



**SOCIAL
ENTERPRISE
ACADEMY**

DEVELOPING SUSTAINABILITY

Resources and Reflections



**Coalfields
Regeneration
Trust**

BUILDING PROSPERITY & OPPORTUNITY

INTRODUCTION

Welcome to the **Developing Sustainability** programme.

Being part of this programme is the another step towards building a sustainable future for your organisation.

This programme is designed to respond to you and your fellow learners. It will create a safe environment for you to not only learn new skills and knowledge, but to grow as people capable of meeting the challenges and opportunities you encounter.

We hope you will meet and connect with a group of like-minded people that can support you on your organisations' journey to sustainability. We encourage you to exchange contact details and share your learning and experience so that collectively you can show up as enterprising leaders in your areas.

We hope you find this journey with the Academy productive, fulfilling and enjoyable.



Skills and business knowledge will only take you so far, your principles, values, as well as your personal growth outside the business, matter more than just what you know"

Rapelang Rabana,
Founder & CEO
Rekindle Learning



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Add other sections here 85



There are QR codes throughout your learning journal. They can be scanned with your smartphone camera to access more in depth information and reading about concepts covered in your programme. The URL of the resource is also available.



PROGRAMME INTRODUCTION

PREPARATION



Your Hopes and Concerns?

We are very much looking forward to meeting and working with you. Ahead of the first session please take some time to consider:

What are your hopes for the programme:

- For your organisation?
- For you personally?



Your Online Programme Page

As part of the programme, you will have access to an online programme page where you can access learning materials and resources as you go through, along with a forum, sector resources and links to book your additional support sessions.



Log in link: <https://your.socialenterprise.academy/login/>

Username:

Password:

LEARNING JOURNEY

Full details on all of the sessions are provided on the online learning platform. You can keep a note of the key dates here.


Programme dates

Programme registration & Pre – Programme reflection form


Module 1 – Strong Foundations

Module 1 	Weekly emails Reflection, Practice and Embedding Activities	Module 2 Preparation
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Module 2 – Building for Sustainability

Module 2 	Weekly emails Reflection, Practice and Embedding Activities	Module 3 Preparation
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Module 3 – Tools for the Future

Module 3 	Reflection, Practice and Embedding the Learning	Programme Meetup?
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HOW ARE WE GOING TO WORK TOGETHER?

What do you want to ask others for?

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What do you want to offer?

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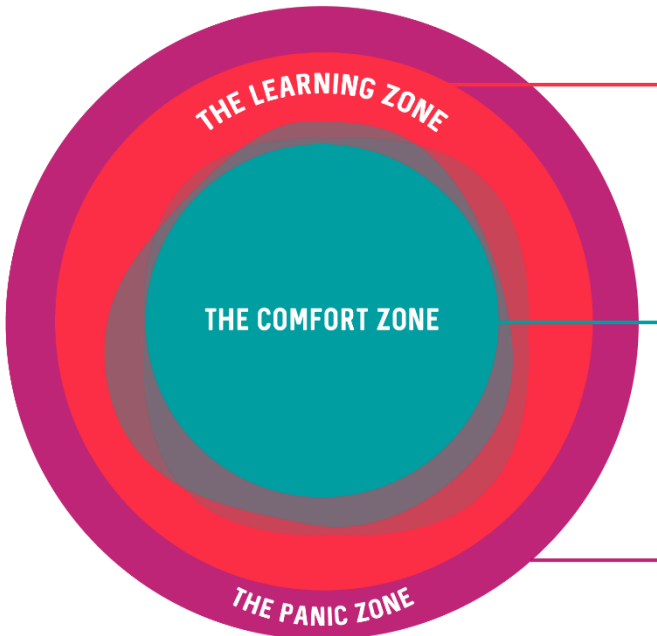
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How are you going to challenge yourself during the programme?

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In order to develop and learn new things we sometimes need to push ourselves outside our Comfort Zones and enter the Learning Zone. As we do this we may sometimes feel a bit uncomfortable and out of place. As you spend time in the Learning Zone you will find that your Comfort Zone grows wider. Support and social interaction with peers can help us expand the Learning Zone even further and maximise our learning.

The Comfort Zone is made up of the tasks that we feel most comfortable with. As we learn and develop it is important that we allow time and space to return to the Comfort Zone to reflect and make sense of things.

As we learn and develop we need to be self-aware and make sure that we do not push ourselves outside past the Learning Zone and into the Panic Zone. When we are in the Panic Zone tasks become overwhelming and instead of learning all of our energy goes towards managing our stress.

HOPES AND EXPECTATIONS FOR THE PROGRAMME

What would I like to gain from the programme?

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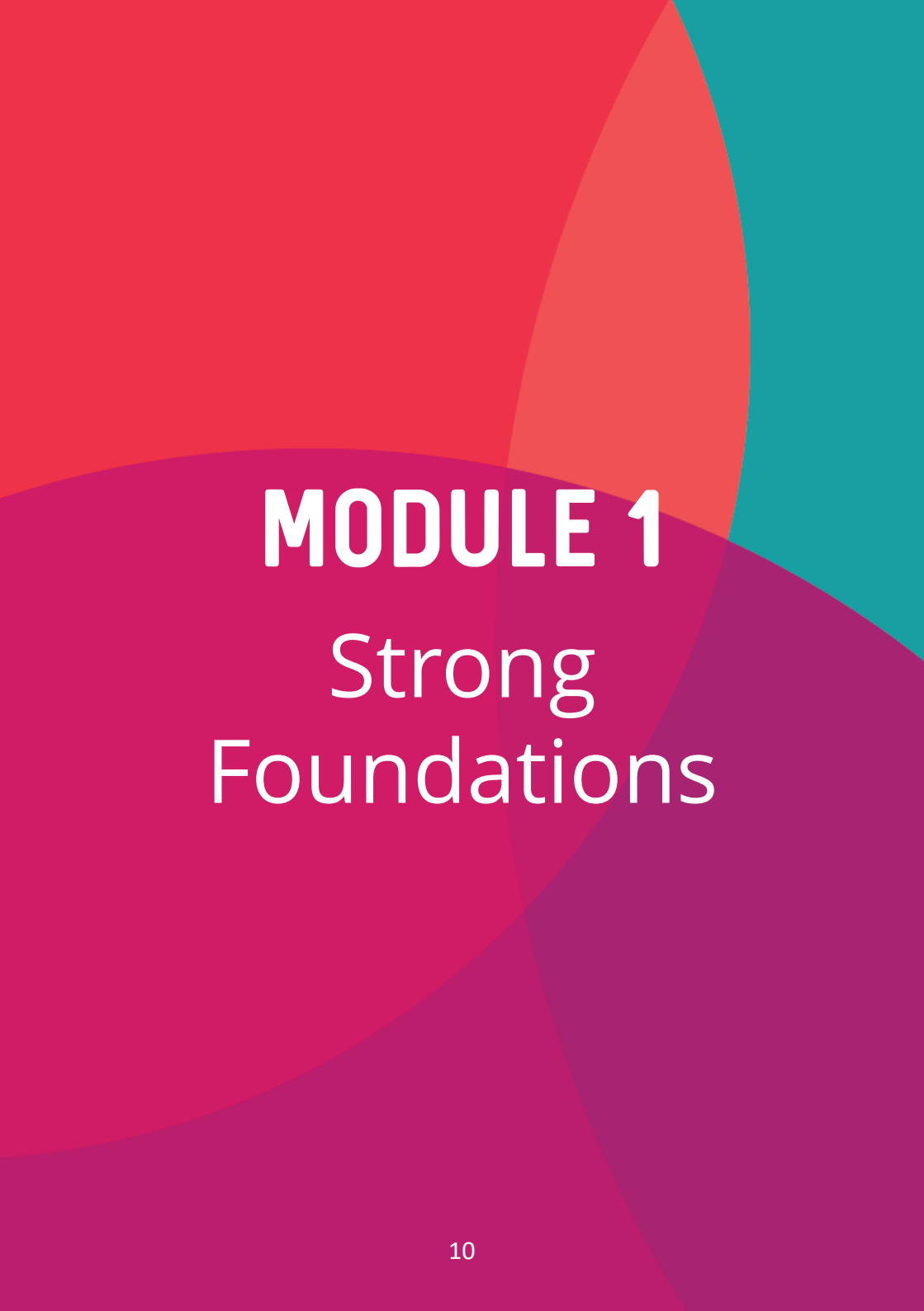
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MODULE 1

Strong Foundations

WHAT IS A SUSTAINABLE ORGANISATION?

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SUSTAINABILITY INDICATORS

FINANCIAL



Profit negative, no reserves

Increasing turnover & profit

PEOPLE / TEAM



Dissatisfied, underperforming, burnout

Motivated, empowered & skilled team

ENVIRONMENTAL



Single use / resource extraction / polluter

Circular economy design

SOCIAL/CULTURAL



Isolated, no networks or support

Connected to your local / thematic community

SOCIAL IMPACT



Unsure about our social impact

Strong social impact and have accurate ways to measure this

OUR ORGANISATIONS CONTRIBUTION WITHIN THE SECTOR



“People don't buy what you do. They buy why you do it.” Simon Sinek

Simon Sinek

Organisations are driven by the desire and intention to bring about positive social, environmental or cultural change. Putting our purpose first and up front therefore, comes naturally to us but it also appears to be the hallmark of successful organisations.

In some research carried out by Simon Sinek, a British- American author and marketing consultant, he contends that all great organisations have something in common – they start from their WHY. He uncovered that all organisations can explain what they do, many organisations can explain how they do what they do, but very few really and clearly articulate a compelling vision and reason for why they do what they do. He concluded that the ability to inspire those around you and to achieve remarkable things starts with the WHY.

Simon Sinek suggests that people do not follow organisations or buy from them or use them only because of what they do, they follow them because of why they do what they do. Knowing our WHY and more importantly articulating and profiling our why is critical to long term success and sustainability.

Simon Sinek summed up his findings in the Golden Circle and suggests that we should always start from the inside out. Knowing our WHY goes to the heart of everything we do as an organisation – the decisions we take and the direction we go in. Spending time gaining clarity on your WHY and communicating it effectively is therefore an important aspect of leading your organisation.

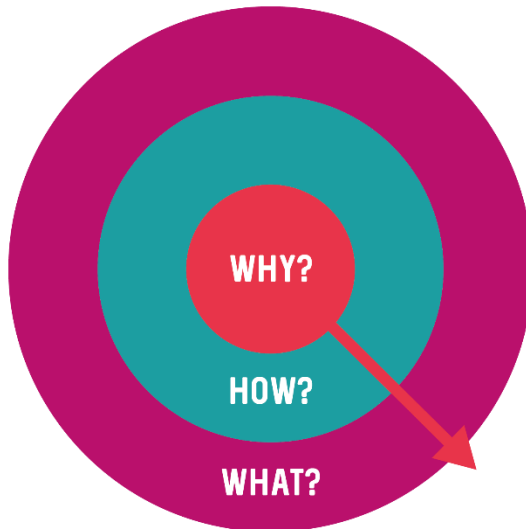
OUR ORGANISATIONS CONTRIBUTION WITHIN THE SECTOR



YouTube: Simon Sinek – How great leaders inspire action

<https://bit.ly/3cyQHCq>

The Golden Circle, Simon Sinek



WHY?

The very reason your organisation exists.

A purpose, a cause or belief

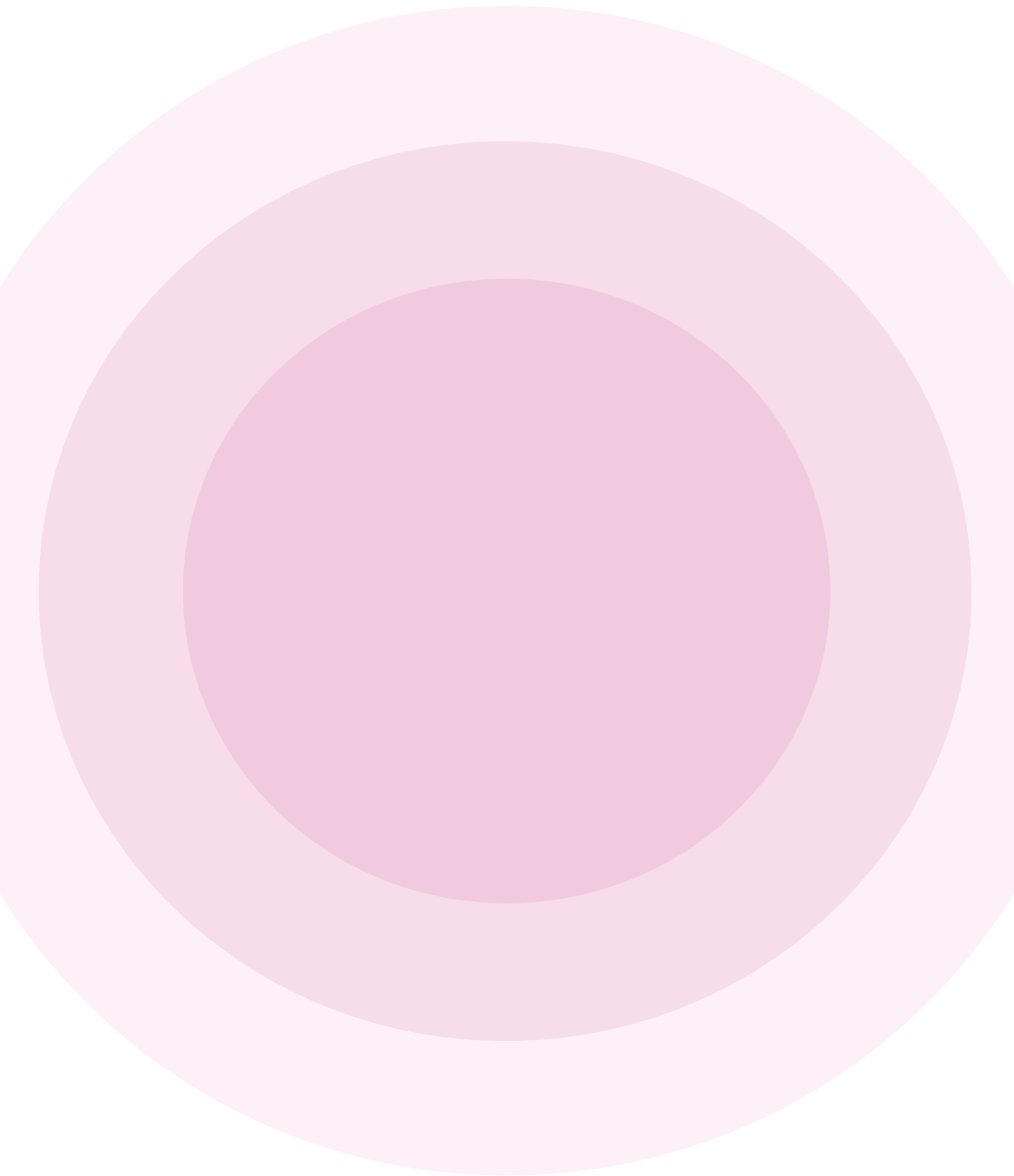
HOW?

Your organisation's unique value proposition or differentiator from your competition.

WHAT?

The products or services your organisation offers

WHAT IS OUR ORGANISATIONS WHY?



COMMUNICATING YOUR 'WHY'

1 How do you communicate the why, how and what of your organisation?

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2 Consider how you might build your sustainability. How does it fit with your why

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3 How will you communicate the purpose behind new ideas, to both stakeholders and potential customers?

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WHAT WOULD HAPPEN IF...

What would happen if your organisation no longer existed?

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What would the knock on effects be in the community and society?

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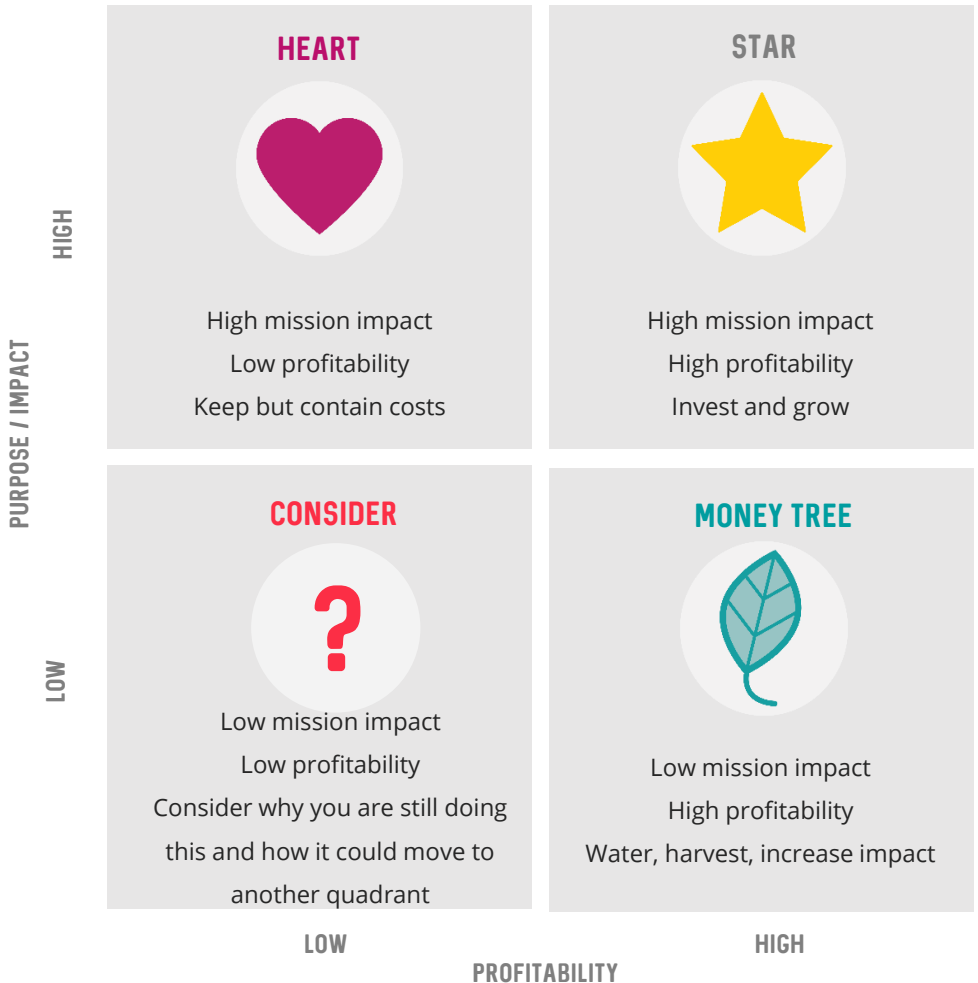
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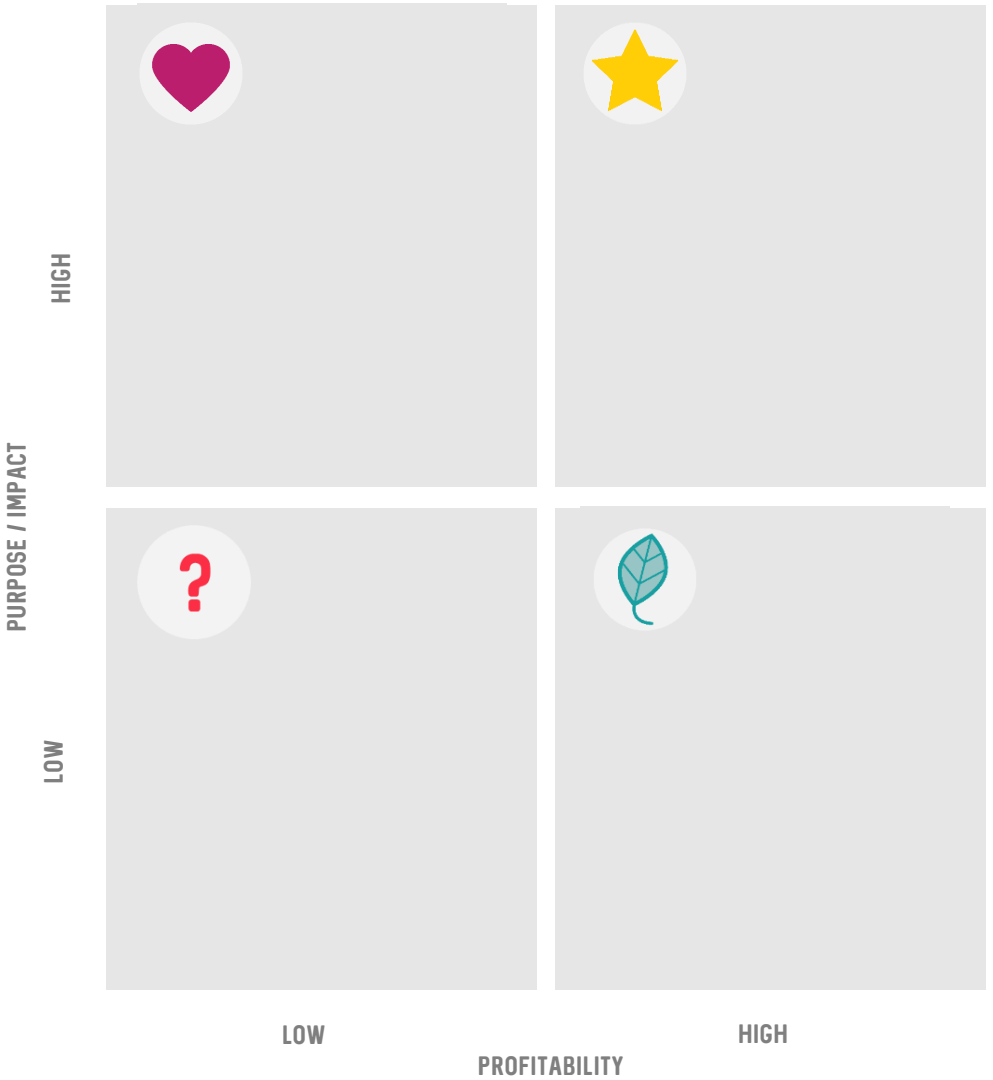
PROFIT – PURPOSE MATRIX

This matrix map seeks to explore the relative merits of different activities against the dual 'bottom line' of social impact and the financial contribution made. For sustainability, your organisation should remain 'mission driven', but also aim to generate income rather than being wholly dependent upon grants and donations.



Strategic Decisions for Financial Viability – Bell, Masaoka and Zimmerman, 2010
Source: NonProfit Sustainability – Making

HOW ABOUT YOUR ORGANISATION?



QUESTIONS FOR THOUGHT



Now that you have mapped your organisations activities, reflect on how sustainability ...

a) will diversify or grow your organisation,

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b) where it will sit on the Profit Purpose Matrix; and

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c) whether it will move within the matrix over 5 years, and the impact it may have on other areas of the organisation.

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BUSINESS MODEL CANVAS – ME

1. (Customer segments) Who you help

Consider who are the people within your organisation that you help – widen this list as much as you can, this can be directly or indirectly

2. (Value proposition) How you help

Single, clear message about you, how you are different and unique in how you help

3. (Channels) How they know you and how you deliver

In what ways do you interact with your organisation and how can you bring more of your authentic self to your work

4. (Customer relations) How you interact?

Consider in what ways you interact – what is your communication style, are there opportunities to connect in new ways

5. (Key activities) What you do?

Consider what you do, how can you bring your 'best self' to these activities

6. (Key resources) Who you are and what you have?

What qualities, skills experience do you have – consider your previous work and life experience, think about transferable skills and resources

7. (Key Partners) Who helps you? where do you get your support?

Consider what support would be helpful.

8. (Cost) What you give what is your contribution to this organisation?

Ask your colleagues for feedback on this

9. (Revenue) What you get What do you receive

E.g. sense of purpose, job satisfaction, how can you sustain this?

BUSINESS MODEL CANVAS – ME

2. How you help	4. How you interact?	1. Who you help
	3. How they know you and how you deliver	
5. What you get		

BUSINESS MODEL CANVAS – ME

Think about you as another aspect of the organisation use the Business Model Canvas- Me, to map out what you bring to the organisation.

9. Who helps you

7. What do you do?

8. Who you are and what you have

10. What you give

EVERY DAY GROWTH MIND-SET



Reflect on these questions

In which situations do you find it easy to stay in Growth Mind-Set?

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When is it more challenging?

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What actions can you set your yourself that will help you stay in a Growth mind-set in your day to day role?

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ORGANISATIONS AND GROWTH MIND-SET



Reflect on these questions

How do you think Growth Mind-Set within an organisation could help it embrace innovation and change?

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What characteristics of growth mind-set are important at this time for you and your organisation?

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How can a Growth Mind-set support an organisation to develop its sustainability?

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What examples do you have of a growth mind-set within your organisation ?

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QUESTIONS FOR THOUGHT...

When do I slip into fixed mind-set?

What helps me to stay in my growth mind-set?

How can I enable others to adopt or stay in a growth mind-set?

CHANGING SOCIO-ECONOMIC CONTEXT



Read the [PESTLE analysis handout](https://bit.ly/3D3kAqR), reflecting on how things may have impacted and/or changed for your organisation.

<https://bit.ly/3D3kAqR>

As our operating environment continues to change, a PESTLE analysis is a good tool to help explore and assess the external factors which could have an impact on our organisation.

Complete a PESTLE analysis, describing the current changes in the political, economic, social, technological, legal and environmental context that are most affecting your organisation. Try to think national, regional and local.

Political	
Economic	
Societal	
Technology	
Legal	
Environment	

THE CHANGING SOCIO-ECONOMIC CONTEXT

Review your PESTLE analysis and consider how things are changing and what impact is it having on your social purpose, your customers and your beneficiaries. For example: is there increased need for your services; is there more competition for your products etc?
Make any notes in the space below:

Highlight the top 3 impacts on your organisation:

- 1.
- 2.
- 3.

SWOT ANALYSIS

The PESTLE analysis looks at the external factors which impact your organisation. Following that, a SWOT analysis (exploring your Strengths, Weaknesses, Opportunities and Threats) is a helpful tool to reflect internally and review what that means for your organisation.

Use the SWOT analysis to develop your own sense of where you might need to focus your energies to build your sustainability . This is also a good opportunity to involve people across the organisation in giving their input.

Make sure that this analysis takes account the changing world and your PESTLE analysis. e.g. is owning an asset a strength or a weakness? A tendency you can give up whereas owning a property requires ongoing costs.

Record your SWOT analysis below:

Strengths

Weaknesses

Opportunities

Threats

Consider what you might need to do to mitigate against threats and minimise weaknesses. How can you maximise your organisational strengths and build on/create opportunities? Record your thinking.

A large white lightbulb shape is centered on a red background. The bulb part is a large circle, and the base is a smaller circle with two horizontal, rounded rectangular cutouts. The top cutout is currently blank, and the bottom cutout is also blank, providing space for writing.A large white lightbulb shape is centered on a red background. The bulb part is a large circle, and the base is a smaller circle with two horizontal, rounded rectangular cutouts. The top cutout is currently blank, and the bottom cutout is also blank, providing space for writing.

REVIEW YOUR ASSETS

As we look to build our sustainability we need to know what resources that we have available to us and whether there is scope to use certain assets more or less, dispose of, acquire new assets or adapt/change the use of assets. This exercise will help you to audit your assets.

What are the resources/assets that you have available in your social enterprise/organisation at the current time?

Physical (e.g. property, equipment)	Human (e.g. staff, volunteers)	Intangibles (e.g. brand, reputation)



Read this [article on social capital](https://bit.ly/3gaqkWc). Now review your asset list – can you add any additional items?

<https://bit.ly/3gaqkWc>

“WHAT WOULD SUCCESS LOOK LIKE FOR MY ORGANISATION IN 10 YEARS TIME?”

How might the organisation have developed?

What would our customers be saying about us?

Who would we be working with?

What would our finances be like?

What impact would we have?

QUESTIONS FOR THOUGHT

What happened when you tried to look ahead- what helped you to do it?

What emotions and feelings did it elicit?

How did you deal with the negative thoughts?

How did others react to your vision?

How did your mind-set and beliefs drive you and what part did past experience play?

How does this relate to creativity, innovation – what has it helped you to think about?

What has this exercise taught you about yourself and what does that help you with?

What does this mean for you – what will you do differently/ more of etc?

Reflections and notes:

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PATH PROCESS: PLANNING ALTERNATIVE TOMORROWS WITH HOPE



Nothing great was ever achieved without enthusiasm.”

Ralph Waldo Emerson

A PATH Process

PATH is a planning tool to support the development of a strategic plan, starting with visualising an ‘ideal future’ and then works through the steps required to get there across different timeframes. It is a tool you may want to keep developing and coming back to throughout the programme and develop in collaboration with others.

1. The Dream

This represents the big picture plan, the ideal future

2. The Goal

Builds a picture of what the dream looks like in goals

3. Now

Represents the gap between where you are and the goal

4. People

Identifies who you need to include in the plan, who will support you

5. Building strength

What skills, knowledge and competencies will you need

6. Next steps

Identify what needs to occur within the next 1-3 months to move closer to the goal

7. Immediate steps

A specific plan identifying what will be done and by whom in the next month

8. Commitment

Identifying the potential barriers, block and plans to overcome these

YOUR PATH PROCESS

1. The Dream: Your Vision

2. The possible and positive goal

YOUR PATH PROCESS

3. Now

4. People

5. Building strength

6. Next steps

YOUR PATH PROCESS



Take some time after the session to complete the 'immediate steps' actions of your PATH Process. You can keep coming back to this to build up the full PATH throughout the programme.

7. Immediate steps:

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8. Commitment

Think about the barriers and challenges and also think about the solutions to these.

MODULE 1 REFLECTIONS

What really stood out from module 1?

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What did you learn about yourself?

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What did you find challenging?

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What are the things you might try to put into practice before module 2?

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ACTION PLANNING

Between now and
module 2 I will...

NOTES

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NOTES

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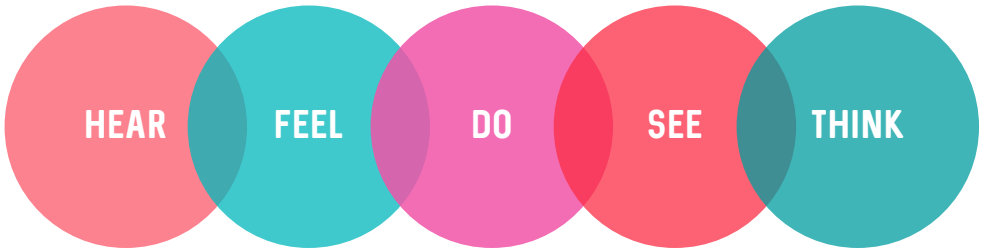


MODULE 2

Building for Sustainability

CUSTOMER EMPATHY MAPPING

An empathy map is about understanding your customers and **stepping into their shoes**. This means really listening to how they think, feel, see and behave:

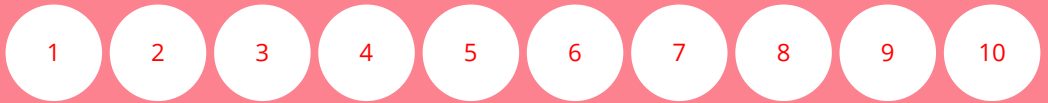


Hear	What does your customer hear about your service, competing service or even directions or politics from their manager that affects their motives, attitudes or thoughts? Where do they hear it from?
Feel	What is the emotional reaction to your business, product or service? For example, have they had a bad experience and so they feel negative or reluctant to repeat the experience, is it a big buying decision so they're experiencing fear related to risk, are they feeling satisfied with the status quo or existing service provider? Perhaps they have been delighted and feel supportive of new activity.
Do	Is the customer currently buying an alternative product or service? Is it a new type of service and so the customer isn't currently buying at all? Are they only seeking information in order to make a decision or are they making a routine purchase and so not doing anything to try switching.
See	What do they see in term of advertising, press, published material related to you or competing services. Do they see that your company is growing or has success in other areas? Do they see a threat to their own service? Do they see more physical aspects of the service such as new equipment, old decor or many other customers purchasing.
Think	What does the customer think about your service, existing service, and competing services? What do they think about the buying process or reasons for buying? This will be informed by all of the other boxes.

HOW MUCH DO I CURRENTLY KNOW ABOUT MY PAYING CUSTOMER?

Starting with nothing

Ending with everything



There are some guiding questions in the diagram below of the Customer Empathy map. Fill this in, identifying a persona for a customer.



CUSTOMER JOURNEY MAP



Read “[How to Create a Customer Journey Map](https://bit.ly/3xW60hd)” and draw yours below.

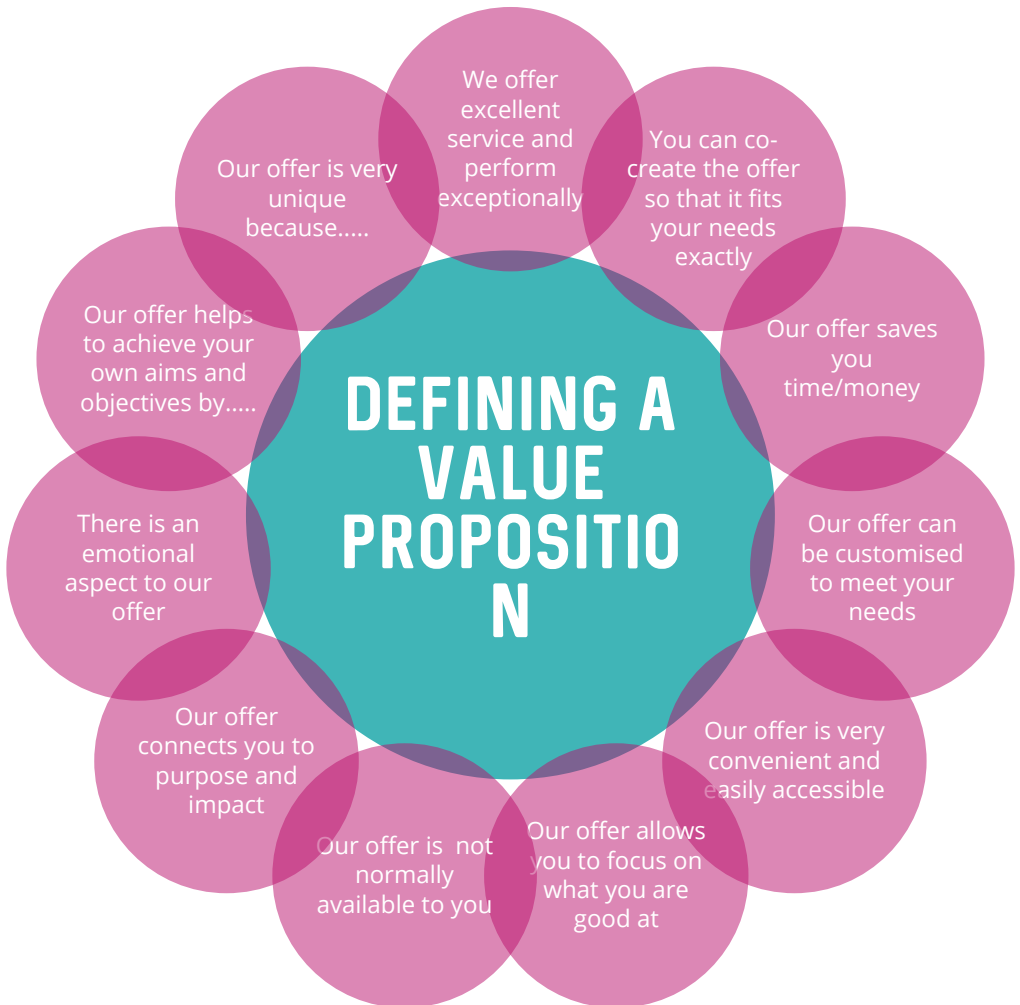
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DEVELOPING A VALUE PROPOSITION

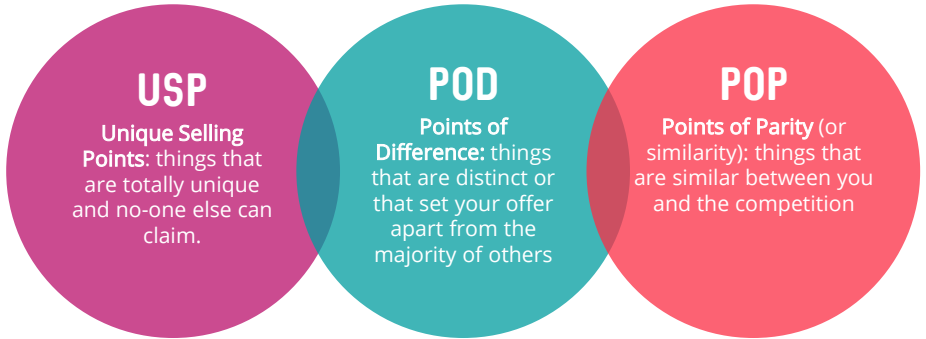


A value proposition is a simple statement that summarises why a customer would choose your product or service. It communicates the clearest benefit that customers receive by giving you their business” Help Scout.

The diagram below gives some ideas for defining a value proposition...



DEVELOPING A VALUE PROPOSITION



What is the USP, POP, and POD for your organisation?

A large, empty, light gray rounded rectangular box intended for the user to write their answer to the question above.

Try defining your value proposition...

A large, empty, light gray rounded rectangular box intended for the user to write their value proposition.

Take time to work on your value proposition with colleagues, and test it out on others who are perhaps less familiar with your organisation to see if it helps them understand what you are offering. Remember- different customers sometimes require a different value proposition.

VALUE PROPOSITION

Why is understanding your value proposition important ?

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Using the sustainability indicators – consider how sustainable is your value proposition?

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How can you make your value proposition more attractive to customers/users/funders?

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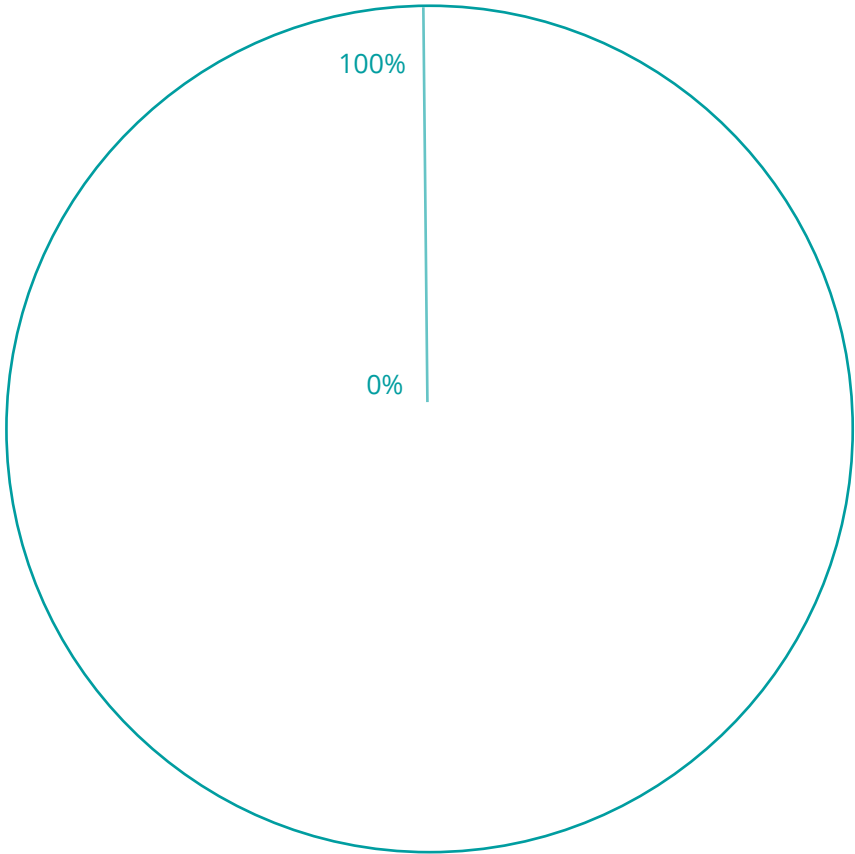
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FINANCIAL MIX

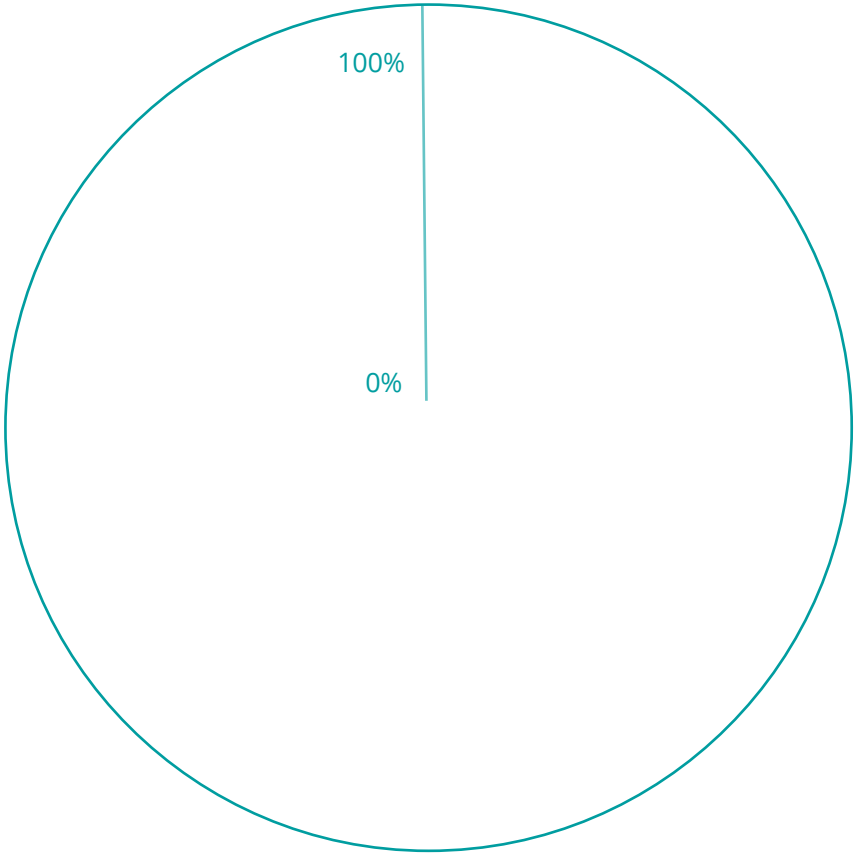
Where do we get our income from?

Create a pie chart below showing the share of where your organisation currently gets it's income from. You may want to split it into sections based on type of income e.g. sales/trading, donations, funders, service level agreements (SLA)/ public contracts, etc.



FINANCIAL MIX – PART 2

Where would we like to get our income from in the next 3-5 years ?



Notes and reflections

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Reflect on the challenges of changing the financial mix, what will this involve – who will you need to engage with.

REVENUE GENERATING MODELS

List some examples. What could you consider?

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APPLYING A GROWTH MIND SET TO REVENUE MODELS – THINK ABOUT:

How might you develop new income streams?

How can I apply a growth mind-set to developing new
income streams?

REFLECTIONS ON CASE STUDY

A series of horizontal dotted lines for writing reflections.

GUEST SPEAKER



What might you want to find out more about from the guest speaker?

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GUEST SPEAKER



Reflections and key takeaways

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FIRST WHO THEN WHAT



1: Get the right people on the bus	2: Get the wrong people off the bus	3: Get the right people in the right seats
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Notes and reflections:

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Source: Jim Collins, Good to Great and the Social Sector

GETTING THE RIGHT PEOPLE ON THE BUS



Think about the projected growth of your idea

What skills and knowledge will be needed to develop your project?

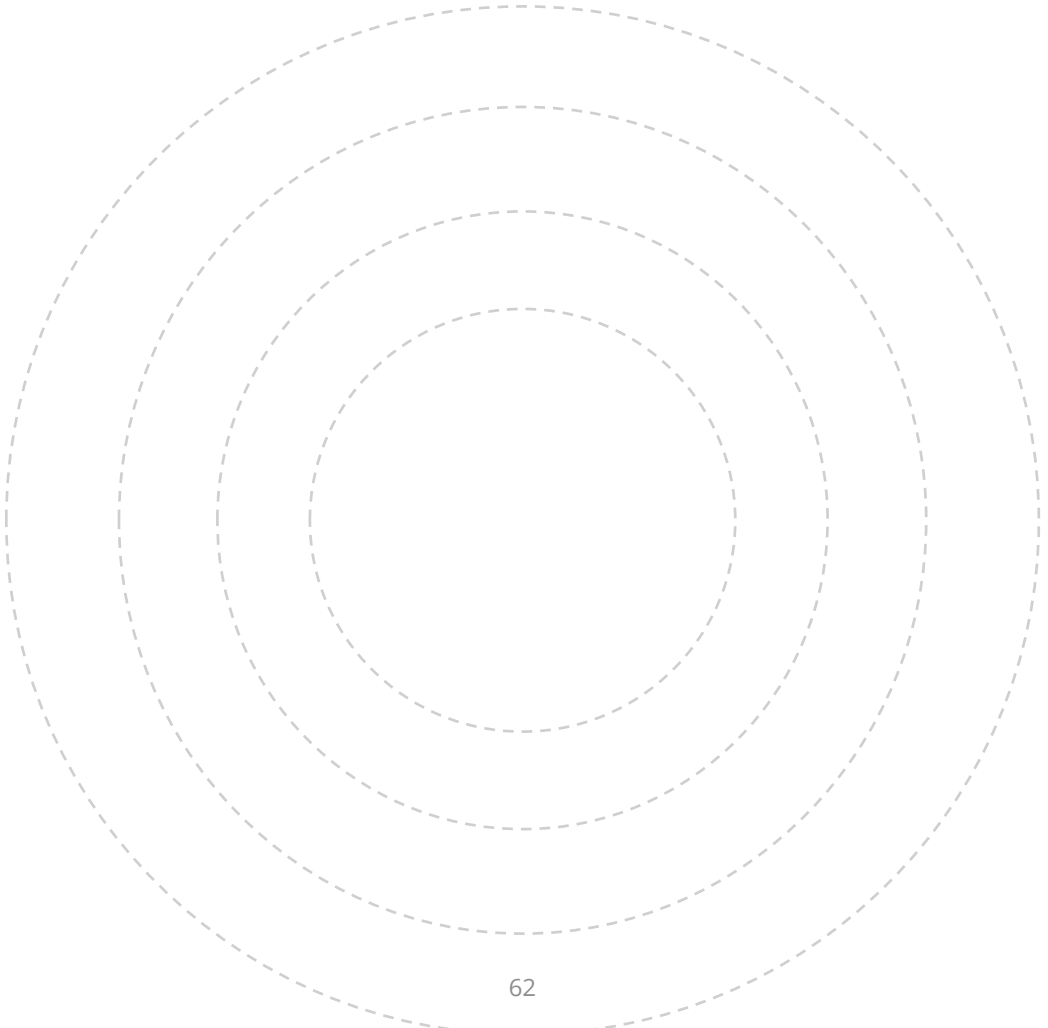
What do you already have in the team?

Where else could you find people with these skills and knowledge?

WHO ARE MY STAKEHOLDERS?

Create your own Stakeholder Network map below to represent:

- You – placed in the centre of the page
- Your key stakeholders and partners – those you interact most with. These could be internal or external.
- Draw people / partners of different sizes, closer or farther away, depending on involvement, influence or impact



REFLECTION QUESTIONS

Why have you plotted them there?

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How do they influence your organisation?

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Are they in the right place?

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What is your map telling you about the stakeholder relationships you may need to develop or nurture?

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NOTES

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TYPES OF PARTNERSHIPS

Degree of Partnership	Summary	Characterized by phrase ...
Co-existence	A rational solution – agree who does what	<i>"You stay on your turf and I'll stay on mine"</i>
Co-operation	Early recognition of benefits of partnership	<i>"I'll lend a hand when my work is done."</i>
Co-ordinations	Partners need to make changes to services /activities	<i>"We need to adapt what we do to avoid overlap and confusion"</i>
Collaboration	Partners agree to work together to a shared goal	<i>"Let's work on this together"</i>
Co-ownership	Common vision Commitments learning etc.	<i>"We feel totally responsible"</i>

Model based on 'Smarter Partnership' Model

Notes and reflections:

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GOING INTO PARTNERSHIP

One of the key advantages of forming partnerships is the opportunity to bring the unique strengths of different organisations together to deliver a particular service or project. By working in partnership, organisations can share assets/resources – for example, skills, equipment, technology, infrastructure. Working in partnership can not only fill potential “gaps” in capacity but can also lead to savings in time, energy and money.

Questions for Thought

Are there any skills, experience, resources, or connections that you’re missing to be able to progress with the idea(s)?

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What are your own organisation’s strengths and how would you assess the strengths of your partners?

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Identify possible new partners that could help you build your sustainability . What type of partnership would be most beneficial?

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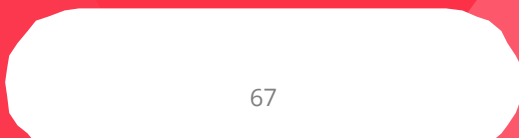
What actions will you take to progress this?

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Create a metaphor for an enterprising
culture in your organisation



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A white rounded rectangular box at the bottom of the page.

BUILDING AN ENTERPRISING CULTURE

What can help you to build an enterprising culture?

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What obstacles could you encounter and how might you overcome these?

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Who do you need to engage?

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What are the first steps you need to take?

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AREAS FOR DEVELOPMENT

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NOTES

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MODULE 2 REFLECTIONS

What really stood out from module 2?

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What did you learn about yourself?

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What did you find challenging?

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What are the things you might try to put into practice before module 3?

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ACTION PLANNING

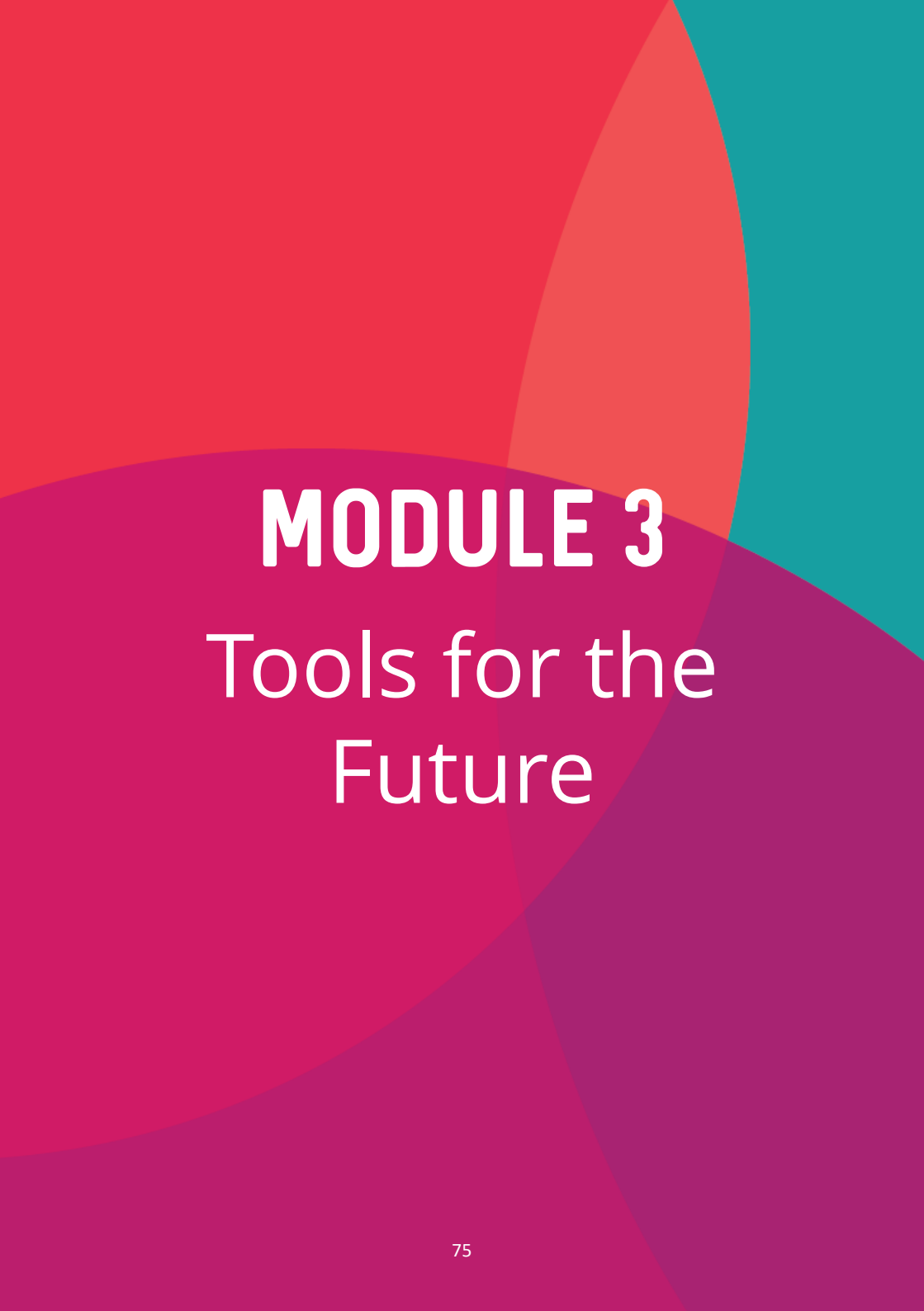
Between now and
module 3 I will...

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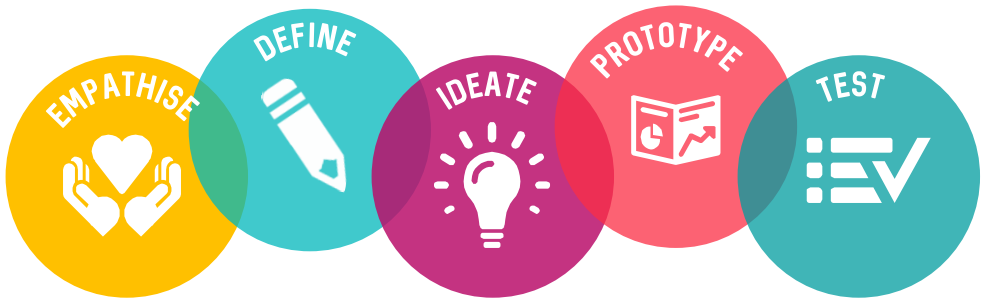
MODULE 3

Tools for the Future

DESIGN THINKING

Design Thinking or Human-Centred Design (HCD) is a popular concept in today's world of entrepreneurship and widely taught in business schools. HCD is essentially an innovation process that many companies are trying to adopt and embed in their business practice to improve their products and services to best suit the needs of their customers. HCD is a methodology that encourages diversity of ideas, creativity, empathy and a “failing fast, failing forward” mindset.

There are many different models of Design Thinking but they all typically describe the same innovation steps. For example, the model below describes a typical design thinking process, **bearing in mind that the process is never linear, and much of it is circular and iterative**:



Empathise: This is the market research stage at which you truly seek to understand your (current or future) customer's pains and gains, wants and needs;

Define: Once you understand your customers needs and have gained insights after listening to them, you are better able to define what the actual problem you're trying to solve for.

Ideate: This is the stage where you and your team have the freedom to brainstorm and ideate new solutions to old problems, or to modify existing solutions to fit new problems.

Prototype: At this stage, you and your team have discovered a potential solution and you have the opportunity to create a prototype or “minimal viable product” that is cost-effective, but good enough to test with your user for feedback.

Test: This stage is important, as you will receive valuable feedback from your users on your new or modified product/service, so as to quickly iterate another version should anything need to change. This stage is critical, as you would not want to launch or modify a product, and spend money developing it if you have not tested it in the market first. This can be done using surveys or interviews within a small focus group of your customer segment / user base.

DESIGN THINKING QUESTIONS

Open-ended questions encourage people to reflect and reveal what's important for them. They allow people to freely expand on what is comfortable for them, rather than justifying their thoughts. Open-ended questions tend to explore possibilities, feelings, and the reasons why.

- **Explorative questions force expansion on new points of view and uncovered areas. Have you thought of...?**
- **Affective questions reveal people's feelings about something. How do you feel about...?**
- **Reflective questions encourage more elaboration. What do you think causes...?**
- **Probing questions invite a deeper examination. Can you describe how...?**
- **Analytical questions look for the roots of a problem. What are the causes of...?**
- **Clarifying questions help align and avoid misunderstandings. So, you mean that...?**

Source: (Michael J. Marquardt, author of *Leading with Questions*)

Adopt a learner mind-set. Our mind-set frames how we see the world. Be curious, attentive, and receptive.

Find the right people to ask. Learn who can help you the most and who is most affected by the issue or challenge

Set the stage. Warm up. Provide context and get people to feel comfortable in order for them to be open and ready.

Ask your questions. Sometimes, you just want people to express their thoughts on something. Other times, you want to ask specific questions even if you know they might find it challenging - If you really need answers and really want to make something different happen, you need to be able to ask those questions in a supportive and collaborative way.

Dig deeper. Ask follow-up questions in order to get deeper information and clarify that everyone understands the same thing. Use the power of silence—just keep silent, look people in the eye, and nod—so they can expand on their thoughts and ideas without interruption.

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DESIGN THINKING PROCESS REFLECTIONS

How do you feel that the group understood the issue/challenge?

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What did you learn about the prototyping and iteration process ?

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What did you find challenging about the Design Thinking process ?

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What did you enjoy about the Design Thinking process?

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APPLYING THE DESIGN THINKING PROCESS

Who do I need to consult with to get an understanding of the issue or challenge?

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Who do you need to have on the design team?

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What are the first steps you need to take?

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BUILDING RESILIENCE



What do we mean by resilience:

Overcoming past misfortunes, bouncing back from adversity, steering through every-day challenges, re-focussing and moving on when events take us off course, being open to new experiences and challenges (and the learning that comes with them).



Resilience is a learned and 'learnable' ability



It's not just about how we respond to adversity, but how we respond to change of any kind



It's not just about 'bouncing back' to where we were before, but also about growth

BUILDING RESILIENCE



The wayfinder leader cannot be overcome by the enormity of the challenges she or he faces, but must rise with courage, fortitude and sharpness that incisively cuts through the situation and instils confidence, purpose and direction in the crew”

Grit = perseverance and passion for long-term goals

What has grit helped you do or achieve in the past?

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What future challenges / situations do you think you could use this grit to help you?

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Awe = the ability to appreciate the moments of beauty on any journey - especially the hard ones - the joy and exhilaration of moments of accomplishment.

When have you experienced awe and what was that like?

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What things could you put in place to make time and space to acknowledge and find awe in your journey?

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Source: Wayfinding Leadership - Dr Chellie Spiller, Hoturoa Barclay-Kerr and John Panoho

Personal resilience

Relationships

Ability to build and maintain positive relationships. Have some 'go-to' support people in your life. Have a good balance between support and challenge in your relationships.

Self-awareness and Self-control

Knowing yourself, how different situations affect you and how you affect others. Ability to express, regulate and manage your emotions as necessary.

Locus of Control

Recognising and using your agency in your own life. The belief that you are in charge of your own life and can affect the outcome.

Positivity

Optimism, hope, gratitude and appreciation.

Self-efficacy and Self-esteem

Belief in your own ability to tackle challenges, stretch yourself, take risks and achieve goals. Recognising your own intrinsic value. Knowing and using your strengths and skills.

Flexibility

Problem solving ability. Adaptability and coping with change. Mental agility (creativity and the ability to change or develop your thinking as required).

BUILDING RESILIENCE

Are there any particular aspects areas of resilience that I want to focus on either because they help keep me resilient or because I want to work on increasing my strength in this area?

What will help keep me going over the next year?

What or who might be able to help?

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Daniel Pink: The Surprising Truth about What Motivates Us

Pink sets out three elements that he feels that leaders should provide to engage and motivate staff and support productivity in the workplace:



Autonomy

Autonomy is different from independence. It means acting with choice - which means we can be both autonomous and interdependent with others. A sense of autonomy has a powerful effect on individual performance and attitude. Encouraging autonomy doesn't mean discouraging accountability. The question you need to ask is what can you give people autonomy over? What are you controlling in the way they work that they could control?

Mastery

Mastery is about providing people with opportunities to get better at something that matters to them - their job. Providing them with opportunities to grow and develop and progress in their role and feel like they are excelling. Organisations who focus on staff development and providing opportunities for mastery have been seen to have a higher level of staff retention and productivity. Pink also talks about providing people with 'goldilocks tasks'. Tasks that challenge people just enough to take them slightly out of their comfort zone to develop competence and confidence.

Purpose

Pink argues that “purpose maximisation” is as valid as “profit maximisation”.

This motive expresses itself by;

- Helping people understand how their job is valued by the overall organisation
- Emphasising the collective rather than the individual
- Using profits to reach a purpose
- Making people feel valued and good about the contribution that they make

YOUR PERSONAL WHY?

What am I passionate about in this organisation?

A large white rectangular area intended for the user to write their response to the question 'What am I passionate about in this organisation?'. The area is completely blank and occupies most of the page's vertical space.

YOUR PERSONAL MOTIVATING FACTORS

What parts of my work am I most enthusiastic about?

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How does this organisation fit with my own personal values and sense of purpose?

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What experiences in this organisation am I most grateful for?

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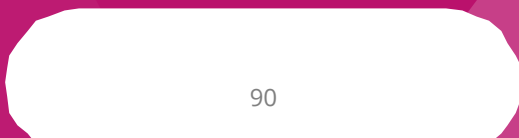
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Reflect on memories and inspirational experiences that sustain your passion and motivation in your organisation



A large white lightbulb shape on a dark pink background, serving as a container for text. The bulb is the central focus, with a dark pink base. The background is a solid dark pink color.



A white rounded rectangular box at the bottom of the page, likely a placeholder for a name or signature.

ACTION PLANNING

Reflect on your PATH process and which areas would you like to start with – what has the most urgency to it?

STOP START CONTINUE

What are things we need to **START** doing?

What are we currently doing that we can or should **STOP**?

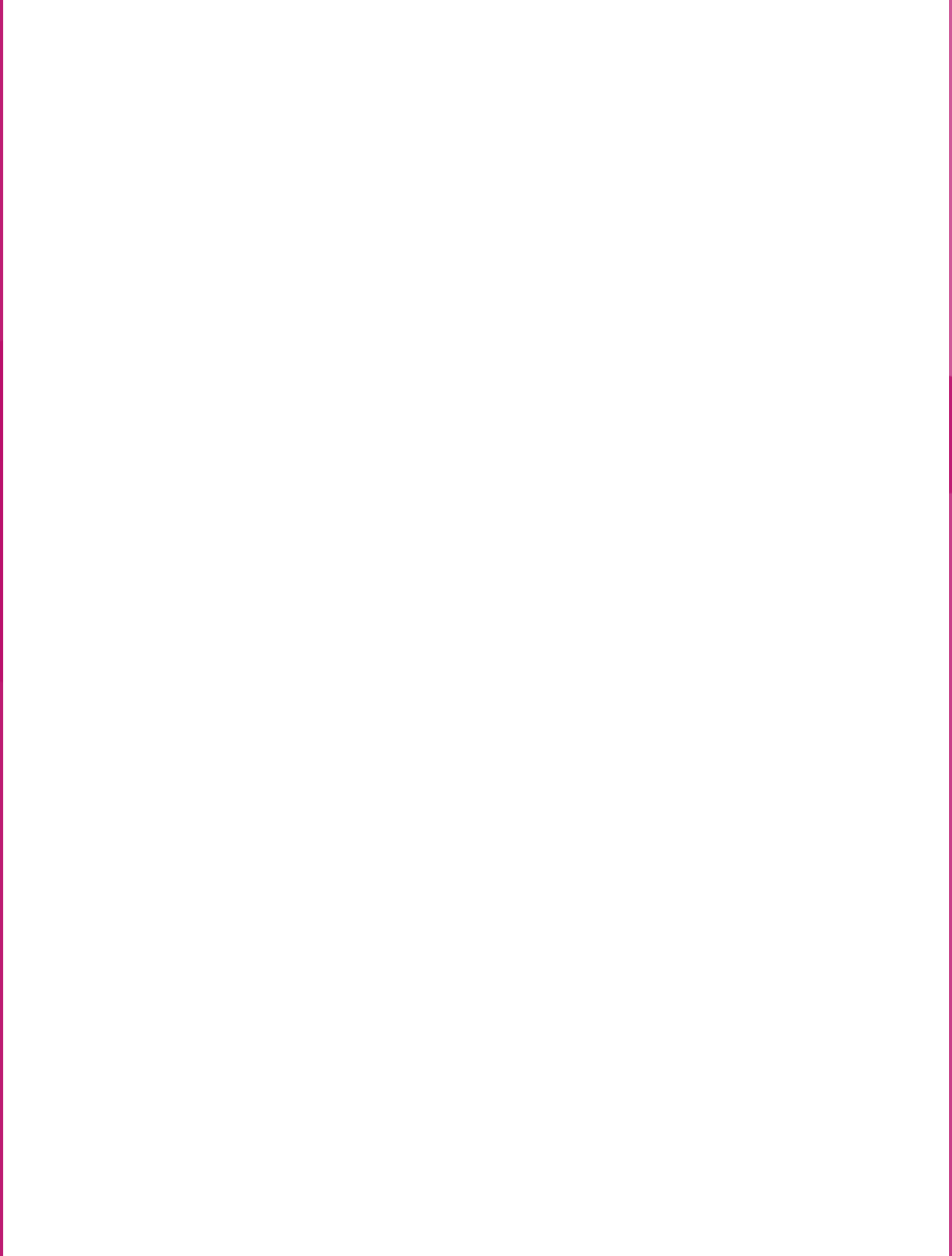
What are we doing now that works and should **CONTINUE**?

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MAPPING THE ONWARD JOURNEY

Visualise the year ahead



MAPPING THE ONWARD JOURNEY

What challenges do you see?

How might you overcome these?

What support do you think could benefit you?

MODULE 3 REFLECTIONS

What really stood out from module 3?

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What did you learn about yourself?

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What did you find challenging?

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What are the things you might try to put into practice before module 4?

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PROGRAMME JOURNAL

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