



**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

A world in transformation needs transformational leaders.

Our methodology and learning programmes do exactly that – enable Transformational Learning: “learning that results in a fundamental shift in one’s worldview, which in turn leads to profound changes in thoughts, feelings and actions”.

Transformational learning affects our understanding of ourselves, our relationships with other people, and the wider world.

As a result, learners are able to develop and harness the skills, behaviours, and mind-sets they need to increase their individual, organisational and community impact.

Our programmes revolve around four core areas:



A safe and supportive environment is required to allow learners to engage with issues of substance to them, genuinely and openly. Safety is also vitally important to allow them to challenge themselves to think and act differently and to consider feedback and support offered by other members of the group.

Peer to peer engagement is key to a successful outcome. We enable interactions between learners which draw on the wealth of knowledge and experience held within the group. Facilitators orchestrate the process but seek to minimise their input whilst maximising learner’s input. This maximises learning opportunities and creates a community of practice.

Experienced based learning, either related to shared experiences ‘in the room’ or previous experience of the subject at hand, are a core part of our programmes. Time to share these experiences and reflect on all aspects of them enable a richness of understanding not just about the subject but crucially about the learners’ response to it. Robust reflection on experience leads to significant realisations.

Applied to context embeds learning in peoples’ specific realities – the opportunities, and challenges they currently face. By taking time to work on real-life situations, learners return to their organisations with a new perspective and practical ways to apply and embed their learning.

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.

Enterprise	Leadership	Learning
Developing Your Social Enterprise 8 – 10 days SCQF Level 9 Qualification	Developing Social Entrepreneurs 7 days	Developing Action Learning Skills 2 or 4 days SCQF Level 9 Qualification
Developing Sustainability 6 days SCQF Level 9 Qualification	Developing your Leadership 6 days SCQF Level 9 Qualification	Developing Skills for a Coaching Culture 4 days SCQF Level 9 Qualification
Social Enterprise in Schools A pupil-led programme for both primary and secondary schools, which is delivered to teachers and pupils via a combination of experiential learning sessions <i>For more information see separate document</i>	Next Steps in Leadership 10 - 12 days SCQF Level 9 Qualification	Developing my Facilitations Skills 4 days SCQF Level 9 Qualification

Introduction days and taster days:

These are 1 or 2 day tasters of the above programmes. For more information, contact the team.

Enterprise	Leadership	Learning
Exploring Social Enterprise 1 day	Exploring my leadership 1 day	Exploring a coaching approach 1 day
Understanding Social Enterprise 2 days		
Exploring Sustainability 1 day		

DEVELOPING 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.

8 – 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

Qualification: SCQF Level 9 Award

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 • Visioning • Exploring the Social Enterprise Model • What will I need to get there? • Mind-set and qualities of Entrepreneurial Leaders	Module 2	Creating an offer to change the world • Theory of Change • Business Model Canvas • Customer mapping • Value proposition and USP's • Building our logic model • Explore revenue models
Module 3	Generating income to change the world • Building for sustainability • Costing and budgeting • Managing finance, cash flow, risk • Sales and marketing • Customer channels	Module 4	Working with others to change the world • Stakeholder Mapping • Partnership Working • Engaging with communities • Building our team • Self-care and resilience
Module 5	Influencing to change the world • Pitching • Monitoring and evaluating your impact • Communicating your social or environmental impact • Exploring next steps • Developing a peer network		

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.

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	Strong Foundations - What is sustainability - Understand your organisation's why/purpose - Growth mind set - Assets and strengths mapping - Visioning the future	Module 2	Building for the Future - Evaluate our customers and value proposition - Explore revenue streams - Building a strong team/board - Partnerships and networking - Developing an enterprising culture
Module 3	Tools for the Future - Design thinking - Personal resilience - Sustaining motivation - Action planning	Alternate Module 3	Leading for the future - What sort of leadership is required? - Emotional intelligence and self-management - Leading change - Working with diverse teams

DEVELOPING SOCIAL ENTREPRENEURS

For Social Entrepreneurs in the process of developing their social enterprise. This is a leadership programme to support social entrepreneurs to strengthen their leadership while developing their social enterprise.

7 day programme (in person or online)

3 modules, 2 days each with a 3 - 6 week gap in between + 1 day for reflection and action planning

For social entrepreneurs or people who are leading their organisation.

Outcomes

1. Become a more self-aware and confident leader so you can further develop your social enterprise
2. Build the skills required to engage and engage with staff, volunteers and stakeholders of your social enterprise.
3. Be more prepared for the opportunities and challenges that being a social entrepreneur presents

Programme Content

Module 1	Me as a Leader - Programme introduction - What is leadership really? - My leadership strengths - My values and motivations - My communication skills - My learning preferences - Leadership in a system	Module 2	Leading and Developing Others - Situational leadership - Emotional Intelligence - Coaching leadership - Coaching practise - Leadership transitions - Diverse motivated teams - Effective delegation
Module 3	Leading the organisation - Communicating out vision - Leading Change - Who do I need to bring on board? - Stakeholder engagement - My style under stress - Challenging conversations - Feedback	My leadership journey	- Programme consolidation - My leadership journey - Our next steps - Action planning - Programme review

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.

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: SCQF Level 9 Award

Outcomes

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

Programme Content

Module 1	Leading and Understanding Myself - Personal visioning - Personal preferences and strengths - Listening and emotional intelligence - Personal leadership goals
Module 2	Leading and Understanding Others - Leadership styles and approaches - Motivating and empowering others - Delegation - Adopting a coaching approach and developing questioning skills
Module 3	Leading in Your Organisation - Team dynamics and diversity - Communication skills and courageous conversations - Managing change and transitions - Reflection & action planning

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.

10 - 12 days (in person or online)

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

For experienced managers

Qualification: 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	Leading and Understanding Myself - Personal visioning - Effective leadership - assumptions and mindsets - Leadership transitions - 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 work places - 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 - Future proofing your organisation - Reviewing your leadership journey and what next for your learning

“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 a 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

DEVELOPING 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.

3 days (in person or online)

For all levels of people seeking facilitative approaches to problem solving

Qualification: SCQF Level 9 Award

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	Action Learning Foundations ▶ Introductions ▶ Explore non-directive approaches ▶ Listening Skills ▶ Learning preferences
Module 2	Developing Action Learning Sets ▶ Questioning skills ▶ Co-coaching ▶ Action Learning Introduction ▶ Practising Action Learning
Module 3	Developing Actions Learning Practice ▶ Peer practise ▶ Feedback ▶ Next steps and Action planning

91% of learners enhanced their staff's motivation

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.

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

Qualification: SCQF Level 9 Award

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	Developing skills for a coaching approach - What is coaching - Coaching in your organisation - Listening and paraphrasing - Powerful Questions - Adult to Adult conversations - Building Coaching Culture
Module 2 1 day	Applying tools for a coaching approach - Core mind-set for coaching - The GROW model of coaching - Applying the GROW model in your organisation
Module 3 1 day	Implementing a coaching approach - Our feedback culture and mind-set - Coaching practice - Next Steps and Action planning

DEVELOPING MY 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.

3-4 day programme + 1 observation day (in person only)

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

Qualification: SCQF Level 9 Award

Outcomes

1. Explore Facilitation and Learning methodology that supports others to lead social change
2. Develop key skills for facilitation
3. Observe facilitated sessions relevant for your practice
4. Apply your learning in a safe space and set an action plan for your development

Programme Content

Day 1	Explore Facilitation - Introduction - Developing safe space - What is Learning Facilitation - Explore experiential Learning	Day 2	Facilitation Skills - Key skills for facilitation - Communication skills - Learning Preferences - Inclusive facilitation
Observation	Observer facilitation Practice - Observe facilitation in your organisation or community - Reflect on methodology, tools and skills used	Day 3	Facilitation Practise & Action Planning - Feedback for facilitation - Practise sessions and peer feedback - Action Planning and Next steps
Optional Add-on	Online Facilitation Develop your skills and explore interactive tools for online facilitation. (* this day is delivered online)		



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

“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



Are you ready to experience transformational learning?

Get in touch with our team:



www.socialenterprise.academy



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