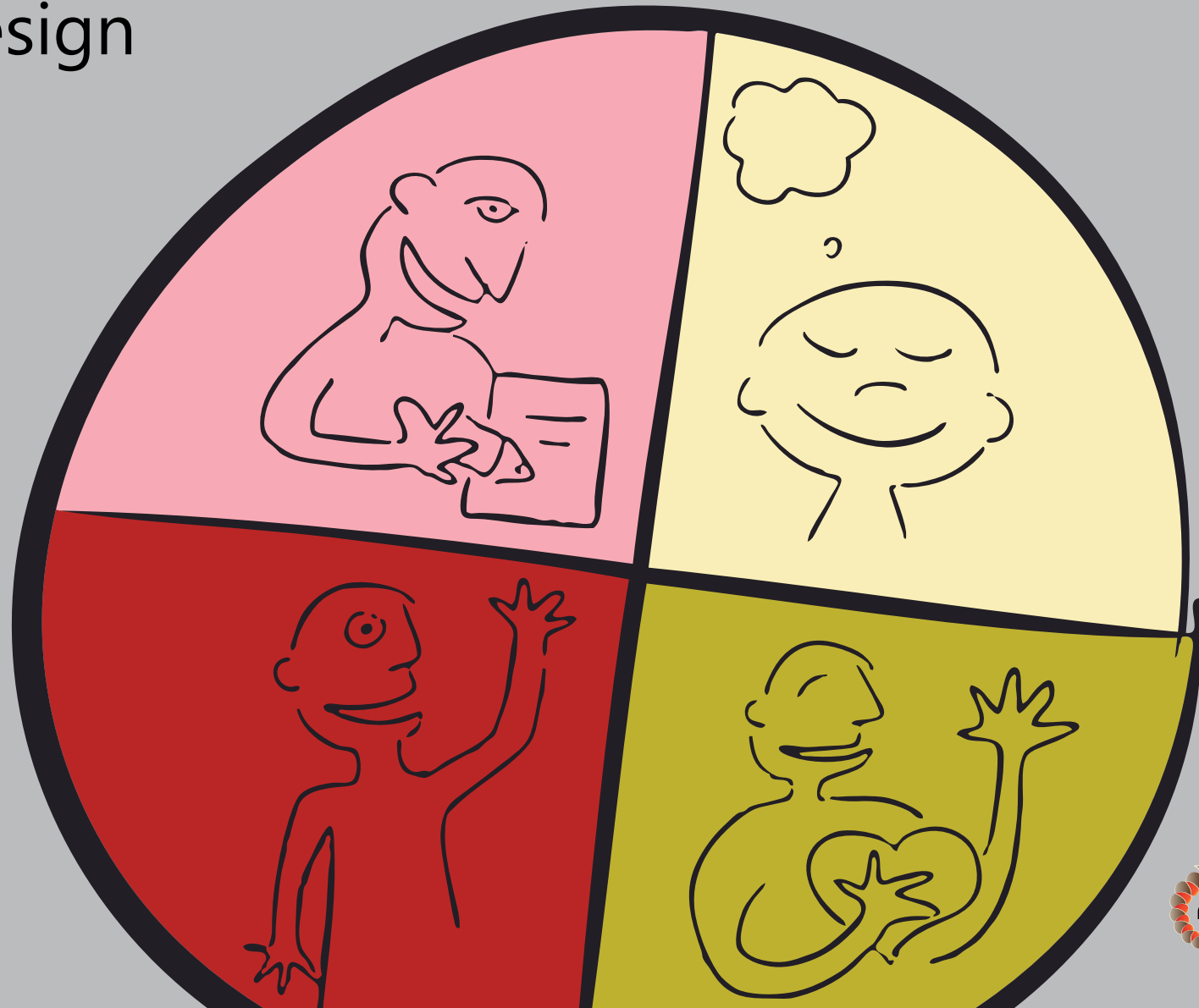


VERSION 2.09

DRAGON DREAMING

Project Design

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Dedication

This E-Book is dedicated to all those who do not abandon their dreams and dare to dance with their dragons! This book falls under the Creative Commons License, i.e. it can be used and multiplied for non-commercial purposes if the authors are credited. If you seek to modify its contents or use it for other purposes than building projects or organizations using these principles, please seek permission and let the authors know.

Remember that Dragon Dreaming is a work in progress: Dragon Dreaming has emerged from the work of the Gaia Foundation in Western Australia. Dragon Dreamers from Brazil to Russia and from Canada to the Congo are part of a learning, living community, where everyone is doing their best. This e-book is just part of the developing body of information about Dragon Dreaming.

If you want to help us make our dreams come true and help the Dragon Dreaming community grow and pass on the work – get in touch. So there you have it: 100 percent of your dreams can come true. We hope that this little guide can help you get started with whatever dream awaits you – we wish you a lot of fun and learning experiences. Remember, if it's not fun, it's not sustainable! Go, Dragon Dreamer!



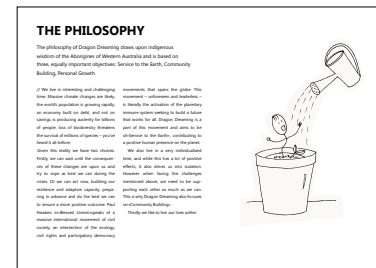
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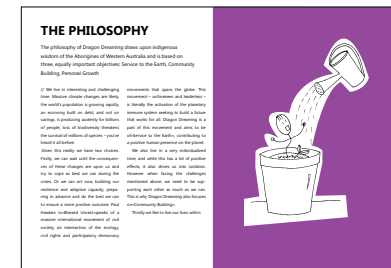
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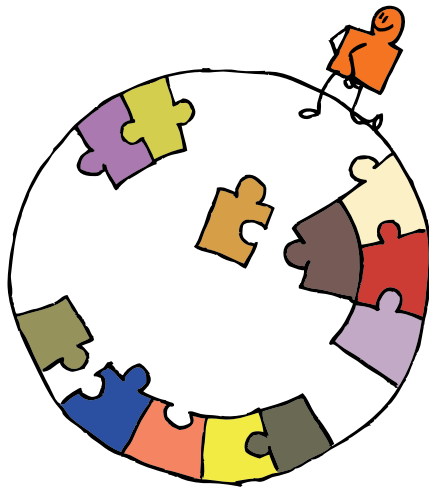
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We are continuously working on new translations. If there is no translation to your language yet and you are interested in translating this E-Book, we would be most delighted. We already set up a procedure for this. For further details please get in touch with translations@dragondreaming.org.

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



Imprint

The work at this e-book began in the spring of 2012 with the writing of Ilona Koglin in co-operation with Manuela Bosch, Angel Hernandez and Florian Müller. It was concluded in summer 2013 in co-operation with John Croft, Catriona Blanke and Ilona Koglin, integrating the writings of Monica Prado (Mandakini Dasi) of Juiz de Fora (Brazil) in co-operation with Bernadette Otto of Penticton (Canada). Our special thanks go to John Croft, the Co-creator of Dragon Dreaming, upon whose thoughts and ideas this book is based.

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For more information on Dragon Dreaming as well as a list of trainers and other useful insights please visit www.dragondreaming.org

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// We live in interesting and challenging time. Massive climate changes are likely, the world's population is growing rapidly, an economy built on debt, and not on savings, is producing austerity for billions of people, loss of biodiversity threatens the survival of millions of species – you've heard it all before.

Given this reality we have two choices. Firstly, we can wait until the consequences of these changes are upon us and try to cope as best we can during the crises. Or we can act now, building our resilience and adaptive capacity, preparing in advance and do the best we can to ensure a more positive outcome. Paul Hawken in »Blessed Unrest« speaks of a massive international movement of civil society, an intersection of the ecology,

civil rights and participatory democracy movements that spans the globe. This movement – unforeseen and leaderless – is literally the activation of the planetary immune system seeking to build a future that works for all. Dragon Dreaming is a part of this movement and aims to be of »Service to the Earth«, contributing to a positive human presence on the planet.

We also live in a very individualized time, and while this has a lot of positive effects, it also drives us into isolation. However when facing the challenges mentioned above, we need to be supporting each other as much as we can. This is why Dragon Dreaming also focuses on »Community Building«.

Thirdly we like to live our lives within



Dragon Dreaming is all about getting things safely out of control.

our comfort zone. You might be familiar with it: That zone where we know our way and we deal most preferably with those people we feel comfortable with. Here we feel safe. But we can only learn by moving outside our comfort zone. This is where »The Dragons« lie waiting, and where the name Dragon Dreaming comes from. The Dragons represent our troubles, our fears and uncertainties, those people in our lives we may have difficulties with. If we manage to cross our own boundaries, we learn how to »dance with our dragons« – we can empower ourselves more and more to discover our own strengths and skills. And so Dragon Dreaming aims for the third objective »Personal Growth«.

Aha-Moments

Maximizing creativity

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

Aha-moments are highly infectious. One person sharing their Aha-moments increase the chances that others too can discover something that they did not know what they did not know. Sharing »Aha's« in a group can lead to creative solutions to common problems. As a Dragon Dreamer practice the skill of generative questioning, it will open up a new world for you. Different people have different experiences in gaining Aha-moments. Maximize you Aha-moments by:

- » Being in touch with nature
- » Being in touch with different realities, people, contexts
- » Traveling into different cultures
- » Observing and reflecting
- » Listening deeply to the words of others
- » Seeking signs, visible and invisible
- » Connecting with your dreams, visions
- » Meditation

- » Focusing deeply on a problem and then doing something very different

Dream Time

The Aboriginal concept of time

The modern world view is based upon the belief that time is collective and objectively a linear process, traveling from past, through the present, to the future. Within this view, dreaming is seen as a subjective individual process, devoid of reality. Amongst many indigenous cultures, including traditional Australian Aboriginal culture, dreaming is seen as a collective and objective experience. This prospective allows us access to interpersonal creativity and a deeper understanding. In this view, nothing is separate: everything is a temporary node in a process of flow.

As an Aboriginal proverb states, »We are all visitors to this time, this place. We are just passing through. Our purpose here is to observe, to learn, to grow, to love... and then we return home to country.« This means that everything is possible and that when working with the concept of Dream Time, we are working with the side of ourselves which

has access to the collective intelligence.

This view also suggests that all of us are caught in the present on a bridge between where we have come from and where we are going. For some, the bridge is narrow and easy to cross, and for others it is deep and threatening. This bridge is held in story – a story we create moment by moment, building the stones of the bridge as we travel. This creates an explanation of our lives – of where we began, of the important lessons from key events of our lives and illustrates where we feel we are going: the songline.

The Songlines

Why Projects are important

The Noongar Aboriginal people believe that everything begins with the karl: The yellow fire, in the infancy of the morning sun. The karlup is the hearth, the fireplace, where people gather to share dreams, to tell stories, to make decisions and plan activities, and to celebrate at the end of the day. Part of

this sharing was through song – such as passing on directions about important landmarks. This is where the name »songlines« comes from.

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

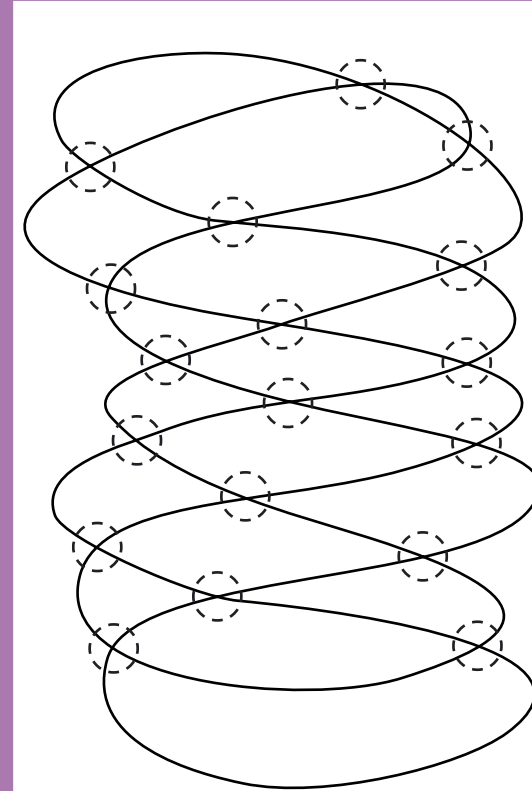
The Win-Win-Games

The End of the Win-Lose-Culture

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

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

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



The Aboriginal Concept of Dream Time. Everything is a temporary node in a process of flow.

COMMUNICATION

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

// Dragon Dreaming aims to create a new language, based on the concept of Win-Win, replacing, wherever possible, that based upon Win-Lose-Games (or even Lose-Lose-Games). And as with many skills – the more we practice the better we get... Very often, projects will fail because of non-existent or malfunctioning communication. But there are various ways of communication which help to realize dreams as well as solve and prevent conflicts.

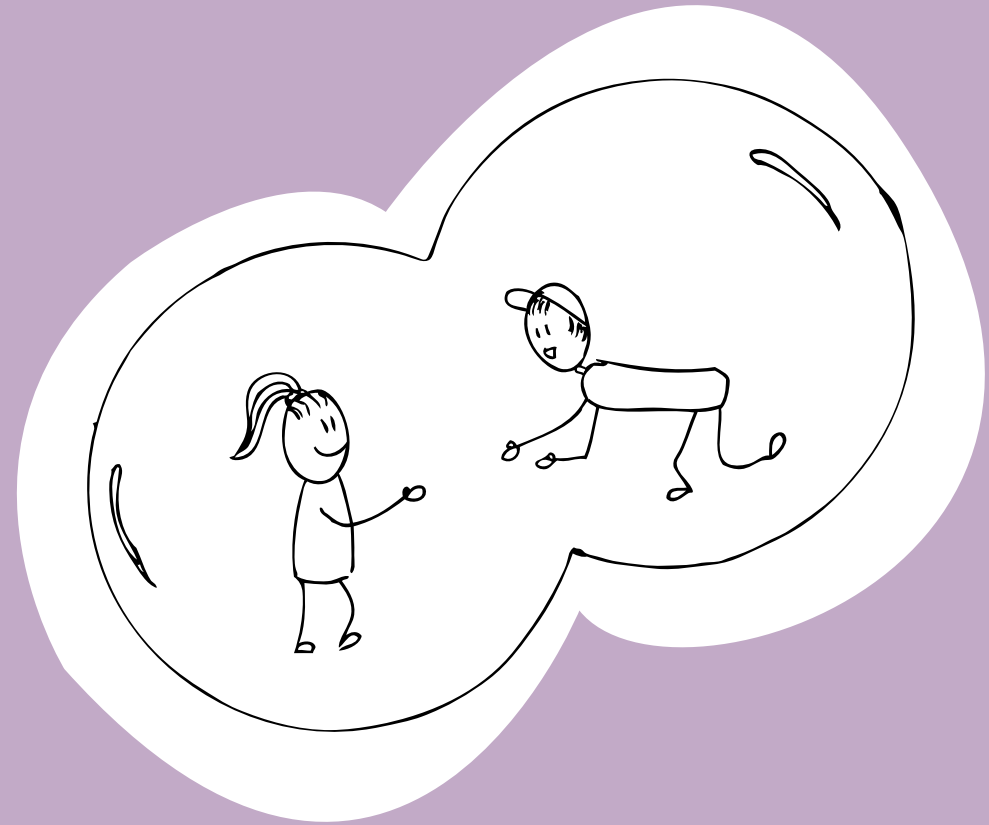
Generative Questions

Ask for emotional power

A Generative Question is a question that has emotional power in the life

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

The way we work together in our projects is hugely influenced by the way we communicate and listen to each other. Generative questions are central to Dragon Dreaming, so please feel encouraged developing your capacity of creating and asking generative questions. To help you with this, we have placed examples throughout this E-Book...



Pinakarri

About Deeper Listening

Pinakarri is the Aboriginal word for Deeper Listening. We have mostly lost the skill of empathically listening to each other and have developed a way of mainly listening to a little voice in the head which keeps making win-lose judgments. This voice is very distracting and makes us forget faster: most people are – for instance – able to concentrate for approximately 20 minutes on conceptual theories, before the voice starts talking, making it difficult for us to truly listen. Pinakarri gently silences this little voice.

Every Dragon Dreaming participant can call for a Pinakarri at any given time. You can ring a bell or some other sort of signal which has been agreed upon. At the signal everyone will stop what they are saying or doing, and remain silent for a short while. It is up to the individual how deeply they will relax, but it is important that everyone remains silent for a moment. The purpose behind this

practice is to overcome certain aspects of human behavior. On one hand Pinakarri helps people who are currently in conflict to overcome inner blockages. We tend to stick more and more with a point of view, the more someone else argues against it. And it often does not make any difference at all whether the other person might be right. By taking short breaks of Pinakarri we get the chance of »cooling down«.

Pinakarri is also helpful to double check what we really want. In silence we can listen to what is going on inside us and see whether this or that point is still important to us – or whether we have lost touch with the original dream, our wishes and needs in order to be right or not to lose face. To stand up for our wishes and needs is just as important as »cooling down«. If we suppress our dreams and needs we will always have a feeling of deficiency. And that feeling will come back every now and again, and might be a real danger for our project. It prevents true diversity, which is a necessity for true learning and success.

A little guide to Pinakarri

Calm yourself and connect with your body:

1. Feel where your body connects with the chair or cushion you are sitting on
2. Feel the weight of your body: Notice your weight and how the earth supports it. This gravity is the oldest force in the universe. If this was a person supporting you, you would call it unconditional love. Become aware of the unconditional love of the Earth for you, the support it gives you.
3. Breathe deeply – in and out: Hear the difference in tone and feel the difference in temperature between the in-breath and the out-breath. This difference in temperature comes from the sun. Who are you? You are the dance of the material cycles of the Earth with the energy of the sun.
4. Can you hear the drumbeat of your heart? This has been with you since before you were born and will be with you until the moment of your death.
5. Find the point where the tension or energy in your body is strongest. Breathe into that spot, consciously relax and breathe out the tension.
6. You have now silenced the little voice in your head. There are many ways to achieve Pinakarri. Feel invited to experiment and find your own.

Hint: As with Pinakarri, there are many ways of presencing yourself and speaking charismatically. Hints can be found in the works of Non-Violent Communication, Theory U by Otto Scharmer, and Facilitation as a spiritual practice of John Herron, as well as Community Building according to M. Scott Peck.

The imbalance of dominance and repression can often be found in project groups: a few »top dogs« taking up most of the talking time and pushing their ideas and interests. Pinakarri can help us to overcome our tendency of dominance and repression and thus becoming authentic and real. It can help us to become human beings who live »love in action«. And it can help us create a loving community in which every individual is heard and seen. When introducing Pinakarri, be aware that it may take a while for people to adjust to using it.

Charismatic Communication

Win-Win-Language

Charismatic Communication is the attempt to say what really wants to be said from deep inside. It works similar to automatic writing. All we have to do is to turn off the little voice in our head. This often takes a lot more courage than we think. Charismatic Communication is

based on trust – the trust that we can share our feelings and dreams without being laughed at. Our everyday communication acts like a shield: We hide behind facts and judgments. And yet if we really open up we can give people a chance to truly see us and our projects.

We are used to communicating our ideas in a way that is influenced by the little voice in our head wondering »What do I want to say? What is of importance to me?« Often we are unaware of our words transmitting a subtle win-lose game of admiration or contempt for other persons, or even dominance or repression. We are preoccupied with interpreting what others are saying, and what the »true meaning« of their words might be...

In Dragon Dreaming we are using our intuition to allow the project to speak through us. This is Charismatic Communication. We recommend you practice Charismatic Communication in as many circumstances as possible; i.e. it helps when speaking to big audiences or doing workshops...

How to communicate charismatically

Trust that it is truly safe to say what we really think

Practice the following with two people facing each other and sharing projects they are doing or might seek to do. They do so in the way they would normally. After this, they use Charismatic Communication and tell of their project once more. By doing this they allow their projects to speak through themselves... Do not forget to debrief and share what has been noticed.

1. Practice Pinakarri; sit upright and close your eyes. Breathe in deeply. Breathing deeply helps you to get rid of fear and tension. Become aware where you are connected with the earth (through your feet). Feel how your spine connects you with the sky.
2. Move your attention from your head to just below your navel; this is your Hara, the center of balance.
3. Using your imagination visualize the bubble of personal space which surrounds every person you are speaking to. Now visualize your own bubble; size, shape and color. Now make the bubble expand in size until it finally embraces, holds and lovingly supports the bubble of those you are speaking to.
4. Imagine the sense of presence you want to create in the person you are speaking to. What tone of voice do you need to create that presence?
5. Using that particular tone of voice, and practicing the other four steps simultaneously, let the words flow...

THE PROJECT-WHEEL

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

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

Crossing The Thresholds

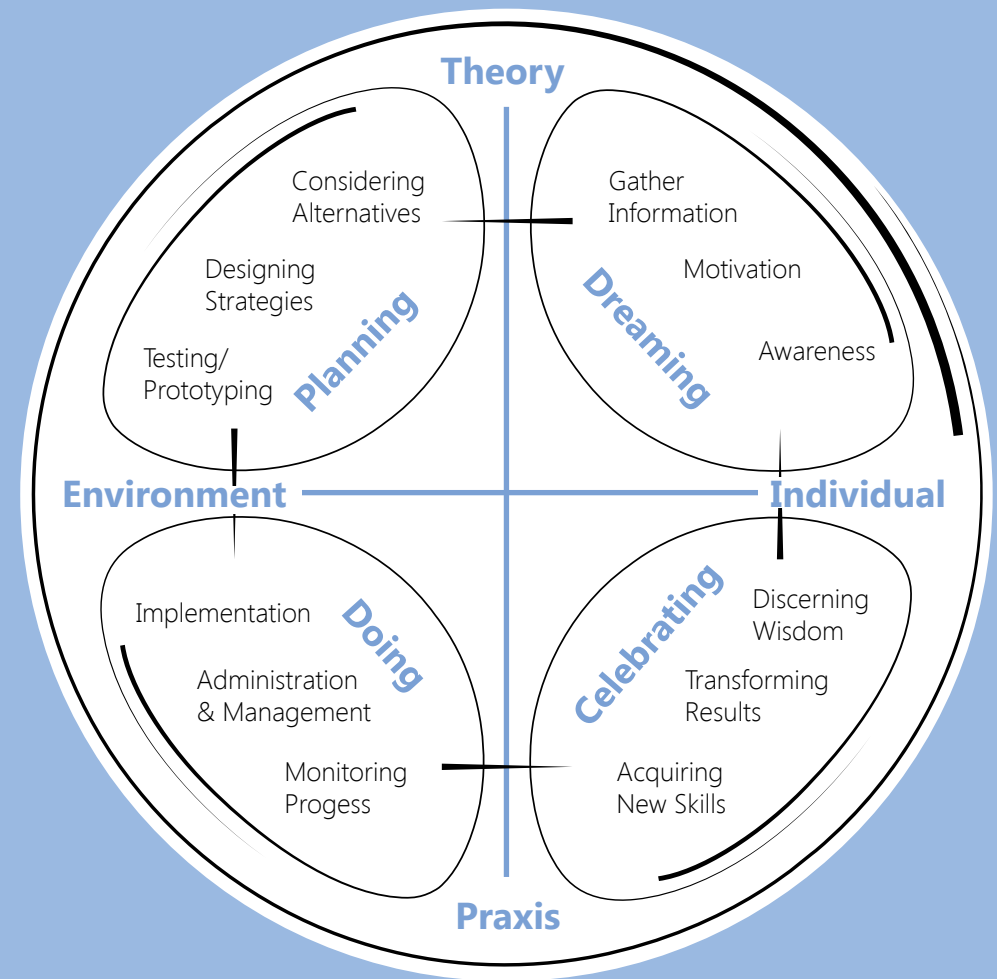
Interfaces of Communication

The interfaces are organs of communication, not rigid axis of separation. And they can move depending on the stage

and/or group doing a project. Sometimes one side will dominate, sometimes the other. Projects are of a fractal nature. This means that in each of the four quadrants the dreaming, planning, doing, celebrating can be found.

Dragon Dreaming projects can only be sustainable when we process through each of these stages in each quadrant. So each quadrant starts with a dreaming stage, moves on to planning, then has a doing stage and then, at the threshold from one quadrant to the next, there is celebration.

Many of these thresholds may scare us: The crossing from dreaming into planning takes courage and a lot of energy. Especially the crossing from planning into doing can be very difficult



The pattern of the Dragon Dreaming Wheel is also found in ecological systems, in the formation of weather, in the Native American Medicine Wheel and even within our bodies; it is the structure which we carry in our brain. One symbolic aspect amongst many is the analogy to the four seasons (winter, spring, summer, autumn), as well as the four phases in the life of a human being (childhood, youth, middle age, old age). Also each day can be depicted by this wheel: Beginning with dreaming, the early morning planning, the doing and – if a person is wise – a celebration in the evening.

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

indeed, because it demands real commitment from everyone involved. If a project comes into a difficult phase, it is advisable to ask oneself whether the project might be at a threshold to the next stage.

Celebration is an important step of crossing the various thresholds between the quadrants. In other words: every threshold from one quadrant to the next (for example from the planning to the doing) is also a step from the celebration of one quadrant to the dreaming of the next one, and thus a step out of our comfort zone. Also burnout can be prevented by celebrating a lot and at the right moment. Celebration is the moment when we receive energy to nur-

ture our ongoing process. This is what makes the project sustainable...

The Four Characters

The Dreamer, Planer, Doer and the Celebrator

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

It is good to have a balance of all four types in your dream team. The reason being that a dream team made up only of planners for instance will not be as successful in sustaining the Dragon Dreaming project. Having a balanced

Dream Team increases the chances the project will be realized and the people will learn new things at a deep level.

At the same time it must be said, that having these four characters in a team will very probably create conflict. A dreamer might have a lot of difficulties working with a doer, and vice versa. The planner can find it challenging to work with the celebrator, and the other way around. In western society today, it is mostly the planners and the doers who are valued as efficient. In fact the dreamers and celebrators are also very much needed: Look for them and include them!

We all have parts of all four characteristics in us. We change roles from

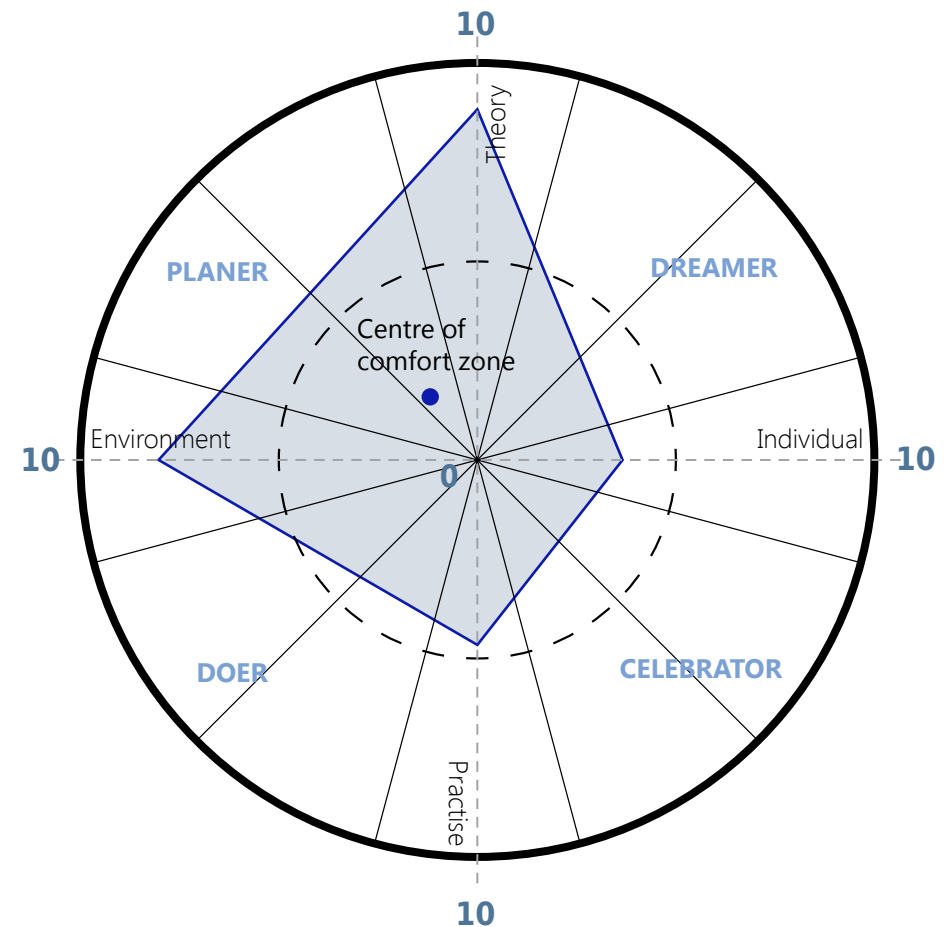
situation to situation, from project to project and from one phase in our life to another. Looking at the cycle of life, babies and small children spend most of their time dreaming, youth will plan most of their time, middle aged people will do a lot, and older people will want to enjoy life and reflect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



Exercise: Which Type am I?

A little exercise to get a glimpse of your team.

1. Draw a Dragon Dreaming wheel and its thresholds on the floor (Individual / Environment, Theory / Practice). Also draw them on a flip-chart or a piece of paper. Now imagine each threshold has a scale from 0 to 10, 0 being in the Centre where the thresholds cross and 10 being on the outsides.
2. Practice Pinakarri and decide on the context in which you want to find out your own position (i.e. The current project or your life as a whole).
3. Stand on the threshold connecting Individual and Environment and intuitively back and forth along this line until you find the edge of your comfort zone. How can you tell where that is? Your body will tell you! You may find that for a second you hold your breath, or you are aware of a greater tension within your body. Do this for both the Individual side and Environment side of the Threshold. The outcome does not have to be 100 percent - it is possible that someone places themselves at 9 for Individual (and thus introvert) and after that at 9 on Environment (extrovert).
4. Take the same steps again for the threshold between Theory and Practice.
5. Record the results on the flip-chart or piece of paper. Join the point you have marked on the Individual threshold to the mark on the Theory threshold, then on to the Environment threshold, from there to the Practice threshold and then back to the Individual threshold (see graph).
6. The centre of your comfort zone will map your dominant tendencies. Find this by marking half way along each of the diagonals. Now join the centre point of the diago-



nal between the Environment (extroverts) and Practice threshold to the centre point between the Individual (introverts) and theory threshold, and do it similarly with the centre point of the Theory and Environment to the centre point between the Practice and Individual. The two will tend to cross inside one of the four quadrants, or sometimes on a line between two quadrants. This maps the centre of your comfort zone.

DREAMING

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

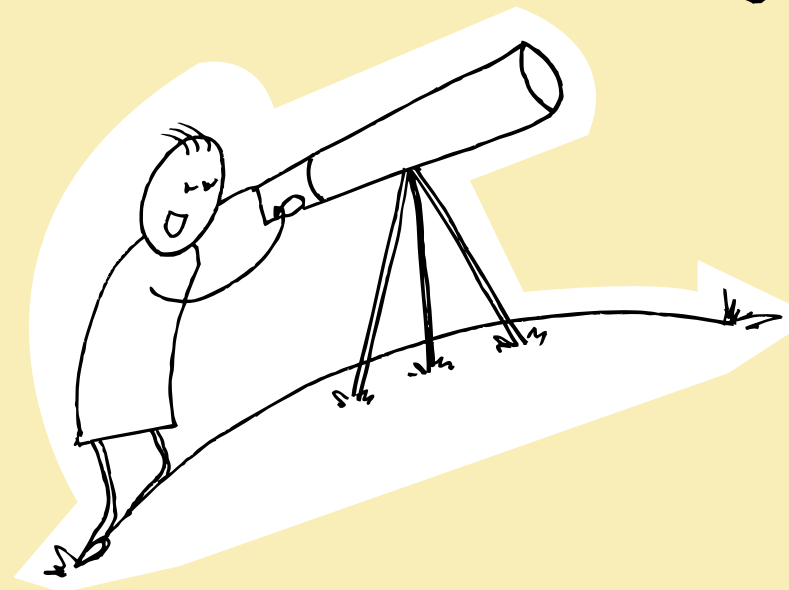
// Every project that is ever done starts with the dream of an individual person. Often the dream may come out of a new awareness, a aha-moment. It is through the process of communicating the dream that the dreamer becomes fully aware of the nature of their dream. Most projects get blocked within the dreaming stage because people do not share their dream with others. This is the first threshold that many good project ideas never cross. In our time and age we do not trust the power of dreams any more. We are afraid of sharing our dreams in fear of being ridiculed or not listened to at all. And this is what keeps the dreams from becoming reality.

The Dream Team

How to choose the right people

Once a person has an idea or a dream, the first step in Dragon Dreaming is therefore to share this with a group of people. Who should these people be? They can be friends, neighbors, family, work colleagues, people with special skills and/ or people from the community who may have an interest in the idea.

For choosing the people it is not only important to choose people whose skills and knowledge might help the project but that these are people you want to be with and work with. It is all about the relationships. If the project is



about a village, a city or any kind of already existing community, it is wise to think about who will be affected directly by the project. These people should be involved at least as supporters. If the project concerns the change of a community, then it is wise to invite people with good networks and also children and youth.

As the project grows, the Dream Team might grow too. If more than eight people are involved in the dreaming stage, it is better to have several dream circles for various smaller groups. Also, it is not necessary that everyone involved in a dream circle needs to be part of the actual realization of that dream. But experience shows that people often get enthusiastic about achieving a project, once they have shared the dream.

The Dream Circle

No compromise!

Once you have decided with whom you wish to share your dream, invite them to a Dream Circle. This is a meeting where

How to do a Dream Circle?

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

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

And now everyone present answers the question in turn, perhaps using a talking piece. If someone has nothing further to add for the moment, they can pass. If someone passes, they can later add a new idea when it is their turn again. It is important in a Dream Circle that every idea is recorded. One way of doing this is to appoint a recorder to capture the ideas as they are shared. Another way is for the recording to be

done by whoever is next to the person with the talking piece and follow the process as mentioned above. Either way the recorder writes the name of the speaker and captures the essence of what is being said. Don't try to capture every word, just get the gist of it.

Once this is written down check with the speaker that this reflects accurately what they wanted. If you find the energy falling, there is something going wrong.

Watch out for Analysis Paralysis, i.e. that your Dream Team gets stuck in the debate over the meanings of words. Make sure, that there is a flow in the Dream Circle – this way it is an uplifting experience. The Dream Circle continues until everyone in turn has passed. It is important to declare the circle as finished and – of course – to celebrate!

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

- » Use a Pinakarri Bell
- » Use a talking piece
- » When writing, write the gist of the dream, not a whole paragraph
- » Each person adds one dream at a time
- » Neither be too rational nor too abstract
- » Relate the dream to real life
- » Write the dream on a beautiful piece of paper; turn it into a piece of art.
- »

If it's not fun, it's not sustainable!

the collective intelligence of a group is liberated. It is also the process in which your individual dream needs to die, in order to be reborn as the dream of the whole group – because there is a difference in energy when I am working on your project compared to when working on our project.

This dying of the individual dream might sound easy; it is, however, a step that can be quite difficult. Recognizing that the individual alone cannot make the dream come true can be painful and might take time and a lot of conscious effort... Do not be too hard on yourself if it does not happen right away. It is a continuing process; be aware that it needs to happen in order for the project to be a collective one, outrageously successful and nurturing.

In the Dream Circle, everyone needs a chance to first figure out what is important to them and then to tell their needs to the others (which takes courage – they may think that they might seem egoistic or fussy). As the project continues, however, it will become apparent what is needed in order for all to identify with the project 100 percent.

Only if those present can identify 100 percent with the dream are they able to commit to the project and support it wholeheartedly. One law of Dragon Dreaming is: »no compromise! 100 percent of your dreams to come true«. It might sound unrealistic at first but it is possible...

In a Dream Circle we do not make judgments about the rightness or wrongness of dreams. This exercise is

about the diversity and authenticity of each person's dreams, even if they contradict what others have said. Keep in mind that the dreaming stage is the stage where contradictions can exist side by side. Sustaining the contradictions is the fertile field in which Aha-Moments can arise. Behind the dualism there is a pattern, a place where the two sides of a contradiction can be true at the same time. Dreams are often paradoxical and contradictory, that's part of the fun...

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

To give an example: »The project team got on fantastically well and learned a lot.« Or: »We managed to raise \$3,000 for the project.« This is a powerful way to invite the future into the present. It might sound awkward at first, but try it. You might find it very motivating – instead of imagining the huge amount of work which is waiting, you create energy of celebration and already live through some of the great aspects of your project.

The Talking Piece

A helpful communication tool

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

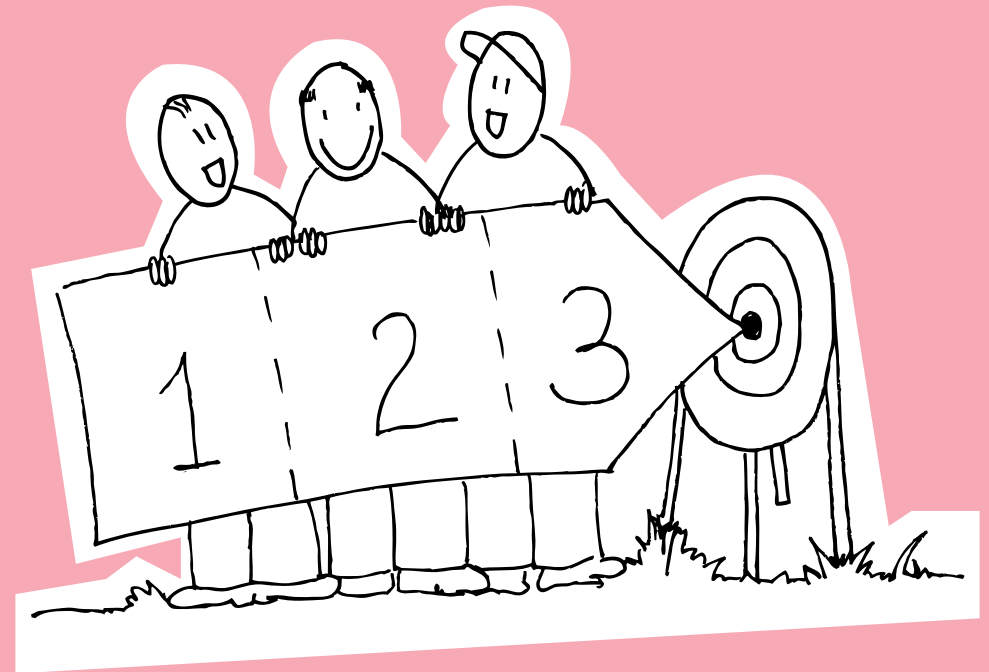
PLANNING

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

// The first step to project planning is to define objectives. An objective is defined as limited, achievable, future condition, which is action oriented. The objectives can also follow the SMART-principles (specific, measurable or memorable, accepted or achievable or affordable, realistic or responsive, and timely). Different from conventional planning processes however, is the playful way of planning Dragon Dreaming projects (see exercise). To keep the objective setting process playful is very important, because it keeps energy high. If the group starts to lose energy find something that will get it playful again. And always remember: »Perfectionism is the enemy of the good!« The goal of a project is important as it connects the

overall vision – the dream of a project with its objectives. The goal thus acts as an important part of the bridge one is building, as it is the common statement that is used when people are asked to state what the project is all about. It is an agreed statement of where the project aims to be going.

Often conventional project management builds the project goal before building the objectives, but such a process often results in a motherhood statement that bears little reality to what the project is really all about, and ultimately only adds confusion. Dragon Dreaming suggests that the objectives should be created first, as then the goal is anchored in reality. A goal therefore has the following characteristics:



» It is concise: It is short – long goals have the disadvantage of bringing confusion to the mind of the reader or listener

» It is inclusive: It includes all the basics of what this project is about, so that there is a clear relation between the project objectives and the project dream

» It is memorable: Goals that cannot be remembered are not worth the words they are spoken with. As the »public face« of your project, goals must be remembered.

» It is inspirational: Goals need to inspire – it needs to inspire the speaker and the reader, but also inspire the public who are to get involved.

Hint: To test your project objectives and goal (see next page), it is advisable to break larger strategies into smaller pilot and prototype projects. For example, those who want to found an eco village might want to start with building community by living together.

Step 1: Setting the objectives

Always try to keep this process playful. If it gets tough: Celebrate!

1. Thirty post it notes are needed for this exercise. Divide this by the number of people present and give everyone the required number

2. The group reads once more through the collected dreams. Then they ask themselves: »Which particular things need to be done first in order to make this dream come true?«

3. Everyone then will write one idea on each of the post it notes. This should take no more than 10 minutes. (Remember to write on the post it with the sticky side on the top at the back!)

4. Then, the first person can post their notes to the flip-chart.

5. A second person joins them and does the same. All similar themes are placed in perpendicular columns, all themes

that differ are placed horizontally. However, there can only be 6 to 8 horizontal columns at any given time.

6. If the number of columns exceeds 6-8 horizontally, this requires that a person might rearrange the post-its of their predecessor. If they do so, they have to justify why they want to move them. There can be discussion between the 2 at this stage, and there should be consensus in the end.

7. This should not be too time and energy consuming: everyone should be aware of their responsibility and tread the fine line between over analyzing (analysis paralysis) and giving in simply to put a stop to the discussion.

8. A team takes one or two columns to identify key words. Key words are those that unify the theme and may be refer-

red to repeatedly in a column.

9. An objective is then written using the key words: The criteria for the objective is that it meets the criteria above (Limited, achievable, future condition that's action oriented).

10. Participants place dots on two or three objectives: The Generative Question here is »Which objective if considered first would help make all objectives and 100 percent of our dreams come true«. The rule is everyone has three dots, but cannot place all three on one objective. Be aware: This is not a test of the importance of objectives – all are important in a win-win game.

Step 2: Building the project goal

A brief exercise as to how to create your project goals.

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

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

The Karabirrdt

Setting up the Gameboard

In Dragon Dreaming, the most important tool of the planning stage is to create the board of the project: The Karabirrdt. This is a »spider's web« diagram (»Kara« being an aboriginal word for spider, and »birrdt« for web or net). Building a Karabirrdt is very different than conventional planning, which is not a playful process, but mainly speaks of milestones and to-do lists. The Karabirrdt is like children's board games where there are various obstacles to overcome as one passes from the start to the finish.

Thus Dragon Dreaming places a lot of emphasis on the lines between the points or meeting nodes (karlupgur): The songlines, along which information, resources, people, money and decisions flow. And remember: The path is more important than the destination, the process is in some ways more important than the outcome. For example: If many lines run into a point,

but none or just very few come out of it, this particular task may create difficulties later on – there is a lot of energy going into that point, but less coming out. Something similar may go for such points or tasks which have only few lines going in and many coming out. But we will talk more about this later on.

Once it is finished your Karabirrdt should have the tasks evenly distributed, so there are no large empty spots or accumulations. If there are, this possibly shows that you have forgotten some important tasks or have not placed and summarized all tasks correctly. If you have difficulties in placing certain tasks, try this (sounds magic, but it really works): Place this task at any given spot on your Karabirrdt which is still empty, and ensure its label fits one of the 12 steps. For the creation of the Karabirrdt please remember: Everyone is responsible for the whole group. Let go of tasks if there are good arguments for that. Remember to »Keep it playful« and remember to practice Pinakarri along the way in order to listen deeply to the

Step 3: Creating a Karabirrdt

To create a Karabirrdt follow the below mentioned steps.

1. Collect all tasks in a brainstorming session. The focus is on collecting ideas quickly and creatively, with little attempt at critical evaluation. Keep discussing ideas to a minimum.

2. Visit the tasks to decide which quadrant of the wheel they would fall in (Dreaming, Planning, Doing or Celebration). If there is disagreement, write both numbers relevant.

3. Then transfer each task onto a post-it. Draw little circles at the top of the post-it and write the description of the task beneath the circle.

4. Draw the basic board on a sheet of paper in portrait mode, with the four quadrants and 12 steps vertically, and three positions – tasks that maintain the project group left, tasks that take the project out to a wider community right, and tasks that are ambivalent into the centre.

5. People then place the post-its in the right positions on the Karabirrdt: Wich stage and side?

6. Make sure to name the important tasks, but do not put to many tasks into one task nor making up too many individual ones. There should be no more than 48 tasks and not less than 24, 36 is a good number to aim at.

7. Connect the interdependent tasks. All team members gather in front of the Karabirrdt and start to intuitively connect the circles with straight lines.

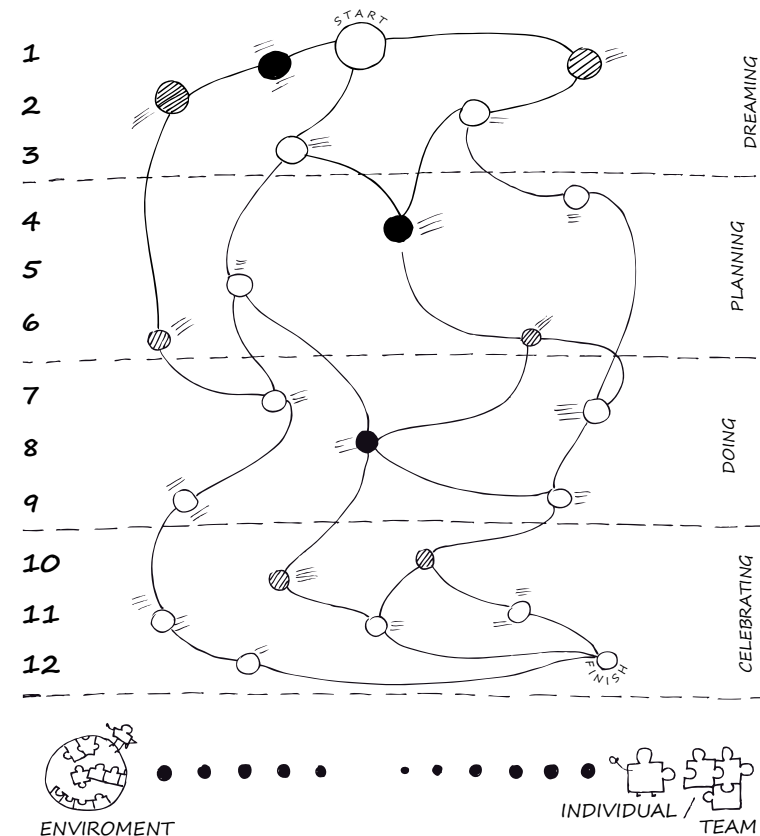
8. Look at the Karabirrdt: Are there about as many lines going into each circle as out of it? If not, are there connections or tasks missing?

9. Ensure that all tasks are connected to both the beginning and the end of the project. Number them sequentially from start to finish down the page.

10. Identify those tasks which have an unusually high number of lines coming in and going out – these may be the milestones in your project. Mark them.

11. Highlight which tasks have been already started or even completed. You may be surprised to find between 1/4 and 1/3 of the project is started.

Hint: Maximise Creativity. You might enjoy turning the Karabirrdt into a piece of art, on paper or in wood or as a sculpture with other materials, so that you all get immense joy of looking at it, and that it might inspire you even more throughout the whole process...



other's opinions. Try to make building your Karabirrdt a Win-Win-Game, and remember: Keep it playful!

If the Karabirrdt now looks a bit confusing to you – never mind. Just remember another Dragon Dreaming law: Confusion is the gateway to practice. The Chaos will help you to stay with the question and live your way into the answer. Also a Karabirrdt is a living thing, it can change. You can always add tasks if they are missing. Make sure you place the Karabirrdt in a place where all team members can see it. This way everyone is kept well informed of the project's progress and of tasks that still need to be done and who is responsible for them.

Tasks & Responsibilities

Enthusiasts, Trainees, Mentors

After all tasks have been put on the Karabirrdt and all Songlines have been drawn, the time has come to distribute the tasks. This is also done differently from conventional processes, where

the person being the best at something automatically becomes responsible for that particular task. In Dragon Dreaming it is the person who is the most enthusiastic about a task who will be responsible for it. In order to make sure that no one is over-strained or has to reinvent the wheel all the time, there is a specific way in Dragon Dreaming to distribute the tasks (see exercise on the right side).

Time And Budget

A 20 minute Exercise

Dragon Dreaming Project budgets are done in a very unconventional manner. Conventionally, budget process is done by one or two persons over many hours and days, using a lot of analysis processes. But for a Dragon Dreaming budget process you use the group's collective intuition: a much quicker process that is much more fun (this might be scary, but try it anyhow!). The whole group gathers in front of the Karabirrdt. One acts as speaker. The whole group starts creating a rhythm, i.e. by clapping or

Step 4: Delegating Tasks and Responsibilities

Ensure Personal Growth with the following steps

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

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

drumming. The speaker starts reading out loud task by task. For each task the members of the team shout the first figure that comes to mind, money and time wise. They do so along with the rhythm. The speaker writes down the figures. The whole thing should take 20 minutes, no longer!

The rhythm and the time pressure help to prevent too much thinking. People should really answer from their „gut feeling«. You can either choose to simply take whatever answer was given first, or collect the answers of several people and come up with the average between them.

Practice has shown that this way of creating a budget is pretty accurate. However it might be wise to add an extra 15 percent in time and money to whatever result you get. Because another very important law in Dragon Dreaming says – Everything takes longer. So it is good to add a little extra for unforeseen events... In any case it is important to take it one step after the other. A journey of a thousand miles begins with a single step. You can always adapt your budget if need be. The first budget is merely an orientation, and an invitation to start manifesting your dream.

The Testing

The commitment of the team

Now comes the final test for your project plan. Does your team have sufficient commitment to truly make it happen? If the call is genuine, one cannot say in advance what will happen. But if we organize the situation so that the person says yes, that's manipulation. And handing on is a violence. Thus the test we need is to prepare for freedom. In Dragon Dreaming this is one Generative Question that can be answered yes or no.

»If this project were to run at a loss, and not raise the money needed, would you be

prepared to be one of a team of not less than 4 people, who would be prepared, out of their own pocket, to equally share the expense of any loss? Yes, or No?«

It is important in this circumstance to share and celebrate equally either a yes or a no. If you find yourself celebrating the no's less than the yes's then your project is becoming manipulative and win-lose, not genuinely win-win. The reason why we need four people is generally to ensure that all those are not, for instance, Dreamers (or Planners, Doers or Celebrators), and that the team is likely to be roughly balanced.

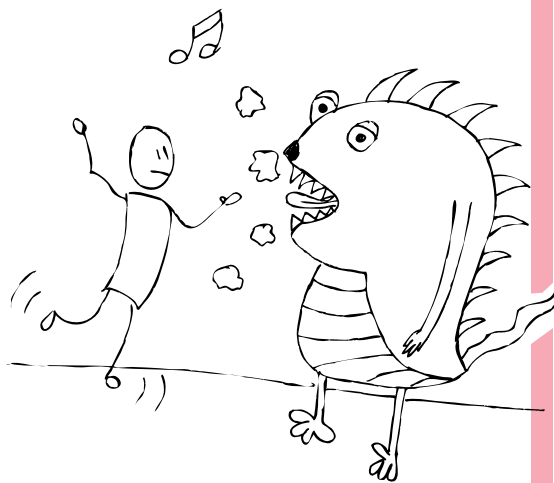
If you don't get at least four people saying yes, it usually means that there

is something wrong with the plan. You may need to return and reconsider alternatives, perhaps trying other less ambitious objectives and goals. If a person has conditions to their answer, that is a no response. Because they have said no now, if the project proceeds, they may later say yes and become a part of the risk team. In the doing of a project, it is only the people who say yes here, who, ultimately, are the ones who make decisions over those tasks in the Karabirrdt that involve money. This is not to say that they do not consult with others, or that the others are no longer in the project. But it is only the ones who say yes who have the power to decide about money as they are the ones who carry the risk. Decisions of this group are always by consensus.

To date, we have not yet heard of a case in Dragon Dreaming where a project has run at a loss, partly because the risk takers monitor progress closely to ensure that inappropriate risks are not taken. Most Dragon Dreaming projects, even when budgeted tightly, make a

small surplus. The principle in Dragon Dreaming is that this unexpected surplus cannot be split up or taken by those who took the risk – their costs have already been covered in the project budget.

Instead, at the final celebration, after the last payments are made, this surplus is given as an unsolicited and unexpected gift to another project which meets the principles of Dragon Dreaming.



Dance with your dragons!

The Great Resistor

Working with our Enemies

Resistor may actually help the project the most by making us aware of unanticipated factors, those that we did not know that we did not know. When we discover such an active Resistor, we need to celebrate, as this person, when engaged in a way that builds a win-win, will be the one who helps us the most. We should then seek communication with such a person. Ask them the generative question

»I know you think our project is wrong (or bad, or stupid), and I would sincerely like to learn the reason why?«

Write the answer down and check it for accuracy. Then take the results back to your dream team, and work to find an answer for each point raised. Then return to the active Resistor with a new generative question.

»Remember our last meeting. We think we have found the answer. What do you think?«

They will usually respond, »Yes, but ...« and come up with a second long list. Repeating this process a number of times will usually eventually lead to a different kind of response... »Yes, I think it will now work!« Now comes the sweetest of moments, a celebration of heartfelt gratitude. You say, »Thank you. You have no idea how much you have helped our project. Would you like to join our dream team to make this dream come true?« As a result of the respect shown, the person may say »Yes!«.

DOING

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

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

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

To be able to do this, it is important to recognize the fractal nature of projects: Through Pinakarri and Charismatic

Communication; relaxation, body movements and strengthening our mission. Adding the years of personal experience found amongst the members of each group, when totaled together, is far greater than any individual experience. It is therefore important to access the collective intelligence, the riches and wisdom of the life of each.

The Doing stage is where we administer and manage the project. It is also where things can most easily seriously go wrong. It's about monitoring progress and adapting to changes: Are we still on time? Are our costs still covered? Do we need to adapt our planning? How do we manage stress (a very important question...)? How do we minimize risk? Are we actually still realizing the original dream or have we been so



busy that we have blindly moved into a completely new direction? We constantly monitor our progress. A very important question in the doing stage – as in all other stages – is also: Are we celebrating enough?

Successful management often requires careful management of time, stress and resources. It may involve the careful coordination of the work of many people, those paid for their work and those who volunteer their efforts on behalf of achieving the project goals and objectives and in making the dreams come true. To achieve this management and administration often requires a process of supervision. Normally supervision is a method of »power over« where the so-called »leaders« supervise the people who finish up doing most of the work. In Dragon Dreaming, true to the win-win process it is different. Everyone in the organization has a supervisor, and the managers may finish up being supervised by the cleaners!

12 Supervising Questions

How to make sure, that your project is on track

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

1. What did you hope to achieve since we last gathered (last week, last month...)? Did you finish it? (if yes, did you celebrate the success and colour in the circle on the Karabirrdt)
2. What extra work do you hope to have completed by the next gathering? Do these activities still contribute to further-

ring the overall dream (review and consider alternatives if needed)?

3. Who should be involved? Who are the stakeholders in these activities?

4. How will you involve those who need to be involved?

5. What spiritual, mental, physical, emotional or financial resources are required for you to complete the task?

6. How can you best get these resources? How should the work be done? What are the best processes for this part of the project?

7. By when is the work required to be completed? When should it start?

8. How might you try to sabotage, distract or stop yourself from achieving the tasks you have set?

9. How can you best resist the temptations? What support do you need? Where should the products of the work

be delivered? Where is the work best done?

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

10. Did the answers to the above questions lead to the successful completion you hoped for? Was this celebrated? How?

11. Is your task succeeding in its impacts upon the environment, in building the community and on the effects upon the individuals engaged and all stakeholders and participants? How was this communicated and celebrated?

12. End every gathering/review with: When and where can we meet next? How do you feel now? Is there anything else you need to add?

CELEBRATING

It is the importance of Celebration that makes Dragon Dreaming different from many other project management tools. Here, celebration is not a task of the noisy extrovert, but rather part of reflection, gratitude and recognition.

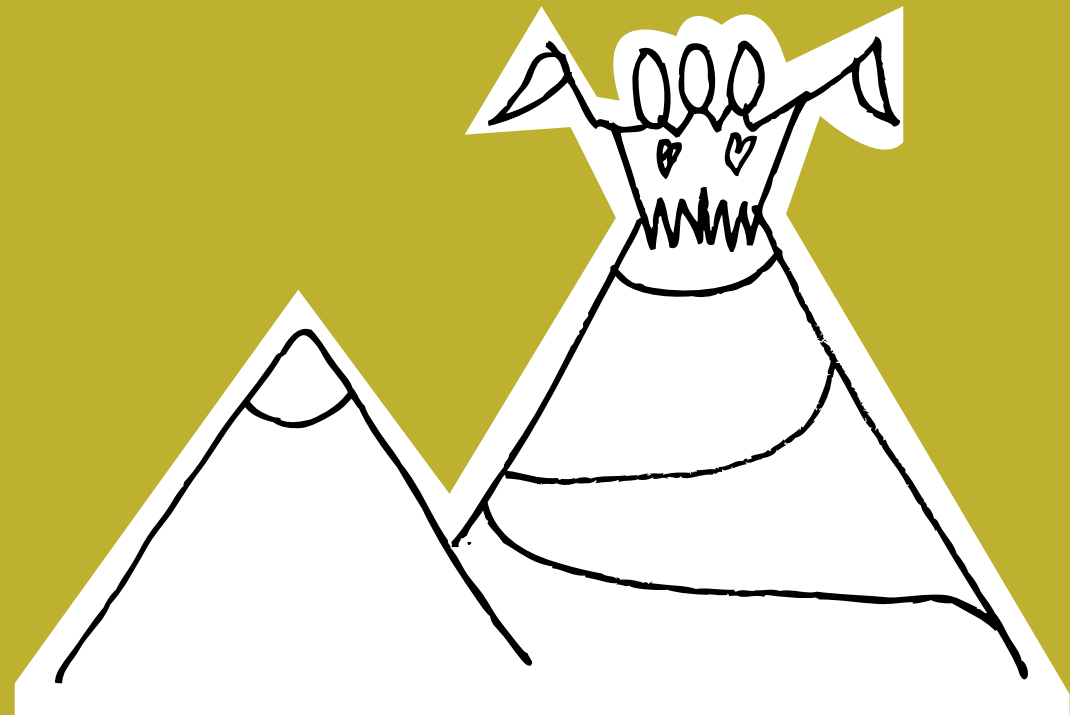
// We strongly suggest that 25 percent of the cost and energy used in all Dragon Dreaming projects (including doing Dragon Dreaming workshops) should involve Celebrating!

In Dragon Dreaming celebration is part of the reflection of the introvert. This is because Dragon Dreaming is not about excessive consumption of alcoholic drinks, but more about gratitude, thanks giving, recognition of effort and acknowledgment. It is about seeing the other person in their magnificence and glory, and at the same time seeing their woundedness and brokenness. It is about seeing the whole person and making it all right. And it is about acknowledging and honoring everything that

went well in the project and everything that did not go so well. Celebration is also an important process that reconnects the doing of a project back to the dreaming. It is a way of looking at how the project we are doing gives meaning to our lives. Celebration is where we are being personal.

This means considering the individual person, the project team as such and also – as with all Dragon Dreaming projects - Earth itself. We also find the three aims of Dragon Dreaming in Celebration:

In Service to the Earth we learn to celebrate the game we are playing when creating a project. And recognize that grief is the mirror of love – we only



grieve for what we love, and as long as we feel strongly about what is happening around us, we can engage with the environment in a passionate, courageous and enhancing way...

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

Personal growth is enhanced through celebration, as it gives us the chance to step back a bit from the everyday stress

a project might bring. We look at what we have learned, which new skills we have acquired and where we have actually left our comfort zone and encountered Aha-Moments.

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

We suggest, that in your Dragon Dreaming gatherings, you start with Celebrating. Ask yourself the generative questions: »How can we gather people together in a way that is fun, peaks their curiosity, and motivates them to be part of what's happening?« » How can we create an environment that nurtures those involved, deepens their connections with each other, and leads to the recognition that we are all part of what happens around us?« »How can we en-

Keep it playful

courage those persons who trivialize Celebrating to join in and enjoy?«

We encourage your project to have a Celebrating team that ensures this happens throughout the project (as it is part of every quadrant). Examples of Celebrations throughout the project can include:

Storytelling, Dancing, Singing, Rituals (celebrating individual, community, earth) and of course: Good food!

Mastery learning

When a project ends

The celebration stage builds out of mastery learning, the acquisition of new skills. Doing a Karabirrdt, dancing with our dragons, and making our dreams come true, will require everyone involved to learn new skills, to step outside their comfort zones, and discover they

are more than who they think they are. These skills need to be discovered, honored, recognized and accepted. Each person who has contributed to the project needs to be thanked.

Once the doing stage of your project is finished, make sure you have a big celebration. It is only after you have done that, that your project is actually finished. And so the circle is complete and can start all over again... And the last step to your celebration requires analyzing the transformative results. This needs the following tasks.

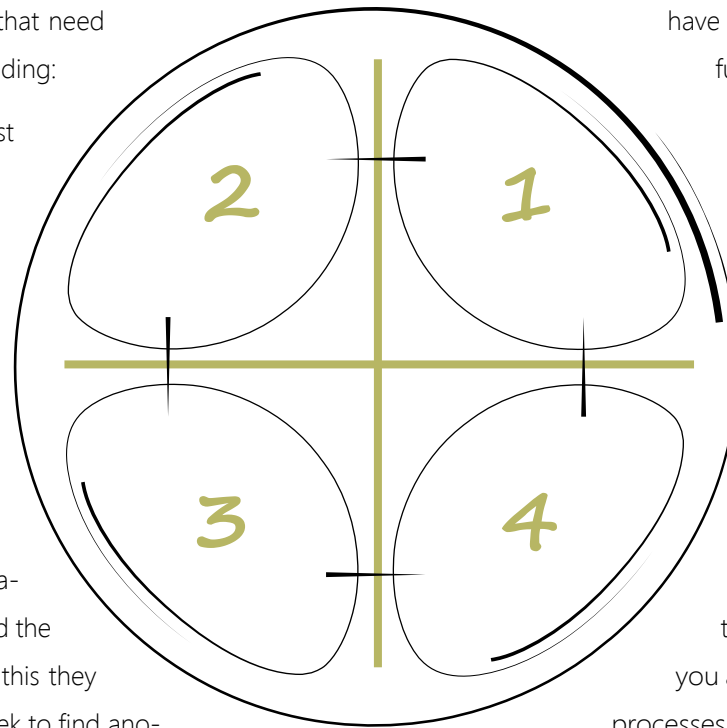
Firstly, now that we have finished, what would we change if we had to do the project again? This creates the learning upon which true personal development is based. Secondly, what in this project have we enjoyed the most, so as to ensure we build this into any future project we may do? In what ways has the project truly led to our personal

Awareness of Feelings in a Group

The four phases of team building

Just as we can have relationships with individuals, we can also have a relationship with a group. The quality of that relationship depends upon our communication: how we feed the dragon that the group may represent. Every group has weaknesses or interpersonal shadows that need to be managed. There are four stages of team building:

1. At the beginning of a project when people first come together and the group is new, the participants in their initial enthusiasm generally only show what they think is acceptable to the group and enhancing for the project.
2. In the second stage, the shadows appear. The motivation may fall and the project may enter a more chaotic phase. The group may get lost in win-lose games blaming each other. Groups will often turn to whom they consider to be the leader of the project and put pressure on them to lead the group out of chaos. If the »leader« refuses to do this they are often blamed by the group which may then seek to find another leader to take them out of chaos. This dynamic risks creating hierarchies that weaken the sense of community. To get out of the discomfort they are experiencing people may attempt to fix, heal, or convert those they consider to be the cause.



3. In the third stage, if the group manages to dance with the dragon of discomfort and stay with the questions which have emerged from the second stage, a period of silence can appear. In this silence we can recognize that we all have shadows and internal wounds, which takes us one step further towards being non-judgmental.

4. Once we have taken that step, a fourth stage emerges. This stage comes from our ability to deeply participate and observe at the same time, carrying us towards an authentic community. This is frequently a deeply healing process... Sooo: Celebrate!

Do not be discouraged at whatever stage you are in. It's normal. To discover what stage you are in, one way we do this is to give an internal weather report which helps us discover what the internal emotions within the group are. Try finding what feels best to you and the group. You may also want to investigate other processes like the work on community building by M.Scott Peck and Deep Ecology work by Joanna Macy. Also feel encouraged to use different means for group processes such as movement, creative approaches of all kinds, and – of course – silence. A great opportunity to use Pinakarri!

growth, the strengthening of our communities, and contributed to the ongoing flourishing and well-being of all life?

The world is running out of the ability to give any more, and in this way Dragon Dreaming projects are based upon the principle of leaving the Earth a place better than it was when we found it. Cleaning or clearing a space is part of the final celebration of any Dragon Dreaming activity.

Succession Planning

Replace yourself as soon as possible

Everyone will eventually leave their project. But will your project survive your departure? Succession planning is necessary to ensure that projects don't collapse because the initiator suffers burnout, moves on to do something else or their interests change. Usually this replacement only happens at the end of a project. But in Dragon Dreaming it is important that you replace yourself with someone who you feel

may be better at doing your project than you are yourself, and that you do this when your enthusiasm for the project is at its highest, not when it is at its lowest. Waiting to the end will see the collapse of your project, and you will become like a vampire, hunting for new blood.

How do you find this replacement? They will come probably from within your dream team, those who support you in making the dream come true. They may require additional skills or training. They too will require a team of support, and assistance in this way. A long period of apprenticeship will ensure that the history of the project does not get lost when the initiators leave.

Replacing yourself in this way does not necessarily mean you leave the project. It does, however, create a deep sense of freedom. You know, for instance, that if for personal or health reasons you need to leave your project it will survive your departure. Replacing yourself in this way comes with a deep sense of humility.

The 11th Hour – Prophecy of a Hopi Elder

You have been telling the people that this is the Eleventh Hour, now you must go back and tell the people that this is the Hour. And there are things to be considered.

Where are you living?

What are you doing?

What are your relationships?

Are you in right relation?

Know your garden.

It is time to speak your Truth.

Be good to each other.

And do not look outside yourself for the leader.

This could be a good time.

There is a river flowing now very fast.

It is so great and swift, that there are those who will be afraid.

They will try to hold on to the shore.

They will feel they are being torn apart and will suffer greatly

Know the river has its destination.

The elders say, we must let go of the shore, push off into the middle of the river, keep our eyes open, and our heads above the water.

And I say, see who is in there with you and celebrate.

At this time in history, we are to take nothing personally.

Least of all, ourselves.

For the moment that we do, our spiritual growth and journey comes to a halt.

The time of the lone wolf is over.

Gather yourselves!

Banish the word struggle from your attitude and your vocabulary.

All that we do now must be done in a sacred manner and in celebration.

We are the people we have been waiting for!

