



**SOCIAL  
ENTERPRISE  
ACADEMY**  
One becomes many

# PROGRAMME PROSPECTUS



# LEARNING AND DEVELOPMENT TO SUPPORT SOCIAL IMPACT

At the Social Enterprise Academy, we believe social entrepreneurs play an essential role in changing the world.

We strengthen their role in local communities through transformational learning programmes that will increase their community impact.

Our learning programmes help people to **focus, reflect, plan** and **act** on the areas that will make their organisations more successful:

- Exploring their leadership of themselves and others
- Being more entrepreneurial and growing their business
- Developing the skills, mind-sets and cultures that create great organisations
- Measuring and communicating their social impact

We make it practical, reflective and about the reality of making social impact happen.

We'd love you to get involved too - we want to collaborate with partners to make sure that quality transformational learning is accessible.



**Neil Mclean**

Chief Executive

Social Enterprise Academy

## How do learners describe their learning experience with us?

Invigorating Inspiring empowering challenging enlightening  
different outstanding dynamic energising engaging  
enlightening impressive eye-opening helpful informative  
reflective insightful invaluable motivating fun stimulating  
exceptional practical relevant supportive transformational

# WHO DO WE WORK WITH?

Since 2004, we have facilitated over 28,000+ adult learners and engaged over 55,000 young people to help create fairer communities around the world.

Our programmes are accredited, responsive to learner needs, and are delivered by experienced facilitators who are social change leaders themselves.



## Individuals and Young People

Whether you are a young person, social entrepreneur, manager, staff member or Chief Executive we have programmes that will help you and your organisation have more impact.

**Join a programme**



## Organisations

We collaborate with organisations of all sizes to help them develop the specific mind-sets, behaviours and attitudes they need to thrive and become more sustainable.

**Create a co-designed programme for your team**



## Communities

We support local communities to develop the skills and practices that enable them to address local issues and support sustainable social impact.

**Partner with us to support your community**

**98% of all learners would recommend us to a colleague or friend\***

*\*All statistics in this prospectus are from an independent impact review carried out in 2017/18 by Social Value Lab*

# OUR APPROACH TO LEARNING

**Our programmes help people think, perform, and behave differently.**

To support people to access the mind-set and headspace needed for transformational learning, our programmes are designed around the specific needs of the people in the room.



Peer-learning, not training	Training people in theories rarely leads to personal insight or development so we create an environment where they bond with their peers and learn from each other's experiences and strengths.
Facilitators, not teachers	Our facilitators have been on leadership, enterprise and social impact journeys themselves. We support them to lead facilitated learning, rather than teaching fixed content that isn't responsive to needs.
Programmes, not courses	Focusing on real work-based issues is the best way to embed learning so we deliver programmes as modules enabling people to try out ideas, reflect and gain feedback on real issues in between.
Learning and development, not education	We want learning to stick. Because transformational learning needs to be responsive, we don't just deliver the same set course for everyone, instead we create a safe but challenging space for personal development.

# OUR LEARNING PROGRAMMES

We adapt our world-class programmes for each group depending on their context and stage of development.

Many of our programmes are designed so they can be **delivered either in person or through online facilitated sessions**. Either way, it'll be an engaging, interactive learning environment.

We also know **formal recognition of learning is important** so many of our programmes provide an SEA Award, credit rated by Glasgow Caledonian University for, and on, the SCQF with qualifications assessed by work-based practice.

Leadership	Enterprise	Learning	Social Impact
<a href="#"><u>Exploring your Leadership</u></a> 1 day	<a href="#"><u>Understanding Social Enterprise</u></a> 1 - 2 days ILM Level 5 / SCQF level 9	<a href="#"><u>Action Learning Skills</u></a> 2 or 4 days SCQF Level 9 Award	<a href="#"><u>Understanding Social Impact Measurement</u></a> 1 -2 days
<a href="#"><u>Developing your Leadership</u></a> 6 days ILM Level 5 / SCQF level 9 Award	<a href="#"><u>Starting Your Social Enterprise</u></a> 8 days	<a href="#"><u>Coaching Skills</u></a> 2 – 3 days	
<a href="#"><u>Next Steps in Leadership</u></a> 10 - 12 days ILM Level 5 / SCQF level 9 Award	<a href="#"><u>Developing your Social Enterprise</u></a> 6 days	<a href="#"><u>Developing Skills for a Coaching Culture</u></a> 4 days SCQF Level 9 Award	
<a href="#"><u>Exploring Enterprising Leadership</u></a> 1 or 2 days	<a href="#"><u>Developing Sustainability</u></a> 6 days SCQF Level 9 Award	<a href="#"><u>Learning Facilitation Skills</u></a> 4 days SCQF Level 9 Award	
<a href="#"><u>Developing your Enterprising Leadership</u></a> 6 days	<a href="#"><u>Rethinking Income Streams</u></a> Online delivery only (3x 2 hour live sessions + self-directed learning)		
<a href="#"><u>Managing Change</u></a> Online delivery only (3x 2 hour live sessions + self-directed learning)	<a href="#"><u>Social Enterprise Schools</u></a> A pupil-led programme for both primary and secondary schools, which is delivered to teachers and pupils via a combination of experiential learning sessions		
<a href="#"><u>Leading Hybrid Teams</u></a> Online delivery only (3x 2 hour live sessions + self-directed learning)			

# EXPLORING YOUR LEADERSHIP

A general introduction to the concept of leadership and an opportunity for participants to start thinking about its relevance to their work and life.

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1 Day (in person or online)

Introductory Level

## Outcomes

1. Develop your understanding of what leadership is
2. Become more self-aware of different leadership styles
3. Gain clarity on how you want to develop as a leader

## Programme Content

### Module 1

- ▶ Leadership traits
- ▶ Your leadership strengths
- ▶ Setting leadership goals
- ▶ Leadership styles



***I can honestly say that the programme I attended has been one of the most important learning journeys in my career.*** Previous learner, Leadership Programme

# DEVELOPING YOUR LEADERSHIP

For people who currently have, or are soon to move into leadership roles with line-management responsibilities.

It specifically benefits newer or aspiring managers who would like to increase their confidence to step up as a leader in their organisation.

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6 day programme (in person or online)

3 modules, 2 days each with a 3 - 6 week gap in between

For newer or aspiring managers

Qualification: ILM Level 5 Award/ SCQF Level 9 Award

## Outcomes

1. Become a more self-aware and confident leader so you can have a greater impact on your work
2. Build the skills required to engage and lead people in your organisation so you can all contribute and thrive professionally
3. Be more prepared for the opportunities and challenges that being a leader presents

## Programme Content

Module 1	<b>Leading and Understanding Myself</b> <ul style="list-style-type: none"><li>Personal visioning</li><li>Personal preferences and strengths</li><li>Listening and emotional intelligence</li><li>Personal leadership goals</li></ul>
Module 2	<b>Leading and Understanding Others</b> <ul style="list-style-type: none"><li>Leadership styles and approaches</li><li>Motivating and empowering others</li><li>Delegation</li><li>Adopting a coaching approach and developing questioning skills</li></ul>
Module 3	<b>Leading in Your Organisation</b> <ul style="list-style-type: none"><li>Team dynamics and diversity</li><li>Communication skills and courageous conversations</li><li>Managing change and transitions</li><li>Reflection &amp; action planning</li></ul>

**95%** of leaders said they increased their impact in building & maintaining partnerships

# NEXT STEPS IN LEADERSHIP

For people who have been in a leadership role for some time and have or are soon to move into a more senior role.

It specifically benefits managers who need to balance their day-to-day operational responsibilities with prioritising their strategic and external role as a leader.

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10 - 12 days (in person or online)

3 modules, each 3 – 4 days taking place over a number of months

For experienced managers

Qualification: ILM Level 5 Certificate /SCQF Level 9 Award

## Outcomes

1. Build on current skills and experience to gain greater clarity and insight into your leadership style and strengths
2. Enhance key senior leader skills so you can meet the challenge of growing an organisation and increasing your impact
3. Build confidence in internal leadership, by becoming more externally focused, and by working in partnership and collaboration to develop your organisation

## Programme Content

Module 1	<b>Leading and Understanding Myself</b> <ul style="list-style-type: none"><li>Personal visioning</li><li>Effective leadership - assumptions and mindsets</li><li>Leadership transitions</li><li>Self-awareness and emotional intelligence</li><li>The power of questions and communication</li><li>Action Learning Sets</li><li>Personal strengths, and learning and personality preferences</li><li>Personal leadership goals</li></ul>
Module 2	<b>Leading and Understanding Others</b> <ul style="list-style-type: none"><li>Creating healthy and engaging work places</li><li>Different leadership styles and approaches</li><li>Motivating and empowering others</li><li>Peer support through Action Learning</li><li>Non-directive approaches and coaching cultures</li><li>Delegation skills</li><li>Team dynamics and building teams</li><li>Creating a culture of feedback</li><li>Exploring courageous conversations</li></ul>
Module 3	<b>Leading in Your Organisation</b> <ul style="list-style-type: none"><li>Being strategic and outward facing</li><li>Stakeholder mapping and collaboration</li><li>Collaboration and Partnership working</li><li>Influencing skills</li><li>Ethical decision making</li><li>Managing transition and change</li><li>Future proofing your organisation</li><li>Reviewing your leadership journey and what next for your learning</li></ul>

# EXPLORING ENTERPRISING LEADERSHIP

This introductory programme aims to support leaders to become more deliberately enterprising to enable organisations to become more self-sustaining and self-reliant.

It helps to develop growth mind-sets and draws on entrepreneurial theory and approaches to start participants thinking about what it means to be enterprising.

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1 or 2 days (in person or online)

All levels

Day 1 can be delivered as a standalone programme

## Outcomes

1. Gain a clear understanding of what it means to be enterprising and how to develop an enterprising mind-set
2. Start to explore a range of enterprising ideas and possibilities

## Programme Content

Module 1	<b>Exploring Mind-sets</b> <ul style="list-style-type: none"><li>What do we mean by becoming more enterprising</li><li>The context and reasons why an enterprising mindset is beneficial</li><li>Assumptions and mindsets of an enterprising leader</li><li>Identify personal leadership goals</li></ul>
Module 2	<b>Exploring ideas</b> <ul style="list-style-type: none"><li>An enterprising model for value based organisations</li><li>Balancing income generation and social impact</li><li>Exploring growth tools</li></ul>

**87%** of leaders said they increased their impact in balancing social and commercial

# DEVELOPING YOUR ENTERPRISING LEADERSHIP

This longer programme provides an opportunity to build your enterprising approach to leadership and create a more enterprising mind-set and culture in your organisation through developing and testing ideas.

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6 days (in person or online)

2 days per module with a 1 - 2 month gap between modules

For anyone interested in developing an enterprising mind-set and culture in their organisation

## Outcomes

1. Gain a clear understanding of what it means to be enterprising and how to develop an enterprising mind-set
2. Explore key concepts and considerations to help build long term sustainability for your organisation
3. Identify how to bring others with you and create a more enterprising culture

## Programme Content

Module 1	<b>Enterprising Leadership – why and what is it?</b> <ul style="list-style-type: none"><li>What do we mean by becoming more enterprising</li><li>The context and reasons why an enterprising mindset is beneficial</li><li>Challenges and opportunities of building an enterprising culture</li><li>Assumptions and mindsets of an enterprising leader</li><li>Identify personal leadership goals</li></ul>
Module 2	<b>Enterprising Leadership – how?</b> <ul style="list-style-type: none"><li>An enterprising model for value based organisations</li><li>Balancing income generation and social impact</li><li>Exploring growth tools</li><li>Enterprising organisational cultures</li><li>Co-coaching and action planning</li></ul>
Module 3	<b>Taking people with you</b> <ul style="list-style-type: none"><li>Developing diverse teams</li><li>Supporting people through change and transition</li><li>Working with stakeholders and communities</li><li>Staying connected and resilient</li><li>Enterprising partnerships and collaborations</li><li>Review learning journey</li><li>Next steps and action planning</li></ul>

**Over 75%** of leaders reported an increase in investment readiness

# MANAGING CHANGE

This online programme has been designed for people in a leadership position of socially focussed organisations in a time of change.

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Online only: 3x 2hour online facilitated sessions, plus approx. 7 hours of self-directed learning

For those leading or managing change

## Outcomes

1. Explore the essential skills of a change leader
2. Enhance the resilience of your team and organisation
3. Identify key ways to bring people with you

## Programme Content

Module 1	<ul style="list-style-type: none"><li>• Welcome and introductions</li><li>• Context setting</li><li>• Technical check and familiarisation</li></ul>
Module 2	<ul style="list-style-type: none"><li>• Responses to change</li><li>• Qualities of change leaders</li><li>• Bridges Transition Model of change</li></ul>
Module 3	<ul style="list-style-type: none"><li>• Developing resilience through change</li><li>• Bring people with you</li><li>• Action planning</li></ul>



***This programme has been pivotal in my journey to becoming a social enterprise leader.*** Previous learner, Leadership Programme

# LEADING HYBRID TEAMS

This online programme has been designed for leaders in organisations whose teams are geographically dispersed.

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Online only: 3x 2hour online facilitated sessions, plus approx. 7 hours of self-directed learning  
For those leading or managing teams working remotely and blended teams

## Outcomes

1. Assess the leadership styles and competencies required to lead remote and hybrid teams
2. Analyse the role of trust and explore how to activity build it at all levels
3. Understand what motivates you and your team
4. Explore different ways to delegate to empower and develop team members

## Programme Content

Introduction	<ul style="list-style-type: none"><li>• Welcome and introductions</li><li>• Context setting</li><li>• Technical check and familiarisation</li></ul>
Module 1	<ul style="list-style-type: none"><li>• Critical success factors for virtual teams</li><li>• Leadership styles</li><li>• Effective communication</li><li>• Building Trust</li></ul>
Module 2	<ul style="list-style-type: none"><li>• Motivation</li><li>• Supporting and developing others</li><li>• Delegation</li><li>• Digital tools for collaboration and project management</li><li>• Action planning</li></ul>

**"I have attended many, many training and motivational courses in my career but none more worthwhile than this Leadership Programme.**

**It has quite literally changed my life.**

The combination of content, learning schedule and facilitators combined to produce a thorough, insightful, thought provoking programme. It resonated on a level with me that cleared any issues with confidence in my abilities that were holding me back.

The skills I have developed have had a huge impact on multiple areas of my life, facilitating a move which has exponentially improved conditions for our business to thrive.

I have applied the skills developed directly in my organisation with great results. The course created and safe environment to work with our peers, which also led to some extremely beneficial collaborations in the remote areas we operate in.

In all I found it to be a highly effective tool for developing people, organisations and economies - I would go on every course they run!"

*Mhairi Peattie, Leadership Programme in Tongue, Scotland*

# UNDERSTANDING SOCIAL ENTERPRISE

A high-level introduction to the ideas and concepts of social enterprise and their potential use, as well as a practical look at how a more enterprising approach could benefit individuals, organisations and their communities.

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1-2 days (in person or online)

For anyone who wants to find out more about the social enterprise model

Qualification: ILM Level 5 Certificate / SCQF Level 9 Award (if done as a 2 day programme)

## Outcomes

1. Gain a greater understanding of the social enterprise model and approach and how it fits in relation to corporate and voluntary organisations
2. Explore different sources of income for social enterprises
3. Understand why it's important to measure social impact and key considerations for how to do this
4. Connect with other learners to discuss real life examples of social enterprises
5. Experience how social enterprises balance their social and economic mission
6. Identify local sources of support for social enterprises

## Programme Content

Module 1	<b>Introduction and Overview</b> <ul style="list-style-type: none"><li>Values and purpose</li><li>Definitions and context</li><li>Sources of income for social enterprise</li><li>Legal structures</li><li>Case for social impact measurement</li></ul>
Module 2	<b>Social Enterprise in practice</b> <ul style="list-style-type: none"><li>Social enterprise study visit, guest speaker or case study exploration</li><li>Triple Bottom Line: Balancing social and economic mission Sources of support</li><li>Sources of support</li></ul>



***Fantastic - everything I have learned will be integral to us moving forward."***

*Previous learner, Enterprise Programme*

# STARTING YOUR SOCIAL ENTERPRISE

A highly practical, immersive programme that provides all the essentials for individuals and organisations starting a new social enterprise.

Ideal for anyone who has got a social enterprise idea that they want to take forward.

10 day (in person or online)

2 days per module with a 1 - 2 month gap in between

For anyone looking to develop a new social enterprise

## Outcomes

1. Gain skills in a range of business tools and skills that help to establish sustainable and thriving social enterprises
2. Create a business model to articulate how your idea will work in practice
3. Gain clarity on the impact you want to make and the value and impact you're delivering for both customers and beneficiaries
4. Engage more confidently with others to support you in developing your social enterprise
5. Gain confidence in how to pitch an idea for a social enterprise and receive feedback and input

## Programme Content

Module 1	<b>Preparing to change the world</b> <ul style="list-style-type: none"><li>• Visioning</li><li>• Exploring the Social Enterprise Model</li><li>• What will I need to get there?</li><li>• Mind-set and qualities of Entrepreneurial Leaders</li></ul>	Module 2	<b>Creating an offer to change the world</b> <ul style="list-style-type: none"><li>• Theory of Change</li><li>• Business Model Canvas</li><li>• Customer mapping</li><li>• Value proposition and USP's</li><li>• Building our logic model</li><li>• Explore revenue models</li></ul>
Module 3	<b>Generating income to change the world</b> <ul style="list-style-type: none"><li>• Building for sustainability</li><li>• Costing and budgeting</li><li>• Managing finance, cash flow, risk</li><li>• Sales and marketing</li><li>• Customer channels</li></ul>	Module 4	<b>Working with others to change the world</b> <ul style="list-style-type: none"><li>• Stakeholder Mapping</li><li>• Partnership Working</li><li>• Engaging with communities</li><li>• Building our team</li><li>• Self-care and resilience</li></ul>
Module 5	<b>Influencing to change the world</b> <ul style="list-style-type: none"><li>• Pitching</li><li>• Monitoring and evaluating your impact</li><li>• Communicating your social or environmental impact</li><li>• Exploring next steps</li><li>• Developing a peer network</li></ul>		

# DEVELOPING YOUR SOCIAL ENTERPRISE

A highly practical, immersive programme for people who want to explore the impact they are currently making and the building blocks they need to develop sustainability or further growth for the future.

It is highly adaptable and ideal for anyone who is running an existing social enterprise that is ready for the next step.

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6 day programme (in person or online)

2 days per module with a 1 - 2 month gap in between

For anyone looking to develop or grow an existing social enterprise

## Outcomes

1. Build a clear vision for the future of your organisation
2. Identify what sort of leader and mind-set you need to lead your social enterprise
3. Reviewed the current sustainability of your organisation
4. Explore growth models that could support your future vision
5. Identify key factors required to develop and progress ideas that support your social impact
6. Engage more confidently with community and the individuals that you serve in your enterprise
7. Create a network of peer support to help you on your future journey
8. Develop an action plan linked to your future vision for your social enterprise

## Programme Content

Module 1	<b>Building blocks for changing the world</b> <ul style="list-style-type: none"><li>Values and purpose</li><li>Definitions and context</li><li>Sources of income for social enterprise</li><li>Legal structures</li><li>Case for social impact measurement</li></ul>
Module 2	<b>Developing a sustainable organisation to change the world</b> <ul style="list-style-type: none"><li>Social enterprise study visit, guest speaker or case study exploration</li><li>Triple Bottom Line: Balancing social and economic mission Sources of support</li><li>Sources of support</li></ul>
Module 3	<b>Working with others to change the world</b> <ul style="list-style-type: none"><li>Engaging with our community</li><li>Stakeholder mapping</li><li>Partnership working</li><li>Building a diverse and supportive team</li><li>Self-care and resilience</li><li>Action planning</li></ul>

# DEVELOPING SUSTAINABILITY

This is a six-day programme for social enterprises and not-for-profit organisations to examine and develop their organisational and financial sustainability.

Explore all aspects of your organisation's structure – your team, board and you as a leader and understand new funding and business models and need to collaborate and form sustainable partnerships.

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6 day modular programme

2 days per module with a 1 - 2 month gap in between

For anyone wanting to use social enterprise as an alternative or additional revenue source to grant and donor funding

Qualification: SCQF Level 9 Award

## Outcomes

1. Gained greater understanding of the current sustainability of their organisation
2. Discover tools that can enhance your sustainability creating more opportunity to achieve your mission and vision
3. Develop an action plan linked to your future vision for your organisation

## Programme Content

Module 1	<b>Strong Foundations</b> <ul style="list-style-type: none"><li>What is sustainability</li><li>Understand your organisation's why/purpose</li><li>Growth mind set</li><li>Assets and strengths mapping</li><li>Visioning the future</li></ul>	Module 2	<b>Building for the Future</b> <ul style="list-style-type: none"><li>Evaluate our customers and value proposition</li><li>Explore revenue streams</li><li>Building a strong team/board</li><li>Partnerships and networking</li><li>Developing an enterprising culture</li></ul>
Module 3	<b>Tools for the Future</b> <ul style="list-style-type: none"><li>Design thinking</li><li>Personal resilience</li><li>Sustaining motivation</li><li>Action planning</li></ul>	Alternate Module 3	<b>Leading for the future</b> <ul style="list-style-type: none"><li>What sort of leadership is required?</li><li>Emotional intelligence and self-management</li><li>Leading change</li><li>Working with diverse teams</li></ul>

# RETHINKING INCOME STREAMS

This online programme has been designed for leaders in organisations who are rethinking how they generate income or want to grow or become more sustainable through alternative income streams

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Online only: 3x 2hour online facilitated sessions, plus approx. 7 hours of self-directed learning

For those leading or managing teams working remotely

## Outcomes

1. Evaluate the assets your organisation has
2. Explore what it means to have an enterprising mind-set
3. Identify different sources of income for growth
4. Examine different growth tools and use ideation to generate new ideas

## Programme Content

Introduction	<ul style="list-style-type: none"><li>• Welcome and introductions</li><li>• Context setting</li><li>• Growth mind set</li><li>• Technical check and familiarisation</li></ul>
Module 1	<ul style="list-style-type: none"><li>• Clarify your social impact aims</li><li>• Customer and beneficiary</li><li>• Sources of income</li><li>• Enterprising mind-set</li></ul>
Module 2	<ul style="list-style-type: none"><li>• Idea generation</li><li>• Growth tools</li><li>• Partnerships</li><li>• Action planning</li></ul>

# SOCIAL ENTERPRISE SCHOOLS

Social Enterprise Schools enables young people to step up, realise their potential, and create the change they want to see in the world, by developing a social enterprise in their school.

A pupil-led programme for both primary and secondary schools, which is delivered to teachers and pupils via a combination of experiential learning sessions.

## Outcomes

1. Develop agency by recognising anyone can affect change in their communities
2. Gain an understanding of the social enterprise business model
3. Provide hands-on, real-life experience of setting up and running a social enterprise connected to a social and/or environmental issues they truly care about
4. Develop skills in entrepreneurship and active citizenship

## Programme Content

Pre-programme Sessions	<b>Getting Started – For Teachers:</b> <ul style="list-style-type: none"> <li>• Awareness session – outlining the programme</li> <li>• Exploring facilitation and pupil-led approach</li> <li>• Understanding social enterprise CPD</li> </ul>	Session 1	<b>Making a Difference</b> <ul style="list-style-type: none"> <li>• Identify social and/or environmental issues they truly care about</li> <li>• Exploring the social enterprise model</li> <li>• Generating ideas of how they can make a difference in their community</li> </ul>
Session 2	<b>Making it Happen</b> <ul style="list-style-type: none"> <li>• Developing a social enterprise from their chosen social cause</li> <li>• Understanding the triple bottom line and exploring how they will trade</li> <li>• Identifying next steps</li> </ul>	Tools & Resources	<b>Developing the Social Enterprise</b> <ul style="list-style-type: none"> <li>• Idea generation and refinement</li> <li>• Triple bottom line and trading</li> <li>• Social enterprise planning and develop</li> </ul>
Reflecting & Developing	<b>Celebrating</b> <ul style="list-style-type: none"> <li>• Pitching event</li> <li>• Showcase event for the social enterprises developed</li> <li>• Workshops for teachers and pupils to reflect and share learning</li> </ul>		

# ACTION LEARNING SKILLS

Action Learning is a process to help individuals or groups explore an important, sometimes difficult, issue and view it from different perspectives and thinking in order to progress it.

This programme equips learners with understanding and experience of Action Learning and ideas for using and embedding it in an organisation or meetings.

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3 days (in person or online)

For all levels of people seeking facilitative approaches to problem solving

Qualification: SCQF level 9

## Outcomes

1. Strengthen and develop listening and questioning techniques to increase the range of management and leadership skills used to deal with issues and challenges
2. Enhance your experience of facilitation, active listening, effective questioning and co-coaching

## Programme Content

Module 1	<b>Action Learning Foundations</b> <ul style="list-style-type: none"><li>▶ Introductions</li><li>▶ Explore non-directive approaches</li><li>▶ Listening Skills</li><li>▶ Learning preferences</li></ul>
Module 2	<b>Developing Action Learning Sets</b> <ul style="list-style-type: none"><li>▶ Questioning skills</li><li>▶ Co-coaching</li><li>▶ Action Learning Introduction</li><li>▶ Practising Action Learning</li></ul>
Module 3	<b>Developing Actions Learning Practice</b> <ul style="list-style-type: none"><li>▶ Peer practise</li><li>▶ Feedback</li><li>▶ Next steps and Action planning</li></ul>

**91%** of learners enhanced their staff's motivation

# COACHING SKILLS

Explore coaching models and build your skills.

A highly interactive and participative programme with the opportunity to practice the coaching approach.

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2 – 3 day programme (in person or online)

For people looking to develop their coaching skills

## Outcomes

1. Increase your knowledge of coaching and your ability to identify when it's appropriate to use
2. Develop a greater understanding of the benefits of a coaching approach within a people management role
3. Strengthen your listening and insightful questioning skills
4. Apply key coaching models to your leadership approach

## Programme Content

Module 1	<b>Introduction and Overview</b> <ul style="list-style-type: none"><li>▶ About coaching</li><li>▶ Coaching mindset</li><li>▶ Listening and questioning</li><li>▶ GROW model</li></ul>
Module 2	<b>Coaching in Practice</b> <ul style="list-style-type: none"><li>▶ Coaching practice</li><li>▶ Coaching and leadership</li><li>▶ Using GROW and other coaching models</li></ul>
Module 3	<b>Workshops: Using Coaching</b> <ul style="list-style-type: none"><li>▶ In difficult conversations</li><li>▶ In team meetings and team development</li><li>▶ In support and supervision</li><li>▶ For problem solving and creative thinking</li><li>▶ In appraisals</li></ul>



*The programme I attended was one of the very few where I have retained information and applied my learning consistently.” Previous learner*

# DEVELOPING SKILLS FOR A COACHING CULTURE

Explore how to apply a coaching approach to your day to day role and leadership.

Ideal for people wanting to develop a coaching culture in their team or organisation.

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4 days (in person or online)

2 days in module 1 followed by a single day in module 2 & 3 with 4-6 weeks gap in between each module

SCQF Level 9 Award in Developing Skills for a Coaching Culture, carrying 6 credit points

## Outcomes

1. Develop understanding of theories, skills and behaviours required to support a coaching culture
2. Explore different models and build your own skills to be able to apply a coaching approach in your organisation
3. Apply a coaching approach in a range of interactions to enhance performance and meet organisational values and goals

## Programme Content

Module 1 2 days	<b>Developing skills for a coaching approach</b> <ul style="list-style-type: none"><li>What is coaching</li><li>Coaching in your organisation</li><li>Listening and paraphrasing</li><li>Powerful Questions</li><li>Adult to Adult conversations</li><li>Building Coaching Culture</li></ul>
Module 2 1 day	<b>Applying tools for a coaching approach</b> <ul style="list-style-type: none"><li>Core mind-set for coaching</li><li>The GROW model of coaching</li><li>Applying the GROW model in your organisation</li></ul>
Module 3 1 day	<b>Implementing a coaching approach</b> <ul style="list-style-type: none"><li>Our feedback culture and mind-set</li><li>Coaching practice</li><li>Next Steps and Action planning</li></ul>

# LEARNING FACILITATION SKILLS

A practical experience and insight in to the theory, tools and techniques of facilitating learning. It builds on previous experience and encourages ongoing reflective practice to continue personal development.

2 - 6 day programme (in person only)

For people with some previous experience and those seeking facilitative approaches to learning

Qualification: SCQF Level 9 Award

## Outcomes

1. Strengthen and develop your listening and questioning techniques to increase your range of management and leadership behaviours
2. Apply your learning in a safe space

## Programme Content

Module 1	<b>Explore Facilitation</b> <ul style="list-style-type: none"><li>Introduction</li><li>Developing safe space</li><li>What is Learning Facilitation</li><li>Explore experiential Learning</li></ul>	Module 2	<b>Facilitation Skills</b> <ul style="list-style-type: none"><li>Key skills for facilitation</li><li>Communication skills</li><li>Learning Preferences</li><li>Inclusive facilitation</li></ul>
Module 3	<b>Facilitation Practise</b> <ul style="list-style-type: none"><li>Feedback for facilitation</li><li>Practise sessions and peer feedback</li><li>Action Planning and Next steps</li></ul>	Optional Add-on	<b>Observation Day</b> <ul style="list-style-type: none"><li>Observe facilitation in your organisation or community</li></ul>
Optional Add-on	<b>Online Facilitation</b> <ul style="list-style-type: none"><li>Develop your skills and explore interactive tools for online facilitation.</li></ul> (* this day is delivered online)	Optional Add-on	<b>Designing for Facilitation</b> <ul style="list-style-type: none"><li>Explore tools and principles for designing facilitated learning experiences</li></ul>



*These learning programmes are better than Gold Standard... It is a privilege to participate and attend."* Previous learner, Learning Programme

# UNDERSTANDING SOCIAL IMPACT MEASUREMENT

This programme provides an overview of the concepts and importance of social impact and the different approaches that can be implemented in organisations.

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1 - 2 day programme (in person or online)

All levels

## Outcomes

1. Understand the concepts and usefulness of measuring your organisation's impact
2. Explore what activities you would like to measure and how best to demonstrate your organisation's impact
3. Consider creative ways to articulate your impact and embed a culture of measurement

## Programme Content

Day 1	<b>Exploring Social Impact Measurement</b> <ul style="list-style-type: none"><li>▶ The purpose of measuring social impact</li><li>▶ Identify what you want to measure</li><li>▶ Explore the logic model and measurement approaches</li><li>▶ Involving stakeholders</li></ul>
Module 1	<b>Social Impact Measurement in my Organisation</b> <ul style="list-style-type: none"><li>▶ What am I measuring already?</li><li>▶ Reporting and presenting our findings</li><li>▶ Challenges and opportunities for my organisation</li><li>▶ Identifying the next steps for my organisation</li></ul>

**84%** of learners strengthen their organisation's relationship with their community\*

*\*All statistics in this prospectus are from an independent impact review carried out in 2017/18 by Social Value Lab*

**“The lives changed by the organisations and services I have created would not have happened as quickly without the clarity, skills and support network developed as a direct consequence of Academy programmes.”**

*Johnny Kinross, Chief Executive, Grassmarket Community Project, Scotland*



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