming of oneself or others, reacting with fratricidal aggression or a slide into depression. This guide on Dragon Dreaming demonstrates a method which will help you to escape these blockages. By applying its four-phase model, as this guide shows, we can say that the **"Dream" of Dragon Dreaming is to build a new sustainable win-win-win culture**; a culture that meets the authentic needs of all of the participants, the community and the planet itself. Secondly, the "Planning" of Dragon Dreaming provides a useful **theoretical model for planning outrageously successful projects** and overcoming any emergent blockages. Thirdly, the "Doing" of Dragon Dreaming, provides a **toolbox of useful methodologies** that can be applied differently according to the realities of the sector and the environment. Finally, the "Celebration" of Dragon Dreaming, creates a **network of supportive practitioners** who can work with individuals to make their dreams come true.

INTRODUCTION

We, **Julia Ramos** and **Beatriz Gallego**, as trainers and facilitators of Dragon Dreaming, have done dozens of workshops, and accompaniments to teams, projects and organisations in various parts of the world, using this methodology.

As the authors of this guide we wanted to include in it our **theoretical and practical knowledge** of the method and philosophy created by John Croft, and also the most subtle part of the personal evolution that the application of the Dragon Dreaming Culture has given us, for a sustainable change in both ourselves and the world.

«This guide will cover both the theory and practice of Dragon Dreaming, allowing us to discover this simple and easy to apply method that frees our collective creativity by opening our sensory and perceptual awareness, re-inhabiting our body and our feelings to collectively support our personal development, community transformation and planetary healing»

(Croft 2018)

Inspiration for the Great Turning

We are living through a time of great changes and discoveries, but also of an ecological, economic and social crisis. The acceleration of “development” and industrial growth has generated greater inequality, through “globalisation”, and a vision of “progress” based on generating money as fast as possible, by exploiting the resources of the planet: minerals, plants, animals and humans...

In an individualistic, consumerist, predatory and polarised culture, the survival of the individual becomes something vital and at the same time a problem. Everything that ISN'T ME, that is the Outer World, the environment, other cultures, other people, nature, animals... all these seem like a danger. Since humanity has annihilated or controlled its great predators, the human being has turned into the Greatest Predator of resources, animals and other people (Croft 2014 - #4).

How can we free ourselves from this deception? We firmly believe that the Great Turning begins from within each person. Connecting the current scientific knowledge to the interconnectedness of life, and to the spirituality of ancestral cultures, such as the aborigines, can help us in our journey of learning and personal evolution.

«Any culture that destroys its own life support system in the name of progress is suicidal and functionally insane. Those that participate in such a culture, when not part of the solution, are part of the problem, and in such a situation that which is believed to be normality is instead part of the insanity»

(Croft 2014 - #4, 2)

Everyone can bring about **the creation of a culture of connection with our environment**, that broadens our vision of reality and also that of the people with whom we relate. We can all participate in this adventure of going out of our comfort zone and learn from the great collective wisdom of Human Beings as well as from this environment we call Earth.

Dragon Dreaming helps us to reconnect with the parts of ourselves that we do not know, as well as to others, nature, and the larger systems outside of our primary area of action. This methodology accompanies and impels us in the process of **flowing through the nodes of our life line**, and at the same time, encourages us to be facilitators of **Win-Win-Win** processes.

We hope that this **guide will impulse new dreams**, plans, actions and celebrations... and that each lesson learnt that happens through **feedback** makes us grow as people, within our environment.

Who is this guide for and how can it be used?

This **guide** is for everyone who wants to learn and apply **Dragon Dreaming** to their lives, on a daily basis and to their jobs or projects. Whether you work with projects and teams (in Education, Coordination, Management, Facilitation, etc.) or you have a different profile, this methodology can be used to expand your skills for **managing teams and projects**.

This guide is **practical, for the more linear parts** such as Project Management. It also has a **subtler and more intuitive part**, such as the magic of teamwork, the vision of the world and the development of the network of life in each relationship, group and project.

This **guide** is organised into several **main sections** that range from the **History and Philosophy** of this methodology, its **Primary Tools**, a new vision of **Leadership and Communication**; to the design and management of projects using the **4 Phases of the Dragon Dreaming Wheel** (Dream, Plan, Do and Celebrate) and its 16 Stages.

With the knowledge provided by this guide and the actual practice of **Dragon Dreaming** in a Workshop, Project or Team, the following results can be obtained:

- **Readiness to carry out any project you can dream of and plan it in a Karabirrdt, with its respective goal, objectives, tasks, roles and resources.**
- **The ability to facilitate the processes of Dreaming, Planning, Doing and Celebrating.**
- **Knowledge about the transformation of working and co-creating alongside nature.**
- **The techniques that lead people to work efficiently, effectively and positively.**
- **The capacity to understand and analyse different approaches, developing a personal framework whilst integrating theory and practice.**
- **To become aware of your skills and tools to generate a personal strategy to acquire the skills you need in the future.**
- **To apply personal empowerment, community building and environmental action to real situations and evaluate the result** (*Croft 1991, 14*).

This guide is a reinforcement to the **Official Training of Dragon Dreaming**, which has a “learning path” and is carried out in **Experiential Workshops** of various levels: **Introductory Level** (2.5 days), **Intensive** (5 days) and **Training of Trainers** (7 days). Therefore, we recommend taking the opportunity to participate in a Dragon Dreaming Workshop to unleash the magic of collective wisdom, practice leaving the comfort zone with other people and live the experience of dreaming, planning, doing and celebrating your dreams with the maximum satisfaction, conscience and wisdom.

We hope this guide offers a **change of vision of the world for everyone, for personal and community growth** and an improvement to the way we work in teams, and with the relationship we have with the Earth.

Celebration of this guide

We wish to thank **John Croft**, as creator and main disseminator of this methodology, for:

- **The teaching and mentoring support that he has offered us that helped us to grow personally and become better trainers.**
- **The extensive information, documentation and research material, that he has put together over the years. All compiled in the Manual, factsheets, E-book, etc.**
- **The network of international Dragon Dreaming facilitators, who have accompanied us in various personal and group learning processes.**

We thank **Permacultura Cantabria** (Spain), **Active Women Association** (Poland) and **ŽISJB** (Lithuania) as promoters of this European Project, all of which hold extensive experience in creating activities, programmes and trainings for the personal, organisational and environmental change necessary to move towards social and ecological sustainability.

We thank the **European Union** for their support in the creation, translation into four languages and dissemination of this guide, in collaboration with the partner organisations.

Finally, we thank **all the readers, as well as all the people we have accompanied over the years**, for the new projects created and the great changes that will come, all of which are gifts of our collective evolution.



Co-funded by the
Erasmus+ Programme
of the European Union



THE HISTORY OF DRAGON DREAMING

A dream that was born in Australia¹

Dragon Dreaming is a philosophy and methodology, created around 1990, by the Australian **John Croft** (1949) and his wife **Vivienne Elanta** (1951-2004) as part of his work at the Gaia Foundation in Western Australia, of which they were the co-creators in 1984.

The inspiration to create **Dragon Dreaming** came from the work done by John Croft as the Community Education Coordinator for the World Bank with the Aborigines of Papua New Guinea. He later developed it as a methodology for implementing the projects carried out by the **Gaia Foundation**.

Dragon Dreaming has its bases in:

The cultural and spiritual aspects of Australian Aborigines and other indigenous cultures; the interconnection of beings, their worldview and respect for nature, etc.

Scientific and environmental aspects related to Gaia Theory, Deep Ecology, Systems Theory, etc.

Psychological, sociological, organisational and business aspects related to personal development, project design and management, communication and leadership, etc.

Aboriginal culture and its spirituality, to which we will devote special attention to in this guide, is at the heart of Dragon Dreaming and is a great source of inspiration for those who seek a “Win-Win-Win future: a fair, non-violent culture, based on gender equality, which at the same time recognises our differences” (Croft 2016 - #29, 8). In addition, the aboriginal culture is the oldest civilisation, and therefore the most sustainable on the Earth.

Likewise, the **psychological, social, and pedagogical** aspects that Dragon Dreaming unveils come from the need to **change our vision of our society and the environment**, towards a new culture that has deep roots in ecological and social sustainability, and in the interconnection with nature and the Earth.

This **change of vision** has its origins in the concept of Gaia, an indigenous concept **in which the Earth is recognised as a living being in itself**, that is deeply interconnected with all human and non-human existence. More recently, Gaia concept has evolved into a Theory and a philosophical and scientific movement, which seeks to replace the current and anthropocentric worldview with one in which the human being is part of a living system and is interconnected with other beings within the “network of life”.

John Croft usually begins his workshops and conferences by framing the ecological and social situation of destruction and global injustice, with phrases similar to this one:

«In the next 30 years we will see more changes than in any other period of 30 years of human history... Dragon Dreaming is based on the principle that it is possible to move towards a culture that, really sustains life as a whole»

(Croft 2014 - #4, 3)

Deep Ecology: towards the Great Turning²

The term **Deep Ecology** was originally coined by the **Norwegian philosopher Arne Naess** as an **eco philosophy** within the environmental movements, being at the same time a School of Thought and an Activist Movement.

John Croft, friend and contemporary of many thinkers, activists, researchers and pedagogues, got to know **Joanna Macy** in the mid-1980s and her “**Work that Reconnects**”. In this work, Joanna develops a new vision for Deep Ecology, creating a methodology that she calls “The Spiral of the Work that Reconnects”, which seeks to develop the necessary skills in people to face the Great Turning. This Great Turning is one that leads us to choose life and build societies that sustain life, now and for future generations.

Deep Ecology seeks to break with the conditioning of centuries of **anthropocentric** cultures and to heal our relationship with the natural world. This cultural, scientific and political change will only be possible through a reconnection with nature and a Great Global Change. We need to make the change from an Industrial Society to an Ecological Society that is sustainable for all human beings, the animal and plant world and for the Earth as a living system.

² Croft 2008 - #4 & Macy 2014

«We are arriving at what some call the “Great Turning”. It is as if the world itself wants us to be different and act in a completely new way»

(Croft 2008 - #4, 3)

John Croft, an activist, creator and educator³

His professional life is focused on **education, research, consulting, community development** and project development all around the world, from Africa, Asia, to the United States, Canada, Europe and Latin America.

As a **community activist and deep ecologist**, who has worked with indigenous peoples on four continents, John wondered how people in the industrialised and developed societies of the “North” could reverse the social and ecological damage caused by our lifestyles and consumption patterns.

His response was to create a **methodology that allows people to build projects on three levels** for a **Win-Win-Win Culture**, as detailed below; and that is focused on changing the current Win-Lose games, for a new vision of “Winning” that promotes:

- Personal Growth.
- Community Building.
- Service to the Earth.

³Dragon Dreaming International 2018



John Croft trained in biogeography and social planning, and obtained a PhD in Community Development. He worked with several international organisations (London University Institute of Education, The British Council, The World Bank, The Ford Foundation, etc.) for which he carried out various social and rural / regional development projects in Africa, Indonesia, Papua New Guinea and Western Australia. He has been a researcher in Paris for UNESCO.

He is currently an active lecturer, trainer, researcher and project consultant, who travels around the world, giving Dragon Dreaming workshops and accompanying related events: such as the Dragon Dreaming Confest, the Transition and Permaculture Movement or the Global Ecovillage Network (GEN).

The philosophy behind Dragon Dreaming

The meaning of Dragon Dreaming and aboriginal mythology⁴

Originally, Dragon Dreaming was called “Waugal Dreaming” because of its influences from the Aborigines of Western Australia.

In **aboriginal mythology**, the rainbow serpent Waugal ⁵ is the most important symbol of its culture, recognised by the Noongar as the creator of life and of all beings. When Dragon Dreaming expanded to other countries in the 90s, the denomination changed from “Waugal” to “Dragon”, since both animals, snake and dragon, have common meanings.

Our modern word **Dragon** comes from the Greek where drako meant “serpent”. In Greek mythology there are many legends of snakes or dragons, in which a snake or a dragon usually keeps some form of treasure. The Dragon represents our fears and also the strength to overcome them, to “get out of our comfort zone”, “dance with our dragons”, **dare to realise our dreams** and get our treasures, for ourselves, our communities and the entire planet.

«Aboriginal culture is the oldest on Earth and has lived in Western Australia for at least 70,000 years. These Aborigines call themselves Noongar or Nyungar, a word that, in its ancient language, means simply people»

(Croft 2014 - #4, 4)

Dreaming or Dream, refers to the most subtle and magical part of Aboriginal culture. In this culture, the Dream World is called **Dreamtime**, and that is where the **Songlines** or **Life Stories** of all people and living beings come from.

As aboriginal culture lacks any written language, these Life Stories or Songlines of all beings are transmitted orally around the fire in the community. The aboriginal myth tells us that during the dreams of humans, magical and mythological creatures create the mountains, rivers, plants and the morphology of the Earth.

This part of the Dreaming, as a creative phase, is what inspires the name Dragon Dreaming. This is also why the “Dream” is the first phase of the **Dragon Dreaming Project Wheel**, the phase which connects the consciousness of all life with the creation of dreams, projects, teams, etc.

«The Dragon Dreaming projects that will help you the most are those that will have the greatest effect on your personal growth, those that when you dreamed them you thought they would be totally impossible»

(Croft 2008 - # 4, 9)

An “umbrella” methodology⁵

In addition to the influence of Aboriginal culture and Deep Ecology, Dragon Dreaming is a **holistic methodology**, with influences from:

- **Systems Theory and Gaia Theory, sacred geometry and the Wheel of Medicine, shamanism, anthropology, Nonviolent Communication (NVC), Jungian and Transpersonal Psychology and personal and community development; up to more traditional project management processes and tools, among others.**

Dragon Dreaming is a type of **umbrella methodology** that gathers influences from great authors, thinkers, scientists, writers, psychologists and philosophers such as:

- **Arnold Mindell, Paul Hawken, Albert Einstein, Gandhi, Paulo Freire, Peter Senge, Otto Schramer, John Seed, Carl Jung, Marshall Rosenberg, Manfred Max-Neef, Joseph Campbell, Gregory Bateson, Ken Wilber, etc.**

Dragon Dreaming is the result of many years of evolution of both theory and practice; and as a holistic methodology it is always in **constant evolution and change** through the sum of the contributions of new lines of thought and of all the people who implement this philosophy and methodology to dream, plan, do and celebrate their projects.

The 4 definitions of Dragon Dreaming

There are many possible definitions of **Dragon Dreaming**, depending on what we are dealing with:

It is a **meta methodology** with influences from a varied range of ideological, methodological and project management sources.

It is a **philosophy**, therefore also a culture, for teams, communities, projects and organisations.

It is a **box of multiple tools** for trainers, entrepreneurs, leaders, etc.

It is a **community of people**, facilitators, projects and organisations that cooperate to satisfy their individual and group dreams.

is an agile design methodology to build organisations and sustainable projects

plan

is a philosophy of life, to foster a culture for change on a personal, group and global level.

dream

do

is a box of tools and methods to support personal growth, community building and service to Earth

celebrate

is a community of people who support themselves to make their dreams come true

Win-Win-Win Culture⁶

Currently, most situations, relationships, thoughts, projects and companies are based on **Win-Lose relationships**. John Croft reminds us that the worst and first prejudice is not sexism or racism, it is personal judgment (self-prejudice) that we carry from our childhood. The self-prejudice which are all of those limiting beliefs that say that we are not capable enough to achieve our dreams, or any other criticism and judgment that we have activated in ourselves influenced by our culture, education or environment. This means that **Win-Lose games** are learned early, recurring and normalised, accepted and internalised in our lives.

The **predominant current of thought** in Europe and other so-called “developed” societies, has constructed a vision of the world that categorises and separates everything into subjects and objects, active or passive, over which we can have “power-over”. Thus, people have power over other people, people over animals and plants, developed countries over developing countries, rich over poor, etc., and everything is constructed or destroyed with Win-Lose relationships.

Dragon Dreaming is meant to create **Win-Win-Win** relationships that transform “power-over” into “power-with”, through more collaborative, collective and connected relationships. This is the fundamental pillar for the Dragon Dreaming Culture, where each project aims to generate satisfaction at 3 levels: Personal-Collective-Global.

«Personal growth in the absence of community building, is not enough»

(Croft 2008 - #4, 10)

Therefore, the 3 principles of Dragon Dreaming Culture are:

- **Personal Growth:** for all the people involved in the project. Therefore, a **Dragon Dreaming Project** aims to expand our capabilities and invites us to leave our comfort zone and our self-imposed limits to achieve our fullest potential, whilst empowering personal inner work and self care.
- **Community Building:** to strengthen the communities of which we are a part. A community has a broader meaning than a group, or team. The community can be defined as the links and local exchanges that unite us, and a true community is characterised by the quality of the communication of the people that form it.
- **Service to the Earth:** for the maintenance and improvement of natural life. Human beings are at a point where we take more from the Earth than we give back. For example, we pollute more than we reforest, we extract more than is regenerated, etc. A Dragon Dreaming project wants to reverse this and give more in return to the Earth than we take in terms of natural resources and wildlife.

«Since its beginnings, Dragon Dreaming is based therefore upon the premise that no-one should ever undertake a project alone. It is based upon mobilising members of your own invisible community network; friends, family, colleagues, neighbours or acquaintances, to join with you to work in making your collective dreams come true»

(Croft 2008 - #4, 10)

«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 the chaos or entropy in which we are embedded. Aboriginal tradition suggests that nothing is separate too – and science is proving this over and over»

(Koglin et al. 2016, 6)

TIP

What does Win-Win-Win mean on a practical level for a group, company or project?

If each person, project or organisation decides their actions whilst taking into account the **Win-Win-Win**, the creation of sustainable projects, community and personal satisfaction will be more successful, authentic and collaborative. You can check the level of alignment with **Win-Win-Win** culture by constantly asking at each step:

- Is this good for me?
- Is this good for my team/community?
- Is this good for the environment/the Earth?

Dragon Dreaming Culture

Win >**Personal Growth***Win* >**Community Building***Win* >**Service to the Earth**

CULTIVATING A NEW LEADERSHIP

The **environmental, social and economic** challenges that we face today invite us to think that both, the modern social system and the predominant type of hierarchical and patriarchal leadership, need revision and change. These unprecedented challenges demand the emergence of a **new type of leadership**. But what does this mean?

What is a leader?⁷

Many people can see the **figure of the leader**⁸ as something unattainable, something only destined for special individuals who do extraordinary things. This theory of “innate” leadership comes from ancient Greece, in which the leaders were warriors, usually men and with almost divine powers, who fought bravely in battles, to return home as great heroes. This vision of the leader has persevered to this day and does nothing more than preserve a culture of **Win-Lose**, in which the power and strength to move the world resides in the hands of a few people.

However, it was not always that way. The origin of the word leader, both of the Germanic “laidho”, and of the Indo-European “leith”, means the “bearer of the burden”, the one that “crosses thresholds”, the one that **develops its capacities for the benefit of its community**.

«We must be willing to get rid of the life we've planned, so as to have the life that is waiting for us»

Joseph Campbell, mythologist and writer.

This vision of the leader who works for others is what the current ideologies and initiatives for change are trying to recover, in order to generate the necessary global transformation. According to Peter Senge:

«The deep changes necessary to accelerate progress against society's most intractable problems require a unique type of leader—the systemic leader, a person who catalyses collective leadership»

Peter Senge (2015, 1)

Leaders for the Win-Win-Win Culture

The first thing to take into consideration in promoting a new type of leadership within the **Win-Win-Win** culture is to recognise that **we are all leaders**, and that we all hold within us the necessary potential to **generate the change we want to see in the world**.

Nonetheless, this is not enough. As Peter Senge previously stated, this moment demands that we recognise ourselves as systemic leaders. So, what is a systemic leader?⁹

- It is a **conscious person**, who knows how to recognise prejudices and blind spots. It is a person who knows that the capacity to see and change the world is closely related to the ability to see and change himself/herself.
- It is a person who is **aware of the interconnectedness of all things**. Everything and everyone is connected and we are creators of our own reality at every moment, through our decisions, which is affected by the contents of our unconscious minds.
- Knows the **importance of working at three levels**: Individual (with oneself), Relational (with each other), Global (with the world).
- And of course, who can **think globally and act locally**.

⁹Kahane 2000, Senge 2005, Jaworski 1999, Senge et al. 2004, Harman 1996, Bohm 2014, Croft 2014 - #13, Croft 1991, Scharmer and Kaufer 2013, Senge 2015.

«Our new leaders have to be democratic, egalitarian and peaceful instead of dominating, elitist and persecutors of conflicts. New heroes have to see themselves and others as part of nature, and not as opposed to it. They have to reconnect with their own internal ecology, that part of us that we have silenced, that remains asleep, like a hidden dragon, buried deep in our subconscious. Discovering the meaning of existence will free your creativity. This is why personal development; community work and environmental action go hand in hand. All this is united in the center of our being»

(Croft 2008 - 1991,96)

Developing Collective Leadership¹⁰

As we empower ourselves as systemic leaders, soon we will find ourselves operating in such a coherent field that other people with a similar shared purpose will inevitably approach us.

We will no longer act individually, we will then open ourselves to collective leadership. This collective leadership can be cultivated and developed. Here are some keys for it:

Lead with flexibility

Our leadership will emerge and rotate naturally based on the nature, and specific needs of the task to be performed and the knowledge, motivation and experience of the people in the team.

Therefore achieving better results as well as greater personal satisfaction.

Motivate Motivate Motivate

To get to know ourselves and our colleagues better. It is important to perceive and understand the ways of others, in addition to giving support to each other, by motivating each other tirelessly in our development process.

Reflect constructively in groups

Reflect together on our thoughts, challenging our own assumptions and worldviews. Constructively converse about them. Appreciating points of view that are different from our own will lead us to create more authentic relationships.

Ask generatively

it is important that all the voices within a team are heard, for this it is important to involve everyone by using genuine and generative questions.

Unleash collective intelligence

Cultivate the ideal conditions for the emergence of collective intelligence. Create spaces where people can come together to speak their truth, reflect on what is really happening, explore options beyond traditional thinking and seek changes. This will generate new ways of thinking, acting and being.

Know the edge of chaos

learn to work on the edge of chaos in your team, as the place of maximum creativity, where innovation happens. Navigating chaos means being able to let go of excessive control, walking through the processes of confusion and conflict, until clarity is reached.

¹⁰Jaworski 1999, Croft 1991, Senge 2015, Croft 2014 - #13, Koglin et al. 2016.

Leadership and Collective Intelligence Tools

As we indicated above, Dragon Dreaming is also a box full of practical tools, intended to ease and improve group work processes. Therefore, in this section we present those tools aimed at enhancing systemic leadership and collective intelligence. These support us in acquiring greater self awareness and achieving fluidity in the relationships amongst team members; as well as broadening our vision of our connection to the Earth.

Collective Intelligence and Aha Moments¹¹

Collective intelligence is a term almost as old as life itself. Collective intelligence is the ability of living beings to work as a team and be more efficient and effective in solving a complex problem than a single individual. But as Gregory Bateson showed, **intelligence is not a “thing,” it is a flow.** It is a connection process that connects a person with other people and them with the world. Intelligence is always a collective phenomenon, and therefore **requires communication** among participants to create a common platform through which this intelligence can be expressed.

Therefore, collective intelligence is something that flows, that connects people and also, by uniting the different individual intelligences of a varied group of people, it allows us to solve problems more efficiently. Thus, collective intelligence is a driver for creativity and innovation, when allowed, shared and co-created. This is the field where the Aha moments arise!

«Leaders don't create followers, they create more leaders»

Ralph Nader

lawyer and political activist.

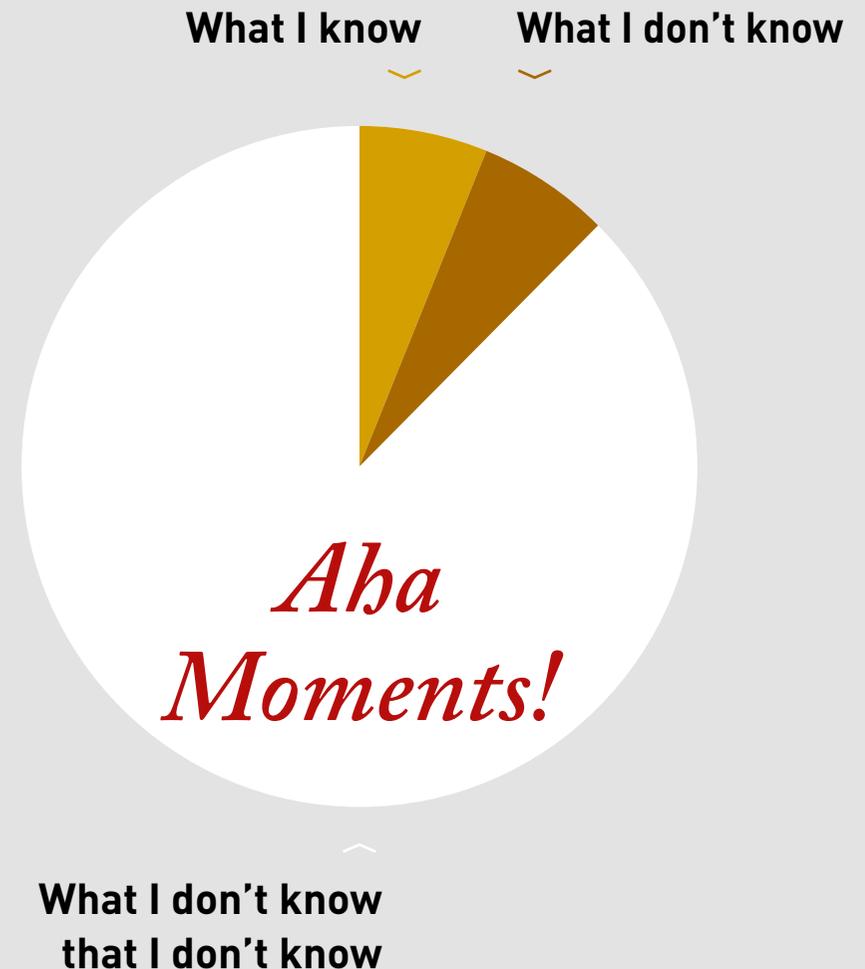
TIP

The “Pizza” of Knowledge

Having an Aha moment is when we discover something we did not know or when we have a revelation; it may be something completely new to us, or something we had forgotten, or that we intuited.

Sharing Aha moments has a **contagious effect**, that is why in Dragon Dreaming, we encourage team members to share any Aha they have. The practice of sharing Aha moments unleashes collective intelligence and encourages the expression of maximum creativity, by connecting with the place from which the greatest ideas and discoveries of humanity emerge.

This “pizza” contains all possible knowledge for one single individual, one small slice is made up of all the things that this individual is aware of or knows, such as how to cook, write... Another small slice refers to all the things that the same individual is not aware of or ignores, such as how to sail a boat or speak Chinese. Conversely, the biggest portion of the “pizza of knowledge” corresponds to everything that this person is completely unaware of, including the “I don’t know that I know” or “I don’t know that I don’t know”. This is the field of the Aha moments! It is the field that is discovered when other people, with different worldviews, experiences and knowledge, allow me to discover new realities that I was unaware of. It is for this reason that Aha moments, like Collective Intelligence depend on communication and connection with other people.



The Karlapgur Circle¹²

Meetings in Dragon Dreaming are held in a **Circle**, so as everyone is seen and aligned around a central fire element, like a candle. This practice comes from the **aboriginal tradition** where the members of the tribe-community gather around the fire to share stories, to make decisions and celebrate.

This Circle is called **Karl-ap-gur (Karlapgur)** or «fire-place-people», or the place around the fire where the people of the community gather. **Within this circle everybody's voices are of equal importance.** Therefore, the conversations held in the circle foster a climate of trust, authenticity, enjoyment, learning, magic and collective wisdom.



TIP

Elements for the Karlappgur

For our Circles we invite the people of the group to decorate the center with the four main elements: **water, fire, earth and air**; in addition to other personal objects of sentimental value like photos, letters, etc.



Talking Piece¹³

The **Talking Piece**, is an object and at the same time a communication tool so that whoever holds it receives the full attention of the group. The **Talking Piece** is passed around team members in the circle in one direction. It is a good tool to take turns in conversations, so as to be more “democratic”, and thus avoiding that the fastest or most dominant people take the space of people who need more time or more confidence to speak.

«Talking pieces are useful in answering a question, exploring a theme, sharing Aha's, debriefing or introducing a new topic or idea»

(Koglin et al. 2013, 16)



Circles: Check in /out and Feedback / Sharing

Generally, a group working with Dragon Dreaming uses **Check-In Circles** at the beginning of each meeting. This Check-in Circle is a process in which team members are invited to share with the group: (1) how they feel, (2) their last night's dream, and (3) any Aha moment they have recently had.

Check-out Circles are normally meant to serve as a closure of a meeting, therefore they are done at the end. In these Check-out Circles we can do a process of evaluation or feedback of the work done by the team in that work session, meeting, etc.

You can also perform specific Circles with other objectives such as **emotional management or decision making, dealing with a particular topic**, with the support of the talking piece. With a little practice, we will see how these group sharing dynamics help us to be more personal, to communicate charismatically, and to foster collective intelligence; all for the benefit of relationships, processes and the project.

TOOL



Check-In Circle

Sit with your team members in a circle with the **Talking Piece**, and depending on the time available, each person will share one or all of these proposals:

Inner Climate



Express your present mood or feelings in a few words with a metaphor about the climate. For example: I am cloudy, sunny, like a summer rain, etc.

Last Night's Dream



Share your nightly dreams. Dreams communicate things about us, about our existence. The Aboriginals say that: "If you lose the connection with your dreams, you lose the connection to your soul." In dreams we are all connected, everything is possible, there is no time. Dreams are also a field of creativity and bring great revelations.

Aha Moments!



Share any Aha moment you had. By sharing our Aha moments we unleash Aha moments in others, benefiting collective intelligence.

TIP

Examples of Generative Questions

Here there are some examples that can inspire your group meetings, dreaming circles, objective planning and/or the celebration of the project's milestones:

- How should this project be so that I can say in 1 year that it has been the best investment of my time and energy?
- What will make 100% of this dream come true?
- How should this workshop / meeting / project be so that we can say that...
 - ...we had a very good time?
 - ...we have met the objectives?
 - ...it has been 100% satisfactory?

Generative Questions

Generative questions are **open questions** that cannot be answered with monosyllables like “yes, no, good, bad”. These questions also invite reflection by opening a world of enormous possibilities, as well as an “emotional power” for both the questioner and the respondent. **Generative questions** are a **powerful tool to connect** with our inner self, with others and with the Collective Intelligence of the Universe, since they open us to the “field of all possibilities”. As the name suggests, they generate a space for new and unexpected answers to emerge.

Dragon Dreaming Wisdoms

Dragon Dreaming Wisdoms are phrases or affirmations that contain great wisdom and **help us achieve Win-Win-Win**. Dragon Dreaming Wisdoms support personal growth, community building and care for the Earth. In our experience, certain Wisdoms can generate some discomfort, blockages or take us out of our comfort zone. This situation is perfect, as this feeling is just highlighting an area where some work is needed, since the wisdom is inviting us to open up new points of view that are necessary for our growth. Some examples of such Wisdom are: “Do not take anything personal”, “a Yes has the same value as a No”, or “too much analysis leads to paralysis”. More Wisdoms will be revealed in following sections.

THE POWER OF COMMUNICATION¹⁴

In addition to developing a new type of leadership, if we want to generate projects for a Win-Win-Win culture, it is imperative that we reconsider the way we communicate.

«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-Win. And as with many skills – the more we practice the better we get. Here we present to you a different way of communication»

(Koglin et al. 2016, 6)

Communication for a new culture

Most of us have grown up in a culture that encourages us to speak a language that labels, compares, demands and pronounces judgments. Marshall Rosenberg (2003), creator of Nonviolent Communication, defines this as “life-alienating communication”. This form of communication constantly generates conflict between human beings, since apart from moving in terms of constant judgment, it distances us from expressing our real feelings and needs. This, creates an exaggerated disconnection between what we feel, think and express; and it radically separates us from other people. On the contrary, **a communication that unites**, generates bonds and trust, as well as improving understanding and resolving conflicts.

This **new form of communication**, the same that **Dragon Dreaming** talks about is one that unites, and that promotes the three levels of the “Win”:

- **A Communication for Personal Growth:** this invites self-awareness and authentic communication. If the “life-alienating communication” prevents us from expressing our feelings and emotions, it is vital to regain consciousness about how we truly feel and think, without prejudices from the Ego.
- **A Communication for Community Building:** this invites us to communicate with other human beings in an authentic, empathetic and non-violent way. To facilitate this type of communication it is important to create spaces of intimacy, based on trust, where “conflict” is experienced and understood as a form of evolution, a learning process and an opportunity for change. Learning to give constructive feedback between people is key.
- **A Communication for Service to the Earth:** this means to Deeply Listen to the world’s emerging wants and to separate them from our Ego’s interpretations and to put ourselves at the service of something greater. Taking a step forward later, to cross the threshold towards action, to become authentic and peaceful warriors at the service of the World.

«We have to be conscious how we want to connect with other human beings. This takes awareness and mindfulness, an ability to check upon the judgments running through our head»

(Croft 2014 - #12, 10)

Communication Tools¹⁵

Dragon Dreaming offers us several tools to boost a **Communication for the Win-Win-Win Culture**.

Pinakarri

Listening takes a leading role in this new form of communication. Listening to our internal world: thoughts, sensations, and emotions; and also, to our external world: from person to person and to listen to the Earth. In order to achieve this, Dragon Dreaming provides a powerful tool called the Pinakarri.

Pinakarri is an aboriginal word that means “**deep listening**”. According to the Australian Aborigines, our planet, the Earth, is alive and possesses a soul, an essence. It is what Plato named the “Anima Mundi”, or “Gaia” according to Sir James Lovelock. This soul or living being can be listened to through Pinakarri.

In addition, the Pinakarri takes us on an inner journey to become aware of our feelings, sensations and thoughts. At the same time, it improves the quality of our listening towards what other people express.

«All Dragon Dreaming projects are the result of a process of profound dialogue between the people who form it and the external world. This process requires the Pinakarri, since only through the practice of “deep listening” we can avoid projects that cause harm to communities and their environment»

(Croft 2009 - #10, 6)



PRACTICAL EXERCISE

Practicing Pinakarri

Sit comfortably in a chair, feel your feet against the ground and close your eyes. Start sensing your breath. Inhale deeply and exhale slowly; repeat again... Feel the natural rhythm of your breathing. Watch how the air enters through your nostrils and how it comes out... Observe the change of temperature when entering and leaving... the tickling of the air...

> Remember, that the air you are breathing is the Breath of Life, it is what connects you to the present moment and to all other living beings.

> Now feel the weight of your body on the chair. Feel your feet resting on the floor. Feel how the law of gravity attracts you, like a magnet and keeps you stable. It's a very nice feeling, as if the Earth is safely supporting you, as it has been doing since you were born.

> Now bring your attention to your balance point... This point is located just below your belly button. This is your center... your "hara" ... here is where your strength lies... Lead your breath to this point and feel how the air massages your belly... Feel the rhythm of your breathing at this point ...

> Finally, open your eyes.

Using Pinakarri in our lives, teams and projects

Always have chimes or bells for your meetings or group processes.

When the bells ring everyone in the group will take a few minutes and practice Pinakarri.

Close your eyes and, individually and silently, follow the steps outlined above to practice Pinakarri.

Observe when your mind is calmer and centered in the present moment, and then open your eyes.

TIP

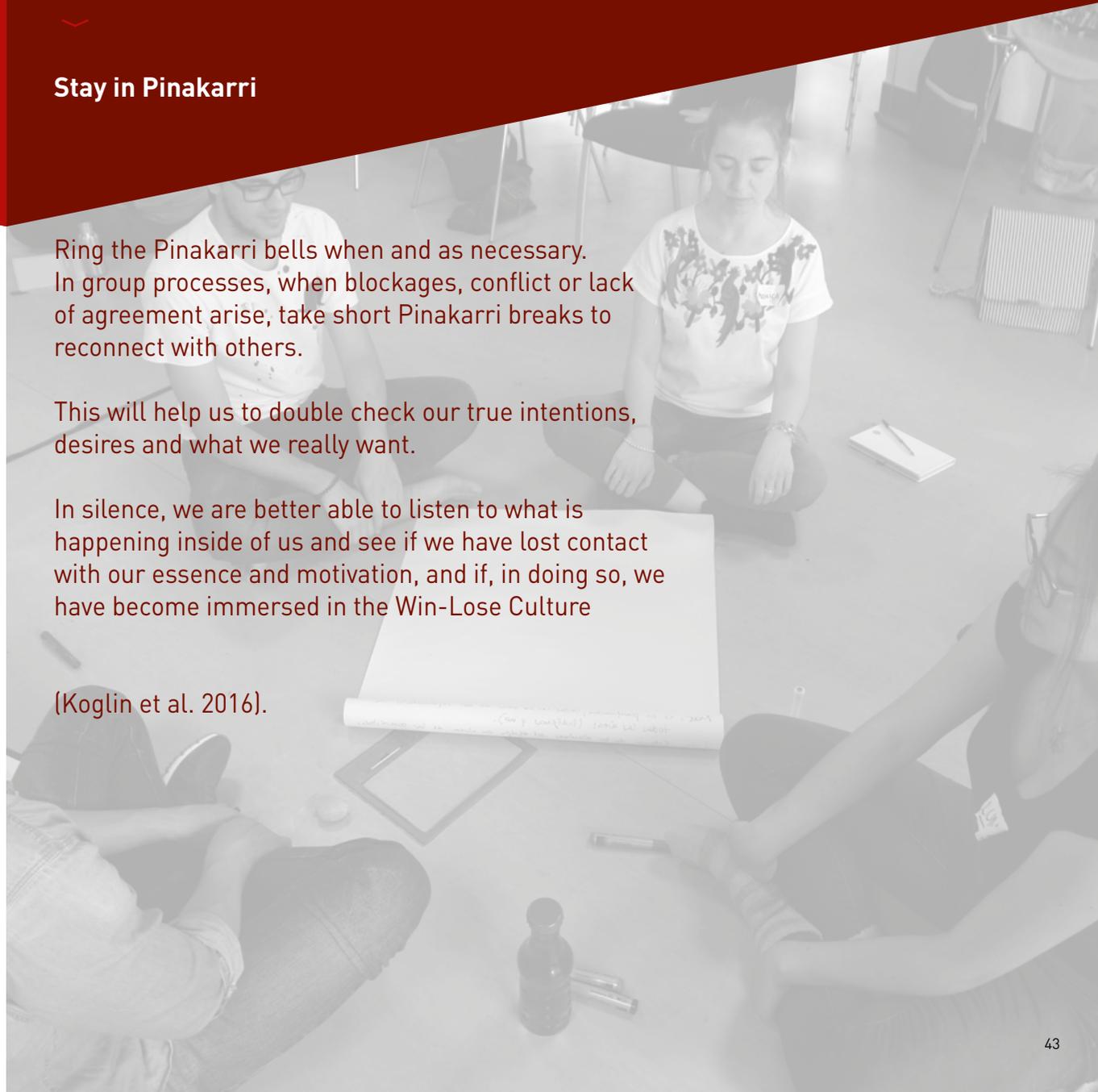
Stay in Pinakarri

Ring the Pinakarri bells when and as necessary. In group processes, when blockages, conflict or lack of agreement arise, take short Pinakarri breaks to reconnect with others.

This will help us to double check our true intentions, desires and what we really want.

In silence, we are better able to listen to what is happening inside of us and see if we have lost contact with our essence and motivation, and if, in doing so, we have become immersed in the Win-Lose Culture

(Koglin et al. 2016).



Charismatic Communication

Charisma means “gift” in Greek. Charisma is an essential quality in these moments when we are called to participate in the transformation process of our World. By **cultivating our charisma** we share our enthusiasm and inspire other people to join our projects, thus being able to deliver our “gift” to the world.

How can we cultivate our charisma?

- **Consciousness is essential.** Deeply listen to others, with lack of interpretation. And above all, be aware of yourself, and how you feel at each moment. From what place are you communicating from, is it a place of fear or joy?
- **To a large extent, charisma depends on trust.** Therefore, it is important to share your feelings and needs with confidence. By showing ourselves authentically we give people the gift of seeing us as we are. To convey our message in a charismatic way, we have to **feel connected to the people around us.** Thus, when communicating charismatically, take few seconds to visualize a bubble of personal space that unites us with the people we are talking to.
- **Communication is the vehicle to transmit charisma.** Think of the **tone of voice and the presence** with which you will transmit your “gift” to the world.



PRACTICAL EXERCISE

Practicing charismatic communication

Sit comfortably in a chair, feel your feet against the ground and close your eyes. Start practicing Pinakarri.

> Now imagine a bubble around your body. This bubble represents your comfort zone. Feel its permeability... feel its flexibility... what colour is it?... how do you feel inside this bubble?

> Become aware now of the bubble that the people you want to connect with also have around them... their bubble is also flexible and permeable... Feel how your personal bubble starts to grow, and grow. While, the bubble of the rest of the people does too, until they all connect and merge into one.

> Finally... feel your voice, how do you want to communicate with these people and with the World? What tone? Is it rough, warm or cold? Feel how your voice is emerging from your hara, your energy centre.

> When you're ready, open your eyes.

TIP

Benefits of this practice

Practicing Charismatic Communication with a sympathetic listener is a good preparation for a “real-life” situation.

First, try to speak without using the above technique and then by using it and you will most probably find that:

- The speed of your speech slows down,
- The voice softens, making communication more intimate,
- The conversation is more emotional and less crowded with facts,
- Our listening deepens and becomes more attentive,
- There is a more positive response to what you are saying.

Non-Violent Communication¹⁶

One way to define Dragon Dreaming is “Love in Action”. The reason for this is that people who create projects using this methodology want to offer their projects as gifts to the world, compassionately from the heart. Non-violent Communication (NVC) invites us to communicate and share with others compassionately, therefore NVC is a cornerstone for Dragon Dreaming projects.

Although our language can be more or less violent, our words can often cause pain to other people or to ourselves. Because on many occasions, our reactions are usually unconscious and automatic.

Non-violent Communication is a process that invites us to reformulate how we communicate and listen to others. Our responses become conscious as they are built through what we perceive, feel and desire. This leads us to speak clearly and honestly; while our listening becomes more respectful, attentive and empathetic. This new way of communicating and listening, removes old patterns of defense, judgment or criticism and helps us connect with our compassion, generating the will to give from the heart.

¹⁶ Rosenberg 2003, Croft 2014 - #12

PRACTICAL EXERCISE

The process of Non-Violent Communication

*«What I want
in my life is
compassion,
a flow between
myself and
others based on
a mutual giving
from the heart»*

*Marshall Rosenberg,
(2003,1)*

To give from the heart, **we focus our consciousness on four areas**, known as the four components of the NVC model:

The concrete actions
that we are observing
that are affecting our
well-being,

How we feel in
relation to what we
are observing,

The needs, values,
desires, etc. that are
creating our feelings,

The concrete actions
we request in order to
enrich our lives.

Example: A mother says to her son...

Felix, (step 1) when I see two balls of dirty socks under the coffee table and three others next to the TV, (step 2) I feel irritated because (step 3) I need more order in the rooms we share; (step 4) could you please leave them in the laundry basket?

The success of the Non-violent Communication process requires that we express these four elements very clearly, and in the same way we receive the same four pieces of information from other people.

DRAGON DREAMING PROJECTS¹⁷

Dragon Dreaming invites us to embark on the adventure of creating projects that propel the Great Turning necessary to face humanity's enormous challenges. Nonetheless, before we start, **we need to understand what a project is.**

Etymologically, **project means “to launch something into the future”.** Thus, a project is something to be reached, something we want to achieve in the future and for which we need to take different steps to lead us there.

This approach makes us consider that **everything in our life is a project.** Everything from our family, our relationships, our professional career, are all projects; since we dream how they should be in the future. Projects are not only limited to the business world, but rather they are something broader that encompass our entire existence.

So, let's celebrate that Dragon Dreaming exists, because this methodology will help us to develop personal and professional projects, with a very special approach and a magical twist. Welcome to this journey!

The Project Wheel and its 4 Phases

In Dragon Dreaming we understand that every project starts with an idea, **the dream of an Individual.** It is at this moment when we must be attentive to what wants to emerge through us, listening within ourselves to “grasp the faint sound of our deepest needs and aspirations” (*Croft 2014 - #5, 5*).

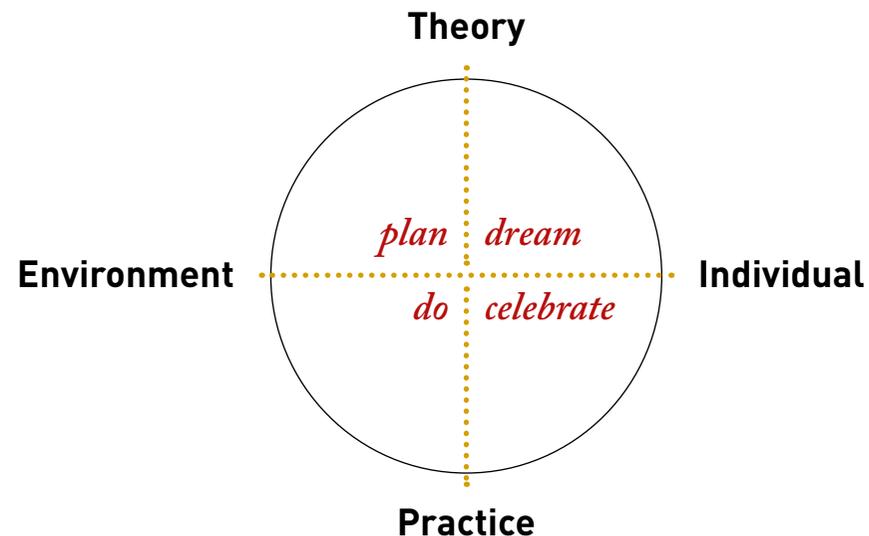
For this dream to become a reality, it is necessary to project it to the world, into our **Environment.** During the life of a project, the individual invests time, resources, energies, etc. and the environment in turn responds with benefits, information, customers, etc, and vice versa. This is why “**Individual**” and “**Environment**” are intimately related and interdependent elements that feed each other and act as mirrors of each other. What we see outside of ourselves (Environment) is only a reflection of what we have inside of us (Individual). “Individual” and “Environment” form the horizontal axis of the Dragon Dreaming Wheel.

«The truly successful projects are those that integrate thought and perception, or “theory” with “practice”. This is because theory without practice is irrelevant and practice without theory is blind»

(Croft 2014- #5, 12)

Therefore, the vertical axis of the Dragon Dreaming Wheel is formed by “Theory” and “Practice”. “Theory” and “Practice” have the same mirror effect and relationship of interdependence as “Individual” and “Environment”. At the beginning, a project is composed of theoretical ideas and as it is being implemented, the practice becomes more present. Our ideas or theories will have a test-reflex in practice, which will show us how appropriate our theory was, and vice versa.

The crossing of these two axes: “Individual” and “Environment” and “Theory” and “Practice” gives rise to four spaces. These spaces are what we call the **four Phases** of any Dragon Dreaming projects: **Dreaming, Planning, Doing and Celebration**.



TIP

The four stages of the Dragon Dreaming Wheel are related to...



- The **two cerebral hemispheres**. The right side of the brain is the area of creativity (DREAM AND CELEBRATE) and the left side of the brain is the area of rationality (PLAN and DO).
- The **two polarities**: male and female. The right side is related to feminine energy, and the left side to masculine energy.
- The **Medicine Wheel** and the **cardinal points** (north-south-east-west) and the **four elements** (water-air-earth-fire).
- The **four personality archetypes of Carl Jung**. Warrior, Lover, Wise King and Magician.
- **The stages of life**: DREAM: childhood. PLAN: adolescence. DO: adulthood CELEBRATE: old age.
- The theory of **monomite or The "Hero's Journey"** by the anthropologist Joseph Campbell¹⁸.
- Life´s Balance: for every project to be sustainable it **has to invest 25%** of its resources (time, energy, money) in **each of the four phases**.

PRACTICAL EXERCISE

Know your team. Force field analysis

It is important for the success of our projects, that our team (or Dream Team) is made up of **Dreamers, Planners, Doers and Celebrators**. It's probable that a team made up of just planners, will be extremely arduous or unsuccessful. Let's remember that all the people on the team are important for the project as they all contribute with a different and wider visions than of one individual.

In addition, having different profiles in the same project, gives balance to learning and help us to grow personally. Normally, people with personalities that are different from our own, pose challenges at a mental and emotional level. This can take us out of our comfort zone but, remember: "Outside our comfort zone is the area of maximum creativity" and that's where we can grow, by dancing with our Dragons. The key is to recognise and celebrate our differences and learn from each one.

Everyone has these 4 characteristics within. We change roles depending on the project, the people with whom we are relating to or the stage of our life in which we find ourselves, etc. **Dreamers** are often characterized as intuitive-creative; the **planners**, are schematic-cerebral; the **doers**, are goal oriented and driven by action; and the **celebrators** are characterised by being reflective-enjoyers (Croft and Barbuto 2014 - #27).

If you want to know where you are at this moment in relation to your project and team, do the following exercise: >

PRACTICAL EXERCISE

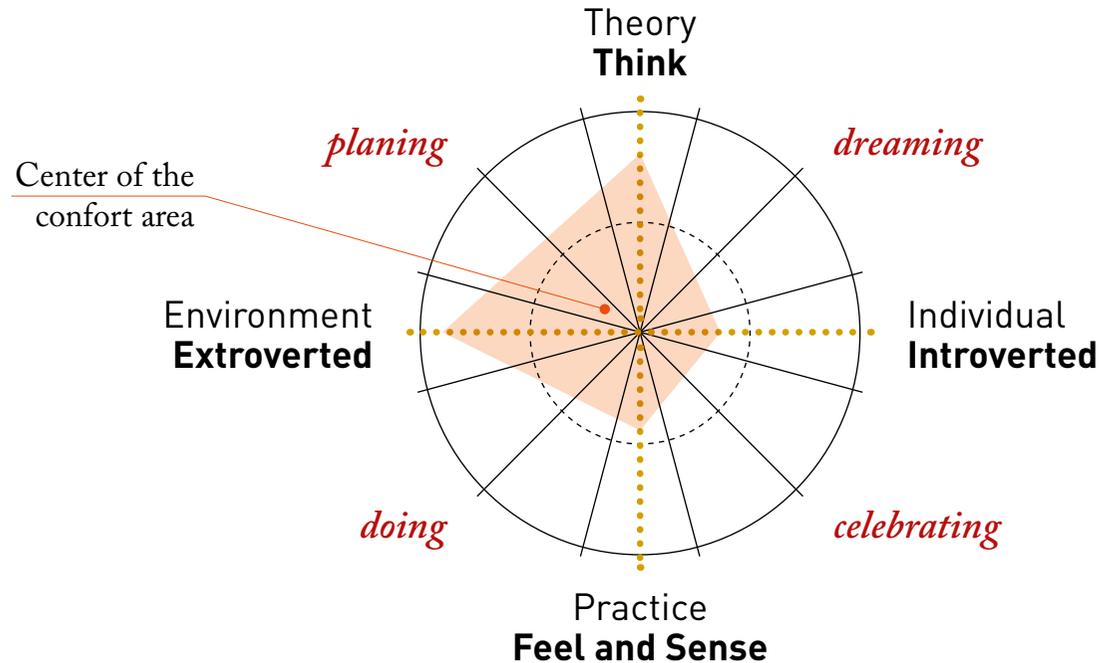
Know your team. Force field analysis

1. Draw the Dragon Dreaming Wheel and its thresholds / axes on the ground (Individual / Environment, Theory / Practice). Draw it again on a sheet of paper. On each of the axes, draw a scale from 0 to 10, 0 is the centre where all the axes coincide and 10 the end of the axis furthest from 0.

2. Stand in the center of all the axes marked with a "0", facing the axis of "individual". Doing a Pinakarri, ask yourself generatively: on a scale of one to ten, how introverted am I in this project?

3. Begin to walk on the individual axis listening to your body, until you feel that you have to stop. Put a mark on the floor and on your sheet of paper. Repeat the operation for the axis:

- «Environment», asking generically: on a scale of one to ten, how extroverted am I in this project?
- «Theory», asking generically: on a scale of one to ten, how comfortable am I working on theory in this project?
- «Practice», asking generically: on a scale of one to ten, how comfortable am I in working on practice in this project?



PRACTICAL EXERCISE



Know your team. Force field analysis

4. On your sheet of paper, draw the horizontal lines that connect the maximum places in the scale where you have stopped: individual with theory, theory with environment, environment with practice and practice with individual.

5. If you draw a line from the center of each line towards the center of the square, the point of intersection of all of them will indicate the phase where your comfort zone is.

6. Now you can compare your graph with the rest of the people in your team, thus discovering your “joint force field”.

7. This is a great moment to reflect as a team about what happened and the results. Enjoy the process of getting to know each other better!

The 16 Stages of the Project Wheel¹⁹

Systems Theory is one of the most relevant sources of inspiration for Dragon Dreaming methodology. **Systems Theory** has given rise to a new line of thought, a systemic one, that helps us to **understand the functioning of systems**, which human beings are a part of. **Systems thinking** is a nonlinear and organic way of thinking that allows us to understand the current reality, with its great complexity and not be overwhelmed by it. It also helps us to see the “structures” and “patterns” of complex situations; and to understand the importance of processes such as “emergency”, “thresholds” and “feedback”.

Within Systems Theory we also find **fractals**. Fractals are part of a system that exhibits similar patterns in increasingly smaller scales each of which has all the necessary information to generate another exact one. Therefore, fractals are repetitions of themselves, whose smallest part contains all the others. These fractals exist as well in the Dragon Dreaming Project Wheel, where the four main phases contain within themselves another level or fractal of Dreaming, Planning, Doing and Celebrating, resulting in 16 new stages.

The first phase: Dreaming and its 4 Stages

Every project begins with the individual dream of a person. Well, it is during the phase of Dreaming that we become aware of what our “gift” to the world is. This **Awareness** may arise as a result of a thoughtful process or as a flash of inspiration. Be that as it may, awareness without **Motivation** is useless. We need motivation to share our dream with other people, since successful projects have never happen in isolation. Once shared, it is necessary to **Gather Information** about the project, either informally, through exchanges of ideas with other people; or more formally through market research processes. After this process, we must **Review**, deepen, correct and celebrate the knowledge and results obtained in this first phase.

The second phase: Planning and its 4 Stages

When the previous review process is satisfactory, we are then prepared to cross the threshold, to the Planning phase. This first stage in this phase is known as **Considering Alternatives**. The previous phase will have left us with a variety of theoretical approaches and possibilities that could be useful in our project. Once we have compiled what works for us, we must move on to the next stage and **Design the Strategy**. Here, our team, helped by different tools, co-designs a strategy that includes: vision, objectives, tasks, resources, etc. to ensure the successful outcome of the project. Once the strategy is designed, it is a good idea to test it by creating a **Pilot Project**. The pilot project can be something simple or something more complex. The results obtained in our pilot will generate the learning that leads us to **Reconsider** the original alternatives and the strategy we have designed.

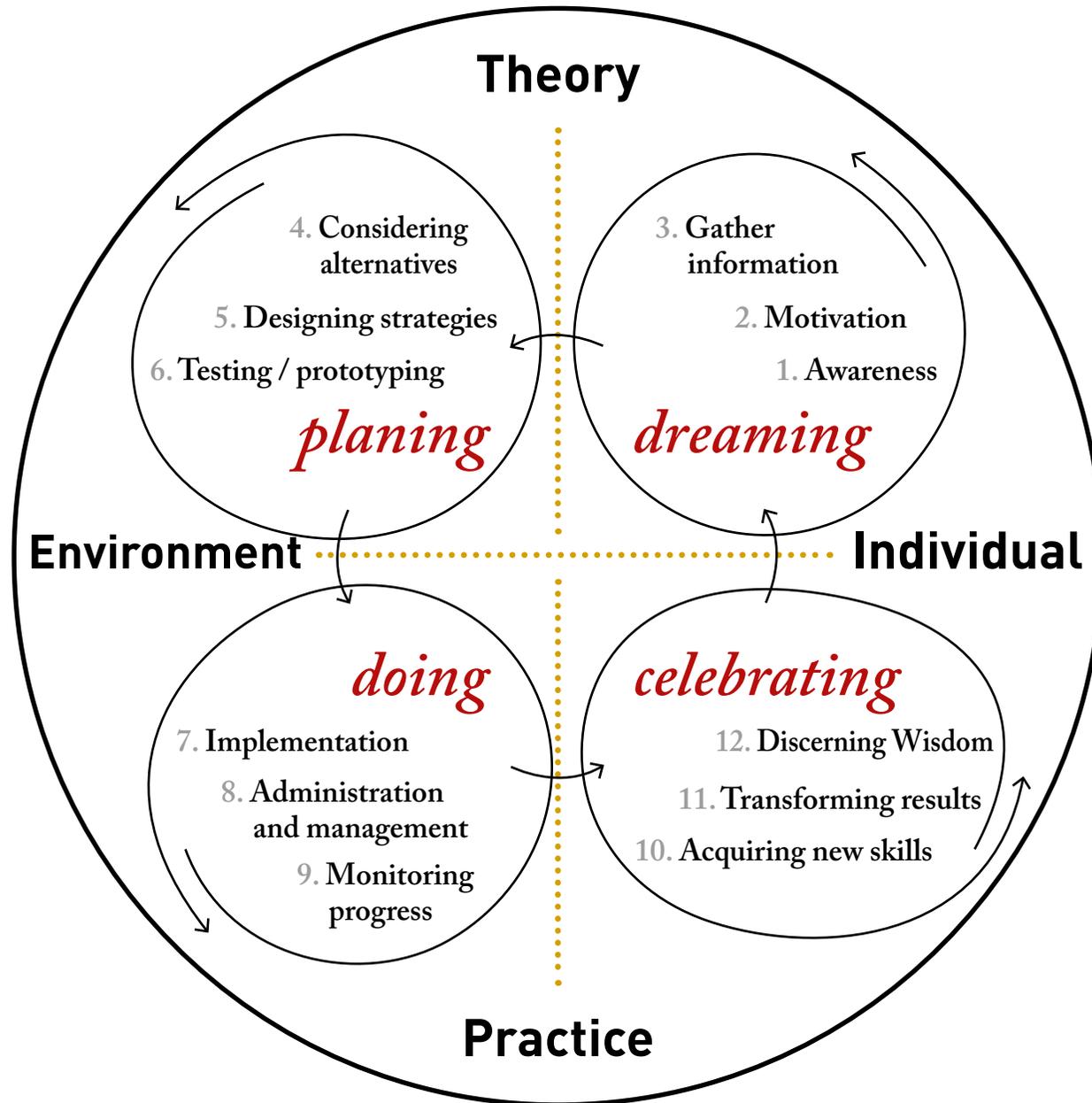
The third phase: Doing and its 4 Stages

When the reconsideration process of the previous phase has been satisfactorily completed, we are ready to make the leap to **Implementation**. Now we are moving from theory to practice, where the most complicated work awaits us. However, successful completion of the previous stages will allow us to work with clear direction. Thus, the implementation entails mobilising all the required resources and putting them into practice in the right place at the right time. Then, **Management and Administration** becomes a key element. We need to make the administrative and management decisions that allow the best functioning of the project and the people who work in it for a beneficial and enriching result. In this phase it is very easy to get lost in the operability of tasks and disconnect from the motivation and inspiration that led us to want to carry out this project. That is why continuous **Monitoring Progress** is the stage that assures us that our project remains akin to the initial dream. Finally, the celebration is a **Re-examination** that will surely redirect the implementation and the management and administration, like a boat rudder that steers us towards our objective.

The fourth phase: Celebrate and its 4 Stages

Many organisations and projects lack a celebration phase. It is very common to go from the action phase to the dream phase, due to lack of time, energy, etc. However, skipping the celebration phase generates demotivation in the teams or the total death of the project. Celebration is key, because here is when we stop focusing mainly on the environment and direct our attention towards the people involved in the project. An organisation becomes successful when it is able to take care of individual and group well-being, and recognise and celebrate good work and achievements. This helps to create strong teams, that are motivated and ready to start again a new return to the Wheel with renewed energies.

In the Celebration phase, the first stage is called **Acquisition of New Skills**. Since, at the end of the project, all of us will have discovered or developed talents that we did not have before. However, these new skills, by themselves, are not enough, unless we cross the threshold towards the **Transforming Results**. These results are present all the time, but often we do not perceive them because they remain below the level of consciousness. It is for this reason that we need **Wise Discernment**. Discernment is an act of judgment or constructive evaluation away from all current negative connotations. It is a process of supervision that brings our new skills out objectively and the transformative results of all other people. The last step is a **Re-evaluation** that will determine how team members will use their new skills in the future.



TOOLS FOR THE IMPLEMENTATION OF PROJECTS

Dream: Opening up to the World – Perceiving Newly

How to create a Dream Team²⁰

To carry out successful projects, we need to embrace people with the right qualities, people we admire and with whom we wish to work. In Dragon Dreaming, we call this group of people the **Dream Team**. This Dream Team will go through the different phases of the Project Wheel, to finally co-create a collective project within a Win-Win-Win culture.

Once we have our Dream Team it is advisable that:

- **We start by having several conversations, on different occasions, about what this project means for us. For example, we recommend organising several informal meetings, of a relaxed and festive character, where we can talk about our motivations to join the project, what we can contribute to it, our aspirations, our expected economic return, etc.**
- **Bearing in mind our present life responsibilities and motivation, determine in advance the amount of time we would like to dedicate to this project.**

- **Maybe, identify a small and easy project that we could implement as a way to start working together. This will help us to get to know each other better and will motivate us to face bigger challenges.**

Once these considerations have been taken, we are ready to start our project, by the support of the following tools:

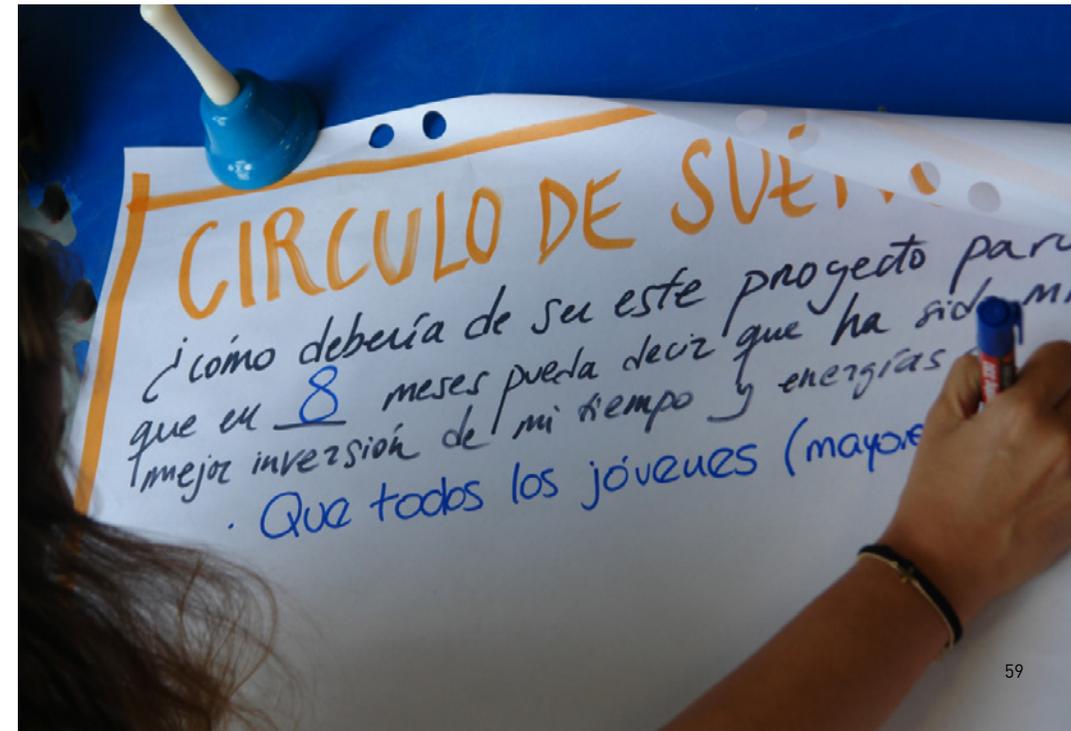
Dreaming Circle²¹

The **Dreaming Circle** is the main tool offered in the Dreaming Phase. A dreaming circle is precisely that, a **circle**, in which the Dream Team members come together to share their **dreams** for the project they wish to co-create together. For this reason, the individual dream of each member must die in order to be reborn as a collective dream. A dreaming circle is different from a brainstorming process, as all ideas or dreams are important, as in Dragon Dreaming we seek to **carry out projects that can fulfill 100% of our dreams**, without discarding any.

In the dreaming circle we work with a **generative question**, that invites team members to place themselves in a future in which the project has been completed. For example: **What should this project be like, so that we will be able to say it has been the best use of our time and energy?**

The dreaming circle is a tool that promotes collective intelligence, motivation and trust in teams. **The process is the following:**

1. Prepare a circle in a comfortable space in which participants can see each other. Have at hand several large papers to write the dream on, as well as colored markers, Pinakarri bells and a talking piece.
2. Do a Pinakarri all together and ask yourselves the chosen generative question.
3. After the Pinakarri, and by using the talking piece, the first person who feels called to express a dream, will start by sharing just one dream in each round. Once the dream has been expressed, this person will pass the talking piece to the next person in a clockwise direction.
4. The pen follows the piece, meaning that the person responsible for writing the dreams on the big sheet of paper is the one behind the one expressing the dream.
5. The process continues by expressing one dream per person at a time, so that everybody has the time to speak and write.
6. If your turn arrives and you have nothing to express, you can directly pass the talking stick to the upcoming person in the circle.
7. A dreaming circle concludes when dreams are starting to be repeated and, or when nobody has anything else to say.
8. When the process is over, it is time for a celebration round. All team members are invited to comment, from a personal point of view, what the process was like for them, what they liked or dislike, always with an open heart and mind.



TIP

Dreaming Circle

- Use the Pinakarri and the generative question as many times as necessary. Allow wisdom to emerge from within, through us.
- Avoid debate, use silence. It is preferable that only the dreamer and the scribe are the ones that speak, to avoid debate and discussions. Keep silent. If doubts arise, it is possible to ask questions.
- The scribe transcribes as faithfully as possible the dreamer's words, including the name of the dreamer.
- Try to avoid utopias in your dreams by asking yourself, is this really achievable?
- If we disagree with a dream, it is advisable to wait for the final celebration round to express it. However, it is important to remember that when we trust in ourselves, in the group and in the process, what seems improbable becomes possible. Together we can achieve 100% of our dreams.
- Practice active listening and non-violent communication.

The Wisdoms of Dragon Dreaming in the Dreaming:

- 100% observer
100% present.
- Look for what makes 100% of your dreams.
- Maximise your Aha! moments.
- Everything is in constant change.
- Let your individual dream die so that it can be reborn as a collective dream.
- Stay in the question and live your way into the answer.
- Replace yourself as soon as possible with someone who does it better.
- Do not be afraid of silence, let the Earth speak during those moments.
- Everyone: dreamers, planners, doers and celebrators are equally important and necessary for the project.



Plan: The door to linear time - Think Globally

The **Planning Phase**, unlike the previous one, is the **phase in which we enter into linear time**. When dreaming we open ourselves up to the world and dream “almost timelessly”, when planning we must **establish, as a team, a time limit**. This time limit is the time during which we expect to implement specific objectives and their corresponding tasks, to be able to achieve part of our Dream. In Dragon Dreaming we recommend that this period of time is somewhere between 6 to 18 months, in order to maintain high motivation, energy and commitment levels. After which, we will meet again and we can dream the project again, if we wish.

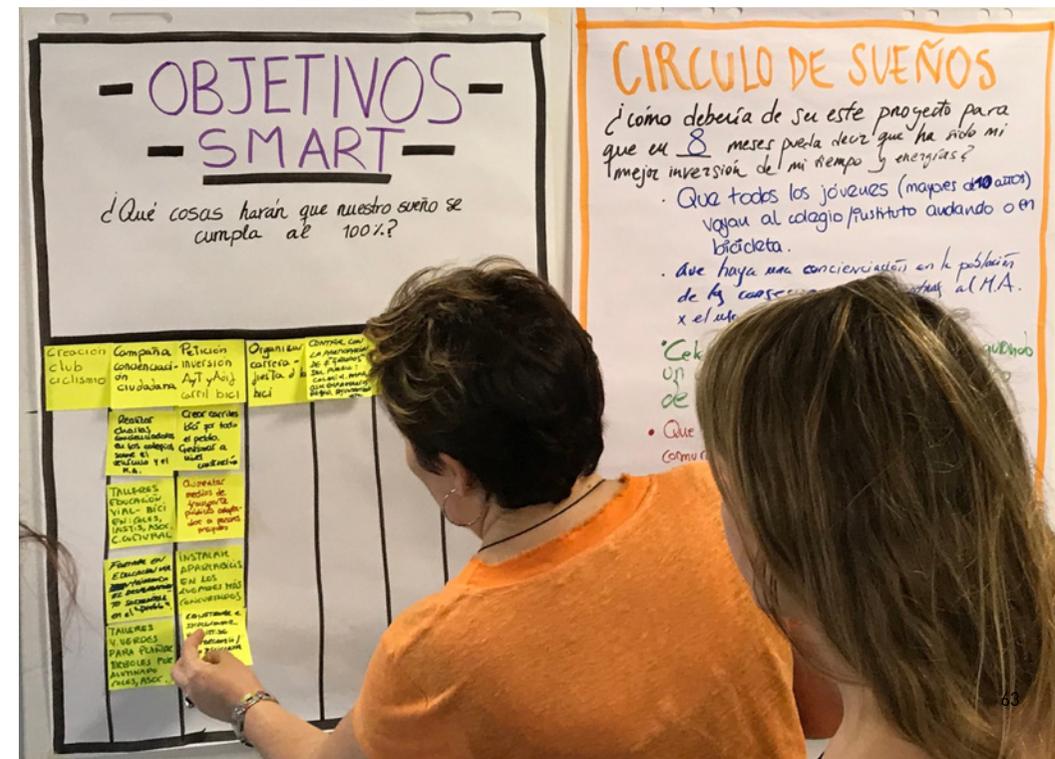
Creating SMART Objectives²²

The first tool offered within the Planning Phase is the **SMART objective creation**. If we imagine that the dream of our project is on top of a mountain, a **SMART Objective** could be represented by the most important and vital stops along the way, to be able to achieve our peak/dream. This planning phase, where SMART objectives are found, is a more rational, linear and temporal phase. Therefore, our objectives should be SMART: Specific, Measurable, Achievable, Realistic and Time bound. Besides, It is recommended that we select 6 to 8 main objectives for our project for the next months, not more.

The SMART objectives creation process is meant to unleash the collective intelligence of the group by using varied working processes, like silent moments, and group and individual exercises, as we will describe as follows:

Step 1: Organise objectives in columns

1. The team will draw 8 columns on a Flipchart paper. The team will also have 25-26 sticky-notes to be shared equally among team members.
2. Start the process by reading the “Dreaming Circle” in the past tense. This will have a motivational effect on the team members.
3. Do a Pinakarri all together and ask yourselves the following generative question: What objectives will make 100% of our dreams come true?
4. Silently and individually, each team member writes a SMART objective per sticky-note. It is recommended to start the objective by using a verb in the infinitive tense, like “to do..”, “to write..”, “to create a..”
5. When the first person finishes writing their objectives, they approach the flip chart and stick their objectives in one of the available columns. These columns are a way of organising the objectives, by relationship or subject, but NOT by importance or chronological order.
6. When the first person has finished placing their objectives in the available columns, a second person would follow, with the same procedure as before. Once the second person has finished, any member of the team can begin to move the sticky-notes, from one column to the other as new relationships between them are seen.
7. If there the team members disagree with the location of one or several sticky-notes, discussions can happen in private, by leaving the room. If we do not understand any of the objectives, it is possible to ask, but we must try to avoid debate or mental discussion.
8. This process is done in complete silence and ends when a collective well-being is achieved when they perceive that all the objectives are placed in the appropriate columns.



TIP

Creating SMART Goals

Step 2: Creating Main Objectives

1. When the previous process has finished, the team members group into pairs or trios. Each **pair or trio** takes all of the sticky-notes from one column. This team should highlight the keywords in each of these sticky-notes. A **keyword** is a word that has been repeated various times or that stands out for its relevance.
2. Now, on a new sticky-note, we should write a **“main” objective** that includes all the highlighted keywords, plus some linking words to make sense of it. It is important not to summarise, create more new words, or discard information from any of the sticky-notes.
3. All new **“main” objectives** will be placed at the top of each column; to finally end up with 6 or 8 main objectives for our project.

- › Keep it playful. “Trust yourself, trust the group and trust the process.”
- › Remember that too much analysis leads to paralysis and that “perfection is the enemy of good”.
- › Keep 100% present during the process and 100% observer.

Step 3: Voting with snowball effect

1. Now, we are going to select 1 to 3 main objectives, to initially concentrate all our energy on to. To do so, we are going to vote in a Dragon Dreaming way, through the so called “snowball effect”.
2. Each member of the team has 3 votes that can be distributed among the 6 or 8 main objectives as follows: 2-1 or 1-1-1.
3. Start with a Pinakari and ask yourself the following generative question: which objective, if we concentrate all our energy on it, will make the other ones happen? This is the “snowball effect”.
4. This voting process is done individually and in silence. Once all team members have voted, there should be from 1 to 3, most voted “snowball” objectives.
5. When the process is over, it is time for a celebration round. All team members are invited to comment, from a personal point of view, what the process was like for them, what they liked or dislike, always with an open heart and mind.



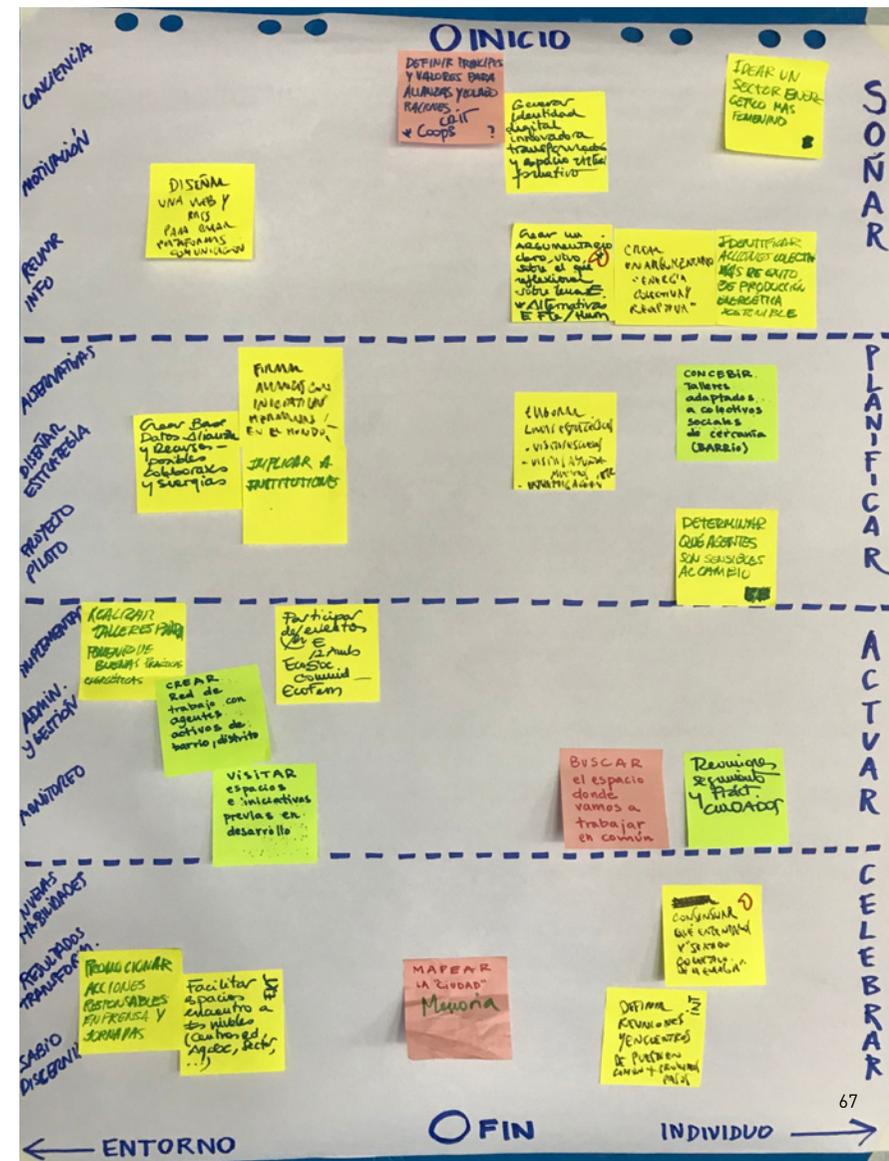
Planning tasks with the Karabirrdt ²³

Karabirrdt is an aboriginal word that means “spider web”. The Karabirrdt is like a “board game”, a diagram where we will gather and place all the necessary tasks to achieve our “snowball” objectives, thus our dream and project. A **task or activity** is a specific action that when it is structured in a logical and sequential order with other tasks, and with the appropriate resources and sufficient time, will lead us to achieve our objectives. Within our Karabirrdt we will have a maximum of 32 tasks, depending on the number of team members. More people in the team can manage more tasks and vice versa.

Step 1: Tasks on the Karabirrdt

1. The team must draw on a flip chart the 4 phases and the 12 stages of Dragon Dreaming, as well as «start» and «end», and «Individual» and «Environment».
2. Distribute the sticky-notes among the members of the team. Read the snowball objectives.
3. Start with a Pinakarri and ask yourself the following generative question: what tasks do we need to do to achieve these objectives?
4. In silence and individually, each team member writes one task per sticky-note. It is recommended to start the objective by using a verb in the infinitive tense, like “to do..”, “to write..”, “to create a..
5. Wait until all team members have finished writing their tasks before placing them in the Karabirrdt.
6. Now, one team member at a time will orally present his/her tasks to the rest of the team, and place them on the Karabirrdt taking into account the 4 phases, 12 stages as well as “Environment” and “Individual”.

7. In the Karabirrdt, there is an invisible horizontal scale along the axes “Environment” and “Individual”. In general, all tasks that are very “internal” to our team, meaning that only our team members will be in charge of developing them, are located further to the right. On the contrary, tasks that are developed in collaboration with the environment, with people from outside of our team are placed more to the left. For example: a very “Individual” task, and therefore, placed far to the right axis would be: “to organise an internal team meeting to define the contents of our website”. A very “Environment” task, and therefore, placed far to the left, would be: “to hire an external company to do a market research for us”, since someone completely external to our team will carry out this market study.
8. While placing the tasks on the Karbirrdt it is important that we respect, as much as possible, the decision of each team member to place his/her tasks wherever he/she feels they should go. Try not to influence the process, offer your support only when the person asks for it.
9. Once everyone has put their tasks in place, observe the empty areas within the Karabirrdt. This will provide valuable information to the team about our blind spots and “dragons”.
10. Try to fill in these blank areas, with new tasks, all together. Remember that 25% of our resources and energies have to be in each of the 4 Phases.

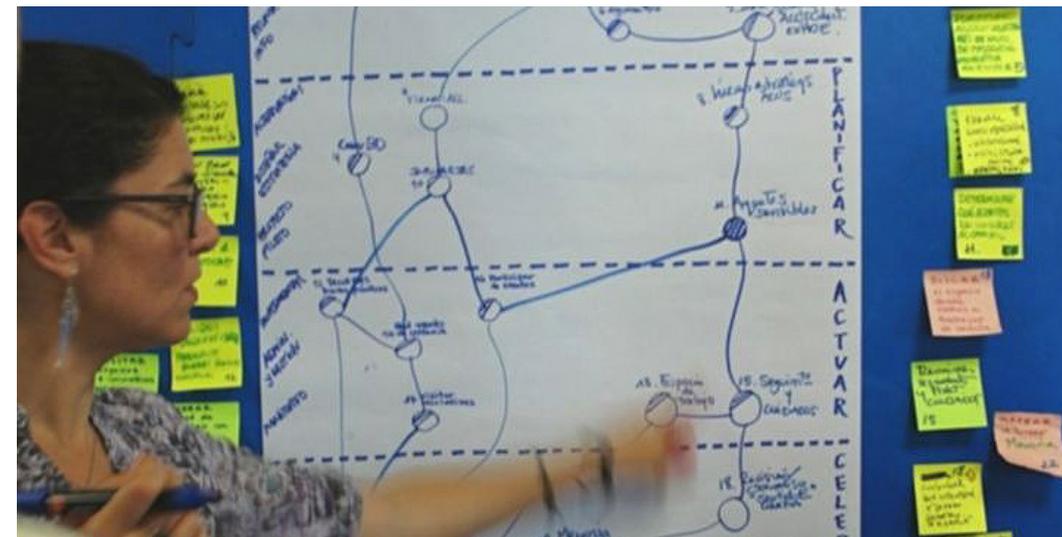


Step 2: Drawing the songlines

1. Start by assigning a number to each of the tasks (sticky-notes).
2. Below each sticky-note, draw a medium-size blue circle. Above the circle we need to write the task number and summarise the name of the task. Upon completion of this process for all tasks, we need to draw the Songlines of our Karabirrdt. A songline is a line that connects one task to another indicating that both tasks are related. Imagine the line as a flow of information, as one task depending on the other for specific information or resources, therefore they should be connected.
3. In a process of **collective co-creation**, in silence, each member is allowed to draw, using a blue pen, the songline or connecting line between two tasks.
4. Be aware **not to connect tasks that have already been connected**, or to skip one phase, for example, linking a task placed in the Dreaming phase to one place in the Doing phase. Once finished, the Karabirrdt will show 2 to 4 clear songlines.
5. When the process is finished, observe which tasks are more important than others. They are the ones which many songlines have passed through. Contrarily, observe the tasks that have been left disconnected. This might be an opportunity to reconsider their relevance within the project.

Step 3: Celebration tasks

1. The process of celebration of the tasks is also a collective process, where one member of the team will be the leader. This leader will go through the tasks in the Karabirrdt, one by one, and name them out loud, asking the team members if this task has been started, finished or has not been started at all.
2. Tasks that our team has started are marked with blue stripes and celebrated.
3. Tasks that our team has completed, are coloured in blue, and celebrated.
4. The tasks that our team has not yet started, are left blank. We also need to celebrate these tasks, as in Dragon Dreaming a “yes” has the same value as a “no”.



Wisdom of Dragon Dreaming in the Planning

- Ask yourself what can go wrong and plan to face it.
- Accentuate the positive and reduce the negative.
- Do not take anything personal. The only person you can change is yourself.
- There are two types of people: those that separate and those that unite.
- Too much analysis leads to paralysis.
- Trust yourself, trust the group and trust the process.

Step 4: Defining team roles

- 1. Dragon Dreaming offers us a new way of working in teams, as responsibility is driven by motivation. Team members are invited to choose the task that they would like to be working on, depending on their enthusiasm and knowledge. There are three main roles. Green: is the enthusiast, that person who will devote all his energy, motivation and time to ensure that this task is accomplished. Black: is the mentor, that person who has the knowledge to support the implementation of the task, but acts only as a support, an advisor, not as the enthusiast. Red: is the apprentice, it is someone that wishes to work on that task as he/she has the motivation, but does not possess the knowledge.**
- 2. Individually, each team member chooses what task they want to work on, being very aware of their time availability, knowledge and motivation. If you wish to work on a task as a mentor, you must write your initials in black next to the task. The same goes for the other roles.**
- 3. Once the process is over, we will have tasks with varied roles. It's possible that some tasks will not have an enthusiast, nor a single role. In order to achieve them, we would need to find new people, who may be internal or external to the team.**
- 4. Having many tasks and few names implies that our project might not be sustainable over time.**
- 5. When the process is over, it is time for a celebration round. All team members are invited to comment, from a personal point of view, what the process was like for them, what they liked or dislike, always with an open heart and mind.**

Do: Maintaining the commitment - Act Locally

The most complicated step of Dragon Dreaming is to move from the Planning to the Doing. In the **Doing Phase** we will have to **implement, manage, administer and keep track of what we have dreamed and planned**. Unlike traditional project execution models, motivation and collective leadership are key in the Dragon Dreaming process. This is why, once we have our **Karabirrdt or task planning**, the project will start when a group of enthusiasts within the team is motivated and ready to start one of the planned tasks. An advisable step just after the planning using the Karabirrdt is to transfer it to a virtual project management tool or a GANTT chart. This process will help us to determine key data for each task like duration, deadlines, economic resources, etc.

12 Supervision questions²⁴

Dragon Dreaming offers us the 12 supervisory questions as a support tool once the implementation has begun. This tool of co-listening and self-evaluation is of great help when we want to work on the trust, motivation and self-management of our teams. In Dragon Dreaming we believe that the people in a team do not need other people to tell them what they have done wrong or well. But rather, what we need are **people who ask us the right questions** to trigger our own reflection, in order to generate change and evolution.

The 12 supervision questions is a process done by organising team members into pairs. Each pair will have a weekly meeting, either face-to-face or virtually, where these 12 questions will be posed to each other. It is important that this process takes place in turns, in which one person asks and the other answers. Then, the roles are reversed.

PRACTICAL EXERCISE

The 12 supervisory questions

1. Have you managed to do everything you wanted to this week?

2. If not, what has stopped you?

3. Is it still important that you do those things?

4. Do you have all the necessary resources to do the things that you wanted to do?

5. If you do not have the resources, what will you do to get them?

6. How do you think you have “sabotaged” yourself in order not to do what you set out to do?

7. How can you stop sabotaging yourself?

8. Have you celebrated enough this week, both your successes and your mistakes?

9. What things have you planned to do for next week?

10. What resources do you need for this?

11. Who do you have to contact to ensure that you achieve your goals this upcoming week?

12. When and where shall we meet next?

Wisdoms of Dragon Dreaming in the Doing

Self-Organising Teams

In the dawn of new working models, having **multidisciplinary teams** in our organisations is something important. These teams are those who not only take responsibility for the most “productive” tasks, but also devote energy to more “reproductive” tasks. Reproductive tasks are those meant to **take care of the people in the project**. Therefore, in Dragon Dreaming we suggest creating 4 additional working teams to those in the Karabirrdt, which will look after the reproductive tasks. These are the following:

BODY Team: This team will always look after the physical, mental and emotional well-being of the people in the project. Using tools such as Pinakarri, inviting people to take breaks, or crafting body or mental exercises for team members. It will also be responsible for organising spaces for emotional management or conflict resolution.

SPACE Team: This team is responsible for taking care of the spaces shared by team members, whether virtual or physical. This can be done by ensuring tidiness and cleanliness, or by decorating it to ensuring positive vibrations and harmony. In Dragon Dreaming we seek to leave any space better than we found it.

COMMUNICATION Team: This team is responsible for facilitating the internal communication of people and to promote links and social networks between them. They are the information keepers and transmitters who will always facilitate the incorporation of new members to the team. They will also collect and ease the exchange of opinions and feelings.

CELEBRATION Team: This team ensures that Celebration is present at each step of our project. They organise dinners or informal gatherings and social events to help team building. They are also responsible for creating spaces, activities and methodologies to promote feedback and group learning.

- ∨

Everything takes longer than expected.
- ∨

Create teams with an empty centre.
- ∨

The edge of chaos is the place for maximum creativity.
- ∨

The main opponent of a project is the person who can help it the most.
- ∨

Perfection is the enemy of good.

«The importance of the celebration is what makes Dragon Dreaming different from many other project management tools»

(Koglin et al. 2013, 26)

Celebrate: Assess the degree of satisfaction - Be Authentic

The Celebration in Dragon Dreaming is:

- Celebrating is a learning process to think over, appreciate and acknowledge the skills, results and wisdom acquired during the project.
- Celebrating is a process for enjoyment, happiness and satisfaction to fulfilling the wisdom of: “If it is not fun, it is not sustainable”.

Celebration in Dragon Dreaming is about response, a response coming from the whole system, from people, processes and project, and feedback is its main source of information.

However, celebration with its feedback processes and authentic conversations is often ignored. How often in our jobs, relationships or projects, after the Doing, do we quickly move on to a new Dream, avoiding the celebration, review, evaluation or integration of what we have lived and learned? This phase is of vital importance and will give us a boost for the Dreaming, in order to start a new round of the project cycle in a renewed way. Therefore, **remember to spend 25% of your resources in the Celebration Phase.**

Next there are some tools to help you in the Celebration phase.

«Without feedback there would be no recognition, gratitude, perception, or real observation, no possibility of true satisfaction, because satisfaction is the nature of the answer. Without feedback there would be an endless “doing” that would lead to burnout and exhaustion. It is feedback that leads to gratitude, and gratitude is the key to happiness»

(Croft 2015)

Feedback, Emotional Management and Conflict Resolution

Some of the previously seen tools, like **Pinakarri**, **Nonviolent Communication**, **Circles** and the **Talking Piece**, are helpful in facilitating group processes like **conflict resolution** or **emotional management**. A group that applies these tools is more likely to effectively manage their emotions, blockages and decisions.

These tools should be freely offered and applied when needed for everyone's benefit and for group's own empowerment. In that way, Dragon Dreaming is a methodology that accompanies processes of emotional management, but always from an individual and group responsibility and commitment.

To be able to **face group conflicts and emotional management processes in a satisfactory way**, the way in which we communicate with other people is key, as well as the way in which we give / offer feedback to other people.

«*Community building is encouraged through celebration. Community is a safe space where emotions can be shared*»

(Koglin et al. 2013, 27)

So, we invite you to review the section “Communication Tool”, and in particular, the 4 steps of **Nonviolent Communication**, which combine perfectly with the 4 Phases of Emotional Management. The **4 Phases of Emotional Management** are helpful tool to raise individual and group awareness, so as to express authentically our feelings, thoughts and observations, in order to be able to make non-violent requests to our colleagues, as well as to receive feedback from the answers.

The 4 Phases of Emotional Management (Croft 2018)



Create our Celebration Story²⁵

Dragon Dreaming invites us to “celebrate authentically”. This type of celebration is a journey into our story, into our individual and group journey, like the theory of the “Hero’s Journey” from Joseph Campbell.

Inspired by this “journey”, John Croft and Lizandra Barbuto developed “The process of creating a Celebration Story”. This story of celebration is a “**Call to Adventure**” to create our project’s story, as the Aboriginals do with their oral tradition through Songlines, or life stories.



CREATE OUR CELEBRATION STORY

Within our project team, we can jointly create our own story, as the adventure

of a group of people, both heroes and heroines, who ventured on a journey

together to achieve a better World.

STEP 1:

The group creates its Story

A team member begins to tell the story of the project. Other members join in until the story has been completely told. When the story ends, use this checklist to make sure that all points for the celebration story have been included.

The Call to Adventure

1. Review your **Dream**.
2. What was **the awareness** that brought the group and project together? Have we lost connection with that awareness during the project?
3. How was **motivation** maintained? Have we suffered any loss of motivation? How? Where? Why?
4. What was our **gathering of information** like? Have we had the necessary information or have we had blind spots or lack of information?

Crossing the Threshold

5. Reconsider the **project Planning**.
6. What **alternatives** were considered by the group? Did any of the alternatives disappear?
7. What **key thresholds** were crossed in the project?
8. Which **people joined or left** the project? When? Why? How?

The Supreme Ordeal

9. Reevaluate the **Action**.
10. What **games** did we play at different points? Win-Lose or Win-Win-Win?
11. Has **everybody participated** equally? Has anyone dominated? How? When?
12. What was **feedback collection** like? Has there been any break in the feedback collection processes?

Heroes Return, the Road Back

13. Reflect on the **Celebration**.
14. What **new skills** have been developed? What skills have we lost?
15. What **transformative results** have there been for the people and for the world - environment?
16. What has been the **biggest lesson** for the group?

CREATE OUR CELEBRATION STORY

Within our project team, we can jointly create our own story, as the adventure

of a group of people, both heroes and heroines, who ventured on a journey

together to achieve a better World.

STEP 2: Identify the key decision points in our story

These are the points where our story could have gone in a different direction.

STEP 3: Explore the group's decision-making processes and the consequences

What decision-making process have we used at key moments?
What were the consequences of these decisions?

STEP 4: Explore what progress could have been made

Look into the improvements that could have been made if we had thought or acted differently, including what we could have done and what we would have needed.

STEP 5: Acknowledge all contributions and celebrate

Finally, recognise all the contributions of the team members and celebrate. It is beneficial to end by documenting the story in written form.

Dragon Dreaming wisdoms for the Celebration

Succession Planning

One day, sooner or later, everyone will abandon their projects, regardless of if we are one of the founders or one of the team members. The important thing is to create a strategy and develop skills that make it possible for us to leave the project successfully. “Successfully” means that the survival of the project is not put in danger if certain people abandon it. It’s necessary to create the **structure and processes** for the resilience of the project and the people who are part of it. Therefore, anyone entering a Dragon Dreaming project must **prepare their succession**, thus ensuring the continuity of the group and the project. That’s why in Dragon Dreaming we say that if you are going to leave a project, we encourage you to find a replacement person that can do it better than you.



Replace “But” for “And”.



A “YES” has the same value as a “NO”.



Make no compromise. Act with freedom.



Always celebrate.



Keep it fun, if it’s not fun it’s not sustainable.



Practice nonviolence, respect and understanding.



Do not wait until it is perfect.



Your body never lies.



Practice authentic communication and active listening.

DRAGON DREAMING IN THE WORLD

Dragon Dreaming is a methodology that has been learned, practiced and implemented in hundreds of projects around the world since its creation in the 80s. The first part of the Dragon Dreaming story was developed mainly in Australia, and it was not until 2006, following the death of Vivienne, John Croft's wife, that he began to spread it around the world. Thanks to this, a growing global community of Dragon Dreaming enthusiasts and trainers has been forming in recent years. Thousands of people have participated in different trainings, in practically every continent.

Currently Dragon Dreaming works as a systemic organisation, in which members of the international community and practitioners, are dedicated to transmitting knowledge to more people and to uniting together for different professional or personal projects. **Dragon Dreaming communities exist in different countries**, such as Austria, Spain, Brazil, Germany, which you can see on the web www.dragondreaming.org. Each community works autonomously, but interdependently and collaboratively with the rest of the international communities. Every two years an event known as the **ConFest** is held, which serves to bring people together from all over the world who are aligned with this philosophy.

The learning journey

The content of this Guide includes the main content and tools that are included in the **Introductory Workshop to Dragon Dreaming**. They can be freely used. However, to get the real and authentic benefits of this methodology, it is not enough to read this Guide. **We need to live the experience and participate in one of the hundreds of introductory workshops** that are currently offered in the world.

After the completion of an Introductory Workshop, we recommend putting the tools into practice in our lives and our projects. From the experience gained in this process, we will then be ready to advance in our learning path and participate in a 40-hour **Intensive Workshop**. The **Intensive Workshop** is intended to deepen the knowledge acquired in the Introductory workshop, as well as to introduce new concepts such as empty centre organisations, empowered fundraising or overcoming blockages in projects.

Again, the knowledge implementation is vital if we want to share this tool with other people. To become experienced facilitators we must practice and participate in a **Training of Trainers Workshop**, that would last around one week or 56 hours.

If you wish to become a facilitator of this tool, it is advisable to train in pairs. Therefore, to facilitate your first workshop, it is important to have the experience level of an Intensive Workshop as well as to **rely on a more experience trainer** that can mentor you on your learning path.

Organising Dragon Dreaming workshops

When embarking on the learning path, we recommend that you start by organising a Dragon Dreaming workshop for your community or project. You can invite a Dragon Dreaming official trainer to be in charge of the facilitation, while you create your Dream Team, those people responsible for finding the space, the participants, and who coordinate other logistical issues. There are dozens of experienced Dragon Dreaming trainers around the world.

Other complementary workshops

Dragon Dreaming, as a meta methodology with different sources and origins, can be combined with other methodologies, such as Theory U, Deep Ecology, ProcessWork etc. Currently, several Dragon Dreaming facilitators have created variations to the main workshops based on their knowledge and experience. Some of the trainings created by John Croft for example are: *Dragon Dreaming for Business*, *Empty Centre Organisations*, *Empowered Fundraising*, etc.

We have also created different formats and adaptations of the main workshops, such as: **Welcome to Dragon Dreaming**, a short 12 hour workshop; **Dragon Dreaming 2.0**, a combination of group facilitation and Dragon Dreaming; **21st Century Organisations**, on how to create new business and organisations using Systems Theory; and **Dragon Dreaming +**, a reduced version of the intensive course. For more information you can **contact us directly**.

Additional resources

There are plenty of documents that can serve as additional documentation to complement the knowledge in this Guide. **The bibliography is full of them, such as John Croft's articles and factsheets, e-book and Manual, or the Dragon Dreaming Workbook from the Dragon Dreaming Institute from Berlin.** All of which fall under the Creative Commons licenses without copyright for your use and distribution, and which can be found on their respective websites.

TRAINERS- AUTHORS

Julia Ramos: «I was introduced to Dragon Dreaming in mid-2012, as part of a Design for Sustainability training course at Sieben Linden Ecovillage in Germany. From that moment on I deeply connected with this method, since Dragon Dreaming offered me what the traditional business world had not offered me until now, which was heart, emotions and other aspects such as intuition, wisdom and spirituality. I fell deeply in love with this methodology, and therefore I was super enthusiastic to organise the first Dragon Dreaming workshops in my hometown, Madrid, with Ángel Hernández and Elena Rodríguez. From that moment on, I took part in almost all existing Dragon Dreaming workshops, such as: Overcoming Project Blockages, Dragon Dreaming for Companies, Dragon Dreaming and Deep Ecology, and Empowered Fundraising, as well as the Training of Trainers. In my work as a Dragon Dreaming facilitator I have taken this methodology to several countries such as Israel, Nepal, Sweden and Peru, and have facilitated dozens of workshops in Spain. In the last three years I have also been able to accompany my friend, colleague and co-writer in this guide, **Beatriz Gallego**, on her learning journey, which has been a great pleasure and an exciting adventure. Thanks to this, I have grown a lot as a person and a trainer. The facilitation of workshops, as well as the consulting or implementation of Dragon Dreaming in personal and professional projects has transformed my life forever.



My passion is to support people and organisations to create sustainable, responsible and more humane projects and companies, to give rise to new types of organisations that can face the great challenges of this century. This is why I created the start-up **Once in a LifeTime events** www.onceinalifetimeevents.org, that seeks to transform large Music Festivals. I also co-founded the association **Red Amaltea** www.redamaltea.es. I love collaborating with people from different organisations and different parts of the world. In addition to my training in Dragon Dreaming, I have two master's degrees, one in Leadership and Sustainable Strategic Development (Blekinge Tekniska Högskola, Sweden) and another in Communication and Public Relations (ESERP, Spain), in addition to a degree in Business Management (Ecole Hoteliere de Lausanne, Switzerland); and other dozens of less formal but authentic trainings.

Finally, I believe that although the road to personal, collective and global transformation is not easy, it is a responsibility that we all need to take on for ourselves, for future generations and for all living beings. It is necessary to believe that another way of being and doing is possible. Thanks to all the people who, with their every day work, transform this world into a better place.

contact: <https://www.linkedin.com/in/juliaramospuente/>

Beatriz Gallego: «My learning path in the Dragon Dreaming Culture and Methodology began when I met **Julia Ramos**. I was working in Madrid for a foundation, as their Communications Manager. At the time I had several people in my charge and it was one of them who connected me to her. There was an immediate understanding between both of us from the beginning. At first, Julia was my teacher and mentor and I supported her in the organisation of several Dragon Dreaming workshops, which were facilitated in collaboration with other trainers, such as Pilar Marcén or Elena Rodríguez. As the relationship grew, we began to work together in Spain and after in Nepal. Over the years, we have shared many experiences of which I am deeply grateful for. Currently we have co-founded the Association **Red Amaltea**, a project managed with Dragon Dreaming and other methodologies such as Process Work, Oasis, Deep Ecology, Art of Hosting, Facilitation, etc. Red Amaltea is a network of diverse professionals that collaborate and support each other, looking always for a Win-Win-Win.



personal interests led me to discover more in the field of psychology, such as transpersonal, systemic or Processwork, as well as a spiritual cosmovision with meditation, reiki and shamanism. All of these non-conventional ways of discovering the world have led me to self-educate areas of my personality and my psychology and to develop my abilities; and also to go deeper into the unknown to discover more subtle parts of my being, such as my body, energy, intuition and essence. By embracing my holistic being

I have opened up to many deep experiences of personal evolution. This personal evolution has led me to work and accompany more and more, people and teams, in the quest for the Great Change. My role as facilitator allows me to observe, feel and display the processes that the group needs, for a more empowered transformation of all parties.

I presently employ Dragon Dreaming to train people, facilitate projects and work alongside organisations. Dragon Dreaming has brought wonderful experiences and enriching relationships into my life. Celebration and Thanks!

contact: <https://www.linkedin.com/in/beatriz-gallego-maraver-754b1333/>
 webs: www.14grapas.com y www.redamaltea.es

In my initial professional years I was involved with businesses in the private sector in the field of technology, marketing and advertising, to later discover the world of “communities” like ecovillages, social enterprises, NGO’s etc. In addition to that, I have been involved with alternative educational projects, like Waldorf pedagogy, and other environmental movements like Permaculture, Regenerative and Biodynamic Agriculture. Finally, my

GLOSSARY

Anthropocentrism: anthropocentrism is the doctrine that places the human being at the centre of all things, and that believes that human being's interests are those that should receive attention above anything else (Anthropocene 2018).

Dance with the dragons: means facing our fears in a light, positive and graceful way. Every time we step out of our comfort zone, we can face situations that scare us. Outside of our comfort zone we find our fears, our "dragons" and the best way to face them is to learn to "dance" with them.

Charismatic communication: is a form of communication that arises through people's charisma. Being charismatic is *"the ability of certain people to motivate and arouse the admiration of their followers thanks to a supposed quality of personal magnetism"* (Charisma 2018).

Worldview: is a way of seeing reality or the world around us, particular to each person or group of people.

Dragons: in Dragon Dreaming they represent people's fears and at the same time their strengths.

Ego: we understand the ego as it is understood by many spiritual traditions. The ego is seen as the false self, it is our self-image, not our true self. It is characterized by labels, masks, images and judgments. The true self is not centred on the demands of the ego, but on the higher values: love, truth, creativity, compassion (Chopra MD, 2018).

The Spiral that Reconnects: it is the four phase process that derives from Joanna Macy's methodology in the "Work that Reconnects", which consists of: coming from a place of gratitude, honoring our pain for the world, seeing with new eyes and going forward (The Spiral 2018).

Win-Win-Win: when looking to benefit at three levels: personal, collective and global, through the three principles of Dragon Dreaming culture such as Personal Growth, Community Building and Service to Earth.

Great Turning: it is a global awakening to the disease that our society suffers, and which is destroying the life support system of our planet. This “Great Change” demands us to reconnect with our love of life and thus generate a revolution that can heal our world (Home 2018).

Emotional management: is the way in which people manage feelings and emotions, such as fear, anger, joy, etc. both individually and as a group for the benefit of everyone.

Hara: according to the Japanese sages, hara is the centre of human life, our centre of gravity, the universal centre, our spiritual centre.

Holistic: comes from the Aristotelian concept of holism (from the Greek holos, “everything” or “totality”) where any system - physical, biological, human, economic, etc. is considered as a whole that is more complex than the simple sum of the elements of that system.

Power-over: when exercising a power of domination or control over other people or things, in an imposing and negative way.

Systems thinking: a current of modern thought, which, contrary to linear mechanistic thinking, wants to understand reality and its complexity, through the understanding of the functioning of systems and the parts that make them up.

Systems Theory: the study of the functioning of systems in general (Systems Theory 2018).

BIBLIOGRAPHY

Antropocene (2018). Es.Wikipedia.Org.
<https://es.wikipedia.org/wiki/Antropoceno>.

Barbuto, Lizandra and John Croft (2016).
Celebration Quadrant. Schumacher College.

Bohm, David (2014). *Wholeness and the Implicate Order*. Routledge.

Campbell, Joseph (1959). *The Hero with a Thousand Faces*. Pantheon Books.

Charisma (2018). Es.Wikipedia.Org.
<https://es.wikipedia.org/wiki/Carisma>.

Croft, John (1991). *Dragon Dreaming: A Manual For Personal Empowerment, Community Building And Environmental Action*. The Gaia Foundation.

Croft, John (2008). *Fact Sheet Number #4 The Great Turning: a Breakdown or Breakthrough?*

Croft, John (2009). *Fact Sheet Number #10 Charismatic Communication. A Tool For Building Your Team*.

Croft, John (2012). *Fact Sheet Number #4 Deep Time and Dragon Dreaming: The Sustainable Aboriginal Spirituality of the Song Lines, From Celebration To Dreaming*.

Croft, John (2013). *Fact Sheet Number #26 Dragon Dreaming as Inconditional Love In Action. The basis of win-win-win situations*.

Croft, John (2014). *Fact Sheet Number #2: Who Or What Is GALA? The Earth From Myth To A Movement*.

Croft, John (2014). *Fact Sheet Number #7: The History And Background Of Dragon Dreaming*.

Croft, John (2014). *Fact Sheet Number #4 Deep Time and Dragon Dreaming: The Sustainable Aboriginal Spirituality of the Song Lines, from Celebration to Dreaming*.

Croft, John (2014). *Fact Sheet Number #5 Making Dreams Come True: Using Dragon Dreaming To Build An Outrageously Successful Project: A Comprehensive Approach*.

Croft, John (2014). *Fact Sheet Number #10 How to Run a Dragon Dreaming Creation Circle. A facilitators Guide*.

Croft, John (2014). *Fact Sheet Number #12 Extending Nonviolent Communication: Towards The New Empowerment Language For The Great Turning*.

Croft, John (2014). *Fact Sheet Number #13 Demystifying And Cultivating Leadership*.

Croft, John (2014). *Fact Sheet Number #15 Planning a project. How to create a Karabirrdt*.

Croft, John (2014). *Fact Sheet Number #16 Building an Empty Centred Organisation*.

Croft, John (2014). *Fact Sheet Number #17 The Power of Consent*.

Croft, John, and Lizandra Barbuto (2014). *Fact Sheet Number #27 Comfort Zones And Dragon Dreaming: Towards Collective Intelligence*.

Croft, John (2015). John Croft on Feedback. May, 8th, 2015.

Croft, John (2016). Fact Sheet Number #29 Aboriginal Roots of Dragon Dreaming.

Croft, John (2018). Beatriz Gallego and Julia Ramos interview. Febrero, 26th, 2018.

Chopra MD, Deepak (2018). Listening To Your Ego, Or Your True Self? LinkedIn: <https://www.linkedin.com/pulse/20130614202310-75054000-listening-to-your-ego-or-your-true-self/>.

Dragon Dreaming International (2018). *Dragondreaming.Org*: <http://www.dragondreaming.org/>.

Dragon Dreaming Institute (2018). *Dragondreaminginstitute.Org*: <http://www.dragondreaminginstitute.org/>.

Harman, Willis (1996). *The Transformative Spirit Of Service*. *Perspectives On Business And Global Change* 10 (1): 71-80.

Home (2018). Joanna Macy And The Great Turning. <http://www.joannamacyfilm.org/>.

Jaworski, Joseph (1999). *Leadership - Six Essential Elements*. *Perspectives On Business And Global Change* 13 (1).

Kahane, Adam (2000). *Changing The World: The Power Of Engagement*. *Perspectives On Business And Global Change* 14 (4): 79-90.

Kaartdijin Noongar (2018). *Noongarculture.Org.Au*. <https://www.noongarculture.org.au>.

Koglin, Ilona, Manuela Bosch, Ángel Hernández, Florian Müller, John Croft, Mónica Prado, Catriona Blanke, Juiz de Fora, and Bernadette Otto (2013). *Dragon Dreaming e-Book. Projects Design. e-book*. 2nd ed. Dragon Dreaming International. http://www.dragondreaming.org/wp-content/uploads/DragonDreaming_eBook_spanish_V02.09.pdf.

Koglin, Ilona, Manuela Bosch, Ángel Hernández, Florian Müller, Catriona Blanke, Mónica Prado, Juiz de Fora, and Bernadette Otto (2016). *Dragon Dreaming Institute Workshop Handbook. V1.0. e-book*. Dragon Dreaming Institute. http://www.dragondreaminginstitute.org/documents/DDI_WorkshopHandbookV01.pdf.

Macy, Joanna (2014). *Coming Back to Life*. New Society Publishers.

Rosenberg, Marshall B. (2003). *Nonviolent Communication*. Encinitas: PuddleDancer Press.

Senge, Peter M., C. Otto Scharmer, Joseph Jaworski, and Betty Sue Flowers (2004). *Awakening Faith In An Alternative Future. A Consideration Of Presence: Human Purpose And The Field Of The Future*. Reflections. The Sol Journal On Knowledge, Learning, And Change 5 (7).

Senge, Peter (2005). *Missing The Boat On Leadership*. Executive Forum: Leader To Leader, 28-30.

Senge, Peter (2015). *The Dawn Of System Leadership*. Stanford Social Innovation Review.

Scharmer, Otto, and Katrin Kaufer (2013). *To been a leader from the rising future*.

https://www.presencing.org/assets/images/publications/04_BK-Scharmer_Intro_1Eco_to_ego_0_0.pdf

Systems Theory (2018). Es.Wikipedia. Org. https://es.wikipedia.org/wiki/Teor%C3%ADa_de_sistemas.

The Spiral (2018). *Work That Reconnects Network*. <https://workthatreconnects.org/spiral/>.

Dragon Dreaming in Action

