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A Strategic Analysis of the Change Please Business Model: Value Proposition and Scaling

Challenges

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1 Executive Summary

This report evaluates Change Please, a B Corp-certified social enterprise founded in 2015. It addresses UK homelessness, a structural issue affecting over 270,000 people in England, through an employment-first model linking coffee sales to training, jobs, housing, and therapy. Governed via a dual CIC/Foundation structure, it acts as a vehicle for economic empowerment, not just aid.

Using the Business Model Canvas and 3Ps framework, this analysis confirms a vertically integrated value chain that consistently delivers social impact: 70-79% of graduates sustain employment or education. Key strengths include robust governance, high trainee retention, a B Corp status (score >120), and an ethical supply chain. However, critical risks threaten long-term sustainability: the "profit-from-coffee" stream is highly volatile, creating a significant reliance on grants (such as £1 million from Nespresso); a bottleneck exists in transitioning graduates to onward employment; and impact data verification is constrained by varied reporting formats.

To ensure long-term viability, Change Please should scale its "In-Residency" training model for national replication. It must mitigate funding vulnerability by converting key B2B partnerships into multi-year contracts and diversifying grant income. Finally, the organization should implement robust, standardized outcome monitoring to effectively measure and prove its social value (SROI).

2 Introduction

This report evaluates the effectiveness, financial sustainability, and scalability of the Change Please social enterprise model, assessing its capacity for sustained impact amid current operational and financial pressures. Founded in 2015 and now B Corp certified, Change Please is widely recognised for its successful employment-first approach, which fundamentally reframes UK homelessness as a failure of economic inclusion rather than simply a housing deficit. The model consistently demonstrates significant social value, evidenced by 70-79% of its graduates sustaining employment or education long-term.

However, this proven impact now faces critical strategic challenges: increasing reliance on grant funding due to volatile commercial coffee profits, and emerging bottlenecks in onward employment pathways, both exacerbated by a difficult external economic climate. Against this backdrop, a crisis affecting over 270,000 people in England, this evaluation provides a timely analysis focused on enhancing the model's long-term financial viability and capacity for sustainable growth.

The scope covers Change Please's integrated value chain, beginning with its commitment to ethically sourced, award-winning coffee and extending through its structured, SCA-standard barista training programme. Central to this evaluation is the holistic support system, which provides Living Wage employment, housing support, and therapy. The assessment encompasses the dual CIC/CIO governance structure underpinning operations and its robust compliance framework, evidenced by B Corp certification and key policies such as Safeguarding and Quality Assurance. Operationally, this includes London sites, the UK-wide "In-Residency" expansion model, international expansion, and the Driving For Change initiative, all aligned with UN SDGs 8, 10 and 11.

The analysis applies the Business Model Canvas (BMC), examined through the People-Planet-Profit (3Ps) lens and Sinek's Golden Circle, to test the coherence between purpose and performance. The evaluation focuses on five critical BMC blocks identified as core drivers: Value Proposition, Customer Segments, Key Activities, Key Partnerships, and Revenue Streams. Findings are based on a review of Change Please internal

documentation (including annual reports from 2021-22 to 2024-25 and key operational policies) and public communications, assessed up to October 24, 2025.

Following this introduction, Section 3 provides an overview of the Business Model Canvas. Section 4 presents the detailed analysis and key findings derived from the five focal BMC blocks. Section 5 discusses these findings, identifies critical strengths and risks, and provides actionable, evidence-based recommendations aimed at enhancing the long-term resilience and sustainable social impact of Change Please, offering strategic insights for future development and optimization.

3 Business Model Canvas

Table 1 - Change Please Business Model Canvas

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
• **Corporate Partners:** Virgin Atlantic, WeWork, Barclays - funding, contracts, visibility • **Local Councils:** site access, training grants, employment inclusion • **NGOs and Charities:** Shelter, Crisis, The Big Issue Foundation - referrals, welfare support • **Suppliers and Roastery Partners:** ethical sourcing, quality control, production efficiency • **Certification Bodies:** B-Corp, One Carbon World, Rainforest Alliance - sustainability validation	• **Recruitment & Training:** Deliver SCA-standard training, a London Living Wage, and holistic support to beneficiaries. • **Onward Employment & Graduate Placement:** Secure external, long-term employment pathways for program graduates. • **Production & Quality Control:** Source, roast, and package premium, ethically certified coffee. • **Sales & Distribution:** Operate cafés, mobile carts, and B2B supply channels to reach customers. • **Partnership Management:** Coordinate with councils, corporates, and NGOs to expand reach and impact. • **Impact & Sustainability Tracking:** Measure outcomes, reinvestment, and uphold B-Corp and carbon-neutral standards.	• **Social Reintegration:** Creates routes out of homelessness through barista training and stable work. • **Product Excellence:** Premium, ethically sourced coffee that competes with major brands. • **Profit Reinvestment:** 100% of profits channeled into housing, therapy, and ongoing training. • **Shared Impact Enablement:** Empowers consumers and partners to participate in measurable social change.	• **B2C (Consumers):** Storytelling, transparent impact reports, shared-mission branding • **B2B (Corporate):** Co-branding, ESG-aligned partnerships, reliable long-term supply • **Corporate partnerships:** Long-term, impact-oriented contracts with transparent reporting and shared value creation. • **Community and retail engagement:** Emotional connection built through storytelling, cafés, and social media transparency. • **Beneficiary development relationships:** Continuous mentorship, training, and employment support sustaining social outcomes. • **Purpose-driven loyalty:** Both customers and beneficiaries identify with the brand's mission, creating reciprocal advocacy. • **Digital communication:** Online store, newsletters, and campaigns reinforcing transparency and mission alignment.	• **Retail Consumers (B2C):** Supermarkets, retailers, and outlets selling packaged coffee. • **Corporate Partners (B2B):** Businesses, councils, and organizations with coffee supply or CSR initiatives. • **End Consumers:** Socially conscious and general coffee drinkers purchasing for quality and purpose. • **Wholesale and retail partners:** Supermarkets, distributors, and co-branded retail partners expanding brand reach. • **Social beneficiaries:** People experiencing homelessness who receive training, employment, and wrap-around support through Change Please programmes.

	Key Resources
	• **Human:** trained baristas, support staff, social workers, trainers
	• **Physical:** coffee carts, cafés, roastery, training academy, logistics vans
	• **Financial:** sales revenue, corporate contracts, grants, crowdfunding
	• **Intellectual:** brand reputation, training curriculum, operational know-how
	• **Social:** partnerships, community trust, B-Corp and sustainability credentials
			Channels
			• **Beneficiary Outreach & Engagement**
			  • Referrals via Key Partners (NGOs like Crisis, Local Councils).
			  • Direct Engagement (e.g., Driving For Change initiative, a key referral funnel).
			• **Direct-to-Consumer (B2C):**
			  • Company-owned cafés & mobile carts (Also Key Training Sites).
			  • E-commerce website (*Sales, Subscriptions, Brand Story*).
			• **Business-to-Business (B2B):**
			  • Direct sales team (Manages Key Contracts & Strategic Relationships).
			  • Partner locations (e.g., coffee served in partner offices, gyms, and on flights).
			  • Retail/wholesale distribution (e.g., supermarket listings).	

Cost Structure	Revenue Streams
Mission-Centric Social Programs • Trainee Wages & Support: Cost of paying the London Living Wage during training and providing comprehensive wraparound support (housing, therapy, essential services). • Training Programme Delivery: Costs of operating training academies, trainers' salaries, and materials for extensive barista and employability training. **Ethical Operational & Commercial Costs** • Supply Chain & Production: Costs of ethically sourced coffee beans, roasting, packaging, and logistics. • Retail Overheads: Rent, utilities, and maintenance for the network of cafés and mobile units. • Strategic & Administrative Expenses • Growth & Expansion: Strategic investments for regional rollout (e.g., Scotland, Ireland). • Governance & Impact Measurement: Costs for B Corp compliance, partnership management, and monitoring social impact.	**B2B Wholesale & Corporate Contracts** • The primary revenue source. Supplying coffee to major corporate clients (e.g., Sodexo, David Lloyd Clubs, Everyman). • Allows corporate partners to tap into a hybrid value chain designed for Creating Shared Value. **B2C Retail & E-commerce** • Direct sales through owned cafés, mobile carts, and online platforms. • Crucial for brand engagement, building ethical consumer loyalty, and serving as live training platforms. **Grants, Sponsorships & Donations** • Targeted funding from trusts and corporate sponsors for specific programmes. • Strategic Grant Dependency: Diversified philanthropic funding acts as a financial firewall, insulating the social mission from commercial volatility and guaranteeing customers that their purchases deliver the promised impact.

3.1 Business Model Canvas Overview

Change Please's operating model, depicted in the Business Model Canvas (Table 1) , reveals a sophisticated integration of commercial drivers and social purpose. The enterprise generates value through a dual commitment: providing high-quality, ethically sourced coffee, while simultaneously creating pathways out of homelessness via professional, SCA-standard training and holistic support. This value is delivered to beneficiaries through the SCA-standard training, Living Wage employment, and holistic support provided, while customers are served via the CIC's company-owned cafés, e-commerce platform, and B2B wholesale operations. The model captures value through a hybrid financial engine; revenue from coffee sales is augmented by Foundation-managed grants and donations, ensuring all profits are reinvested into the mission.
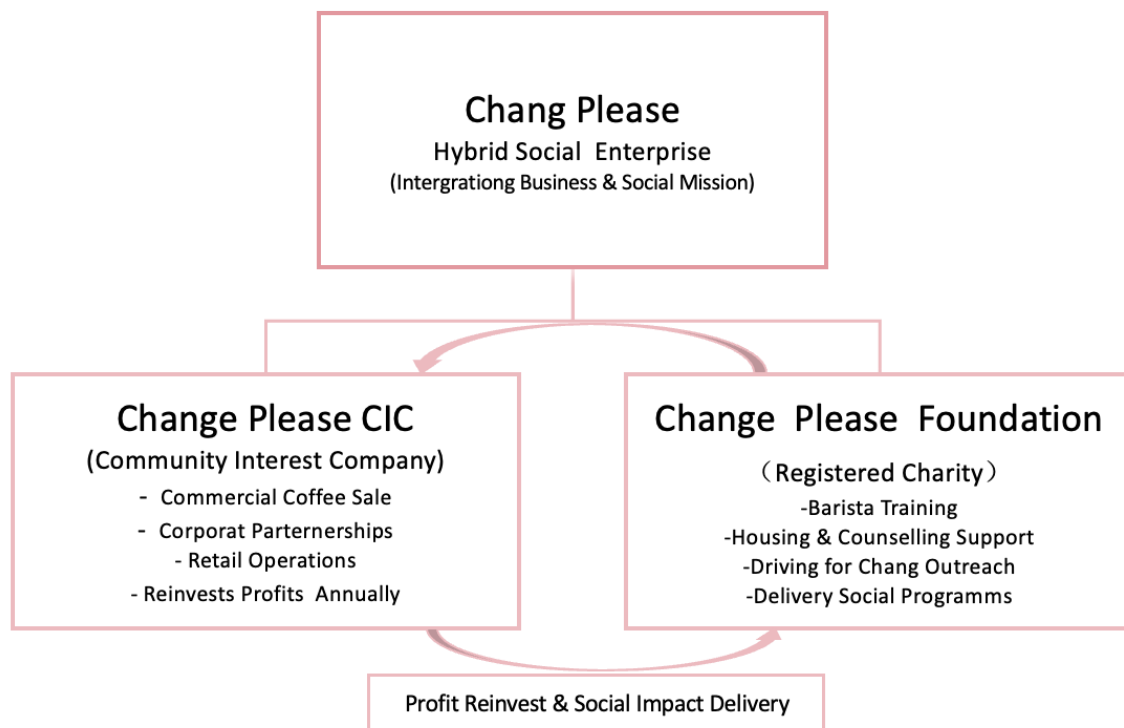

Figure 1 Change Please Dual-Entity Structure Shows the CIC (commercial coffee) funding the Foundation (social impact delivery) via profit reinvestment.

This structure fully embeds the 3Ps. People are the focus, reflected in investments in well-being and the restoration of dignity. Planet commitments are validated by B Corp status

and ethical sourcing. Profit generation aims for sustainability, but its reliance on grant funding is a key strategic consideration.

4 Analysis of Five Key BMC Blocks

4.1 Key Activities: Operational Strengths and Strategic Optimization Areas

An analysis of Change Please's Key Activities, mapped against the Triple Bottom Line (TBL) framework, reveals a model with distinct operational strengths providing a strong foundation, alongside key bottlenecks representing critical areas for strategic optimization to ensure long-term scalability and impact. It excels in delivering its social and environmental mission but requires focus on optimizing its core commercial and placement activities.

The model's "People" activities represent a best-in-class strength. The Recruitment & Training activity is highly effective , providing SCA-standard training, a London Living Wage, and holistic wraparound support. Its success is proven by the 70-79% graduate retention rate, demonstrating its power to stabilize beneficiaries and providing a strong foundation for future growth. Alongside this, the "Planet" activities act as a core commercial enabler. The Production & Quality Control activity delivers the "Product Excellence" promise by ethically sourcing, roasting, and packaging award-winning coffee. This is validated by B Corp status (score >120) and "Great Taste Awards," securing commercial legitimacy and B2B contracts.

Despite these strengths, strategic optimization is required in two other key areas. First, Financial Optimization (Sales & Distribution) highlights a need for focus. This commercial activity, including coffee and merchandise, currently results in only a 15% profit contribution to the Foundation. This underscores the strategic imperative to manage the resulting reliance on "Partnership Management" as a fundraising function. Second, Operational Optimization (Onward Employment & Placement) represents the primary challenge for scaling impact. As diagnosed in Section 4.2, the 58% placement rate indicates an opportunity to strengthen this activity. The need to enhance the conversion of

trained graduates represents a critical gap, though the 2023-24 report's hiring of a "dedicated Employment Manager" demonstrates proactive steps are being taken.

While Change Please demonstrates high operational effectiveness in its social/ethical activities, strategic focus is required on optimizing its commercial and graduate-placement functions to address the two major risks and unlock future scalability.

People (Social) - Strong impart, Certified excellence

Planet (Social) Environment Certified B-Corp (Score > 120)

Profit (Economics) -15% under-performing - Profit collapsesd 87%
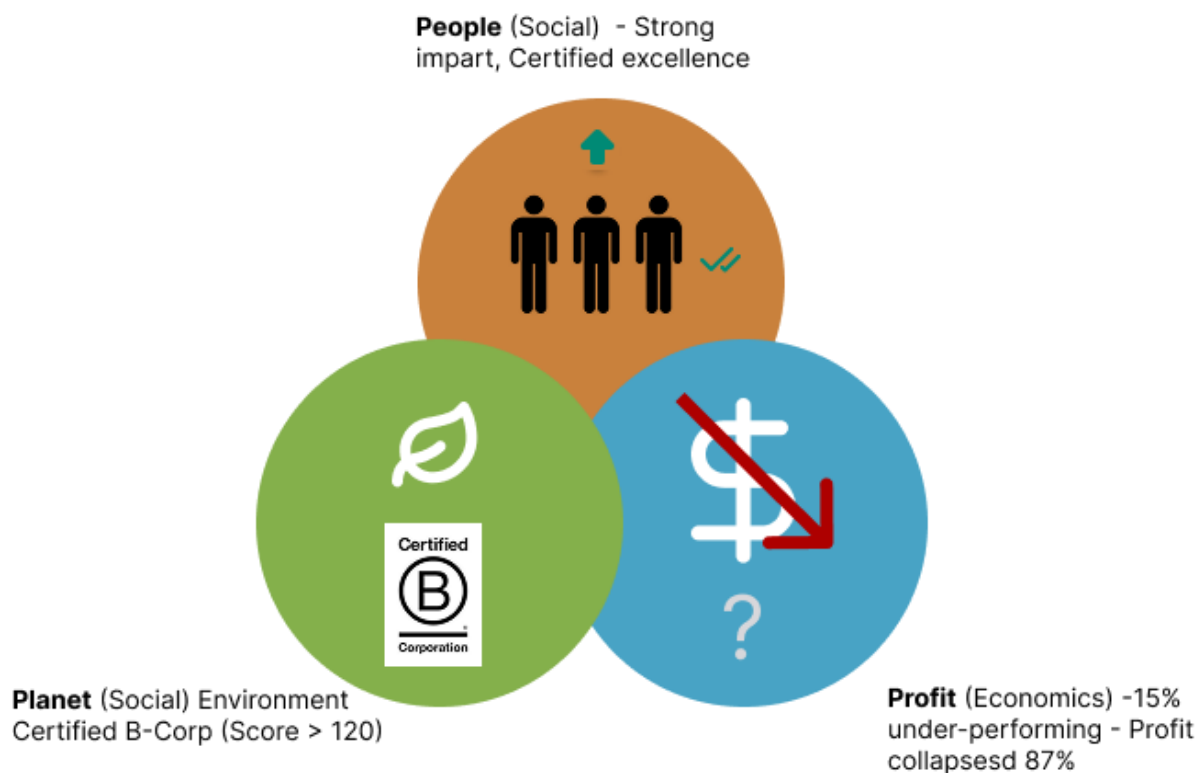
Figure 2 Change Please TBL Analysis - Strong People/Planet; 'Profit' pillar requires strategic strengthening.

4.2 Value Proposition: High Social Value Secured by Hybrid Structure

Change Please's Value Proposition, encapsulated by its "life-changing coffee" tagline, is built on four core promises, which differentiate it from purely commercial or traditional charitable alternatives. Analysis reveals exceptional strength in delivering its social and ethical value, leveraging a resilient structure to navigate economic realities.

The first and central promise, Social Reintegration, constitutes the model's heart and its primary differentiator from traditional aid models. This proposition creates a crucial "life-changing pathway" out of homelessness, directly addressing the pains of instability, exclusion, and lack of opportunity. It focuses on economic empowerment through employment, rather than just relief (Change Please, 2025a). It achieves this through a holistic package designed to create significant gains for trainees: professional, SCA-standard barista training (Change Please, 2025a), comprehensive wraparound support (housing, therapy, financial advice) (Change Please, 2025b), and payment of the London Living Wage (Change Please, 2025). Compared to other employment programs, this integrated, high-support model combined with a specific, in-demand skill represents a distinct approach. Central to this promise is the ethical commitment which delivers key gains like restored dignity, confidence, and autonomy (Change Please, 2025b). This supportive foundation clearly contributes to the program's success during training, reflected in the high 70-79% graduate retention rate (Change Please, 2025). Fully delivering the 'life-changing' promise, however, also requires ensuring this success translates into long-term external employment. The current 58% onward placement rate (Change Please, 2024) indicates that strengthening this transition pathway is the key strategic focus moving forward, an operational priority explored further in Section 4.3.

Figure 3 Change Please trainees receiving barista training embodying the "life-changing coffee" mission (Change Please, 2023)

The second promise, Product Excellence, serves as the commercial foundation and differentiates Change Please in the crowded coffee market. It successfully competes on quality (validated by "Great Taste Awards" (Change Please, 2025a) and B Corp certification (Change Please, 2024a)), distinguishing it from potentially lower-quality offerings focused solely on cause. Against other ethical/Fairtrade brands, its unique selling proposition is the direct link to a specific, local social impact (UK homelessness) via its employment model. This high-quality, ethically sourced product underpins the third promise, Shared Impact Enablement, allowing B2C consumers and B2B customers (like Virgin Atlantic) (Change Please, 2025a) to become "social investors" in a way that purchasing from mainstream commercial coffee chains cannot offer.

The fourth promise, Profit Reinvestment, links commercial activity to the social mission within the Creating Shared Value (CSV) framework (Porter & Kramer, 2011). A critical evaluation using 2021-2025 data clarifies its function within the resilient hybrid structure, particularly under recent market pressures. External factors, like high commodity prices (Change Please, 2025), significantly squeezed the C.I.C.'s margins (Change Please, 2025). Consequently, the net profit transferred to the Foundation showed high volatility, declining 87% from £1.53 million (2021-22) to a projected £205,000 (2024-25) (Change Please, 2022; Change Please, 2025). This demonstrates that C.I.C. profit currently functions as a

supplemental funding source, contributing only 15% of the Foundation's income (Change Please, 2025). Change Please highlights that 100 percent of earnings are reinvested into its mission .

The resilience of Change Please's dual-entity structure sustains its successful delivery of high social value. It relies on diversified grant funding (85%) to buffer against the C.I.C.'s commercial volatility (15% contribution), providing effective short-term stability. However, this significant grant reliance necessitates proactive strategic management for long-term sustainability. Section 4.5 further explores the financial mechanisms supporting this model.

4.3 Customer Segments: Strengthening Pathways to Onward Employment

Change Please's model serves three distinct customer segments, as detailed in the Business Model Canvas (Table 1), each with a different role in the value exchange.

1. **B2C Consumers:** This segment consists of end-consumers purchasing coffee from Change Please's own cafés, its e-commerce site, or retail partners. This includes both socially conscious individuals attracted to the mission and general coffee drinkers drawn by the high-quality product (validated by "Great Taste Awards") or convenience. They pay for the coffee and benefit from either the product quality, the social impact, or both.

2. **B2B Clients:** This segment includes corporate partners (such as Barclays, WeWork, and Virgin Atlantic), retailers, and institutions. They pay for wholesale coffee contracts and benefit from a high-quality, ethically-validated product supporting their CSR/ESG goals. Critically, these clients are a vital strategic resource as potential onward employers for trainees.

3. **Social Beneficiaries (Trainees):** This is the model's most crucial segment and the primary customers of the social mission. Trainees engage Change Please to fulfill the core job-to-be-done of achieving stable employment and rebuilding their lives. They seek to alleviate the pains of instability and exclusion inherent in

homelessness. They benefit by receiving the "Social Reintegration" value proposition: SCA-standard training, a London Living Wage, and holistic support, all of which provide immediate gains in stability and self-worth. The training's success is proven by the 70-79% graduate retention rate (Change Please, 2025).

However, this success in training highlights a critical gap in the final service step: onward employment. 2023-24 data shows a placement rate of only 58% (36 placements from 62 graduates) (Change Please, 2024).

This "placement bottleneck" indicates a significant opportunity to strengthen the connection between program completion and long-term employment. It suggests 42% of graduates, despite successfully receiving significant gains during training, are currently not fully achieving their primary job-to-be-done. This points to a key area for operational focus: enhancing the process for converting the potential of the B2B customer segment into effective employment pathways for trainees. Strengthening this connection is vital for maximizing the "People" pillar's impact and will be explored further regarding Key Activities and Partnerships.

4.4 Key Partnerships: Aligning Network Capacity with Mission Growth

Change Please's hybrid model is significantly reliant on a complex partnership network, as detailed in the Business Model Canvas (Table 1). These partnerships are essential to its operation and impact, providing funding, referrals, commercial legitimacy, and employment pathways. An analysis using a Social Capital lens shows that while Change Please excels at acquiring high-profile partners, its successful growth now requires strategic alignment of its network capacity.

The partners fall into distinct groups based on their vital contributions:

1. **Referral Partners (e.g. Crisis, Local Councils):** Provide the essential pipeline of beneficiaries.

2. **Commercial (B2B) Partners (e.g. Virgin Atlantic, Barclays):** Purchase coffee, providing brand legitimacy and commercial revenue.

3. **Funding Partners (e.g., Nespresso, Julia Hans Rausing Trust):** Provide the grants essential to the Foundation's funding (85% reliance).

4. **Employment Partners (e.g., Sodexo, Nespresso):** Act as the crucial destination for graduates.

While this network is a bedrock, its current configuration presents scaling challenges. The primary issue is the "Onward Placement" Bottleneck (58% Rate): a capacity bottleneck where successful "Recruitment & Training" (70-79% retention) produces more graduates than partners like Sodexo can absorb. This challenge is acknowledged internally (a "dedicated Employment Manager" was hired). Equally significant is the "Profit Reinvestment" dynamic (15% Contribution), a direct result of the model's structural design: the high-cost mission (over 90% spending) and lower-margin engine (ethical sourcing costs) make full self-funding difficult to achieve. This design explains the significant reliance on Funding Partners (e.g., £1M Nespresso grant) to cover the 85% gap.

4.5 Revenue Streams and Cost Structure: A Resilient Hybrid Model

Change Please's financial sustainability relies on a sophisticated dual-entity structure (C.I.C. and Foundation). Analysis of its 2021-2025 financial reports shows this hybrid model (Battilana & Lee, 2014) is strategically designed to protect its high-cost social mission from commercial volatility (Change Please, 2024; 2025).

4.5.1 Funding Engine Analysis: C.I.C. vs. Foundation

The organisation's financial health uses two distinct, interconnected funding engines, encompassing streams detailed in the Business Model Canvas (Table 1):

1. **The Commercial Engine (C.I.C.):** Includes revenue from retail, corporate contracts, wholesale, and merchandise. While sales are growing (to £8.1M in 2024-25), profit is volatile. Due to external pressures, the C.I.C.'s profit transfer to the Foundation

collapsed 87% from £1.53M in 2021-22 to £205,000 in 2024-25 (Change Please, 2022; 2025).

2. **The Social Engine (Foundation):** Includes revenue from grants, donations, social investment, and crowdfunding. It is the primary, stable engine. In 2024-25, the C.I.C.'s £205,000 profit contributed only 15% of the Foundation's £1.4 million income. The other 85% came from diversified grants and sponsorships.

This hybrid model (Alter, 2007) is a deliberate strategy: the C.I.C. provides brand legitimacy, training sites, and supplemental profit, enabling the Foundation to secure its main funding from a resilient grant base.

4.5.2 Cost Structure: A Mission-Centric Investment

Change Please's expenditure is unapologetically mission-centric. This high-cost structure includes paying the London Living Wage, wraparound support, and 21,715 hours of training, causing charitable expenditure to grow to £2.0 million in 2024-25. This reflects a stakeholder-oriented approach (Freeman et al., 2010). Costs also include ethical sourcing and B Corp compliance, squeezing C.I.C. profits but strengthening brand equity (Social Enterprise UK, 2022).

4.5.3 Financial Resilience Through Hybrid Structure

The dual-entity structure acts as a financial firewall, demonstrating commitment to mission purity by insulating the Foundation from the C.I.C.'s commercial volatility. The Foundation's robust grant funding (the 85%) absorbed the C.I.C.'s severe 87% profit collapse, demonstrating the model's short-term resilience and allowing charitable spending to grow.

This structural resilience ensures consistent delivery of the social mission, even when the coffee business faces external pressures. By reliably funding its impact activities, Change Please upholds the integrity of its brand promise to customers who invest in its social outcome. While this stability is effective short-term, it depends significantly on grant funding (currently 85%), which requires ongoing strategic management to ensure long-term

financial health. The analysis confirms the model is currently financially functional, allowing strategic focus to remain on optimizing operational effectiveness and impact delivery.

5 Conclusion

A Resilient Model Requiring Strategic Evolution

The analysis confirms Change Please operates a highly impactful social enterprise model with significant strengths in social mission delivery (70-79% graduate retention) and ethical operations (B Corp certification). Its dual CIC/Foundation structure provides crucial resilience, insulating the high-cost social programs from the commercial arm's profit volatility (15% contribution). This allows the organisation to remain financially functional short-term via diversified grant funding (85%).

However, this resilience highlights two core strategic challenges in scaling this high-touch model:

1. **Funding Vulnerability:** Significant grant reliance (85%) presents a long-term risk requiring proactive management.
2. **Operational Bottleneck:** Successful training has created a capacity bottleneck in graduate placement (58% rate), the immediate barrier to scaling impact.

Unlike platform models, Change Please's requires continuous effort to balance its commercial engine and social interventions. To enhance resilience and scalability, the following strategic priorities are recommended:

Recommendations

1. **Scale Graduate Employment Pathways:** Prioritize expanding graduate placement capacity by scaling the "In-Residency" model and converting more B2B Partners into Employment Partners. Furthermore, explore a "Change Please Talent Hub" (a B2B

platform connecting graduates to employers).

Rationale & Impact: Directly addresses the 58% bottleneck, leveraging high retention to fulfil the reintegration promise, enhance graduate dignity/opportunity, and offer new revenue streams.

2. **Strengthen Long-Term Financial Stability:** Proactively manage grant reliance by strengthening the commercial engine. Secure multi-year B2B contracts and explore synergistic earned income diversification (like premium Talent Hub services).

   Rationale & Impact: Mitigates the 85% grant dependency risk, enhancing resilience and ensuring continuity of support services.

3. **Enhance Impact Measurement:** Implement standardized outcome monitoring across all programs. Enable rigorous SROI analysis and operational refinement, focusing on the placement bottleneck.

   Rationale & Impact: Crucial for demonstrating value, guiding strategy, and reinforcing transparency and accountability.

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Reflection

1. What did you do?

I led the strategic analysis of the Change Please hybrid business model, analysing their internal reports and extracting key metrics: 70-79% retention, 58% placement rate, and a 15%/85% funding split. These details helped us identify operational and financial challenges, guiding our analysis and recommendations.

I integrated each team member's work into the BMC sections and drafted the Executive Summary, Introduction, Conclusion and Recommendations. I guided the team on using precise terms and keywords to enhance the BMC and our analysis throughout the report.

2. How did you do it?

I created a comprehensive outline that broke down each section of the report, including the maximum word count, expectations, narrative direction, tone, required metrics with links, and references to consider. This provided the team with a clear roadmap from the beginning. I explored Change Please's website and downloaded all available resources.

For each resource, I extracted key information and metrics, then added them to the outline. This became our reference log for facts and figures throughout the report. To gain a broader understanding, I used AI to analyse the relationships between the metrics and how they linked to Change Please's dual enterprise setup (CIO and CIC). I needed to grasp what those structures truly meant, how they operated, and their role in the business model. This process gave me insight and clarity into Change Please's internal workings. It enabled me to identify the bottlenecks they faced and how they were currently addressing them.

3. How well did you do?

My performance was strong, particularly when actively collaborating with the team through in-person meetings and on Teams. I did well at creating structure and

synthesising everyone's work into the report. However, the initial synthesis focused too heavily on the 87% profit decline as a point of failure. When team members challenged the analysis, that pushback prompted a rethink, which led us to a stronger insight about the hybrid financial firewall design.

Where I added the most value was in pulling everyone's perspectives into a cohesive report and guiding the precision of our language, especially in the BMC.

4. What skills did you use and develop?

This assessment was a valuable exercise in interpersonal and leadership skills. I deliberately practised patience and attentiveness, making a genuine effort to listen to each member's viewpoint, especially during our debates on the report's narrative and depth. This was important because we had several strong, differing opinions.

Where I developed new skills was in managing those differences. I had to practise conflict resolution and stay sincerely open to various critical perspectives and ways of framing our analysis, rather than simply pushing my own view. I also gained insights into my own leadership style. I realised that my professional approach needed to be much more dynamic and adaptable to the group's needs, recognising that external factors, such as health or work stress, were affecting team members.

Most importantly, I learnt the practical importance of making people "feel heard." I observed what happens when people don't feel that way. Towards the end of the project, I had to consciously adjust my style to address these tensions and ensure everyone felt their contribution was recognised and held meaningful weight in the final report.

5. How did the process help you improve these skills?

Leading the report draft put me in an unofficial leadership position, and I got some valuable, direct feedback on my approach. I realised that my professional work tone,

which I used to show urgency, wasn't translating well for all team members. It came across as too strict when a friendly push would have been more encouraging.

This feedback really shifted my mental approach. Because we only had a few days left, I had to apply that feedback instantly. It was a strong opportunity to practice that new, more adaptive style under pressure, and I saw how it improved our group's final collaboration and delivery.

6. What would you do differently next time?

I'd use more of an "encouragement style nudge" Instead of just focusing on the strict rules, I would focus more on enabling my group members to go through the learning process with me. That way, we could all develop and level up together, which is far more beneficial for the team's long-term growth. The goal will be to ensure that no one is left behind, regardless of their level of experience or proficiency, external state and availability.

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