

ENCOURAGING ENTERPRISE

Key staff are selected for development mainly because of their technical abilities but may have shown the first signs of a broader capabilities. Get it right and you have a real asset for the company, get it wrong and you can exchange an excellent technical expert for a poor manager and worse leader.

“ I can't fault my line managers technically, but they don't see building the business as their responsibility.

“ I need them to rise to the challenge, I need them to take responsibility, there is a limit to what I can do”

**Director
Major Process Contractor**

Successful promotion from technical roles also requires a clear shared understanding by you and the individual in question about the role and expectations. If you don't make the business needs clear then you are storing up trouble for yourself.

Fulcrum's **Encouraging Enterprise** programme can help you identify, develop and empower your future business development team. It will also guide them through the change management process so they can change the way they behave and be confident in their new roles.

Do you need your managers to :-

- **Develop new services**
- **Develop new customers**
- **Build and maintain relationships with customers**
- **Promote the company**
- **Develop staff**

Then you need the Encouraging Enterprise Programme

Success at management level requires a different set of skills and capabilities than those required for excellence at a technical role. It is not just more of the same, but a different set of attributes which are needed. If you are to make the right appointments you need to be aware of the differences and be able to spot the real talent. Intuition is important but may not be enough, the business's future depends on getting it right.

“They are managers but they still think like engineers. They don't think about the bottom line.

They still don't think about things from the company's perspective.

“ I need them to leap the divide into the management camp”

**Director
Systems Developer**

THE FINDERS, MINDERS AND GRINDERS

The three key roles in Professional Service organisations can be described as :-

Finders

Those who identify new customers, new types of services and new markets. They do the leg work to get you in.

Minders

Those who maintain the relationships with existing customers, keep them happy, find out what they want and feed it back to the firm.

Grinders

The people who actually do the bulk of the work.

To be successful you need to develop a few good grinders into Finders and Minders.

Since these are not fee earning roles, you

Encouraging Enterprise is not a training course, it is a structured learning experience aimed at building competence. Naturally, the process provides knowledge about business and how it works and an understanding of the business planning cycle. Once this level of awareness has been created, attention can be focused on developing the thinking and business skills which are needed for effective action.

For real success, it is essential to nurture the right attitudes. It is only when the Knowledge, Skills and Attitudes coincide that you will get the competence, habits and behaviours you need to foster success. Attitudes can not be learned simply by classroom training. That is why "Encouraging Enterprise" is a tailored integrated training, coaching and mentoring process which involves you, your staff and experienced, practical consultants.

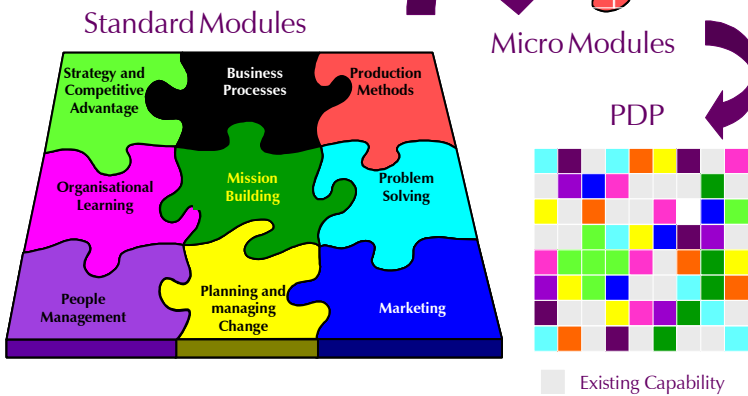


Most management development programmes are put together from the provider's perspective - the content is based on what they think is important and they are structured to allow many presentations of the same material. This is fine if you start from knowing nothing about the subject and have the time to wait for the knowledge.

This approach doesn't suit busy people, especially those who've learned from experience. So we've redesigned the training process. We've taken all of our structured workshops and broken them down into MicroModules - five minute to one hour sessions focused on key issues.

We develop a personal development plan to meet the needs of the management team. This is unique to your company and takes account of your specific needs and the team's knowledge and experience.

Personalised Development Plan



In many situations, the need for support arises from the actions being taken - you don't know what you need until you try to do something. This support will be provided on the fly

- specific coaching to meet specific needs. This approach minimises wasted time, makes the learning more focused and makes retention more likely.

Encouraging Enterprise is based on over 25 years of supporting business and staff development in professional service organisations, blended with the best of current management thinking.

For more information please contact Jim Yates on 0161 487 3520 or email jim@fulcrum-management.co.uk

Typical Topics

- Understanding business planning
- Understanding the company business plan
- Team Development
- Entrepreneurship
- Personal Development
- Management and Leadership
- Marketing Professional Services
- Key Account Management
- Train the Trainer
- Staff Development
- Delegation
- Influencing Skills