


THE 2012 **SALTIRE FELLOWSHIP**

Offered by The Saltire Foundation in partnership with Babson College (Boston, USA), The Scottish Programme for Entrepreneurship and the GlobalScot Network.



 SaltireFoundation

Verna McErlane
SaltireFoundation Fellow 2010

UNIQUE OPPORTUNITY

OUR OBJECTIVE IS TO FIND, FUEL AND SPARK SCOTLAND'S HUMAN POTENTIAL, IN TURN CREATING OUR NEXT GENERATION OF BUSINESS LEADERS.

This is a unique opportunity to place a member of your team on the prestigious 2012/13 Saltire Fellowship starting in August 2012.

The Fellowship is a world class entrepreneurial leadership programme designed to create a global and entrepreneurial mindset in Scotland's future business leaders. The Saltire Fellowship is based on three principles:

1

Entrepreneurial leadership

– taught by faculty who have run \$m businesses on campus at Babson College Boston (the #1 Business School in the world for Entrepreneurship) in partnership with the best of Scottish Business Schools.

2

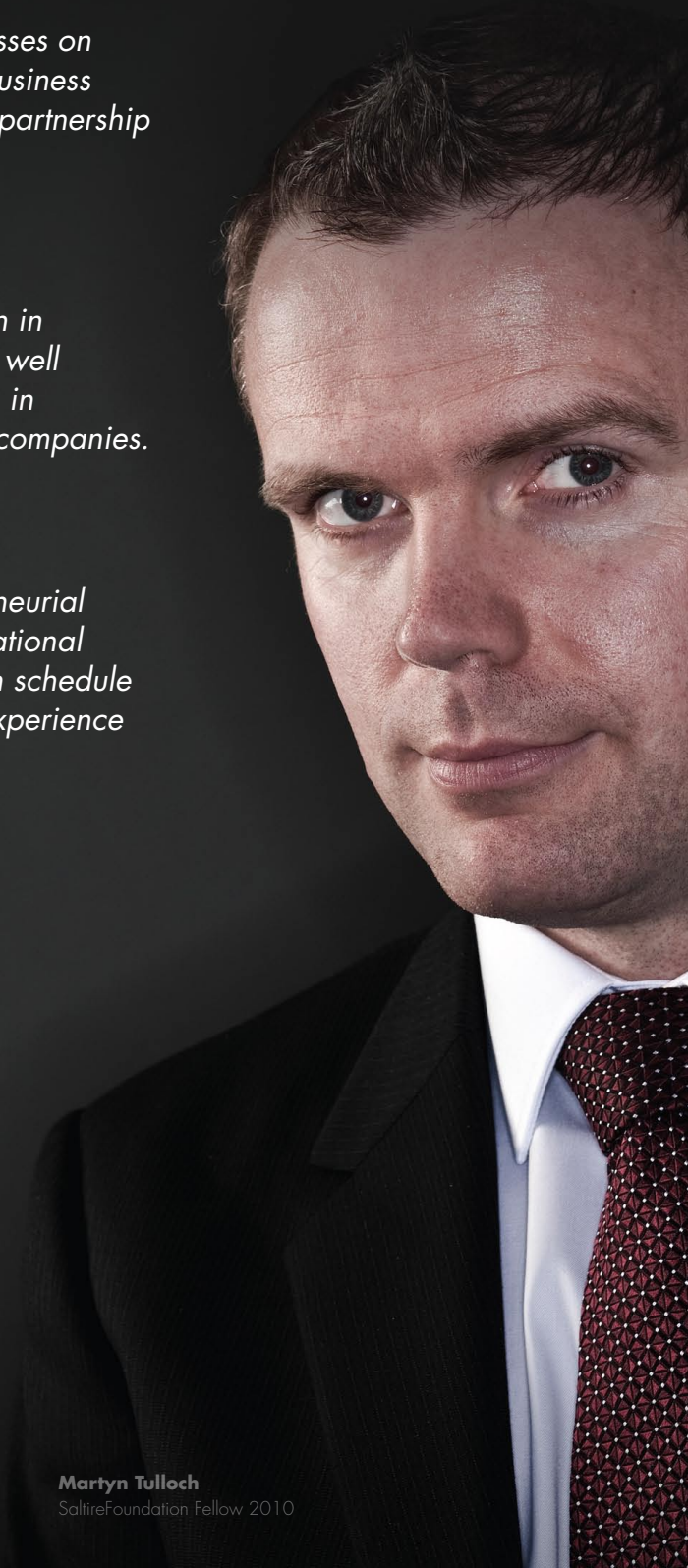
Experiential learning

– through Babson's programme of immersion in entrepreneurial experience and learning, as well as through hands on delivery of live projects in international firms and high-growth Scottish companies.

3

Global mindset rooted in Scotland

– immersion in Boston and Scottish entrepreneurial ecosystems and intensive exposure to international and Scottish networks at C-level. The Babson schedule includes an integral week of learning and experience delivered in China.



WHY?

HOW THE SALTIRE FELLOWSHIP CAN WORK FOR YOUR COMPANY

The programme is designed to develop the leaders that companies need most: those who can create opportunities, envision and navigate change, surmount complexity, and motivate teams in a common purpose to grow organizations and create economic and social value.

In addition, Saltire Fellows are exposed to world class networks both in Scotland and globally, for example through GlobalScots. Their peer network will be unrivalled as they will share their journey with a cohort of Scotland's "best and brightest" and have access to Saltire Foundation Alumni. They will also receive a thorough grounding in the

specific opportunities and challenges at a company, sectorial and national level within the global and Scottish context.

The Foundation will work closely with you to ensure your Fellow returns enthused and ready to take on greater responsibility. Equally, they will understand that the next challenge still needs to be earned.

Looking to the future, the experience does not end after graduation as Saltire Fellows continue to learn and access networks through the tailored alumni programme.

“The Saltire Foundation was set up to instil individuals with the business skills and entrepreneurial drive to transform Scottish companies into global businesses of scale - all attributes that are critical to the future success of brightsolid. We are always looking for the highest calibre of staff to contribute to our rapidly expanding business and we are the only company in Scotland to have hired two Saltire Fellows, which is testament to the talent it harnesses.”

Chris van der Kuyl, CEO brightsolid

“The Saltire Foundation immerses you in a unique learning environment, which allowed me to further develop both professionally and personally. Through experiential learning I was able to see how the entrepreneurial minded can help grow, and grow with, an established Scottish organisation. The strong network developed through being part of the Saltire Foundation allows me to learn from great business minds, and continually build new relationships.”

David Miller, ClydeUnion, 2009 Saltire Fellow

“I know the top leadership programs around the world and the Saltire Fellowship is truly world class, groundbreaking and an incredible opportunity.”

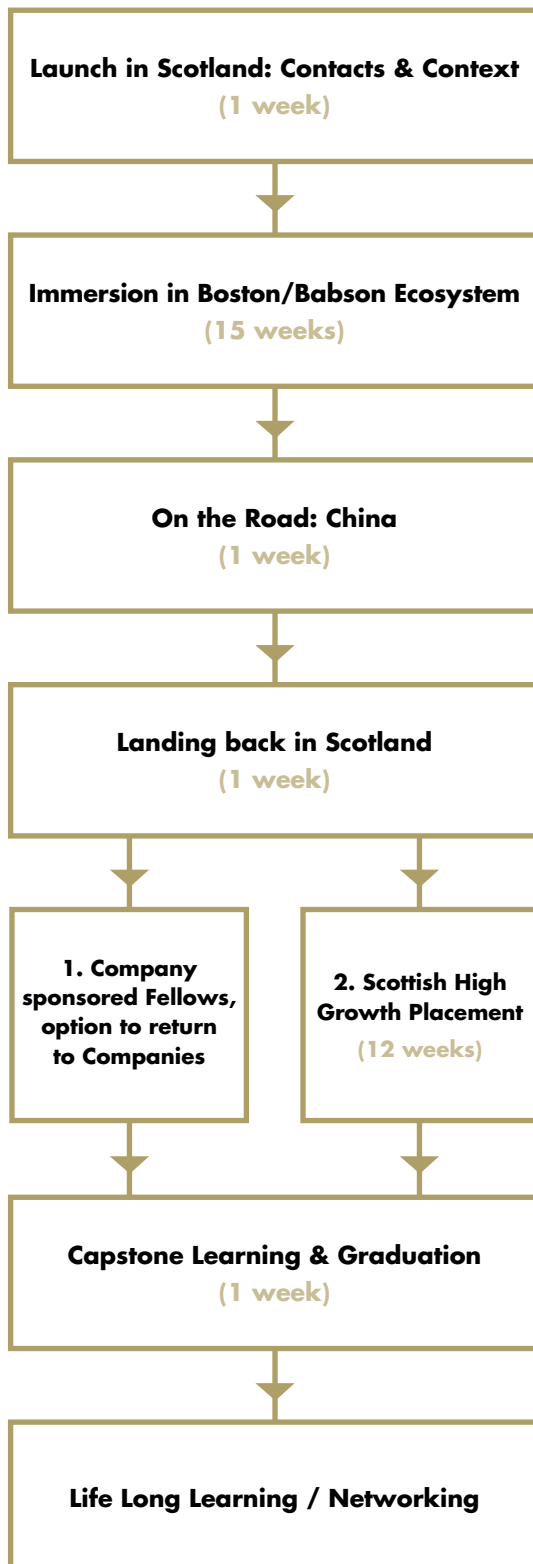
Professor Les Charm, Babson College

PROGRAMME

DYNAMIC PROGRAMME BUILT ON ENTREPRENEURIAL THOUGHT AND ACTION

The Programme is designed around the principle that classroom learning is not enough. It is punctuated by opportunities for action on live projects with space to reflect – think, act, reflect – again and again.

The Programme runs from **20th August 2012** to **13th April 2013**.



Intensive week building contacts and context. Learning about the challenges and opportunities in Scotland and the global marketplace. Panel discussions and guest lectures from industry leaders, economists and entrepreneurs. Network with many of Scotland's top high growth companies.

Plus: Overview and goal setting, introduction to core concepts, reflection processes.

15 week programme at Babson College including a 12 week integrated internship with a Boston based company to deliver a high impact project. Babson College programme is comprised of a mix of inclass work, guests, experiential learning and seminars. Fellows will typically work 6 days a week, 3+3 when on project.

Guest lectures and panels from Scotland by video conference.

Continued learning "On the Road". Babson led programme in China to understand company, sectorial and national context on the ground. Link to senior GlobalScots in area.

Alternative Options include: Internship in a world class social enterprise in Scotland, US or Africa to learn how social enterprises tackle challenges in innovative ways.

Reflection on development, response to challenges set in week 1 with same or similar panels plus networking events. Preparation for next step – whether return to company or high growth project. Introduction to mentors.

1. Leading on a high-impact live company project, set by the employer. This will be an early opportunity to apply Fellowship learning and experience in your own company. Expectations of a successful outcome will be high.

2. Leading on a highly visible, challenging project in one of Scotland's most exciting high growth companies. An opportunity to apply Fellowship learning hands on and to benefit from the experience of being in a fast moving, dynamic organisational environment. Concrete results are expected.

Sharing of project experiences and goal setting for post graduation.

Final Presentation to Scotland's influencers on "Scotland's challenges and opportunities".

Graduation

The entrepreneurial mindset will be continually reinforced and expanded through regular networking events, lectures, allocated mentors.

CURRICULUM

PROGRAMME CURRICULUM, FORMAT AND EXPECTED OUTCOME

The Saltire Fellowship Programme is a blended-learning experience delivered over an eight month period from August 2012. In addition to classroom time, the programme features a variety of hands-on experiences that are intensive, group-oriented, and interactive. They may include business simulations, guest speakers, visits to companies, field trips and extensive interaction with local VC's and entrepreneurs (in Boston, China and Scotland). Core to the programme are two high value three month placements with exceptional companies, one in the USA and one in Scotland leading and delivering on a key project.

CURRICULUM

- Building the Foundations of Business Acumen
- Developing Entrepreneurial Competencies
- Building Sales & Marketing Competencies
- Entrepreneurial Finance
- Innovation
- Entrepreneurial Leadership
- Building Entrepreneurial Teams
- Corporate Entrepreneurship
- Using Legal Relationships and Structures to deliver value
- Building value through M&A including valuation assessment
- The Global Enterprise
- The Scottish Opportunity

High impact projects will be delivered for both Boston and Scottish based companies. Examples of previous projects include:

1. Craft international sales plan for existing product. Outputs included news sales channel into Middle East and successful £150m sales pitch.
2. Competitor and best practice analysis for \$20bn US Life Science business. Outputs included report and presentation to Board on the programs and goals needed to drive performance to achieve world-class performance in 3 years, drive margin improvement and conserve cash for M&A.
3. Design and initiate route-to-market plan for new Renewables business, including raising funding. Outputs included full business plan and stage 1 funding.

Participants can expect to emerge from the programme as skilled practitioners of Entrepreneurial Thought and Action. They will be confident and comfortable in the role of leader of key corporate-entrepreneur initiatives and will have delivered in this role while leading high impact company projects in both the USA and Scotland.

They will return with:

- Business acumen beyond their peers.
- An understanding of how global opportunity can deliver value for your customers.
- A confidence to press for the right opportunity within the company.
- Developed global networks of great value to the business.
- Established links with key players in the Scottish economy and beyond.

WHO?

WHO IS RIGHT FOR THE FELLOWSHIP PROGRAMME?

To enhance the learning within the group, the cohort will have diverse characteristics and experience. However, they will share the following:

- They will have meaningful work experience to draw upon;
- They will believe they have significant potential;
- They will have the following attributes:
 - Openess to learn from new experiences
 - Determination and resilience
 - Value and enjoy working in groups
 - Strong leadership potential

Prospective Fellows will attend an assessment centre in March 2012, with final decisions being made shortly thereafter.

INVESTMENT

The investment required is very competitive with other executive programmes at **£23,600** per Fellow (if commitment before 15th December 2011) or **£29,500** (after 15th December).

Fees include all tuition, academic material, computing charges and some Foundation-organised group dinners. It excludes transport, accommodation and individual meals. The Foundation will assume responsibility to organise accommodation and flights required during the programme.

WHAT NEXT?

If you are interested in proposing a candidate please contact the following to register your interest:

Sandy Kennedy
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OR

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