

## The Social Enterprise Training Programme 2013

Theme	Topics include
<b>Introduction to social enterprise and legal structures for the social economy</b>	<ul style="list-style-type: none"> <li>• What is social enterprise?</li> <li>• The political &amp; social drivers</li> <li>• What types of social enterprise are there?</li> <li>• The social enterprise business model</li> <li>• What you need to think about before you start</li> <li>• Considerations               <ul style="list-style-type: none"> <li>○ Vision</li> <li>○ Values</li> <li>○ Ethics</li> <li>○ Governance</li> <li>○ Ownership</li> <li>○ Stakeholders</li> <li>○ Funding</li> <li>○ Financial sustainability</li> <li>○ Environmental sustainability</li> <li>○ Profit distribution</li> </ul> </li> <li>• What is possible</li> <li>• What are the barriers</li> <li>• Understanding the different legal structures</li> <li>• The impact of the legal structure on the function of the enterprise</li> <li>• Social enterprise kite marks</li> <li>• Understanding mutuals</li> <li>• Co-Ops and social enterprise</li> <li>• Charities and social enterprise</li> </ul>
<b>Creating a strategy and business planning for Social enterprises</b>	<ul style="list-style-type: none"> <li>• Understanding and creating your Vision</li> <li>• Your vision and the social change you want to create</li> <li>• Delivering your vision; your mission</li> <li>• Creating a viable Business Model</li> <li>• The Value Proposition</li> <li>• Building sustainability into your strategy</li> <li>• Piloting, challenging and changing your business model</li> <li>• Creating a strategy to realise your vision</li> <li>• Action points and timelines</li> <li>• Business planning and business plans</li> </ul>

<b>Enterprise ideas and Innovation</b>	<ul style="list-style-type: none"> <li>• Innovation and creativity</li> <li>• The need for constant change</li> <li>• Identifying and developing innovation in your organisation</li> <li>• Sources of inspiration</li> <li>• Creating and embedding an innovative culture</li> <li>• Values, attitudes and the social context of innovation</li> <li>• Creativity relevant processes</li> </ul>
<b>Leading and managing an effective social enterprise</b>	<ul style="list-style-type: none"> <li>• Examining leadership and management styles and skills</li> <li>• Motivating yourself</li> <li>• Identifying and filling skills gaps</li> <li>• Building, motivating and managing your team</li> <li>• Delegation / empowerment / accountability</li> <li>• Managing performance</li> <li>• Coping with change</li> </ul>
<b>Practical management skills</b>	<ul style="list-style-type: none"> <li>• Negotiation skills <ul style="list-style-type: none"> <li>○ Negotiation is a daily activity</li> <li>○ Clarifying what outcome you want to achieve <ul style="list-style-type: none"> <li>○ The min and the max</li> </ul> </li> <li>○ Clarifying stakeholder support</li> <li>○ Understanding and researching your “opponents”</li> <li>○ Knowing when to say no</li> <li>○ Insights into the psychology of negotiating</li> <li>○ Understanding the basic rules and strategies - the dos and dont’s</li> </ul> </li> <li>• Time management <ul style="list-style-type: none"> <li>○ Why you need to manage time</li> <li>○ Lists and agendas</li> <li>○ Allocation &amp; prioritising</li> <li>○ Taking and keeping control</li> <li>○ Educating yourself/educating others</li> <li>○ Taking effective action</li> </ul> </li> <li>• Assertiveness <ul style="list-style-type: none"> <li>○ Assertive not aggressive</li> <li>○ Knowing what you want to achieve</li> <li>○ Understanding yourself</li> <li>○ How you want to be perceived <ul style="list-style-type: none"> <li>○ Playing the part</li> <li>○ Setting the style</li> </ul> </li> <li>○ Being consistent</li> <li>○ Understanding others and their motives</li> <li>○ Controlling emotions</li> </ul> </li> </ul>

<b>Communication skills for social entrepreneurs</b>	<ul style="list-style-type: none"> <li>• Understanding what your client really wants - active listening and body language</li> <li>• Building empathy and relationships</li> <li>• Improving influence and rapport</li> <li>• Appropriate communication styles that engage your audiences</li> <li>• Presentations with impact</li> <li>• Using story telling/ theatre techniques/ public communications</li> <li>• Handling difficult situations</li> </ul>
<b>Marketing skills for social enterprises</b>	<ul style="list-style-type: none"> <li>• The value proposition - what is the value you create and how do you share that value?</li> <li>• Understanding and researching your market</li> <li>• Recognising the customer</li> <li>• Customer segmentation</li> <li>• Competitors and competition</li> <li>• Practical approaches to pricing</li> <li>• Developing a marketing strategy and a marketing plan</li> <li>• Creating and working your communication strategy</li> <li>• Building and maintaining networks</li> <li>• Leveraging in support</li> <li>• Understanding the basics of sales and selling</li> </ul>
<b>Project management</b>	<ul style="list-style-type: none"> <li>• Project management as a tool to deliver social impact</li> <li>• Managing people, time and resources</li> <li>• Practical tools and approaches to project management</li> <li>• Delivering quality projects</li> <li>• Planning for and managing risk</li> <li>• Change and change management in projects</li> </ul>
<b>Procurement &amp; commissioning</b>	<ul style="list-style-type: none"> <li>• Understanding commissioning, procurement, tendering and contracts</li> <li>• What commissioners want</li> <li>• Navigating formal commissioning and procurement processes</li> <li>• Delivering a compelling bid</li> <li>• Managing the contract once you have it</li> </ul>
<b>Impact and evaluation for social enterprises</b>	<ul style="list-style-type: none"> <li>• Understanding what social impact means</li> <li>• Strategies for capturing, measuring and reporting</li> <li>• Identifying the most important things to measure</li> <li>• Methods of measuring change</li> <li>• Practical social impact exercises and methods</li> <li>• Communicating your impact - Who, What, Why &amp; How</li> </ul>

<b>Strategic finance and funding for social enterprises</b>	<ul style="list-style-type: none"> <li>• Why you need funding</li> <li>• The different types of funding and finance available</li> <li>• Where you can get it</li> <li>• Getting investment ready <ul style="list-style-type: none"> <li>○ Finance and the business plan</li> <li>○ Creating and using financial forecasts</li> <li>○ What you need to tell your investors/ funders/ lenders</li> </ul> </li> <li>• Making the best case for yourself</li> </ul>
<b>Financial management</b>	<ul style="list-style-type: none"> <li>• Don't let the numbers scare you</li> <li>• The importance of finance as a management tool</li> <li>• Tools to help you make decisions</li> <li>• Understanding budgets</li> <li>• Understanding forecasts</li> <li>• The importance of cash flows</li> <li>• Dealing with trends and variances</li> <li>• Understanding and presenting financial accounts</li> </ul>
<b>Support networks</b>	<ul style="list-style-type: none"> <li>• Defining and engaging stakeholders</li> <li>• Creating supportive networks</li> <li>• Volunteers, finding them and managing them</li> <li>• Finding non-executive directors</li> <li>• Creating advisory boards</li> <li>• Mentors and coaches</li> <li>• Academic support</li> <li>• Incubators and accelerators</li> <li>• Resources online and offline</li> <li>• Tapping into other forms of support</li> <li>• Forming and sustaining collaborations and partnerships</li> </ul>

## Practicalities

- All workshops are a day long
- Workshops can be configured to be delivered in half day modules
- The workshops can be delivered as a complete programme or individually
- Workshops require a minimal participation of 6 and not more than 20

For further information, costs and information on facilitators please contact [uday@redochre.org.uk](mailto:uday@redochre.org.uk)

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