



*A modular programme for leaders in SMEs, start ups, micro businesses or sole traders and charities.*

<b>Aims of the programme</b>
<ol style="list-style-type: none"><li>1. To enable you to reflect on past experience and current state of their enterprise.</li><li>2. To provoke fresh insight and thinking and new perspectives</li><li>3. To equip you with practical approaches to develop yourself, your team and your organisation.</li></ol>
<b>Outcomes</b>
By the end of the six week programme you will be able to: <ul style="list-style-type: none"><li>- Manage your own personal learning and facilitate a learning culture in your organisation or network.</li><li>- Model and Evaluate your strategy and strategic options, and assess the strategic needs of your organisation or network</li><li>- Solve the strategic and technical problems you face</li><li>- Be effective manager of change and able to engage a wide variety of stakeholders.</li><li>- Understand how to get the best out of the people and processes in your organisation or network.</li></ul>
<b>Approach</b>
<ul style="list-style-type: none"><li>- Reflective learning, from your own experience and experience of others in the room.</li><li>- Review of multi sector business theory</li><li>- Case study projects to develop and practice techniques</li><li>- Practical development exercises your own business</li></ul>

The programme is made up for six consecutive modules. Each module is 2.5 hours long. The facilitators will be available for up to an hour after each session to provide one on one coaching and input to the application exercises.

The application exercises will get you to practicing the tools and techniques developed by working on meaningful business development activities that will benefit you and your company. If the session highlights other projects you would like to work on, then the coaches will support you in applying the tools and techniques to meet your businesses biggest need.

The business outcomes will vary for each organisation on the programme. We encourage you to discuss your personal and business goals with us prior to starting the programme. If necessary we will suggest application exercises relevant to your specific case.

**Our Expectations of you:**

FUEL is a safe place for strategic leaders to reflect and learn, therefore we ask everyone to maintain confidentiality within the group.

Learning is an active state, so we everyone in the group to share their observations and perspectives in discussions and to attempt each set application exercise. On FUEL you learn by doing.

The content of each session is designed to build on the learning of each session, so we do ask you to commit to attending all six sessions. Where circumstances arise meaning this is reall not possible then we ask you to catch up on the learning and exercises prior to the next weeks session.



Session 1	
<b>Learning from Experience</b> – unlocking the hidden principles of learning and performance	
Aims	
<ul style="list-style-type: none"> <li>- Understand personal learning style and style of others around you.</li> <li>- Use reflective approaches to draw and share key lessons from past experience</li> <li>- Be able to facilitate learning within your team, or manage customer learning.</li> </ul>	
Content	Application Exercises (minimum one of)
<ul style="list-style-type: none"> <li>- Learning Practice</li> <li>- Learning Styles</li> <li>- Learning in teams</li> <li>- Learning as an organisation</li> </ul>	<ul style="list-style-type: none"> <li>- Use Reflective framework to learn from one of:               <ul style="list-style-type: none"> <li>o Two sales meeting with a successful conclusion and one unsuccessful</li> <li>o Meeting with a difficult college or stakeholder.</li> </ul> </li> <li>- Review the actions &amp; decisions of a recognised 'expert' within your organisation or industry – to capture key lessons to upskill yourself and other colleges.</li> </ul>

Session 2	
<b>Business Modelling</b> – Finding and Exploiting the sweet spots in your market	
Aims	
<ul style="list-style-type: none"> <li>- Understand your customer segments and their different requirements</li> <li>- Know how to transform your product and service into a winning value proposition.</li> <li>- Create a business model to evaluate the impact of your strategic choices.</li> <li>- Be able to model suppliers or customers businesses to understand your value chain.</li> </ul>	
Content	Application Exercises (minimum one of)
<ul style="list-style-type: none"> <li>- Value Propositions and Customer Segments</li> <li>- Generating Revenue Streams</li> <li>- Operations Structure, partnerships &amp; Costs</li> <li>- The External Environment Effects.</li> </ul>	<ul style="list-style-type: none"> <li>- Complete a draft business model for your current organisation.</li> <li>- Create a business model for a new product or service launch.</li> <li>- Model a customers or suppliers business and evaluate how your business model fits.</li> </ul>

Session 3:	
<b>Solve Problems</b> – Find and Deal with the root cause of the things that are hurting you.	
Aims	
<ul style="list-style-type: none"> <li>- Understand how to use problem solving as a learning and development opportunity.</li> <li>- Be able to quickly sift through the facts to get to the real problem</li> <li>- Know how to analyse a problem and get to the real root cause</li> <li>- Use a clear process to facilitate all stakeholders in understanding the problem.</li> </ul>	
Content	Application Exercises (minimum one of)
<ul style="list-style-type: none"> <li>- Learning From Problems</li> <li>- Understanding the 'real' problem</li> <li>- Use of data in problem solving</li> <li>- Understanding the root cause(s)</li> </ul>	<ul style="list-style-type: none"> <li>- Establish the root cause of a previously unsolved issue in your organisation.</li> <li>- Lead a college or stakeholder through the problem solving process to solve their issue with them.</li> </ul>

Session 4	
<b>Manage Change</b> – Turn vision into reality	
Aims	
<ul style="list-style-type: none"> <li>- Recognise likely drivers of change in your enterprise</li> <li>- Know the elements required to deliver a successful change</li> <li>- Understand how to manage stakeholders.</li> </ul>	
Content	Application Exercises (minimum one of)
<ul style="list-style-type: none"> <li>- Theory of Change</li> <li>- Change Management</li> <li>- Managing stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Create a change management plan for a strategic change you want to implement</li> <li>- Use the change management tool to create a personal development plan for yourself of a team member.</li> <li>- Write a change plan to convert a potential customer or investor into a long term mutually beneficial relationship.</li> </ul>

<b>Session 5</b>	
<b>Communicating Well, Making Good Decisions</b> – Listening and being understood in a noisy world. Make good decisions.	
<b>Aims</b>	
<ul style="list-style-type: none"> <li>- Understand how we communicate and where it goes wrong</li> <li>- Recognise and use the 4 basic vehicles of communication</li> <li>- Know how to prepare a storyline to get your message past other people’s barriers and biases.</li> <li>- Prepare &amp; tell stories using words and pictures</li> <li>- Tailor your message for your audience</li> <li>- Manage the communication and decision making processes within your organisation.</li> </ul>	
<b>Content</b>	<b>Application Exercises</b>
<ul style="list-style-type: none"> <li>- How we communicate and where it goes wrong</li> <li>- 4 Basic Vehicles of Communication</li> <li>- Constructing a story line to engage your target audience.</li> <li>- SQVID communication equaliser</li> <li>- RAPID decision making process.</li> </ul>	<ul style="list-style-type: none"> <li>- Create a story board to introduce a potential investor to your organisation</li> <li>- Use the SQVID to evaluate the best communication style for your team or Key stakeholders.</li> <li>- Plan the agenda for your next meeting using the RAPID model</li> </ul>

<b>Session 6</b>	
<b>Managing People and Processes</b> – Making Work Flow	
<b>Aims</b>	
<ul style="list-style-type: none"> <li>- To understand the basic principles of process design.</li> <li>- Know how to optimise your processes to enhance your strategy</li> <li>- Recognise the interaction of people in your process &amp; the effect of culture</li> <li>- Be able to get the best out of your people and teams in your organisation or network.</li> </ul>	
<b>Content</b>	<b>Application Exercises</b>
<ul style="list-style-type: none"> <li>- Process Design to solve problems or gain strategic advantage</li> <li>- Five attributes of a process.</li> <li>- Mapping and Modelling a process</li> <li>- Designing and optimising processes</li> <li>- Understanding your culture paradigm.</li> <li>- Getting the best out of people</li> <li>- Understanding empowerment or disempowerment (cycle of oppression)</li> </ul>	<ul style="list-style-type: none"> <li>- Use a relevant process mapping format to: (select one off) <ul style="list-style-type: none"> <li>o Create a process map for a process you undertake regularly, and develop a plan to improve.</li> <li>o Model a customer journey through your value proposition</li> </ul> </li> <li>- Select one of culture management exercise. <ul style="list-style-type: none"> <li>o Map the cultural paradigm of your organisation, and then use it to review your organisations stated values (or write a values statement if you don’t have one)</li> <li>o Log any occurrences of disempowerment you notice, and reflect on how these power the cycle of oppression.</li> </ul> </li> </ul>