

S-Cube Scenario: *Futurepositive*

Training Needs Analysis conducted as part of the S-CUBE project identified that soft skills relating to the following areas were rated as being 'important' or 'very important' by a large proportion of respondents from social enterprises: communication (83.7%), consultation (66.7%), ability to influence (68.1%), and ability to convince (65.8%). However, existing skills in these areas were rated to be low. Therefore, the scenario that has been developed aims to provide an opportunity for participants to develop key communication skills in a social enterprise context. The scenario context is designed to facilitate reflection, discussion and practical application concerning aspects of the 7 step 'Cultivation Cycle' – see <http://www.fundraisingresearch.info/page6.htm>

Context & Playing Instructions:

Futurepositive is a role play scenario that has been developed by partners from across Europe. The purpose of the *Futurepositive* scenario is to provide participants with the opportunity to take part in a role play exercise focused on the use of communication skills, particularly those of persuasion & influence.

The role play scenario concerns a new social enterprise venture called *Futurepositive*. Full details about the scenario & the role play characters can be found on the remaining tabs within this screen. Please spend the next 5 minutes reading this information and familiarising yourself with the scenario. You will receive a message from the tutor when it is time to begin the role play exercise.

Please note that you can recall the Information screen by clicking on the "i" button at any time.

A new social enterprise is being launched in Corfranmouth, a large provincial European city with a population of 500,000. Bradstock, an area to the east of the city, suffers from problems of social and economic deprivation. In addition, crime levels are high and there is a particular problem with youth offending. Many in the local community believe that part of the solution to Bradstock's problems lie in providing opportunities for young people to develop work skills that will enable them to contribute positively to the community, earn an income and gain a sense of purpose and direction. *Futurepositive* is a new social enterprise set up to provide short, paid work placement opportunities for young people living in Bradstock. It targets ex-offenders and young people felt to be at risk of offending. *Futurepositive* also provides free pre-placement training and on-going mentoring, and this aspect of its work is supported by a two year grant from the local authority. However, they recognise the need to avoid over-reliance on public sector funding. Hence, they are seeking the support of local employers to (i) provide paid placement opportunities for

young people (and in so doing provide revenue to cover operational costs through placement arrangement fees) and (ii) provide substantial sponsorship beyond the next two years to support pre-placement training.

Futurepositive is holding a launch party and has invited a number of local employers who they think could be good supporters for their organisation. The two Directors of *Futurepositive* (Jane Brown and Ralf Peterson) have opened the event with a formal presentation and for the rest of the evening, there is an opportunity for networking and informal discussions over drinks and canapés.

Characters:

Character	Description	Goals
Jane Brown	<p><i>Public information:</i> Futurepositive Director. Jane is passionate about supporting young people and addressing the social and economic problems of the area. She has a training background and is driven by the social mission of the organisation and has less interest in the 'business model' and the money side of the social enterprise.</p> <p><i>Private Information:</i> Jane believes that many of the employment and training problems that young people in Bradstock are facing is due to the excesses of capitalism and the activities of private sector organisations like Rivitco. Jane finds it difficult to get along with corporate people and has been known to get into debates on ideology with such individuals. Jane sometimes worries that Ralf is willing to compromise his principles in order to secure a deal.</p>	<p><i>Public Goals:</i></p> <ul style="list-style-type: none"> • Get people to support the social mission of Futurepositive • Harness the support of passionate supporters <p><i>Private Goals:</i></p> <ul style="list-style-type: none"> • Persuade people of the social good of the work placement project • Identify those whose values are aligned to those of <i>Futurepositive</i>
Ralf Peterson	<p><i>Public information:</i> Futurepositive Director. Ralf has a strong focus on the organisation's business model, and is seeking to place the business on a firm footing. He wants to build up the client base of employers quickly and explore opportunities for longer term sponsorship or partnership.</p> <p><i>Private Information:</i></p>	<p><i>Public Goals:</i></p> <ul style="list-style-type: none"> • Get employers to commit to offering placements • Generate fee revenue by harnessing the support of employers most

	<p>Ralf has major concerns about the long-term financial sustainability of the organisation, particularly if the local authority stops providing funding. Given the opportunity, he would sign up client employers tonight. Ralf sometimes worries that Jane is so focused on the social mission of the organisation that she neglects the need to ensure that revenue streams are sustained.</p>	<p>able to provide a high volume of placement opportunities</p> <p><i>Private Goals:</i></p> <ul style="list-style-type: none"> • To secure opportunities even if this means compromising on who offers the work placements
Trevor Sparks	<p><i>Public information:</i> Trevor runs a small optometrist firm which employs one other person. He is very passionate about the vision of <i>Futurepositive</i> and his talkative nature means that he would be happy to chat all evening about what could be done to support young people and the area. He is a well-known and liked character in the local business community.</p> <p><i>Private Information:</i> Trevor's business generates just enough revenue to maintain a good income for Trevor and his employee. Whilst he is full of good intentions, he is not in a realistic position to commit financial resources to supporting work placements. He is well placed to broker relationships within the small business community through his links with the local Chamber of Commerce. Trevor is inclined to enter into long monologues about himself, and can take conversations off track.</p>	<p><i>Public Goals:</i></p> <ul style="list-style-type: none"> • Engage in stimulating conversation about the social mission of <i>Futurepositive</i> • Help to support the aims of the social enterprise <p><i>Private Goals:</i></p> <ul style="list-style-type: none"> • Help to support the aims of the social enterprise but not in a way that involves a financial commitment • Voice his passion for pro-social action in the community so as many people as possible can hear it
Giles Green	<p><i>Public information:</i> Giles is CEO of a major employer in the city, a manufacturing company called Rivitco. He holds a traditional view of business and though he is aware of the importance of social responsibility in business, it is not something that interests him a great deal. Rivitco has recently had some bad PR about its supply chain operations in Vietnam concerning the</p>	<p><i>Public Goals:</i></p> <ul style="list-style-type: none"> • To explore the possible benefits to Rivitco of working with <i>Futurepositive</i> • To show Rivitco's support for pro-social action

	<p>environmental contamination of a local watercourse. Rivitco were involved in rectifying the problem and made a financial contribution towards the clean-up.</p> <p><i>Private Information:</i> Giles dislikes being given the 'hard sell', but is willing to spend money if he sees a clear benefit to Rivitco. He has the authority to make decisions that could provide a large number of placement opportunities for young people. He is accompanied by Andy Swift, an HR manager at Rivitco whose opinion he values.</p> <p>As a consequence of their bad PR in Vietnam, they will consider different ways to improve their corporate social responsibility but only if there are clear organisational benefits. Giles has some pressing business to attend to this evening, and is keen to move on from this event after around 30 minutes. Having worked hard to achieve all he has in life with no help from anyone, he is not naturally empathetic towards those who argue for social intervention.</p>	<p><i>Private Goals:</i></p> <ul style="list-style-type: none"> • To be seen to be at the event for PR reasons • Go home as soon as possible to get on with some important work
Andy Swift	<p><i>Public information:</i> Andy is an HR Manager at Rivitco and works very closely with Giles in an advisory capacity. He grew up in an area similar to Bradstock, but gained a scholarship for grammar school before going to University and then gaining a graduate position at Rivitco. Andy is quiet and thoughtful.</p> <p><i>Private Information:</i> Andy listens a lot but is not the easiest person to engage in conversation. He is keen to get promotion at Rivitco and wants to do something to make an impression, but doesn't want to risk his reputation for reliability and clear thinking through making a bad recommendation to Giles. He has no decision making authority in relation to resourcing issues but has strong influence over Giles.</p>	<p><i>Public Goals:</i></p> <ul style="list-style-type: none"> • To learn about the social and business missions of <i>Futurepositive</i> <p><i>Private Goals:</i></p> <ul style="list-style-type: none"> • Make a good impression on Giles • Listen carefully to sensible proposals • Make recommendations to Giles on the basis of what he hears •