Human Capital Strategy for Social Enterprises
Build a values-based culture to attract, develop and retain employees

Description: When scaling a business, many entrepreneurs consider the financial capital they'll have to raise. However, a social enterprise's ability to succeed in complex markets is also contingent on its human capital. Developing strategies to attract, retain and develop employees can give a business significant competitive advantage. This course will lead you through the basics of developing a human capital strategy. You'll learn how to intentionally design your company's values and culture, recruit and hire the right people, adapt your organizational structure as you scale, and build effective teams. You'll also learn how to manage employee performance and offer relevant talent development. This course is ideal for early stage entrepreneurs thinking about how to build and grow their teams in impact-driven companies.

You'll Learn How To:
- Develop organizational values and culture intentionally
- Apply practical tactics for recruiting, interviewing, and hiring
- Draft your organizational structure and plan for how it will adapt over time
- Structure plans to help employees optimize their performance and receive feedback
- Gain strategies to implement a talent development program Format: Project-Based Course Curriculum:

Learning Tools:
- 5 reading guides highlighting case studies and examples
- 5 discussion guides to lead your team through collaborative discussions about your talent strategy
- Videos featuring case studies from Amal Academy and New Story Charity

Curriculum:

Module 1: Culture and Values

Description: Culture and Values are the foundation of your organization's human capital strategy. In this module, we'll give you an overview of the course as a whole, discuss why human capital is important to your organization, and explore the role of values and culture in building an effective human capital strategy.

Assignments:
- Mission to Values Chart
- Visualization of Organizational Values

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Module 2: Developing Your Organizational Structure

Description: In this module, you'll learn how to use your social impact mission to structure your organization and plan for scale. You'll also learn how you can plan to fill roles when key employees depart or move on to new responsibilities.

Assignment:
- 3 Versions of Your Organizational Chart

Module 3: Recruiting and Hiring

Description: In this module, you'll learn about the best practices for recruiting and hiring as a nonprofit, and practice creating questions that'll help you screen for values alignment in potential hires.

Assignments:
- Job Description Scorecard
- Recruitment Flow

Module 4: Optimizing Performance

Description: In this module, you'll learn about what comprises an effective performance management system, and how you can use monetary and non-monetary incentives to motivate your employees.

Assignments:
- Goal Setting
- Reflection: Incentives and Rewards
- Goal Setting Calendar

Module 5: Talent Development

Description: In this module, we'll discuss the role of talent development in your organization, and how the 70-20-10 framework and other strategies can help you develop your talent development processes.

Assignments:
- 70-20-10 template
- Summary Deck

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Course Partners:

- **+Acumen:** +Acumen is the World's School for Social Change. At +Acumen, we want to provide you with easy access to the cutting-edge tools, leadership skills, and global community necessary to create effective social change. We do this by offering free and low-cost online courses, which have more than 500,000 signups from over 190 countries. View all our learning offerings at https://www.plusacumen.org/

- **Anne-Claire Broughton** is Principal of Broughton Consulting, LLC, a firm which helps organizations engage employees at all levels for business success through open book management, employee ownership, and healthy organizational cultures. Broughton is active in educating retiring business owners about the possibility of exiting via an ESOP or co-op. Publications include The Hitachi Foundation's Human Capital Advantage: A Curriculum for Early Stage Ventures (upon which this +Acumen course is based), The Hitachi Foundation's Business Action Guides to innovative employee engagement strategies, Employees Matter: Maximizing Company Value Through Workforce Engagement, and Embracing Open Book Management to Fuel Employee Engagement and Corporate Sustainability. She previously spent more than 13 years advising early stage business as Co-Founder and Senior Director of SJF Institute (a business accelerator affiliated with SJF Ventures and Investors Circle).

- **Hitachi Foundation:** The Hitachi Foundation (THF), which was active from 1985 through the end of 2016, focused on business practices that both measurably improved economic opportunities for low-wealth individuals and enhanced long term business value. The Foundation's closing strategy included a planning process that lead to the Good Companies, Good Jobs approach which aims to address a critical question of our time: In this rapidly changing workforce environment, how do we make work work for the many who feel stuck and left behind? The strategy transitions financial, intellectual and human capital assets into three mission-aligned organizations: the Economic Opportunities Program at the Aspen Institute; the Institute for Work & Employment Research at MIT's Sloan School of Management; and Investors' Circle.

Certification

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