

# ENCOURAGING ENTERPRISE

The continued commercial success of your organisation depends on your ability to develop the next generation of managers to take over the business development reins. Promotion from a functional role to a management position can be difficult for the company and the employee alike.

Key staff members are selected for development mainly because of their technical abilities but may have shown the first signs of 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***

Success at management level requires a different set of skills and capabilities to those required for excellence in 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.

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 care 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

## ***The Finders, Minders and Grinders***

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

### ***Finders***

These are the people 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***

These are the people who actually do the bulk of the work.

To be successful you need to develop new Finders and Minders.

The Finder and Minder roles are not usually fee earning, so, you need to be selective and share the load. You can’t afford to avoid it, nor can you take the entire load yourself.

You do need to plan for the future.

**Encouraging Enterprise** is not a training course, it is a structured learning experience aimed at building management competence. Whilst it provides an understanding of business and the way it works, it is primarily focused on developing the personal, interpersonal and business skills needed for effective management and leadership.

For real success, it is essential to nurture the right attitudes. It is only when the necessary knowledge, skills and attitudes come together that you get the capabilities, habits and behaviours required for success. These cannot be developed simply by training alone. That is why **Encouraging Enterprise** is a tailored integrated process which involves you, your management team and experienced, practical consultants.

The programme comprises:

## **Training**

This element focuses attention on what to do, why it is important and how to do it.

## **Supported Action Learning**

This stage enables self-directed learning based on experience to reinforce the needs, embed the knowledge, develop the skills and build the confidence to act.

## **Coaching / Mentoring**

One to one support reinforces the skills, builds motivation and confidence to take action. Most importantly, developing the individual's desire to take action – without this motivation, nothing will change.

## **Senior Management Support**

In parallel, we work with the top team to create an environment which promotes a more entrepreneurial approach, generates personal commitment and encourages everyone to contribute to putting the business on the road to sustainable success.

## **What's different about Encouraging Enterprise?**

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 material. This is fine if you start from knowing nothing about the subject and time is not an issue. For your type of business, time is quite literally money!

This approach doesn't suit busy, experienced people, so we've redesigned the training process: we've taken all of our workshops and reconfigured them into MicroModules - five minute to one hour sessions focused on key issues.

We also develop a unique development plan for your team, tailored to meet their specific needs and build on their knowledge and experience. Additional support is provided though coaching targeted to meet specific, often individual needs. This is an effective use of time and aids knowledge retention.

**Encouraging Enterprise** is based on extensive experience of staff development in professional service organisations, blended with the best of current management thinking and delivered in plain English.



### **Typical Training Topics**

- Business Planning
- Team Development
- Entrepreneurship
- Personal Development
- Management & Leadership
- Marketing Professional Services
- Key Account Management
- Delegation
- Communication Skills

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