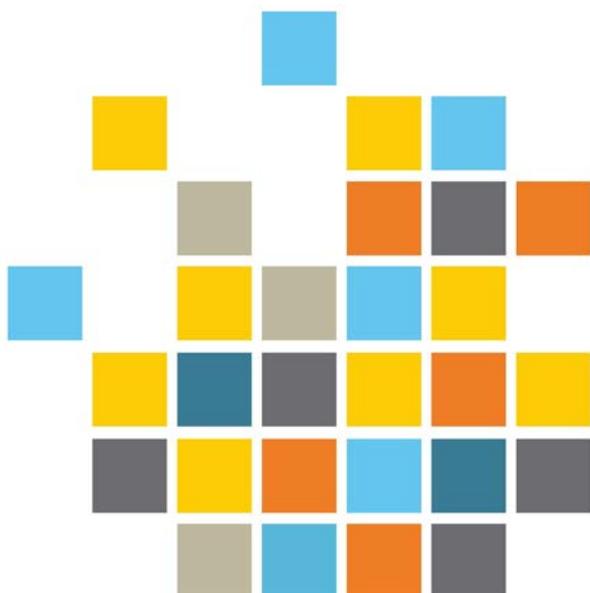


'Clore6: Cobseo' Prospectus

June 2017



Clore6: Cobseo

Programme Prospectus

“This new programme will provide those within the Service charities sector with a fantastic opportunity to develop their leadership, and it has the strongest support of the Confederation of Service Charities’ (Cobseo’s) senior leaders. At Forces in Mind Trust we know, having sponsored 5 full Fellows over 3 years, that Clore Social Leadership transforms individuals, and promotes collaboration more effectively than anything else on the market. By funding the core costs, we are making it affordable to all charities and demonstrating Forces in Mind Trust’s commitment to investing in enhancing the effectiveness of sector”.

Ray Lock, CEO, Forces in Mind Trust

1. Background and programme objectives

‘Clore6: Cobseo’ is a six month leadership development programme for emerging leaders in the service sector. It aims to develop a cadre of talented leaders, who are collaborative, effective and adaptive. As a result we aim to build agile leadership into service charities sector organisations and help develop a sector that can adapt and change with the times; promote solidarity and joint action at a time of challenge and uncertainty.

2. Who is ‘Clore6: Cobseo’ for?

2.1 Eligibility Criteria

1. **Emerging leaders in service charities:** We welcome applications from charities and organizations that are working to promote the welfare and general interests of the armed forces community. Priority will be given to members of Cobseo; however, other military and non-military charities working in the sector are also welcome to apply. In addition, a limited number of places may be offered strictly by invitation of the 'Clore6: Cobseo' Steering Group to the public sector and academia.
2. **A minimum of 3 years of experience in the sector:** Please apply if you are a person with three years of managing a team or leading a project in your organisation or wider sector. You must demonstrate and be able to articulate clear leadership potential in the work you have already undertaken.
3. **Strong commitment from both the applicant and their organisation:** We are calling on service charities to nominate people in their organisations who they believe are the emerging leaders the sector needs to make social change happen. (All candidates’ applications must be nominated by their organisations’ CEOs or Chairs/line managers.)

2.2 Selection Criteria

1. **The right timing:** You must make a strong case for why now is the right time for you and your organisation 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. **Demonstrable passion for the social and service charity sector:** You can show that you care deeply about social justice, the armed forces community, and creating sustainable change.
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.

3. Clore Social Frameworks

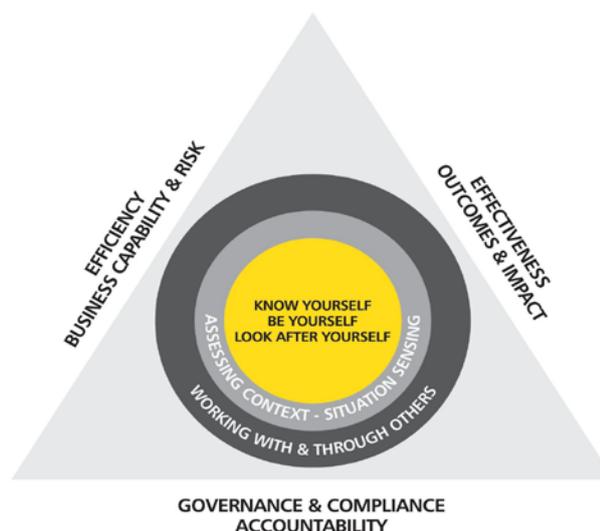
All of our programmes are designed and evaluated around two Clore Social Leadership models. The Leadership Development Model and the Social Leaders Capabilities Framework. You will see these reflected in the individual elements of the programmes over the next six months.

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





INSPIRATIONAL COMMUNICATOR	EMPOWERING ENABLER	COURAGEOUS CHANGEMAKER	FOCUSED 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>

3.2 Social Leaders' Capabilities Framework

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 leadership and to support their peers.

4.6 Job placement

As part of the programme participants are encouraged to undertake a minimum 5-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.

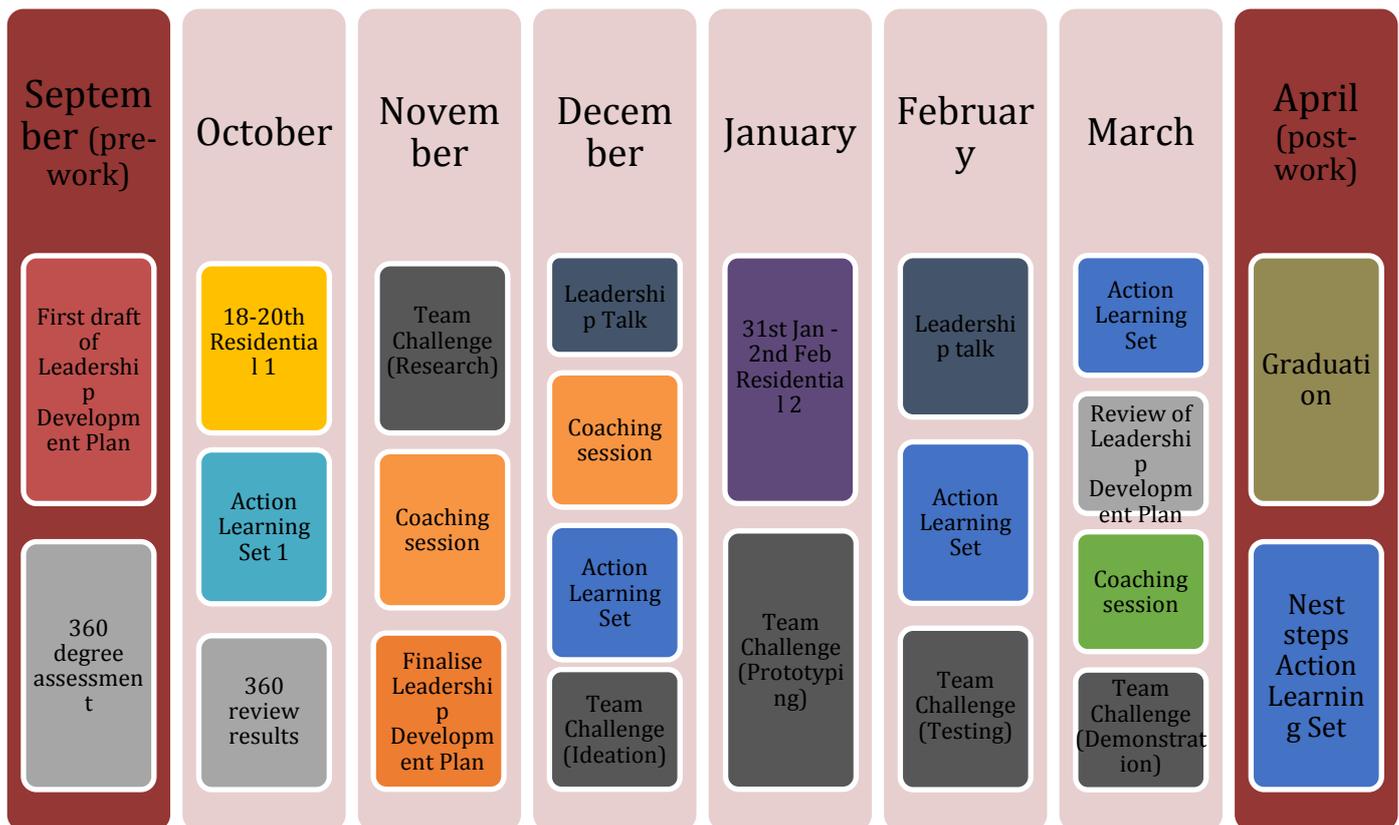
Clore Social Leadership can provide support in suggesting and securing a host organisation.

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.

5. Programme delivery

Below is an indicative timeline of the programme. It includes the key components of the programme



but doesn't cover quality and impact surveys or additional leadership talks.

6. How do I and my organisation benefit from the 'Clore6: Cobseo' programme?

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
- Understanding of leadership styles and how best to influence others
- Increased leadership capabilities and skills (aligned to Social Leaders' Capabilities Framework)
- Being part of a social leaders network
- Ability to deal with challenges with courage, confidence and agility
- Clarity about their ongoing leadership development
- Access to on-going series of events and talks

Organisations and the service charities sector 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
- A visible, tangible project delivered for the benefit of the sector
- Access to any new leadership opportunities we develop in the future

7. Next steps: recruitment and marketing process

Applications for the 'Clore6: Cobseo' programme open in June, and close 20 July 2017. We encourage organisations to nominate the emerging leaders in their organisations for the programme. Applicants will need to be supported by a written nomination from their Chief Executive, Chair or line manager. Please submit your application [here](#).

Accepted participants and their organisations will be contacted at the end of August. An announcement about the launch of the programme and participating organisations will be made in September.

7.1 What commitment is required from participating organisations?

Although the commitment is six months in duration, the expectation is that participating organisations are committed to the practice of leadership development and the idea of growing the organisations' future leaders from the existing workforce. It is important that they are given opportunities to deploy their new leadership skills as part of their on-going development in existing roles.

7.1a Time

During the six-month period participants will need to be released to participate in key tasks and events. The total time commitment is expected to be 18-20 days in total over a 6-month period. This equates to around 2.5-3 days a month for each participant. Many of the interventions involved can be undertaken outside of working hours.

7.1b Contribution

We are asking each participating organisation to make a contribution towards the running costs of the programme. This contribution will be £1,000 for all organisations with an annual income of up to £1m, and £2,000 for all organisations with an annual income of more than £1m. All participating organisations will be invoiced (and will be expected to pay) prior to the programme commencing.

A hardship fund may be available to organisations with an annual income under £250,000.

Appendix A - A sample of facilitators and trainers on the programme

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*.