Learning and Development to Support Social Impact

PROGRAMME PROSPECTUS

Leadership | Enterprise | Learning | Social Impact

SOCIAL ENTERPRISE ACADEMY

WELCOME

We work with people and organisations creating social 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, mindsets 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 - partner with us to make learning available to anyone making the world a better place.

Neil Mclean

Chief Executive

INVIGORATING INSPIRING EMPOWERING **CHALLENGING**
DIFFERENT **OUTSTANDING** DYNAMIC **ENERGISING** ENGAGING
ENLIGHTENING IMPRESSIVE EYE-OPENING HELPFUL INFORMATIVE
REFLECTIVE INSIGHTFUL **INVALUABLE** MOTIVATING FUN STIMULATING
EXCEPTIONAL PRACTICAL RELEVANT SUPPORTIVE **TRANSFORMATIONAL**

How learners have summarised their programme in one word

LEARNING TO CHANGE THE WORLD

We believe that everyone can learn to change the world.

We provide transformational learning and development to help individuals, teams, organisations and communities build sustainable enterprises that achieve their social impact.

We also believe that they deserve the best learning and development available, whether they can afford it or not, and that it should be delivered in their community.

Our approach is to find partners and funders that can make programmes affordable and available where they're needed, and to train local practitioners to deliver them.

INDIVIDUALS

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

Join a Programme

ORGANISATIONS

If your organisation wants to become even more effective or is facing challenges, we support you to open up new ways of doing things that will help you 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*

Contact us:

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

TRANSFORMATIONAL LEARNING

Our programmes help people do things differently.

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

SAFETY
in the room, for posing critical questions and ensuring mutual respect

SUPPORT
between learners, to use dialogue not debate and to link learning with outcomes

STRENGTHS
to share experience and knowledge, stimulate change, development and growth and to reward insights

SPACE
for reflection, for creative open-minded visionary thinking and for turning ideas into action

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.

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.

BASELINE LEARNING PROGRAMMES

We adapt our world-class baseline 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 will be an engaging, interactive learning environment.

We also know formal recognition of learning is important so many of our programmes are accredited by ILM with qualifications assessed by work-based practice.

LEADERSHIP	ENTERPRISE	LEARNING	SOCIAL IMPACT
Introduction to Leadership Half - 1 day	**Introducing Social Enterprise** 1 day	**Action Learning Skills** 2 - 4 days	**Introduction to Measuring Social Impact** 1 day
Self-Leadership for Active Citizens 1 – 3 days	**Understanding Social Enterprise** 2 days ILM Level 5 Award	**Coaching Skills** 2 - 4 days	**Measuring Social Impact** 2 days
Leadership for Social Change 4 – 6 days ILM Level 5	**Start-up Social Enterprise** 8 – 12 days ILM Endorsed	**Facilitation Skills** 2 - 4 days	**Theory of Change** 1 day
Leading Edge for Senior Leaders 8 – 12 days ILM Level 5	**Scale-up Social Enterprise** 6 days ILM Endorsed	**Courageous Communications Skills** 2 - 4 days	
Enterprising Leadership 2 days	**Income Generation Strategies for Non-Profits** 6 – 12 days		
Managing Change Online delivery only (3x 2 hour live sessions + self-directed learning)	**Rebuilding Income Streams** Online delivery only (3x 2 hour live sessions + self-directed learning)		
Leading Remotely Online delivery only (3x 2 hour live sessions + self-directed learning)			

Go to Leadership Programmes ➔

Go to Enterprise Programmes ➔

Go to Learning Programmes ➔

Go to Social Impact Programmes ➔

INTRODUCTION TO 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

Half or 1 Day (in person or online)

Introductory Level

Outcomes

1 You will develop an understanding of what leadership is, by exploring the theory and differentiating between leadership and management

2 You will identify how you want to develop as a leader how you can create positive change

Programme Content

Module 1

- ▶ The difference between leadership and management
- ▶ Leadership styles and roles
- ▶ Leading yourself
- ▶ Motivating others

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This programme has truly transformed my leadership practice. It's helped me grow my skills while bringing out the best in my team.

Previous learner, Leadership Programme

SELF LEADERSHIP FOR ACTIVE CITIZENS

An approach to developing self-leadership skills and personal strengths to enable participants to engage with and contribute to their communities as active citizens

1 – 3 Days (in person or online)

Introductory Level

Outcomes

1 Connect with what you care about in your community and society

2 Explore the Sustainable Development Goals and how these connect to what you care about

3 Recognise your potential as a change agent in your community

4 Identify your personal strengths and grow your leadership capability to make change

5 Build an impact action plan that will guide your next steps

Programme Content

<table>
<tr><td rowspan="8">Module 1</td><td>◗ Personal Passion and Values</td></tr>
<tr><td>◗ Community Mapping: Strengths, Assets and Challenges</td></tr>
<tr><td>◗ Sustainable Development Goals and how these connect to your passion and community</td></tr>
<tr><td>◗ You as change maker</td></tr>
<tr><td>◗ A strengths-based approach to leadership</td></tr>
<tr><td>◗ Identifying and building your leadership style</td></tr>
<tr><td>◗ Using leadership skills to make a difference</td></tr>
<tr><td>◗ Developing an impact action plan</td></tr>
</table>

95%

OF LEADERS SAID THEY INCREASED THEIR IMPACT IN BUILDING & MAINTAINING PARTNERSHIPS

LEADERSHIP FOR SOCIAL CHANGE

LEADERSHIP AWARD

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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4 - 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

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	Leading and Understanding Myself	Module 2	Leading and Understanding Others	Module 3	Leading in your Organisation
	▶ Explore what sort of leader you need to be		▶ Explore different leadership styles and approaches		▶ Team dynamics and diversity
	▶ Identify your personal preferences and strengths		▶ Motivating and empowering others		▶ Communication skills and courageous conversations
	▶ Raise self-awareness through listening and emotional intelligence		▶ Delegation and feedback		▶ Managing change and transitions
	▶ Set personal leadership goals		▶ Adopting a coaching approach and developing questioning skills		▶ Reviewing your leadership journey and planning next steps

LEADING EDGE FOR SENIOR LEADERS
LEADERSHIP CERTIFICATE

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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8 -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

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

Leading and Understanding Myself

- Explore the leader you need to be to meet your challenges & opportunities
- What an effective leader looks like - assumptions and mindsets
- Transitioning through leadership
- Self-awareness and emotional intelligence
- The power of questions and communication
- Action Learning Sets
- Personal strengths, and learning and personality preferences
- Personal leadership goals

Module 2

Leading and Understanding Others

- Creating healthy and engaging workplaces
- Different leadership styles and approaches
- Motivating and empowering others
- Peer support through Action Learning
- Non-directive approaches and coaching cultures
- Delegation skills
- Team dynamics and building teams
- Creating a culture of feedback
- Exploring courageous conversations

Module 3

Leading in your Organisation

- Being strategic and outward facing
- Stakeholder mapping and collaboration
- Collaboration and Partnership working
- Influencing skills
- Ethical decision making
- Managing transition and change
- Shouting about your social impact
- Future proofing your organisation
- Reviewing your leadership Journey and what next for your learning

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 mindsets and draws on entrepreneurial theory and approaches to start participants thinking about what it means to be enterprising

2 days (in person or online)

Applicable for all levels

Outcomes

1 Gain a clear understanding of what it means to be enterprising and why it is important

2 Identify how you start to develop an enterprising mind-set and approach in your organisation

3 Start to explore a range of enterprising ideas and income generation opportunities

Programme Content

Day 1	Exploring Mind-sets (WHAT and WHY)
	◗ What do we mean by becoming more enterprising
	◗ The context and reasons why an enterprising mindset is beneficial
	◗ Challenges and opportunities of building an enterprising culture
	◗ Assumptions and mindsets of an enterprising leader
	◗ Identify personal leadership goals

Day 2	Exploring ideas (HOW)
	◗ An enterprising model for value-based organisations
	◗ Balancing income generation and social impact
	◗ Exploring growth tools
	◗ Enterprising organisational cultures
	◗ Co-coaching and action planning

87%

OF LEADERS SAID THEY INCREASED THEIR IMPACT IN BALANCING SOCIAL AND COMMERCIAL GOALS

MANAGING CHANGE

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

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

Introduction	Module 1	Module 2
▶ Welcome and introductions ▶ Context setting ▶ Technical check and familiarisation	▶ Responses to change ▶ Qualities of change leaders ▶ Bridges Transition Model of change	▶ Developing resilience through change ▶ Bring people with you ▶ Action planning

"
This programme has been pivotal in my journey to becoming a social enterprise leader

Previous learner, Leadership Programme

LEADING REMOTELY

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

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 Assess the leadership styles and competencies required to lead dispersed 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	Module 1	Module 2
• Welcome and introductions • Context setting • Technical check and familiarisation	• Critical success factors for virtual teams • Leadership styles • Effective communication • Building Trust	• Motivation • Supporting and developing others • Delegation • Digital tools for collaboration and project management • Action planning

" 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 tutors 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!

Previous learner, Leadership Programme

INTRODUCING SOCIAL ENTERPRISE

Explore the values and purpose of social enterprise, organisational structures for social enterprise, revenue models and how to manage an economic mission with a social purpose

Ideal for people that are new to the concept of social enterprise

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1 day (in person or online)

For anyone with an interest in social enterprise

Outcomes

1 Develop an understanding of the value and purpose of social enterprise

2 Explore the relationship between social enterprise, NPOs and traditional business

3 Explore different revenue models

4 Explore the challenges of balancing social and environmental aims with sustainability

Programme Content

Day 1	
	▶ Values and purpose
	▶ Definitions and context
	▶ Case Studies of Social Enterprises
	▶ Revenue models
	▶ Triple Bottom Line
	▶ Legal structures
	▶ Balancing social and economic mission

UNDERSTANDING SOCIAL ENTERPRISE

An exploration of the different types of social enterprises, as well as a practical look at how a more enterprising approach could benefit individuals, organisations and their communities

Ideal for people that are new to the model

2 days (in person or online)

For anyone with an interest in social enterprise

Qualification: ILM Level 5 Award

Outcomes

1 Gain a greater understanding of the social enterprise model and approach

2 Explore a social enterprise in practice

3 Identify and plan your next steps

Programme Content

Day 1	Introduction and Overview	Day 2	Social Enterprise in practice
	▸ Triple bottom line		▸ Social enterprise study tour
	▸ Legal structures		▸ Case study exploration
	▸ Organisational structure		▸ Sources of support
	▸ Financing a social enterprise		▸ Measuring social impact
			▸ Planning for next steps

> **The tools gained will greatly shift the way we operate from a traditional NPO to social enterprise model. It will help us gain financial autonomy and support more beneficiaries**
>
> Previous learner, Enterprise Programme

STARTING YOUR SOCIAL ENTERPRISE

A highly practical, immersive programme that provides all the essentials for individuals and community organisations thinking of starting a new enterprise or developing an enterprising social business idea to address a social issue.

It is highly adaptable and responsive to the experience and needs of participants. It will support them to refine, progress, test and develop their business idea. It will support individuals or community organisations to more confidently set up and run a sustainable enterprise that supports social impact and change.

8 – 12 day modular programme (in person or online)

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

For anyone looking to develop a new or existing social enterprise

Qualification: ILM Endorsed

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

Preparing to change the world

- Your purpose and social impact
- Mission and vision
- Challenges and opportunities
- Goals and objectives

Module 2

Developing the mind-set to change the world

- Setting up a business
- Mind-set and qualities
- What will help and hinder you
- Being creative and innovative

Module 3

Creating an offer to change the world

- What are you offering
- Your unique selling point
- Customers and clients
- Revenue generating models
- Income generating ideas

Module 4

Understanding Finance

- Financial management
- Financial planning
- Costing and pricing
- Marketing and promotion

Module 5

Developing a team to change the world

- Connecting to your community
- Building a team
- Partnerships
- Resilience and self-care

Module 6

Influencing the future

- Evaluating your impact
- Communicating your impact
- Technology and storytelling
- Next steps

OVER 94%

OF LEARNERS CHANGE THEIR BEHAVIOURS RELATING TO RESILIENCE, COLLABORATION & DECISION MAKING

SCALE-UP YOUR SOCIAL ENTERPRISE

A highly practical, immersive programme that provides all the essentials for individuals growing an established organisation

It is highly adaptable and responsive to the growth stage and experience of participants and their organisations

6 day modular programme (in person or online)

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

For anyone looking to develop a new or existing social enterprise

Qualification: ILM Endorsed

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	**Understanding and Planning**	Module 2	**Market and research**	Module 3	**Finance and income**
	◗ Concept and characteristics		◗ Market Research		◗ Growth Strategies and tools
	◗ Legal and organisational structures		◗ Customers and target markets		◗ Costing and pricing
	◗ Goals and objectives		◗ Marketing and promotion		◗ Cash flow and accounts
	◗ Enterprising Business models		◗ Positioning and USPs		◗ Strategy and Risk Business planning
	◗ Introduction to the Business Canvas		◗ Design Thinking		◗ Succession Planning
			◗ Product Development		◗ Finance Options
					◗ Measuring Impact

INCOME GENERATION STRATEGIES FOR NON-PROFITS

As the funding landscape becomes increasingly competitive in South Africa, many existing non-profit organisations are recognising income generation and social enterprise to be an increasingly desirable and viable alternative to donor dependency.

This programme supports non-profit leaders to fully explore all the factors that will enable your organisation to move from a donor-based model to financial sustainability and independence.

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6 - 12 day modular programme (in person or online)

For Non-profit leaders who would like to use income generation and social enterprise models as an alternative or additional revenue source to grant and donor funding

Qualification: ILM level 5 in Understanding Social Enterprise

Outcomes

1   Understand the factors required to build a model that supports social impact and increases sustainability

2   Analyse your organisation's current income strategy and develop a sustainability plan

3   Identify potential revenue streams for your organisation

4   Explore how to balance profit with purpose in decision making

5   Build skills and confidence to lead the change process from non-profit to income-generation amongst key stakeholders

6   Gain core business skills required to build a successful income generation project or social enterprise

7   Create and pitch a living business plan to support the development and management of your income generation project/ social enterprise and receive feedback from a panel of experts

8   Reflect and plan your next steps

Programme Content

Module 1

Exploring Income Generation for Sustainability

- Concept and characteristics
- Legal and organisational structures
- Goals and objectives
- Enterprising Business models
- Introduction to the Business Canvas

Module 2

Identifying income generation opportunities

- Analysing current activities in relation to impact and income
- Targets for self-sustainability (Functional: Operational costs covered; or Total (All costs covered: Operations and mission)
- Building on assets and strengths
- Idea generation for sustainable revenue streams
- Mission-centric or mission-unrelated revenue streams
- Assessing income generation ideas
- Mapping impact pathways

Module 3

Change Leadership

- Making the rational and emotional case for change
- Leading the transition towards income generation
- Overcoming fear and negativity
- Clear communication strategies
- Working with change ambassadors
- Ensuring stakeholder buy-in

Module 4

Defining your Market and Product

- Defining your customers
- Identifying and analysing competition
- Market analysis and customer needs
- Unique Value Proposition
- Prototyping your product
- Introduction to Design Thinking: Ideation; Exploration; Prototyping; Testing; Pivoting

Module 5

Generating Income and Managing Finance

- Tendering and contracts
- SD and ESD opportunities
- Sales and business development
- Income strategy
- Costing and pricing
- Cash flow analysis
- Budgeting
- Managing risk
- Sourcing start-up capital
- Innovative finance

Module 6

Marketing and Sales

- Marketing and communication strategies
- On and off-line approaches to marketing
- The 7 Ps
- Branding
- Growing your customer base
- Developing a winning pitch

REBUILDING 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

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	**Module 1**	**Module 2**
◗ Welcome and introductions	◗ Clarify your social impact aims	◗ Idea generation
◗ Context setting	◗ Customer and beneficiary	◗ Growth tools
◗ Technical check and familiarisation	◗ Sources of income	◗ Partnerships
	◗ Enterprising mind-set	◗ Action planning

ACTION LEARNING

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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2 - 4 days (in person or online)

For all levels of people seeking facilitative approaches to problem solving

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	Introducing Action Learning	Module 2	Practicing Action Learning
	◗ Principles		◗ Reflective practice
	◗ Experiential learning		◗ Effective questioning
	◗ Action learning sets		◗ Action learning facilitation
	◗ Active listening		◗ Practice

91%

OF LEARNERS HAVE ENHANCED THEIR STAFF'S MOTIVATION

COACHING SKILLS

Develop an understanding of the application of different coaching models

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

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1 - 4 day programme (in person or online)

For people seeking facilitative approaches to problem solving at all levels

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

Introduction and Overview

- About coaching
- Coaching mindset
- Listening and questioning
- GROW model

Module 2

Coaching in Practice

- Coaching practice
- Coaching and leadership
- Using GROW and other coaching models

Workshop

Workshops: Using Coaching

- In difficult conversations
- In team meetings and team development
- In support and supervision
- For problem solving and creative thinking
- In appraisals

> " **The programme I attended was one of the very few where I have retained information and applied my learning consistently**
>
> Previous learner, Learning Programme

FACILITATION SKILLS

A practical experience and insight into the theory, tools and techniques of facilitating learning between peers

It builds on previous experience and encourages ongoing reflective practice to continue personal development

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2 - 4 day programme (in person or online)

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

Outcomes

1 Appreciate the importance of establishing rapport/trust between learners

2 Analyse how adults learn and explore learning preferences and styles

3 Select appropriate training methods and materials using the principles of adult learning

4 Develop questioning and coaching techniques to support group and individual growth

5 Incorporate adult learning principles when designing and delivering learning materials

6 Deal with challenging participant behaviour in a principled and effective way

7 Facilitate learning in a way that encourages participation

Programme Content

Module 1 — Introducing Facilitation	Module 2 — Practicing Facilitation
◗ Setting the scene for effective learning	◗ Session design
◗ How adults learn and learning styles	◗ Giving feedback
◗ The teaching/facilitation spectrum	◗ Dealing with challenging behaviour
◗ Experiential Training Methods	◗ Reflective practice
◗ Active listening	◗ Facilitation practice
◗ Effective Questioning	◗ Developing a Learning Culture
◗ Coaching Techniques	
◗ Learning design and writing effective learning objectives	

83%

OF LEARNERS COMMUNICATE MORE EFFECTIVELY WITHIN THEIR ORGANISATIONS

COURAGEOUS COMMUNICATION SKILLS

Gain confidence in stepping up to the leadership challenge of managing successful courageous conversations

Develop techniques to deal with differences of opinion or conflict, and engage effectively in dialogue with others

2 - 4 day programme (in person or online)

For people seeking to have meaningful conversations that bring about change

Outcomes

1 Gain clarity on what it means to have Courageous Conversations and an understanding about what stops and enables you to have them

2 Develop your confidence and skill to increase the probability of a positive outcome for all parties

3 Practice difficult scenarios and observe and reflect on others having Courageous Conversations

Programme Content

Module 1

Our Role in Courageous Conversations

- The challenges
- Our responses
- When to have a Courageous Conversation
- Other approaches

Module 2

Preparing for the Courageous Conversation

- Mindsets for Courageous Conversations
- Setting up the right environment
- Observations and reflections

"

Understanding the difference between training and facilitation has made me view learning differently. I have certainly grown in my ability to support and empower the next generation of African leaders and businesses."

Previous learner, Learning Programme

INTRODUCTION TO MEASURING SOCIAL IMPACT

At a time of decreased funding and resources, it is vital that organisations can demonstrate the social value they create within communities

This programme provides an overview of the concepts and importance of social impact

1 day programme (in person or online)

Introductory

Outcomes

1   Understand the importance and usefulness of measuring your organisation's impact

2   Explore what elements of your organisation's strategy you would like to measure Consider initial steps to measuring your impact and embedding a culture of measurement

Programme Content

Day 1

◗ The purpose of measuring social impact

◗ Identify what you want to measure

◗ Explore the logic model

◗ Develop an action plan that will help you to start implementing your approach

MEASURING SOCIAL IMPACT

This programme provides an in-depth overview of how an organisation can develop a robust Theory of Change that links activities to impact, and then explores in detail   how to measure that impact effectively, using measurement data to continuously improve the impact made.

2 day programme (in person or online)

Outcomes

1   Articulate the importance and benefits of measuring social impact

2   Clearly identify the problem your organisation is looking to solve, and identify solutions that will lead to positive change

3   Work through an organisation's Theory of Change by questioning assumptions about how and why change happens in a particular context

4   Use the Logic Model to describe how planned activities lead to desired outputs and outcomes of a programme

5   Identify indicators that will measure your organisation's impact

6   Select appropriate data collection techniques in accordance with capacity, wants and needs of an organisation

7   Use measurement results to improve future impact.

Programme Content

Day 1	Planning for Impact	Day 2	Measuring Impact in my Organisation
	▶ Benefits of measuring impact ▶ Problem Tree: Understanding the root causes of the societal problem you are looking to solve ▶ Developing your Theory of Change ▶ Organising your ToC into a logic model		▶ Establishing reliable indicators to measure ▶ Data collection and measurement ▶ Building and M&E framework ▶ Improving your impact with assessment

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

THEORY OF CHANGE

Theory of change is widely recognised as the foundation for planning and measuring social change. This programme provides an overview of key concepts in Theory of Change thinking and enables participants to begin to apply the thinking in the context of their organisations as the foundation to developing their own Theory of Change.

1 day programme (in person or online)

Introductory

Outcomes

1   Understand the value add that Theory of Change can bring to your organisation

2   Learn what steps are needed to develop a Theory of Change and who should be involved in its development

3   Learn to use concepts such as 'assumptions', 'preconditions' and 'pathways of change' that are critical to ToC thinking

4   Critically interrogate your organisation's model and strategy through a Theory of Change lens and identify areas for improvement

Programme Content

Day 1

Planning for Impact

- Definition of Theory of Change and use
- Key concepts in ToC thinking and steps in developing a ToC
- Examples of Theories of Change
- Apply ToC to review a document describing your organisation's model or strategy

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THE PROGRAMME WAS EXTREMELY HELPFUL, NOT JUST IN TERMS OF GAINING AN UNDERSTANDING OF SOME OF THE CORE PRINCIPLES OF IMPACT MEASUREMENT, BUT IN EQUIPPING THE PARTICIPANTS WITH PRACTICAL TOOLS TO DEVELOP A THEORY OF CHANGE.

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