lescollectives fella

proudly present:

THE COLLECTIVE FACILITATION TOOLKIT

Circle–Based Practices for Empowering Women and Gender–Minority Entrepreneurs

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I. Preamble : Purpose, Audience & How to Use This Toolkit

1. About the organisations

This toolkit was created through a collaboration between two organizations that share a common commitment to supporting women and gender-minority entrepreneurs through collective, inclusive and values-driven practices.

Terre 3000 supports women and gender minorities through entrepreneurial programs, creative workshops and immersive residencies across France. Since 2016, it has organized small-group retreats focused on building self-confidence, leadership, and emotional skills. The organization also delivers creative workshops, both online and in person, promoting empowerment and interpersonal development.

In 2022, Terre 3000 launched Les Collectives, an online support network and co-development platform that has accompanied over 80 women and gender-minority entrepreneurs across France, fostering mutual aid, knowledge sharing and business growth.

Its approach is grounded in practices of consent, collaboration and situated reflection, encouraging participants to explore identity and social conditioning while recognizing the systemic forces, such as capitalism and patriarchy, that shape our lives, shifting blame from individuals to structures.

Influenced by thinkers like Audre Lorde and Adrienne Maree Brown and rooted in progressive entrepreneurial traditions including feminist business models, Indigenous resurgence, permaculture and horizontal knowledge-sharing, Terre 3000 centers pleasure, collective power and systemic transformation.

Wir sind Fella e. V. is a non-profit organisation supporting the self-empowered development of women in rural regions in Germany. Through its fella-Circles — facilitated peer groups of 8-12 women from the same region who meet regularly over several months — women connect with one another, strengthen their capabilities and co-create future-oriented ideas and projects rooted in their local contexts. At the core of fella's work are collective learning processes that enable women to actively shape their life and work environments.

Using practice-based methods, coaching and peer exchange, the Circles create spaces for experimentation, reflection and action, fostering sustainable and resilient approaches to living and working in rural areas.

Fella's approach is forward-looking and agile. Rather than offering fixed solutions, it supports participants in navigating change, responding to uncertainty and developing context-specific pathways that align with their values, resources and regional realities. The work combines personal development with entrepreneurial and social innovation, encouraging women to see themselves as active agents of transformation in their communities.

Through digital and hybrid accompaniment formats, fella connects local processes with nationwide learning and exchange. A shared community platform enables ongoing networking, knowledge sharing and collective growth beyond the duration of the Circles, strengthening long-term collaboration and impact across regions.

2. Why This Toolkit Exists: Context, Gaps & Intentions

This toolkit is grounded in the experiences, learnings and methodologies of a facilitation- and circle-based program developed with and for women and gender-minority entrepreneurs. It translates the program's insights, values and practices into a format that can be adapted, reused and carried forward by others.

The program itself was born from a shared reality: being women and gender-minority entrepreneurs seeking to build sustainable livelihoods aligned with progressive values, while navigating systems that were not designed for us.

Many existing entrepreneurship support programs are shaped by dominant neoliberal norms like individualism, competition, constant growth and productivity. While effective for some, these approaches often overlook the structural barriers faced by marginalized people, such as precarity, mental load, discrimination, isolation and burnout. Entrepreneurial challenges are frequently treated as individual failures rather than as the result of systemic inequalities.

Entrepreneurship is an emotional, political and relational journey as much as an economic one. Questions of legitimacy, care, power, time and money are systemic and central to this experience, yet they are rarely addressed in inclusive and diversity-aware ways within conventional support spaces. At the same time, we observed a strong desire to build financially viable projects without reproducing extractive models or sacrificing health, values or political commitments.
This program responds to this gap. It offers a collective, facilitation-based alternative that combines practical tools with critical reflection. By centering peer learning and collective intelligence, it shifts the focus from individual performance to shared growth, mutual support and experimentation.

We believe that collective spaces create conditions for transformation that individual or expert-driven formats often cannot: emotional safety, recognition, accountability without pressure, and the possibility to invent diverse pathways rather than conform to a single model of success.

Finally, this work is grounded in a culture of care, joy and pleasure. We see pleasure, consent and respect for different rhythms not as secondary concerns, but as essential foundations for sustainable entrepreneurial practices and more livable futures.
Through this toolkit, we aim to make these practices transferable and adaptable, enabling others to create feminist, inclusive and regenerative entrepreneurship spaces rooted in their own contexts.

3. Who This Toolkit Is For & What You Need to Get Started

Who should use this toolkit?

This toolkit is designed for people and organisations who support gender-minority entrepreneurs and independent professionals through collective, facilitation-based formats. It is particularly relevant for:
- Facilitators, coaches and trainers designing and hosting group-based support programs
- Entrepreneurs or collectives of entrepreneurs who wish to self-organise and run a peer-based support journey
- Gender equality officers and public institutions developing inclusive entrepreneurship or regional development initiatives

The toolkit can be used by experienced facilitators as well as by practitioners who are new to collective formats and want a clear yet flexible structure to build upon.

What is required to start?
To work with this toolkit, you do not need a fixed curriculum or extensive prior expertise in all topics covered. What is essential is:
- A commitment to facilitation rather than instruction, valuing peer learning and collective intelligence
- Basic experience in group facilitation, coaching or community work
- The ability to create a respectful and participatory learning space
- A group of participants willing to engage over a three-month journey

The toolkit is intentionally modular and adaptable. Facilitators are encouraged to draw on their own skills and contextual knowledge, and to adapt the content to the needs, pace and realities of the group.

II. Program Overview: Structure, Rhythm & Components

The program unfolds over 3 months, structured in weekly modules with a week off each month. It combines modules, free discussions, micro-inputs, and peer support elements like an optional buddy system and co-working sessions.

Modules: Key anchor sessions across the program (around one per month, 1.5 hours each). Each modules addresses a specific topic identified through research into the needs of gender-minority independent professionals and blends short theory inputs, guided personal reflection, and group exchange. Topics include Kick-Off, Entrepreneurial Mindset, Business Strategy, Relationship with Money, Self-Organization & Time Management, Foundations : Values, Clients & Sales System, Communication and Editorial Planning, Self-Confidence and Kick-Out.

Free Discussions: The other weeks are dedicated to free discussions, where one participant brings a topic, question, or challenge that is explored collectively. If needed, these sessions can include short micro-inputs from the facilitator (10–20 minutes) before the open discussion. Examples, depending on the facilitator's skills or capacity and the group's needs, include peer consultation, spotlight sessions, reflection on needs, relationship to work, etc.

Optional Peer Support: Participants can be paired with a buddy, ideally locally when possible to encourage in-person, non-digital meet-ups. Buddies may meet regularly or as needed, using the provided templates to check in, fostering reflection and accountability. Optional Collaborative Sessions: Facilitators may offer additional sessions such as:
- Co-working with budgeting and forecasting tools to support hands-on financial planning.
- Editorial planning for social networks to create content strategies through short inputs followed by focused co-working and peer feedback.
- Sales pitch workshops where participants practice their pitch and exchange peer feedback to refine their message and confidence.
- Pleasure Destination sessions to review the past month and set monthly objectives, with a focus on pleasure.

Questionnaires: Participants complete an Impact / Self-Assessment and Program Expectations questionnaire before the program begins, and an Impact / Self-Assessment (same questions for comparison) and Program Feedback questionnaire at the end. The Impact / Self-Assessment can also serve as a reflective tool for participants to track their learning and progress.

Flexible Rhythm: Facilitators can adapt the order of modules, micro-inputs and free discussions. Participants engage autonomously with peer support tools and optional sessions.

Monthly structure example:
- Week 1: Module + optional Pleasure Destination
- Week 2: Micro-input topic & Free Discussion
- Week 3: Micro-input topic & Free Discussion + Buddy meeting
- Week 4: Off + optional Co-working session

The journey balances structured learning, reflection, peer exchange and flexibility, helping participants build skills, insights and connections over 3 months.
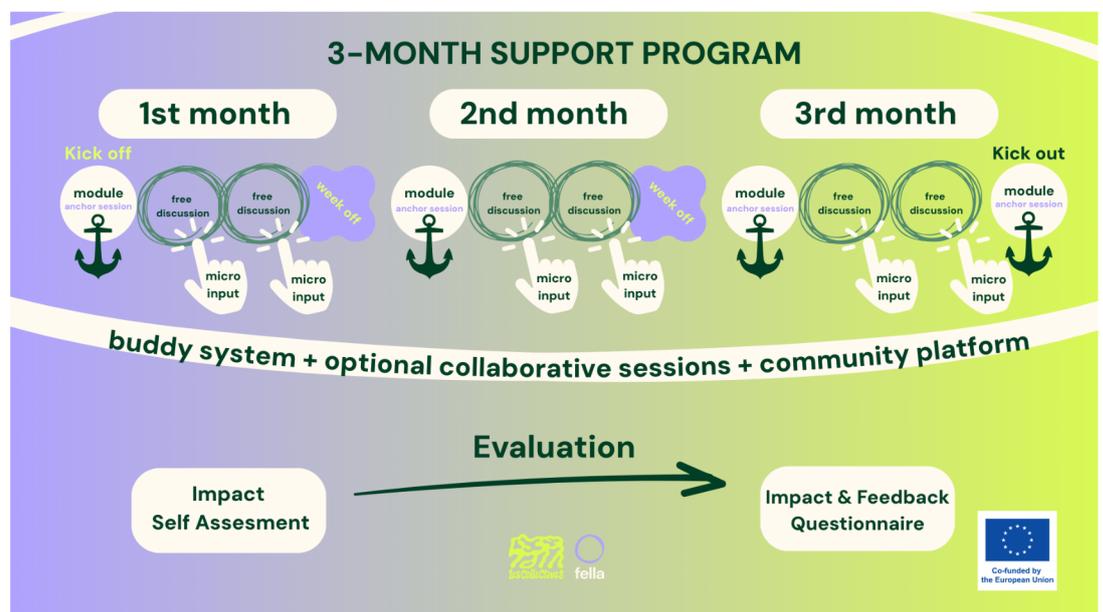
III. Circle Facilitation Methodologies

1. Circle-Principles

Shared Responsibility & Peer-to-Peer Learning
A circle is not built on hierarchy or expert-driven knowledge transfer, but on shared responsibility and mutual learning. Every participant brings lived experience, insights, and questions that are valuable to the group. The facilitator is not the sole source of wisdom, but a guide who invites participants to learn with and from each other. This principle encourages active participation, curiosity, and the recognition that collective learning often emerges through dialogue rather than instruction.

Empowerment through Agency and Choice
Empowerment in a circle means supporting participants to make conscious choices about how and when they engage. This includes the freedom to speak or remain silent, to experiment, to disagree, or to change one's mind. The facilitator actively reinforces agency by offering invitations instead of demands and by validating diverse needs, capacities, and rhythms. When participants experience that they have choice, they are more likely to step into responsibility, confidence, and self-directed growth.

Collective Intelligence & Emergence
Circles are designed to access collective intelligence — the knowledge, creativity, and problem-solving capacity that emerges when people think together. Rather than aiming for quick solutions or linear outcomes, this principle values emergence: insights develop through listening, reflection, and connection. The facilitator creates space for multiple perspectives to coexist and trusts that clarity often arises from complexity. What the group discovers together is often richer than what any individual could produce alone.

While shared responsibility addresses who participates and how learning is distributed, collective intelligence describes what becomes possible when diverse minds inquire together. Through the interaction of multiple perspectives and lived experiences, thinking expands: assumptions are challenged, ideas connect, and new possibilities emerge. Circles intentionally cultivate this shared field, treating diversity and complexity as sources of insight rather than obstacles.

Psychological Safety
Psychological safety doesn't mean guaranteeing a completely safe or harm-free space, that promise isn't realistic or honest. Instead, it means cultivating conditions where people feel as safe as possible to speak, share, and participate with care and respect. The facilitator acknowledges power dynamics, invites consent and agency, and supports a culture where participants can express themselves, set boundaries, and repair when needed.

Trust Yourself, the Process and the Group
Facilitation is not about controlling the experience but about trusting that the process unfolds differently in each context and that this is not only normal, but intentional. Trust your own humanity and unique way of relating; it is part of what you bring to the circle. Trust the group's collective capacity to connect, think and support one another in the moment. Your role is to hold the container so the space can be "good enough" for meaningful and emergent conversations to happen.

2. Circle Design & Format

- Online setting: accessible regardless of location, supportive for neurodivergent folks
- Small group format (max 8 people): intimacy, trust, shared space
- Chosen mixity (no cis men): freedom of speech, shared experience, centering marginalized voices

3. Session Flow Example

- 1-minute breathing : A short moment to land, ground, and transition into the space together.
- Check-in : Could be a "weather report" (mood check), "*how are you arriving in this meeting?*", or a more specific, fun, or reflective check-in question.
- Organisational info : Time for reminders, updates, logistics, or practical group matters.
- Open discussion or a thematic module you can find in the next section : Someone brings a topic they want to explore. The conversation is facilitated and can include reactions, reflections, questions, shared experiences, or advice.
- Check-out : Usually a closing question such as: *"What do you need?"*, *"What are you taking away from this session?"*, or *"What are you committing to?"*

4. Core Tools & Practices

1. **Check-in**
It grounds participants and builds connection. Check-ins allow each person to notice how they're feeling as they enter the session, fostering self-awareness. They also give others context: if someone seems stressed or withdrawn during the meeting, it might not be about the group but about what they shared in their check-in. By ensuring everyone speaks at the start, check-ins increase the likelihood that all participants, including quieter ones, will engage throughout the session. Even short check-ins can shift the tone of a meeting from transactional to collaborative.

2. **One-Minute Breathing**
At the start of the session, taking a minute to focus on the breath helps participants arrive mentally and emotionally, moving from stress or distractions to a grounded, attentive state. It increases presence and sets a calm, focused tone for the session.

3. **Speaking rounds**
Each participant speaks in turn without interruption, creating space for every voice. This slows the conversation, encourages active listening, and balances participation, helping the group share perspectives, build presence and feel more connected.

4. **Deep Listening**
A practice of fully focusing on and understanding what others are saying, noticing both words and underlying emotions. It encourages empathy, presence and more meaningful connections within the group.

5. **Asking Questions**
Encouraging curiosity and open dialogue, asking thoughtful questions helps clarify understanding, invite different perspectives, and deepen group reflection.

6. **Pleasure perspective**
Invite participants to focus on enjoying the process and embracing mistakes, rather than aiming for perfection.

7. **Guidance**
As a facilitator, guide the group while fostering collective support and advice among participants to navigate challenges and learn together.

8. **Somatic approach**
Invite participants to notice bodily sensations, not just thoughts, by reflecting on how experiences or questions make them feel in their body.

9. **Systemic approach**
Support participants in identifying the systems and structures influencing the dynamics at play.

10. **Less preparation more presence**
As a facilitator, prioritize presence and responsiveness over rigid planning, allowing the session to adapt organically (inspired by Adrienne Maree Brown's Emergent Strategy).

11. **Needs and Feelings**
There are many lists of needs and feelings available online. These can be shared with participants to help them identify how they feel and what they need in different situations. Asking *"What do you need?"* is a simple and effective check-out question.

12. **Check-out**
It closes a session with intention, giving participants a moment to reflect, share final thoughts and express how they feel. Check-outs help consolidate learning, surface unresolved issues and provide the group with a sense of closure, leaving participants more aware, connected and clear on next steps.

5. Facilitation Reflection Checklist: Key Points to Pay Attention To

Use this checklist to support ongoing attunement to the group and to yourself as a facilitator.

Group energy & dynamics
[ ] Is there a noticeable drop or surge in energy in the group?
[ ] Are participants engaged, restless, withdrawn, or overloaded?
[ ] Is the pacing supporting the group right now, or does it need to shift?

Participation & inclusion
[ ] Who is speaking most, and who has not spoken (yet)?
[ ] Who seems invited into the conversation, and who remains at the margins?
[ ] How do power, identity, and lived experience shape what is shared or not shared?

Relational patterns
[ ] Are there tendencies to dominate, retreat, or self-censor — including my own?
[ ] Is anyone disturbing the group, and what might be underneath that behaviour?
[ ] Does someone need acknowledgment, support, or clearer boundaries?
Containment, care & repair
[ ] Does the group need more space (pause, silence, grounding)?
[ ] Or more containment (structure, clarity, guidance)?
[ ] Are there moments where repair, naming tension, or slowing down is needed?

Facilitator stance
[ ] How much am I leading versus co-creating with the group?
[ ] Am I trusting the process and the group's collective intelligence?

IV. Thematic modules and resources for business development

This chapter presents a set of thematic modules and resources that can be used to support gender-minority entrepreneurs throughout a collective learning journey. It includes nine core modules, each addressing a key topic identified through research and practice with gender-minority independent professionals. These modules are offered as examples and entry points, not as an exhaustive or prescriptive curriculum.

Facilitators are encouraged to adapt them, combine them, or develop additional modules in response to their context and participants' needs.

The chapter also includes five optional extra modules, which illustrate complementary elements that can enrich a program by strengthening peer support, collective reflection, pleasure, and emergent learning.

MODULE 1: KICK-OFF

Why?
The Kick-Off sets the tone for the journey ahead. Many gender-minority independent professionals start with great ideas and energy, but without a shared space to connect, align intentions, and clarify purpose, that energy can scatter.
This session creates a welcoming environment to meet peers, explore expectations, and co-create a foundation of trust, curiosity, and mutual support and a shares understanding of how we will learn and collaborate.

Learning outcomes:
By the end of this module, participants will be able to:
- Understand the values of the organizing team and how these guide the program's approach and learning environment.
- Connect with fellow participants by sharing their activities, experiences, and challenges within a supportive peer community.
- Navigate the program confidently by understanding its structure, methods of collaboration, and collective expectations.

Module example 1

Title: Welcome to The Collectives
Key words of the session: Welcome · Connection · Values · Community · Program overview
Duration: 1.5 hours
Methodologies: One-minute breathing, Check-in round, Speaking rounds, Group sharing, Framing & collective agreements

Structure:
1. Arrival & grounding
2. Check-in round
3. Les Collectives presentation
4. Participants presentation : activities & challenges
5. How will we work together (practical informations and and introduction to the core principle of Les Collectives: the conversation we want to have)

Facilitation tips:
- Set a welcoming and inclusive tone from the start and adapt the pace to the energy of the group.
- Take fun seriously as a facilitation principle.
- When inviting participants to introduce themselves during the check-in round, you may also invite them to share their pronouns if they wish. As a facilitator, remember that sharing pronouns is never an obligation. Stay attentive to inclusive language and avoid assumptions about gender. Keep in mind that not everyone identifies as a woman and that visibility should always be a choice.

Debrief section:
- How did you feel arriving in the group today?
- What stood out for you during this first session?
- What do you need to feel comfortable participating in the coming weeks?

Materials needed:
Facilitator: timer, presentation slides, Access to the community platform (link or screen share), Participant list (names & pronouns, when available)
Participants: notebook or laptop
Link to PDF presentation: Kick off The Collectives

Module example 2

Title: Welcome to fella: Getting to Know Each Other & Setting the Container
Key words of the session: arrival · connection · orientation · trust-building · group mapping · belonging
Duration: 2 hours
Methodologies: Verbal introductions & icebreaker, Collaborative digital mapping (Miro), Sociometry (camera on/off statements), Breakout room peer exchange, Plenary sharing & reflection

Structure:
1. Arrival, welcome & icebreaker
2. Group mapping & soziometric exploration
3. Participant introductions
4. Program & Circle overview
5. Peer reflection in breakout rooms: What holds me back, what carries me, where I'm going
6. Questions, wishes & digital platform introduction
7. Check-out & commitment round

Facilitation tips: Offer clear guidance during digital tools and normalize different levels of technical confidence

Debrief section:
- What helped you feel connected to the group today?
- What surprised you about the group or yourself?
- What do you need to feel supported in the coming sessions?

Materials needed: Video conferencing tool (e.g. Zoom), collaborative digital whiteboard (e.g. Miro), presentation slides / visual aids, timer, access to Circle.so (link or screen share), Participant list (names & pronouns, when available)

Link to PDF presentation: Kick off fella

MODULE 2: ENTREPRENEURIAL MINDSET

Why ?
Many gender-minority independent professionals focus on delivery but not always on the broader entrepreneurial role. An entrepreneurial mindset builds the vision, confidence, and self-leadership needed to sustain independent work.

Learning outcomes:
By the end of this module, participants will be able to:
- Understand what an entrepreneurial mindset is and how it differs from an operational focus.
- Reflect on their own values, beliefs, and limiting narratives that shape their professional identity and decisions.
- Define and embody a personal entrepreneurial posture aligned with their goals, values, and long-term sustainability.

Module example 1

Title: Embodying the Entrepreneurial Posture You Aspire To
Key words of the session: Entrepreneurial posture · Identity · Self-leadership · Alignment · Intention · Action
Duration: 1.5 hours
Methodologies: One-minute breathing, Check-in round, Theoretical framing, Personal reflection (journaling), Pair discussions, Collective sharing, Concrete future projection

Structure:
1. Arrival & grounding
2. Check-in round
3. Introduction: Definitions and context
4. Personal reflection & pair exchange
5. Closing round

Facilitation tips: Invite depth without pressure and allow participants to define their own pace and level of sharing.

Materials needed:
Facilitator: timer, presentation slides
Participants: notebook or laptop
Debrief section:
- What did you discover about your current posture?
- What felt most aligned or surprising for you?
- What support do you need to sustain this posture in your daily practice?

Link to PDF presentation: Entrepreneurial mindset

Module example 2

Title: Entrepreneurial Mindset: Attitude, values, beliefs – how they shape us and our work
Key words of the session: mindset · values · beliefs · identity · growth · self-leadership
Duration: 1.5 hours
Methodologies: Mindful check-in & reflective questioning, Theoretical framing, Individual self-assessment, Pair exchange (breakout rooms), Plenary reflection & harvesting

Structure:
1. Soft opening & arrival
2. Silent check-in with reflective question
3. Input on entrepreneurial mindset & self-assessment
4. Pair reflection in breakout rooms
5. Plenary sharing & collective insights
6. Check-out & buddy commitment

Facilitation tips: Invite reflection without pressure to share personal beliefs publicly

Materials needed: Video conferencing tool (e.g. Zoom), collaborative digital whiteboard (e.g. Miro), presentation slides / visual aids, timer

Debrief section:
- Which belief or value felt most relevant for your current business phase?
- Where do you notice a fixed mindset, and where a growth mindset?
- How does your entrepreneurial identity want to be expressed more clearly?

Link to PDF presentation: Entrepreneurial mindset

MODULE 3: BUSINESS STRATEGY

Why ?
For many gender-minority independent professionals, a business is more than a venture, it's an expression of identity, agency, and values. A clear and evolving vision acts as a compass in a landscape where they often navigate systemic barriers and conflicting expectations.

By approaching vision through creativity and intuition, founders can step outside traditional business norms and reconnect with what truly drives them. This clarity supports grounded decision-making, protects against burnout, and strengthens confidence in their own direction.

Learning outcomes:
By the end of this module, participants will be able to:
- to articulate an initial version of their business strategy – rooted in imagination, intuition, and personal values – and understand that there vision is iterative, adaptable, and allowed to shift over time.
- define 2–3 guiding themes, values, or "lighthouse goals" that can support their decision-making, help them navigate uncertainty, and give direction to their next 1–5 years of business development

<u>Module example</u>

Title: Clarifying Your Business Strategy
Key words of the session: Business strategy · Vision · Priorities · Decision-making · Focus · Action planning
Duration: 1.5 hours
Methodologies: One-minute breathing, check-in round, theoretical framing, personal reflection, pair discussions, strategic projection, synthesis

Structure:
1. Arriving & check-in
2. Why strategy matters
3. From vision to action
4. Strategic focus
5. Strategy synthesis
6. Closing round

Facilitation tips: Help participants stay focused on what truly matters by inviting them to simplify and prioritize rather than over-plan.

Debrief section:
- What became clearer about your activity or priorities?
- What time horizon felt the most challenging or illuminating?
- What decision or focus will guide you in the coming months?

Materials needed:
Facilitator: timer, presentation slides
Participants: notebook or laptop

Link to PDF presentation: Business strategy

MODULE 4: RELATIONSHIP WITH MONEY

Why?
Because gender-based income inequalities persist in entrepreneurship, this module helps participants reshape their relationship with money so they can make confident, values-aligned financial decisions and ensure their work is fairly paid.

Learning outcomes:
By the end of this module, participants will be able to:
- Identify the beliefs, fears, and patterns shaping their personal relationship with money.
- Use key financial tools (budgeting, pricing, cash flow) with clarity and set prices that reflect the true value of their work.
- Take ownership of their financial management and identify simple next steps to keep learning and progressing.

Module example

Title: Exploring Your Relationship with Money
Key words of the session: Relationship with money · Beliefs · Power · Financial awareness · Decision-making · Action
Duration: 1.5 hours
Methodologies: One-minute breathing, Check-in round, Icebreaker, Theoretical framing, Personal introspection, Pair discussions, Collective reflection, Action-setting

Structure:
1. Arriving & checking in
2. Opening the conversation on money
3. Understanding our relationship with money
4. What earning money makes possible
5. Financial tools and indicators
6. From insight to action
7. Closing & resources

Facilitation tips: Normalize diverse experiences with money and create a non-judgmental space that allows participants to explore sensitive topics at their own pace.
Debrief section:
- What shifted in the way you see or talk about money?
- What belief or habit around money would you like to question further?
- What support would help you sustain the action you identified?

Materials needed:
Facilitator: timer, presentation slides | **Participants:** notebook or laptop

Link to PDF presentation: Relationship with money

MODULE 5: SELF-ORGANISATION & TIME-MANAGEMENT

Why ?
Gender-minority independent professionals and founders often carry multiple roles at once, in their work, relationships, and communities. This makes sustainable self-organisation not just a productivity tool, but a form of self-protection and empowerment.
Learning to structure time in a way that honors energy, boundaries, and personal rhythms helps founders stay focused on what truly matters, rather than being pulled into constant urgency or overwhelm.
Effective self-organisation strengthens agency, reduces burnout, and enables gender-minority independent professionals to lead their businesses with clarity, spaciousness, and intention.

Learning outcomes :
By the end of this module, participants will be able to:
- reflect on their daily, weekly, and monthly routines to identify patterns, bottlenecks, and moments of energy drain or flow
- experiment with tools and methods (e.g., time-blocking, task batching, prioritization frameworks) that align with their personal rhythms and business goals.
- define actionable practices to protect focus and energy, reduce overwhelm, and maintain long-term motivation and clarity in their entrepreneurial journey.

Module example

Title: Organization and Time Management
Key words of the session: Organization · Time management · Priorities · Systems · Tools · Experimentation · Sustainability
Duration: 1.5 hours
Methodologies: One-minute breathing, check-in round, collective reflection, personal reflection, pair discussions, sharing of tools, experimentation mindset

Structure:
1. Arriving & check-in
2. Understanding my current organization
3. Exploring tools and methods
4. Designing a system that works for me
5. Testing, adjusting, and sustaining
6. Closing round

Facilitation tips: Encourage participants to design simple, flexible systems aligned with their rhythm rather than aiming for "perfect" organization.

Debrief section:
- What aspect of your organization feels most important to evolve right now?
- What tool or habit do you feel curious to test?
- Where do you see room for more ease or pleasure in your organization?

Materials needed:
Facilitator: timer, presentation slides (Optional: examples of organization or time-management tools)
Participants: notebook or laptop

Link to PDF presentation: <u>Organization and time management</u>

MODULE 6: FOUNDATION: VALUES, CLIENTS & SALES SYSTEM

Why ?
Building a business that truly reflects your values is key to sustainable success. This module helps participants clarify their foundations and create a sales system that turns interest into aligned action, forming the foundation for a business strategy that drives real impact.

Learning outcomes :
By the end of this module, participants will be able to:
- Develop a clear vision of their business: what they do, for whom, and how.
- Define their positioning and personal brand to communicate their value effectively.
- Evaluate their sales system, identifying what works and what can be improved, and take at least one concrete action to optimize it immediately.

Module example 1

Title: Foundations: Values, clients & sales system
Key words of the session: Foundations · Values · Purpose · Mission · Offer · Sales system · Client journey · Simplification
Duration: 1.5 hours
Methodologies: One-minute breathing, check-in round, theoretical framing, personal reflection, collective sharing, pair discussions, mapping tools, action planning

Structure:
1. Arriving & check-in
2. Foundations and systems
3. Purpose and values
4. Mission and offer
5. Sales system and client journey
6. Action planning & closing round

Facilitation tips: Invite participants to focus on clarity and simplicity rather than completeness and remind them that strong systems can evolve over time.

Debrief section:
- What feels most solid or aligned in your foundations right now?
- What part of your system would benefit most from simplification or automation?
- What short-term and longer-term actions feel realistic to explore next?

Materials needed:
Facilitator: timer, presentation slides | **Participants:** notebook or laptop

Link to PDF presentation: Foundation: values, clients & sales system

Module example 2

Title: My Offer: Clarifying and Testing What You Bring to the Market
Key words of the session: Value proposition · Offer design · Jobs-to-be-done · experimentation
Duration: 1.5 hours
Methodologies: Check-in round, theoretical framing, personal reflection, collective sharing, action planning

Structure:
1. Arriving & check-in
2. Input: What is an offer?
3. Exercise: Testing offers with test cards and learning cards
4. Plenary exchange & collective insights
5. Check-out

Facilitation tips: Encourage experimentation and learning rather than "perfect" offers, normalize iteration and uncertainty.

Debrief section:
- What did you learn about your offer through testing it?
- What assumptions were confirmed or challenged?
- What is one small adjustment you want to try next?

Materials needed: Video conferencing tool (e.g. Zoom), collaborative digital whiteboard (e.g. Miro), presentation slides / visual aids, timer, testing & learning card

Link to PDF presentation: My offerings

Module example 3

Title: Value–Based Selling: Selling That Feels Good
Key words of the session: Values · positioning · clients · sales system · communication · alignment
Duration: 1.5 hours
Methodologies: Reflective check–in, Theoretical framing / short input, Practical exercises, Group reflection, Reflective check–out

Structure:
1. Arriving & check–in
2. Theoretical framing: selling & value–based selling
3. Practical exercise: value–based selling
4. Communication impulse: Nonviolent Communication
5. Group reflection & shared insights
6. Check–out

Facilitation tips: Frame selling as a relational and value–driven practice rather than a transactional one, and invite participants to work with real–life examples.

Debrief section:
- What shifted in your perception of selling today?
- Where does your sales process already align with your values?
- What is one concrete step you want to take to strengthen your sales system?

Materials needed: Video conferencing tool (e.g. Zoom), collaborative digital whiteboard (e.g. Miro), presentation slides / visual aids, timer

Link to PDF presentation: Value–based Selling

MODULE 7: COMMUNICATION & EDITORIAL PLANNING

Why ?
Communication is here to support us and requires both strategy and action. This module is essential to help participants structure their content and messaging so they can reach their audience effectively, build visibility, and make their business thrive.

Learning outcomes:
By the end of this module, participants will be able to:
- Define their communication strategy and how they can make their work visible.
- Create a clear editorial plan with different types of content according to their goals
- Set up a simple workflow to produce content and engage with their audience consistently.

Module example

Title: Communication and Editorial Planning
Key words of the session : Communication · Editorial planning · Content strategy · Consistency · Organization · Sustainability · Visibility
Duration: 1.5 hours
Methodologies: One-minute breathing, check-in round, theoretical framing, personal reflection, pair discussions, collective sharing, planning tools

Structure:
1. Arriving & check-in
2. Why communication matters
3. Clarifying the intention of my communication
4. Building an editorial plan
5. Creating a sustainable communication rhythm
6. Closing round

Facilitation tips: Encourage participants to prioritize coherence and pleasure over perfection, and to design communication practices they can sustain over time.

Debrief section:
- What intention do you want your communication to express?
- What feels realistic and sustainable in your editorial planning?
- What could you simplify to make communication more enjoyable?

Materials needed:
Facilitator: timer, presentation slides, optional example of an editorial plan
Participants: notebook or laptop, agenda or calendar tool (digital or paper)

Link to PDF presentation: <u>Communication and editorial planning</u>

MODULE 8: SELF-CONFIDENCE

Why ?
Confidence is the quiet engine behind every decision, conversation, and risk a founder takes. Gender-minority independent professionals and founders often face societal biases, internalized doubts, and the pressure to "do it all perfectly," which can undermine self-trust. Cultivating self-confidence allows founders to trust their instincts, claim their expertise, and take bold steps without waiting for external validation. It creates space to lead authentically, make aligned choices, and navigate challenges with resilience and clarity.

Learning outcomes:
By the end of this module, participants will be able to:
- identify personal skills, experiences, and qualities that form the foundation of their self-confidence.
- apply strategies to reframe negative thoughts, overcome imposter feelings, and strengthen inner trust.
- practice communicating ideas, setting boundaries, and taking initiatives in ways that feel confident, grounded, and aligned with their values.

Module example 1

Title: Strengthening Self-Confidence in an Entrepreneurial Context
Key words of the session: Self-confidence · Entrepreneurial posture · Beliefs · Environment · Support systems · Experimentation
Duration: 1.5 hours
Methodologies: One-minute breathing, check-in round, theoretical framing, self-assessment, personal reflection, pair discussions, collective sharing, action-oriented reflection

Structure:
1. Arriving & check-in
2. Rethinking self-confidence in entrepreneurship
3. Self-assessment: where am I today?
4. What undermines and supports my confidence
5. Building confidence strategically
6. Closing reflection

Facilitation tips: Frame self-confidence as something shaped by context, systems, and support, not as a personal flaw or fixed trait.

Debrief section:
- What belief about yourself are you ready to question or let go of?
- What support or structure could help you feel more confident in upcoming situations?
- What feels like a realistic first experiment to strengthen your confidence?

Materials needed:
Facilitator: timer, presentation slides | **Participants:** notebook or laptop

Link to PDF presentation: <u>Self-confidence</u>

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Module example 2

Title: How Can I Boost My Self-Confidence?
Key words of the session: Self-confidence · Self-trust · Embodiment · Inner dialogue · Boundaries · Presence
Duration: 1.5 hours
Methodologies: Reflective check-in, Experiential exercises, Embodiment, Guided group reflection, Reflective check-out

Structure:
1. Arrival & Check-in
2. Experiential exercises (adapted to group energy and needs)
3. Collective reflection & key takeaways
4. Check-out

Facilitation tips: Offer choice between exercises and normalize different comfort levels when working with embodied or emotional material.

Debrief section:
- What helped you access or strengthen your self-confidence today?
- Which inner voice or resource do you want to stay connected to?
- How might this show up in your daily entrepreneurial practice?

Materials needed: Video conferencing tool, presentation slides, timer; Optional: music, timers, notebooks

Link to PDF presentation: Self-Confidence

MODULE 9 : KICK-OUT

Why ?
The Kick-Out Session is a space to pause, reflect, and celebrate the journey so far. Independent professionals and founders often move quickly from challenge to challenge, rarely taking time to honor progress or integrate lessons.
This session allows participants to consolidate insights, recognize growth, and envision next steps with clarity and confidence. It turns reflection into fuel for the path ahead and reinforces that entrepreneurship is both a personal and collective journey.

Learning outcomes:
By the end of this module, participants will be able to:
- Reflect on their personal development, key learnings, and shifts in mindset or practice throughout the program.
- Recognize and celebrate their achievements and the collective journey of the group.
- Define next steps to continue applying their learning and sustaining momentum after the program.

Module example 1

Title: Kick-Out The Collectives
Key words of the session: integrate · celebrate · learning · sustain
Duration: 1.5 hours
Methodologies: One-minute breathing, check-in round, personal reflection, pair discussions, collective sharing

Structure:
1. Arriving & check-in
2. Reflection on the journey
3. What we keep and celebrate
4. Where we want to go now
5. Thank you all, and best wishes!

Facilitation tips: This is your moment to embody one last time: Less prep, more presence. Trust yourselves and go toward what feels important for the group.

Materials needed:
Facilitator: timer, presentation slides
Participants: notebook or laptop

Link to PDF presentation: Kick-out The Collectives

Module example 2

Title: Kick-Out fella: Reflection, Closure & Looking Ahead
Key words of the session: closure · reflection · integration · gratitude · transition
Duration: 1.5 hours
Methodologies: Check-in round, personal reflection, pair discussions, collective sharing

Structure:
1. Arrival & check-in
2. Collective reflection & timeline review
3. Small group reflection in breakout rooms
4. Plenary sharing & collective harvest
5. Looking ahead & next steps
6. Gratitude round & check-out

Materials needed: Video conferencing tool (e.g. Zoom), collaborative digital whiteboard (e.g. Miro), presentation slides / visual aids, timer

Link to PDF presentation: Kick-Out fella

EXTRA MODULES

EXTRA MODULE 1: THE CONVERSATION WE WANT TO HAVE

Why ?
Meaningful insights and solutions often emerge when people have the space to speak openly about what truly matters to them. This module provides a supportive circle where participants set the agenda, bringing up challenges, questions, celebrations, or reflections that only this group in this moment can explore together.

Learning outcomes:
By the end of this module, participants will be able to:
- Identify and articulate the conversation they most need to have at this moment.
- Engage openly and constructively with peers to share experiences, insights, or feedback.
- Recognize the value of emergent, participant-driven dialogue as a tool for problem-solving, learning, and connection.

Tips to structure the session:
The facilitator opens the session by inviting participants to answer the question: "What is the conversation you want or need to have today?", allowing them to bring a challenge, question, reflection, or celebration to the group. Participants can be invited to think about this in advance and arrive with a topic. This follows a principle from Emergent Strategy by Adrienne Maree Brown: trusting that there is a conversation in the room that wants and needs to be had.

EXTRA MODULE 2: PEER-CONSULTATION

Why ?
Entrepreneurship can be lonely, and gender-minority independent professionals and founders often face unique challenges that are hard to solve alone. Peer consultation creates a space where experiences, questions, and dilemmas are shared, reflected on, and enriched by diverse perspectives.
Engaging in structured peer dialogue strengthens problem-solving skills, uncovers new perspectives, and cultivates a sense of belonging and mutual support. It transforms challenges into collective learning, making the entrepreneurial journey more resilient, creative, and connected.

Learning outcomes:
- frame a situation, question, or dilemma in a way that is actionable and open for peer input.
- provide and receive perspectives that expand understanding and reveal alternative solutions or approaches.
- translate learnings into practical next steps, experiments, or mindset shifts that strengthen decision-making and resilience.

Tips to structure the session:
The session follows a clear, facilitated structure that moves from arrival and grounding into a focused peer consultation process and collective reflection. One participant presents a concrete case or dilemma, while the group offers perspectives and questions within an agreed framework that supports clarity, trust, and depth. As a structured approach, the Collegial Case Consultation can be used as a step-by-step method for peer consultation (see link for detailed guidance). The session closes with a shared debrief to integrate learnings and translate insights into practical next steps.

EXTRA MODULE 3: PLEASURE DESTINATION

Why ?
Taking time to reflect, celebrate achievements, and reconnect with vision and purpose is essential for sustainable progress. This module encourages participants to claim pleasure as a central part of their business, using joy and satisfaction as guiding forces for motivation, growth, and meaningful action.

Learning outcomes:
By the end of this module, participants will be able to:
- Reflect on achievements and lessons from the past month, celebrating progress and moments of pleasure.
- Reconnect with their vision and set meaningful intentions and goals for the month ahead.
- Identify concrete, manageable actions that balance goal achievement with personal well-being and motivation.

Tips to structure the session:
The session can be structured around a rhythm of looking back, zooming out, and looking ahead, combining reflection, sharing, and embodied awareness. The facilitator supports participants in identifying what to keep, what to adjust, and how to move forward in a way that feels pleasurable and sustainable.

EXTRA MODULE 4: BUDDY MEETING

Why ?
Peer support and accountability are powerful drivers for sustainability. This module provides participants with a structured approach to meet regularly with their buddy and benefit from this system.

Learning outcomes:
By the end of this module, participants will be able to:
- Define how they want to structure and schedule regular buddy meetings.
- Agree on engagement and accountability principles with their buddy.
- Take away ideas to make the system work for them.

Tips to structure the session:
Here is a suggested structure for weekly or monthly check-in meetings with your buddy:
1. Start the meeting by grounding yourselves with one minute of breathing (using a timer).
2. Check-in round: each person shares how they are feeling ("weather check").
3. Review of the past week (concretely sharing what you did) and intention for the coming week (what you want to do), taking turns.
4. Sharing positive feedback (expressing what you appreciate and/or find inspiring in the other person).

This structure can evolve. For example, step 4 can also be used to share a celebration or something you are proud of. We encourage you to change it whenever it starts to feel boring or repetitive. What matters most is checking in regularly to make sure these meetings continue to nourish and support you. Feel free to create your own structure and imagine your own support space.

EXTRA MODULE 5: SPOTLIGHT

Why ?
Visibility and self-expression are acts of courage for gender-minority independent professionals and founders, who are often socialized to downplay achievements. Spotlight offers a space to tell their story, successes, failures, lessons and growth, and to be seen and celebrated by peers.
This practice strengthens confidence, nurtures authenticity, and inspires both the storyteller and the audience. Sharing openly fosters connection, reflection, and the recognition that everyone's entrepreneurial path is unique yet relatable.

Learning outcomes:
By the end of this module, participants will be able to:
- identify key achievements, challenges, and learnings to share their story with clarity and intention.
- communicate their experiences, values, and vision in a way that feels genuine and aligned with their identity.
- engage in constructive dialogue that deepens self-reflection, encourages growth, and strengthens community bonds.

Tips to structure the session:
The session is structured around a clear rhythm of arrival, storytelling, and collective resonance. One participant takes the Spotlight to share their journey, while the facilitator holds a safe and supportive space for authentic expression and attentive listening. The session closes by translating visibility into connection through appreciative reflections and a clear call to action from the Spotlight participant.

CREDITS & ACKNOWLEDGEMENTS

DISCLAIMER