

Future Shape of the Winner™

FSW and Excellence Audit Training

Background

The Future Shape of the Winner™ (FSW) was launched in 2008 as Tom Peters Company's (TPC) distillation of the characteristics of organisations that manage to get the best out of their people in the best interests of customers and other stakeholders. The model provides a simple and holistic model of organisation excellence - think of FSW as a description of the ideal destination for a business or team.

A breakthrough in making this model more user-friendly has been the development of a tool to measure performance against this model – the Excellence Audit™ (ExAud). Being able to identify the gaps between where they are and where they aspire to be gives leaders and their teams a simple way of seeing their priorities for improvement. The process of developing action plans becomes much more straightforward.

FSW and the ExAud are used by TPC in their own practice. They are now opening up the opportunity for non TPC consultants and Organisation Development Professionals to become accredited to use the model and commission the Excellence Audit for use in their own practices/client companies. This paper outlines the process through which such individuals can be trained in the use of these tools, and become a practising member of the FSW Community.

FSW Consultant Profile

FSW is designed as a tool for consultants and professionals of all kinds who are engaged with the productivity of people in organisations; Human Resources, Business Process and Performance Improvement, Organisation Development, Customer Service and so on.

FSW is a model that depends on the user having a existing base of knowledge and wisdom about how businesses typically operate. For that reason, applicants for this



training are likely to have been employed as business professionals of some kind for a number of years.

It has proved particularly attractive to consultants who have a specific OD practice, as the holistic nature of the model enables such consultants to position their own skills much more strategically and to connect their consulting specialism with others with complementary talents.

Consultants and HR Professionals wishing to use of FSW and the ExAud with their clients should sign up for induction training which is led by TPC specialists. This is offered in a structured distance learning package, which runs over a four week period. They will be introduced to the model and the audit, taken through the practitioners' support materials, and shown how to position the audit within their wider consultancy practice. They will end the learning process by undertaking a real ExAud survey in a client business with full TPC support.

On successful completion of this training, on line Excellence Audits can then be commissioned from TPC for the consultant's use with their clients. The charge to clients for producing a basic report for one group of up to fifty participants is currently UK£1,500/US\$2,000, plus any applicable local taxes.

Consultant Development Process

There are five developmental stages required for FSW to become a useful addition to a consultant's portfolio.

1. Understanding the background to Future Shape of the Winner (FSW); 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 organisation development theories
3. How FSW and Ex Aud 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. How to interpret the Excellence Audit; using real examples to understand the



data and its interpretation.

5. Finally, the real test of the learning process is a consultant being able to convince a client of theirs to undertake their own Excellence Audit; setting up and interpreting this initial audit would be fully supported by TPC and is considered the final step in the Induction Training.

Our distance learning approach has a detailed Participant's Guide, recommended background reading, pre-work assignments for each session, four webinar tutorial sessions and a private blogsite for reflections and for questions and answers between sessions.

Following successful completion of the FSW training, graduates will be invited to join the FSW Community through which they can continue to learn about using FSW and can share experience and wisdom with like minded professionals.

Cost of Training

The charge for training, including the first 'real' excellence audit, will be charged at £1500/\$2,000 + VAT where applicable (this is the actual cost of an Excellence Audit survey).

The charge for this training can be divided into two installments (£500/\$700 up front and the balance, £1000/\$1300, charged when the audit is commissioned).

Why invest in FSW?

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

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

- Its holistic nature makes it 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 effort on your part than an equivalent data analysis would demand.

- The Audit provides data on cultural dimensions of an organisation that are really tricky to fathom. Finance and technical people love data!
- Its breadth gives specialist consultants of all kinds the chance to connect their efforts with other existing client initiatives, and with other specialist consultants.
- The audit enables you to identify likely resistance to change that may affect the improvements on which you are working with your client.
- Its forward-looking orientation provides a boost of energy for those clients that are ambitious to look beyond the present crisis.

For all of these reasons, we believe FSW and the ExAud will deepen a consultant's knowledge of their clients, and provides invaluable data that will result in their projects having much greater impact.

Next Steps

More information about FSW and the ExAud are available on our website, http://www.futureshapeofthewinner.com/pages/whatwedo_FSW.htm

Our Distance Learning Programmes are frequently run throughout the year. If you are interested in being included in this session, please contact team@tompeters.co.uk. We will be happy to discuss your interest, and provide with any further information that you require.

