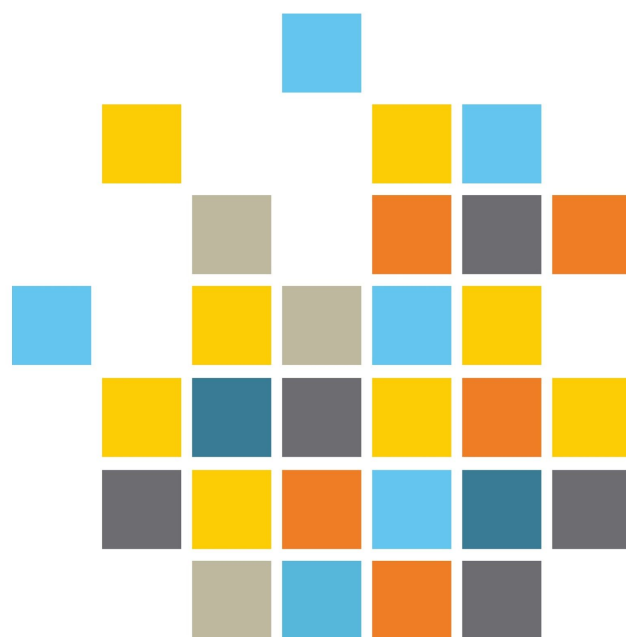


Emerging Leader

Women & Girls Sector

2018 Prospectus



Emerging Leader: Women & Girls Sector Programme

1. Introduction

Are you leading a project, team or department in the Women & Girls social sector? Do you have between 3-6 years of experience and want to prepare yourself for the next challenge and increase your impact?

Our Emerging Leader Women & Girls Sector Programme is part of Clore Social's ambitious two year leadership development programme for Women and Girls Sector to build a stronger, more generous and empowered women's movement. This programme will seek to nurture leaders within the sector by forging new collaborations and growing resilience so that it can better support its beneficiaries. The programme is being delivered in partnership with funders including Comic Relief, Esmée Fairbairn Foundation, The Pilgrim Trust and Rosa, The UK Fund for Women and Girls.

Designed around our Social Leaders' Capabilities Framework which outlines the attributes, behaviours and skills required to become successful social leaders, the Emerging Leader programme is a 6 month programme aimed at ambitious and committed leaders who want to expand their leadership capabilities and make a real and lasting difference within the sector.

With extensive face-to-face learning, including individual coaching, a personalised 360 review and two residentials, the programme focuses on personal self-development and provides a host of opportunities to build strong networks with participants from across the sector.

Upon successful completion of the programme, participants are awarded the Clore Social Fellowship and are encouraged to play an active role in our Leader's community.

"The programme has given me confidence in my own approach and knowledge, alongside greater self-awareness" 2016 Emerging Leader programme participant

"The programme has helped to raise the awareness of my organisation within the social sector... It has contributed towards my personal growth as a leader, leading young people and given me insight into how we involve young people in our storytelling." 2016 Emerging Leader programme participant

"I would like to thank you for enabling me to focus on my own aspirations while providing information to enable me to be a better leader within my organisation." 2016 Emerging Leader programme participant

2. Who is the Emerging Leader Programme for?

- Individuals working within the Women & Girls Sector
- Individuals working in organisations run by, for and with women and girls
- The organisation must be a social purpose, not for profit organisation. This includes charity, social enterprise and community group
- Those with 3-6 years experience with the sector, with experience of leading projects or people, including volunteers. This can include experience as a volunteer and does not need to be 3-6 years of consecutive experience.
- If you are seeking to enhance your leadership capabilities, improving your understanding of your strengths and areas for development

Please see section 10 for the programme's full eligibility criteria (below).

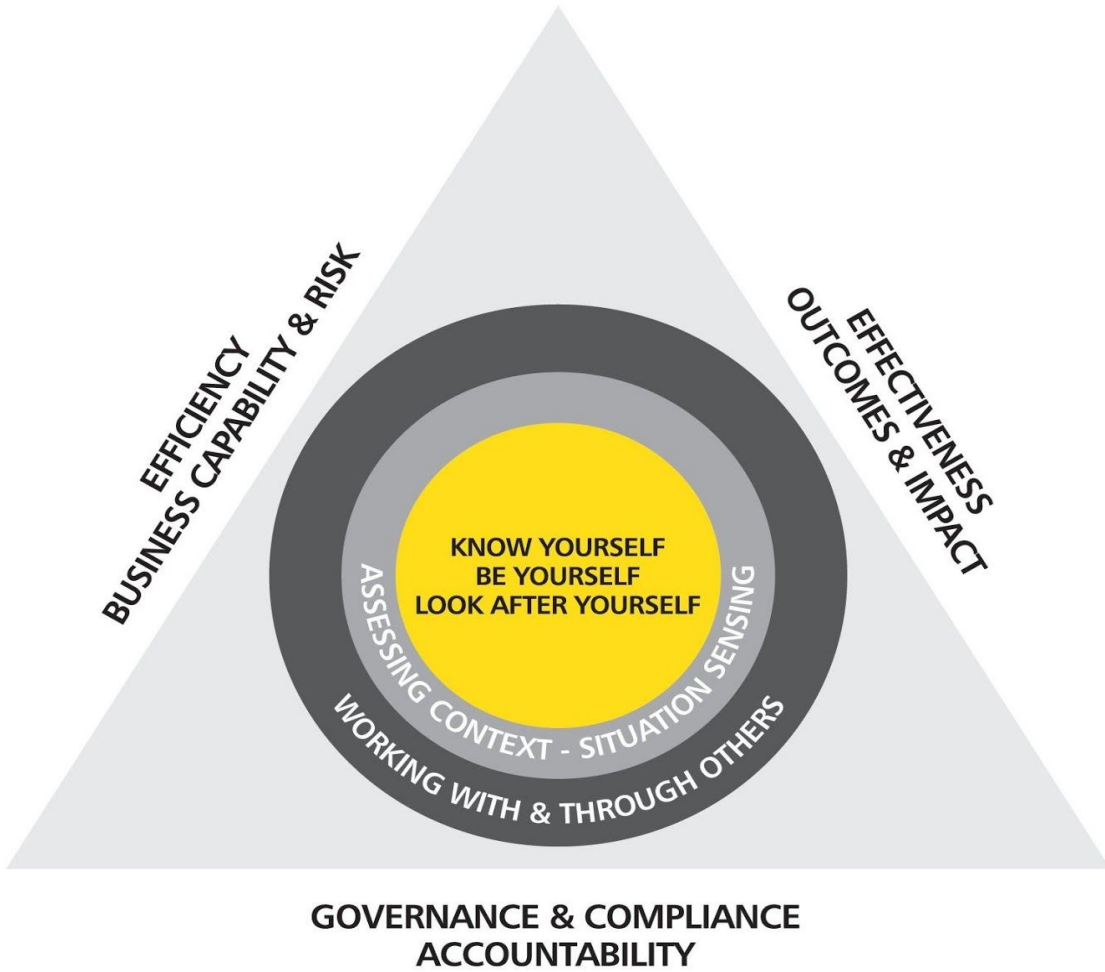
3. Clore Social Frameworks

All of our programmes are designed and evaluated around two Clore Social Leadership models. The Leadership Development Model and the Social Leaders Capabilities Framework. You will see these reflected in the individual elements of the programmes over the next six months.

The Leadership Development Model is how we develop leadership and includes the the most important knowledge needed by a leader to be successful. The Social Leaders' Capabilities Framework is an aspirational model that outlines the attributes, behaviours and skills we believe emerging leaders need to be able to understand and deploy to become successful social leaders. It is built on our core values, foresight, and nine years' of experience developing sector leaders.

For more information on the models see: <http://cloresocialleadership.org.uk/leadership-framework>

3.1 Leadership Development Model



3.2 Social Leaders' Capabilities Framework



INSPIRATIONAL COMMUNICATOR	EMPOWERING ENABLER	COURAGEOUS CHANGEMAKER	FOCUSSED STRATEGIST	GENEROUS COLLABORATOR	PASSIONATE ADVOCATE
<p>Relates to others with authenticity</p> <p>Influential and confident</p> <p>Clear expression of mission and values</p> <p>Agile, able to modify approach and re-frame based on feedback</p>	<p>Empowers others to take on new challenges and training</p> <p>Role model to others, pursues continuous self-development</p> <p>Cultivates an environment where others can excel</p> <p>Exhibits a growth mindset, with a readiness to learn</p>	<p>Courageous and drives change</p> <p>Responsible risk taker</p> <p>Develops innovative solutions with and through others</p> <p>Curious, has foresight and asks why</p>	<p>Continuously seeks organisational improvement for the people they serve</p> <p>Reflective and utilises complex information</p> <p>Delivers on outcomes</p> <p>Resourceful and strategic, considers wider systems and context</p>	<p>Establishes and grows collaborative partnerships and relationships</p> <p>Generously shares information, assets and time</p> <p>Builds trust through seeking and giving feedback</p> <p>Invites inclusive contribution, values skills and knowledge</p>	<p>Cause passionate, committed to the mission and people they serve</p> <p>Strong moral compass</p> <p>Wide civic responsibility, engages in debate and activities</p> <p>Looks within and beyond sector to find solutions for social change</p>

4. Programme Design

Based on our experience, learning becomes “sticky” when the learner has an opportunity to apply the learning in a meaningful way and when that skill or insight is absorbed in a way which is congruent with their own learning style.

Clore Social Leadership has built relationships with world class facilitators who deliver some of the content of the programme. A sample of our excellent facilitators can be seen in Appendix A.

Programme elements include:

4.1 360° Review

A full circle of structured feedback, this assessment provides evidence of capabilities, strengths and potential as leaders in the social sector. Clore Social Leadership use a 360 degree review tool tailored specifically for social sector leaders.

The results of participants’ 360° will be delivered at their first residential, and will provide a baseline for their development over the next six months.

4.2 Leadership Development Plan

Based on the feedback from the 360° review and participant’s own needs and aspirations, each participant will develop a leadership plan which maps out their plans for development during and beyond the programme.

The plan provides a space for self-reflection. The individual coach will support the participant in setting their development goals and achieving them.

4.3 Action Learning Sets

Action learning is a tool designed for leaders to learn from other leaders. It uses the combined wisdom and skills of a diverse group of people to work through real situations they face in the workplace.

Action learning sets will allow participants to build deep connections with each other, providing peer support on real issues they face. They also encourage people to test new ideas, and come up with solutions different to the ones they’d think of alone.

Our experience tells us that many of our Fellows continue to meet in their sets, after the formal support has concluded and our aim is that you learn the facilitation skills required to continue self facilitating their action learning set.

4.4 Leadership Talks, Fireside Chats and House of St Barnabas

Clore Social Leadership has a long tradition of inviting CEOs and sector leaders to share their experiences and personal insights with our Fellows.

These informal talks provide invaluable opportunity to get an honest perspective from senior leaders and benefit from the wisdom of their experience.

In addition to talks and evenings run just for participants on our programmes, Clore Social Leadership runs monthly Leaders Now breakfasts in partnership with The House of St Barnabas that are free to attend, and provide an opportunity to meet Fellows from the wider Clore Social network as well as other social sector individuals interested in developing their leadership.

4.5 Coaching

Each participant will be provided with one to one coaching, which will assist them in progressing their leadership development, as covered in their leadership development plan. They will also develop peer coaching skills to use in their own teams and organisations and to support their peers.

4.6 Job placement

As part of the programme participants are encouraged to undertake a minimum five-day job placement at a host organisation. Designed to stretch the leadership skills and initiative of the participants, this is an opportunity to step out of their comfort zone and build new networks.

The job placement does not need to be a consecutive 5 days. It could be longer in duration, if agreed with employer and host organisation, and it could be spread over the course of a few months.

In the past, Fellows have undertaken job placements at organisations both within and beyond the social sector, stepping into corporate and legal environments. The most successful placements happen where participant's expectations and the host organisation's opportunities are accommodated, and a plan of work on a particular piece of work or project is agreed.

Clore Social Leadership can provide support in suggesting and securing a host organisation.

4.7 Team challenge

The participants will be working to a defined brief to solve a problem or deliver against a particular opportunity, identified through consultation with the sector's leaders and the participants themselves. The challenge creates a safe space and the opportunity to test new leadership insights and skills which can accelerate participants leadership learning and development.

4.8 Clore Social Fellowship

On successful completion of the programme, participants will be awarded with the Clore Social Fellowship, giving them an opportunity to become a part of a close-knit peer community of leaders and continue their development through peer networks.

5. Programme delivery

Below is an indicative timeline of the programme.



6. Time commitment

6.1 What commitment is required from participants?

The total time commitment is expected to be 20-22 days in total over a six-month period. This equates to around 1 day a week for each participants. Some elements will require the participant to be released from their role for a small period of time, such a residential and job placements. However, many of the interventions can be undertaken outside of working hours.

Intervention	Time Commitment	When
Residential training	5 days	2.5 days x 2(usually will take place Wednesday-Friday)
Action learning sets	2 days (each set is anticipated to be 3-4 hours in duration)	Action learning sets will be held every 4-6 weeks
Coaching sessions	1 day (each session will last approx. 60 - 90 minutes)	Each participant will receive 3-4 coaching sessions, bi-monthly arranged at a convenient time for participants
Self-assessment and reflection	1 day	Time will be required throughout the programme to complete reflection logs and self-assess
Leadership talks and events	0.5 days	These will occur largely in the evenings and outside of working hours. They are often non-compulsory
Job placement	5 days	To be organised at a convenient time for both parties
Team challenge or leadership thought piece	4-6 days	Likely to span across several months
Total	Up to 22 days	

7. Programme outcomes

In the short term individual participants will benefit from increased leadership skills and confidence and access to a peer support group of emerging leaders. In the medium and long term organisations will benefit from access to a cohort of next generation leaders, ready and able to meet the challenges of tomorrow. The sector will benefit from more capable, collaborative leadership.

Participants on the programme will benefit from:

- Greater self-awareness and self-mastery, insight into your strengths and areas for development
- Increased resilience and a set of tools and models that help you become a more agile leader
- A deeper understanding of how you work with and through others, and how others perceive your ability as a leader
- A lasting peer network of social leaders who provide support and new perspectives
- Growth of Social Leaders' Capabilities and improved personal effectiveness, which translates into tangible results for you and your organisation

Organisations will benefit from:

- Participants able to deliver leadership development within their own organisations
- Motivation, resilience and outputs of the teams led by the participants increased
- A networked and collaborative cadre of future leaders
- Connections with other organisations in and beyond the social sector
- Access to any new leadership opportunities we develop in the future

8. Start Dates

The Emerging Leader Programme will commence in October 2018.

The programme duration is 6 months with a total time commitment of 20-22 days. This equates to 2.5-3 days per month with the option to undertake much of the programme learning outside working hours.

9.A Eligibility Criteria

1. Emerging leaders working: in the Women and Girls social sector OR an organisation run by, for and with women and girls, OR within a department or team within an organisation where specific women and girls project(s) are being run
2. **3 years of experience in the sector:** Please apply if you are a person with three years of managing a team AND/OR leading a project in your organisation. This can include experience as a volunteer and does not need to be 3-6 years of consecutive experience. You must

demonstrate and be able to articulate clear leadership potential in the work you have already undertaken.

3. The organisation must be a social purpose, not for profit organisation. This includes charity, social enterprise and community group

9.B Selection Criteria

1. **The right timing:** You must make a strong case for why now is the right time for you to undertake the leadership programme. You must understand the time commitment involved and be able to demonstrate how you will balance the responsibilities of your work and the programme simultaneously.
2. **Committed to The Women & Girls Sector:** Evidence of a strong commitment to working towards a stronger, more generous and empowered women's movement.
3. **Whilst able to acknowledge their achievements, demonstrates humility in all they do :** You show a desire to be useful and kind over your own self-interest.
4. **Is prepared to undertake a journey of personal change and challenge:** You are open to self reflection and failure. You are honest and courageous, and prepared to give and receive feedback to build awareness of your own strengths and areas of development.
5. **Feels a sense of responsibility over the wider sector and its future:** You are ambitious for yourself and your organisation, and see yourself as a future leader in the social sector. You have an understanding of the wider context and demonstrate a long-term commitment to give-back and developing leaders in the social sector.
6. **Collaborative and hungry to learn:** You must be willing to invest in your own leadership development but also be willing to be responsible for bringing back your learning to your organisations, to further support your beneficiaries and the community.

10. Application process and timeline

[Apply now for](#) the Emerging Leader Programme

- Deadline for Programme applications: Tuesday 29 May

11. Programme Fees

Thanks to the generous support of funders including Comic Relief, Esmée Fairbairn Foundation, The Pilgrim Trust, and Rosa, The UK Fund for Women and Girls, we are able to offer this programme at a highly subsidised rate.

The cost of the programme will be £500 per participant for those working in organisations with an annual income of greater than £200,000.

For those with an annual income of under £200,000 a hardship fund has been created to cover participant fees and a contribution towards travel costs.

12. Further information

If you have any further questions, or would like to discuss your application in more detail, please contact our team: info@cloresocialleadership.org.uk or call us on 020 7812 3770.

Dr Eve Poole



Eve has worked with Clare Social Leadership since it started, having also worked with the Clare Leadership Programme, the sister programme of Clare Social, since its inception. She has been based at Ashridge Business School since 2002, specialising in Leadership, Learning, Ethics, and Emotional Intelligence, and works with clients in the private, public and voluntary sectors.

Eve joined Ashridge from Deloitte, where she was a Change Management Consultant, following an earlier career working for the Church of England. Eve has a BA from Durham University, an MBA from Edinburgh University, and a PhD from Cambridge University, and has written two books. Eve has a particular interest in brain-friendly learning, and has recently collaborated with the University of Reading about the neurobiology of leadership development. She had twin girls in 2012, so now spends much of her time chasing them around, or using her experience of teaching diplomats in the Foreign Office to settle important disputes about toys.

Ruth Cook



Ruth Cook, Director of Action Learning Associates (ALA), is an independent management consultant and trainer, with over 20 years' experience of working on leadership and management development across public and voluntary sectors in the UK and internationally. Ruth set up ALA 15 years ago to meet the growing demand for action learning and continues to develop and champion action learning throughout the UK. The company now has 21 Associates and is widely recognised as the leading provider of training for action learning facilitators in the UK's cultural and voluntary sectors.

Ruth regularly delivers Institute of Leadership & Management (ILM) endorsed training for action learning facilitators in the UK and overseas and now offers training in virtual action learning for ALA trained facilitators.

Ruth has an MBA, is a qualified MBTI assessor, an Institute of Leadership & ILM approved trainer and an Associate of the National School of Government.

Patrick Harris



Patrick Harris is an inquisitive minded problem-solver. He is the Founder of the consultancy thoughtengine and Co-founder of Growth Agenda. He was formerly Director of Creativity for Orange and Director of The Futures Company. Patrick is an Honorary Life Member of Medinge, a think tank celebrating humanity in brands and has served as a Non-executive Director for France Telecom UK Research & Development.

During 2015, Patrick was part of the team delivering Future Agenda, the world's largest open foresight programme. His book, *The Truth About Creativity*, a guidebook for the practical application of creativity in organisations, was published by Pearson Prentice Hall in 2009.

Patrick enjoys helping people and organisations to resolve complex issues and to employ inspired strategies. He was born in the USA, is married with two children and now lives in London. He holds a BSc and an MBA (Hons).

Steve O'Smotherly



Steve is the founder and owner of two different learning and development, career management and coaching companies.

He is a professional speaker, facilitator, mentor and coach with twenty-six years' experience in the private, cultural and social sectors. His work typically includes the design and delivery of individual, team and leadership development programmes, behavioural profiling, communication skills workshops and career management workshops.

Steve has a proven track record of designing and delivering highly effective and creative learning and development workshops for clients in all of the main industry sectors and from leading organisations in the UK, Europe, the Middle East and the United States, and he is a visiting speaker at King's College London and the SAID Business School in Oxford. His clients include individuals and/or teams from a wide range of organisations including Age UK, the BBC, the Metropolitan Police Service and the Skoll Centre for Social Entrepreneurship.

Professor Kevin Money



Kevin is the Director of the Positive Psychology Forum, a network of academics and practitioners who aim to develop and apply insights from positive psychology into organisations. Kevin is a member of the academic faculty at Henley Business School where he teaches on the MBA programme, and is also a mentor and tutor on Henley's Executive Development Programme. He also supervises DBA and PhD Research Associates, and is a Fellow of think-tank the Sunningdale Institute.

Kevin is a Chartered Psychologist and a member of the British Society of Clinical Hypnosis. He is also a Trustee of the Safer South Africa Trust (UK) and has acted as a consultant to major companies and voluntary organisations in the UK, USA and South Africa.

Bill Best



Bill Best is an executive assessor and coach with over twenty-five years' experience providing consultancy services as a business psychologist. He is a Director of ECP-360, a specialist provider of 360° appraisal and survey tools.

Earlier in his career, Bill held senior roles the consulting firms Advanced Personnel Technology Limited and Personnel Decisions International. Bill is also co-author of the book Executive Coaching: Exploding the Myths.