

Future Shape of the Winner™

Excellence Audit & Future Shape of the Winner: Consultant Development Program

Background

Tom Peters Company launched the Future Shape of the Winner™ (FSW) model in 2008 to share with clients what we believe are the main characteristics of contemporary business excellence. The model derives from our fascination with those businesses that have consistently managed to create high value added for their customers and other stakeholders from leveraging the talents of well-paid professional workforces; the Professional Service Firms. We want this work to be of practical help to people who now feel ready to shrug off the constraints of the economic recession and pick up their personal pursuit of excellence, the ultimate business accolade!

An exciting feature of FSW is its on-line measurement tool, the Excellence Audit (ExAud), which can be used to position any client organization on the FSW model. By identifying current status and future aspiration against a selected suite of excellence characteristics, leaders and their teams have an inclusive methodology for compiling a new business improvement agenda and engaging those people whose contribution is most critical for future success.

The Excellence Audit has previously only been available to clients of Tom Peters Company's consulting practice. Based on consultant interest, we are now opening up the opportunity for other consultants and in-house HR professionals to become accredited to commission and use Excellence Audit surveys with their own client companies. This paper outlines the process through which such professionals are trained in the application of these unique tools, and become active members of the extended *Excellence Audit and FSW Community of Practice*.

FSW/ExAud Consultant Profile

There is clearly no absolute "person specification" for this development program, however we believe that certain characteristics are important.

The Excellence Audit is designed as a tool for external consultants and internal HR professionals who share our passion for improving the value added contribution that people can make to their organizations. Exploiting the FSW model, on which the audit is based, depends on the user's having an existing base of business knowledge and "street wisdom" about how businesses



typically function. For these reasons, the people who will most benefit from this program are likely to have made their livings as business improvement professionals in some significant capacity for several years.

Our previous website and webinar communications about FSW have proved particularly attractive to consultants who have established Organization Development practices. The holistic nature of the FSW model and the Excellence Audit measurement instrument enables them to position their particular skills and expertise in a more strategic context and to connect what they do with other consultants whose specialisms are complementary.

Why Invest Now in FSW/ExAud?

In difficult economic times, you might be asking yourself why is it worth investing time and money in learning a new consulting model?

Here are some of the real benefits that will come from integrating FSW/ExAud into your own consulting approach:

- Its holistic nature makes this approach an extremely cost effective and efficient element of your diagnosis of a client's current situation and needs. You will therefore be in a position to add more value for less input on your part than an equivalent data based analysis would demand.
- As organizations face the challenge of emerging from a period of serious recession, the Excellence Audit is a tool which will enable them to create a fresh and relevant development agenda. Consultants with access to this tool can differentiate themselves in their market.
- The Excellence Audit provides data on cultural dimensions of an organization that we know to be *really tricky* to fathom. We find that finance and technical people just love to have that kind of data!
- Its breadth gives specialist consultants the chance to connect their interventions with other development initiatives that are ongoing within a client's business, and with other specialist consultants' approaches.
- The Excellence Audit enables you to identify the likely *champions for* and *resisters of* change that will affect the performance improvements on which you are working with your client.
- Its future orientation provides a boost for those clients that are ambitious to look beyond their current situation.

For these and many more reasons, we believe that mastering the use of the Excellence Audit and the Future Shape of the Winner model will enrich your consulting knowledge and add impact to your client projects.



Consultant Development Process

Consultants who want to add the Excellence Audit to their client services portfolio can now sign up for a development program led by Tom Peters Company specialists. This is a structured distance-learning package that runs over a four-week period. In 2010, programs will be run every quarter.

Participants will be introduced to the Excellence Audit and the FSW model, taken through the extensive *FSW Practitioner* support materials, and coached on how to position the approach within their wider consulting practice. The learning process is completed by each participant commissioning and undertaking an Excellence Audit survey in one of their client businesses, with full back up support provided by TPC.

On successful completion of this development program, graduates can commission Excellence Audits from TPC to use in client interventions as they judge appropriate.

Please note that TPC's charge for Excellence Audit surveys for up to fifty participants is UK£1,500/US\$2,000 plus any applicable local taxes. Larger and more complex groups will be charged at higher rates.

Stages of Development

There are five developmental stages in the FSW/ExAud licensed user training.

1. Understanding the background to Future Shape of the Winner; where it came from, how it has been developed, how it helps, why it makes a contribution to business.
2. Learning what FSW and the Excellence Audit actually are in more detail; what makes the approach distinct and how it builds on or connects with other organization development approaches.
3. Learning how FSW and ExAud fit into an overall consulting approach; in our experience each prospective consultant needs to give thought to how it can be incorporated into their own practice.
4. Understanding how to interpret the Excellence Audit, using real examples to understand the data and its interpretation.
5. Applying the Excellence Audit in a real client situation. The real test of the learning process is a participant knowing enough to be able to convince a client to undertake an Excellence Audit. Setting up and interpreting this initial on-line survey will be fully supported by TPC and is considered a vital stage in the Development Program.

After this training process, consultants will submit a summary report of their learning, in order to complete the accreditation process.



The distance-learning program is supported by a detailed Participant's Guide, recommended background reading, pre-work assignments for each session, four webinar tutorial sessions, and a private blogsite for participants' reflections, discussions, and Q & A between sessions.

Following successful completion of this process graduates will be invited to join the *FSW Community* through which they can continue to learn about using the Excellence Audit and can share experience and wisdom with like-minded professionals.

Cost of Development Program

This development program costs £1500 (US\$2000) plus any applicable local taxes. The fee includes TPC's charge for remotely supporting each participant's first Excellence Audit with a real client.

Consultants can recoup some or all of these costs by charging their first client the standard fee for the Excellence Audit service they will receive.

Next Steps

Much more information is available on our website, http://www.futureshapeofthewinner.com/pages/whatwedo_FSW.htm. You can also find the answers to several Frequently Asked Questions about consultant training at the following url. <http://tompeters.co.uk/pages/faq.htm>

Consultant Development Programmes take place several times a year. If you are interested in being included in the next session, please contact team@tompeters.com. We will be happy to discuss your interest, and to provide with any further information that you may require.

