be the business | in partnership with Medtronic

MedTech Growth Accelerator

Participant handbook

October 2026 - January 2027

Your guide to turning a business priority into practical progress



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PARTICIPANT HANDBOOK / 01

Welcome to the MedTech Growth Accelerator

Be the Business is a charity that inspires leadership teams to create and deliver sustainable business change and greater productivity. We have created this four-month accelerator, in partnership with Medtronic, for 15 MedTech small businesses.

From October to January you will work on one priority that matters to your business. You will have the support of a Strategic Advisory Board of experienced leaders, including leaders from Medtronic. You will also complete a Business Diagnostic at the start and end, join group learning sessions, and have a one-to-one Growth & NHS Readiness conversation with a Medtronic leader.

By the end of January we want you to have:

- Stronger strategic clarity: a clearer direction, sharper priorities and more confidence in your decisions.
- Improved business performance: practical improvements made during the programme, with a focus on productivity and execution.
- Greater NHS readiness: a stronger grasp of the healthcare landscape and clear next steps for NHS opportunities.
- A plan for sustainable growth: a 12-month roadmap and a 90-day action plan, so progress continues after January.

On behalf of all the staff, volunteers and trustees of Be the Business, and our partners at Medtronic, thank you for taking part. We look forward to seeing how your business thrives.



PARTICIPANT HANDBOOK / 02

Your four-month journey

The accelerator runs from October 2026 to January 2027, with three 90-minute board meetings and one focused mentoring session.

Month	Your focus	Key activities
October	**Diagnose**	Onboarding; Business Diagnostic; choose your improvement project; Board 1 in the last week of October.
November	**Challenge**	Test Board 1 actions; Board 2 at the end of November.
December	**Implement**	Group learning; one-to-one Growth & NHS Readiness mentoring.
January	**Embed**	Final diagnostic; Board 3; Business Growth Review; 90-day plan; cohort celebration.

Lucy and the programme team will confirm exact dates and times for each meeting at the start of the programme.

Your core commitment

Three 90-minute board meetings and one 60-minute mentoring session, alongside your diagnostic, group learning and work on your business priority.

PARTICIPANT HANDBOOK / 03

Your Business Diagnostic

You complete the Business Diagnostic twice: before your first board in October, and again in January. It is not a test and there are no right or wrong answers. It gives you, your board and the programme team a clear picture of where your business is now.

Who designed it?

The diagnostic has been built for this accelerator by The Programme Group. It draws on their Business Design Engine and Transformation Readiness Engine, with questions specific to this programme and to MedTech and the NHS.

What does it cover?

- Business and market: your buyer, the problem you solve, evidence of demand, your offer and your commercial model.
- Improvement and readiness: the change you want to make, your critical processes, capability and capacity to act.
- The accelerator: the one improvement challenge you want to work on, how you will measure success, your NHS or healthcare route, and your biggest constraint.
- MedTech and NHS readiness: regulatory, evidence, data and clinical safety questions. These only appear if they apply to your business.

How long will it take?

There are 34 core questions and up to six extra MedTech/NHS questions. Allow around 75–90 minutes, plus time to gather your documents.

What do I need to have to hand?

You upload the evidence you already have once, and the system links it to the relevant questions. Useful material includes your pitch or strategy, product information, customer or NHS research, financial and commercial information, operations and supply chain, regulatory, clinical or economic evidence, and digital, data and safety material. You don't need to create anything new.

When do I complete it?

Your link arrives by email after your onboarding session. Please complete it straight away, so your results are ready before Board 1 in the last week of October. You will repeat the same selected questions in January, before your final board.

What happens with my results?

You receive a company report showing your starting point. It helps you choose your Business Improvement Project and gives your board a strong starting point, so you don't arrive at Board 1 with a blank sheet of paper. In January, comparing the two diagnostics shows what has really changed. Results are also combined into a cohort-level view to help us evaluate the programme.

PARTICIPANT HANDBOOK / 04

Your Business Improvement Project

Your Business Improvement Project is the one live priority you will work on from October to January, with agreed actions and measures. The focus isn't attending lots of sessions. It's using four months to make tangible progress on one meaningful business challenge.

A good project is:

- Live: happening now.
- Meaningful: it moves the business forward.
- Measurable: you can see progress.
- Yours: you own the decisions.

Bring to Board 1:

- What stands out from your diagnostic?
- Where would improvement make the biggest difference?
- What would you like to have moved forward by the end of January?



PARTICIPANT HANDBOOK / 05

Your Strategic Advisory Board

You will meet your Strategic Advisory Board three times, for 90 minutes each, between October and January.

What is a Strategic Advisory Board?

A group of experienced leaders who meet with you and offer insight, ideas and supportive challenge, so you can be more confident in your decisions. They are a sounding board for you and your business. Board members advise; you decide. They have no liability or fiduciary responsibilities.

Why an advisory board?

- Accountability: a steady rhythm that turns intentions into commitments.
- Challenge: questions that test assumptions before they become costly.
- Perspective: experienced leaders from different backgrounds and sectors.
- Support: a sounding board for decisions that can feel lonely to make.

Who are the board members?

Experienced leaders from a range of backgrounds, including leaders from Medtronic. They take part because they enjoy using their skills and knowledge to help others. We hand-pick every board to bring a diversity of experience and specialisms.

Can I pick who is on my board?

We put each board together to give you a range of voices with highly transferable leadership skills. We tend to find there is very little reason to change board members. However, if you or your board feel you would benefit from specialist expertise, we are happy to bring in additional people. If there is a problem or a conflict of interest, please let us know so we can review the mix of board members.

How do I find out who is on my board?

Once your board is confirmed, we'll email you the details, including LinkedIn links for each member. If you feel there is a conflict of interest with anyone, let us know straight away.

PARTICIPANT HANDBOOK / 05

Preparing for your board meetings

What does each meeting focus on?

Board 1: Understand & challenge | Last week of October

Where you are, what you're aiming for, what's in the way and where you want challenge

Bring: Your diagnostic results and first thoughts on your Business Improvement Project

Board 2: Test & refine | End of November

What you agreed, what you did, what you learned

Bring: The decision you want clarity on

Board 3: Look forward | End of January

What changed, the evidence for it, your priorities for the next 90 days

Bring: Your January diagnostic and progress against your measures

What do I need to prepare?

No polished presentation is needed. Before Board 1, bring your diagnostic results and first thoughts on your Business Improvement Project. Before each later board, think about what you've done since the last meeting and where you want challenge.

Who supports my board?

Lucy Brown will look after your board and allocate a member of the team to assist with your meetings. Lucy will share agendas, pre-reads and meeting notes with the board. If you have a question or a scheduling clash, please contact Lucy so the team can help.

Where do the meetings happen?

All board meetings take place on Microsoft Teams, in a secure Teams group with you, the programme team and your board members. See Guidance for using Microsoft Teams below.

When do board meetings happen?

We use the availability you gave us in your application to set a schedule of dates, which you will receive at the start of the programme.

PARTICIPANT HANDBOOK / 05

Board arrangements and ground rules

Are meetings recorded?

Yes, mainly so the team can check details when completing the notes. Recordings are not shared as a matter of course and are deleted once your board completes. We also use an AI transcription tool called Granola to help complete minutes and actions. If you would like to see a recording, contact Lucy as soon as possible.

Can I bring a colleague or co-director?

Yes, though they will need to complete a form giving us data permission.

What if I can't attend?

The meeting is all about you and your business, so it can't go ahead without you. Contact Lucy as soon as you know about a clash and the team will try to arrange another date within a week of the original. With only three boards, please protect these dates.

What are the ground rules?

- Advisory, not managing: board members advise; you decide.
- Not a sales conversation: boards are not a sales or procurement discussion, and there is no implied access to NHS or Medtronic commercial opportunities.
- Chatham House Rule: use what you hear, but never who said it or which business it came from.
- Confidentiality: board members agree to our Terms & Conditions, including keeping personal and business information confidential.
- Open and honest: the more open you are about the real challenge, the more useful the conversation.
- Commitment: time is valuable for everyone. Arrive prepared and ready to contribute.

Your board may also choose to set its own ground rules.

PARTICIPANT HANDBOOK / 06

Your Growth and NHS Readiness conversation

In December, between Board 2 and Board 3, you will have one focused 60-minute mentoring session, one-to-one with a Medtronic leader.

What happens in the session?

Minutes	Focus
10	Progress since your last board
15	Your current challenge or barrier
20	Healthcare and NHS readiness
10	Options, assumptions and challenge
5	Your agreed next action

What do I need to prepare?

To get the most from the session, think about what you want from it and let your mentor know ahead of time, so they can prepare. Consider:

- What progress are you most pleased with?
- What's getting in the way?
- Which healthcare or NHS question would help most?
- Which assumption would you like challenged?

When will it take place?

We assume the session will happen in your regular time slot in December. You and your mentor are welcome to arrange a different time if that doesn't suit.

Will the programme team attend?

No. This is a one-to-one session between you and your mentor.

Can I meet my mentor face to face?

Sessions usually take place online on Microsoft Teams. If you and your mentor are based close to each other and would like to meet in person, you are welcome to agree this between you.

Can I ask other board members for help?

Yes. Having a mentor doesn't stop you reaching out to other board members for input on a specific issue. They are generally very pleased to help.

PARTICIPANT HANDBOOK / 07

Group learning and peer sessions

Alongside your board, you will join two group sessions with the rest of the cohort: a group learning and peer session in December, followed by an end-of-cohort celebration. You will also have access to practical tools and self-paced resources throughout the programme.

What happens in a session?

The idea is to get MedTech leaders talking. Sessions bring the cohort together to share ideas, challenges and what is working, and to reflect on progress with your Business Improvement Project.

When are they?

The first group session takes place in December. The second session will be an end-of-cohort celebration. We will share the dates at the start of the programme.

Do I have to prepare?

No. Just arrive, ready to engage.

Can I send another member of my leadership team instead of me?

The sessions are for programme participants only.

08 What you leave with

Everything the programme produces is captured in your Business Growth Portfolio, one place you can keep using after January:

- Your October and January diagnostics
- Board recommendations and actions
- Your improvement priorities
- NHS readiness or growth actions
- Evidence of progress
- A 12-month roadmap and 90-day plan

In January you will also complete a Business Growth Review, and we'll close the cohort with an end-of-programme review and celebration.

PARTICIPANT HANDBOOK / 09

Practical information and support

Leaving the accelerator

We hope this won't be the case, but if you decide the accelerator isn't right for you, or the timing isn't right, please contact us via Lucy and the programme team or at programmes@bethebusiness.com.

Surveys

We'll ask you to complete short check-in surveys during the programme, including one after your first board and a closure survey at the end. They arrive by email and take a couple of minutes. Your feedback helps us improve the programme and evidence its impact to Medtronic and our other partners.

Guidance for using Microsoft Teams

All board meetings and online mentoring sessions take place on Microsoft Teams. You can use the Teams browser app or download the desktop app.

- You'll be added to your board's Teams channel as a Guest user, using the email address from your application.
- Open the email invitation to access the channel.
- Once you've accepted, you can message your board, access files, join meetings and collaborate on documents.

Until everyone has confirmed they can access Teams, we'll also send information by email.

We're here to help

If you have any queries or concerns, contact the programme team via Lucy and the programme team or at programmes@bethebusiness.com.

Your programme team: Becky Nelson (Leadership & Productivity Lead), Amber Rees (Leadership & Productivity Specialist) and Lucy Brown (Programme Support Executive).

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