

Clore Social Fellows survey 2013 A summary of findings

Context

The Clore Social Leadership Programme has been committed to evaluating the impact of its work from the very beginning. In the initial stages, the evaluation was conducted in partnership with the Work Foundation, who evaluated years one, two and three of the Programme (2010-12). In 2013, the Programme team and Trustees reviewed their approach to evaluation and began working with external consultants to define a theory of change as a basis for measuring impact in the future. This second phase of work is being funded by the Barrow Cadbury Foundation. To inform next steps, and to gain some immediate feedback, the team carried out a short survey of past and current Fellows in autumn 2013. The survey was designed to probe both individual and wider sector impact, and will be followed up by a survey of employers, secondment hosts, and relevant funders in 2014. An external consultant, Dr Eve Poole of Ashridge Business School, was commissioned to analyse the results of the Fellows' survey. This is a summary of her findings.

Introduction

The Clore Social Leadership Programme was set up in October 2008. By January 2014, 83 Clore Social Fellows had been appointed. This bespoke leadership development programme starts in January each year, and lasts 12 or 24 months, depending on whether it is pursued on a full or part-time basis. Typically, the Fellows attend residential courses, experience coaching and mentoring, undertake an extended secondment and a practice-based research project, engage in Action Learning, and connect with the broader Fellowship network.

“Clore Social Fellows are social activists and entrepreneurs, charity chief executives and managers. We invest in their leadership potential so that they can transform their communities, organisations and the world around them.”

In the early stages of the Programme, evaluation tended to focus on the Fellows' experience, and the impact of the Fellowship on their individual leadership journey, carried out in partnership with the Work Foundation. Culminating in the evaluation report for the 2012 cohort, this evaluation usefully identified two pathways to individual impact, the 'accelerated' and 'transforming' trajectories. While continuing to track this individual impact, Clore Social now wants to focus much more on the impact of the Fellows on the sector.

As part of this wider enquiry, and to help inform further development of the Programme's impact assessment frameworks, a survey was conducted in the autumn of 2013. Delivered through SurveyMonkey, it included both quantitative and qualitative questions,

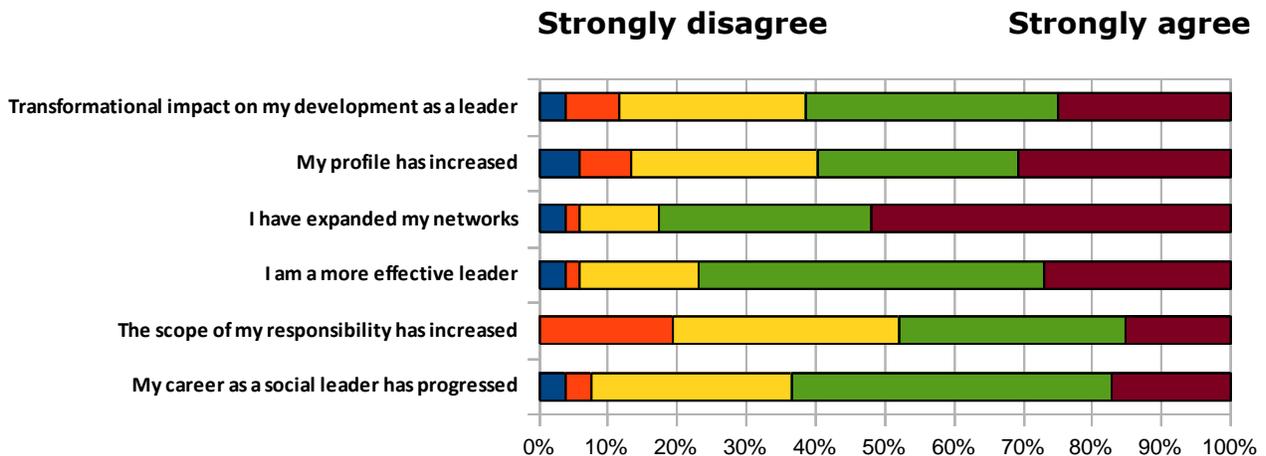
designed to tease out the impact the Programme is having on the sector more generally. Responses were received from 52 current and past Fellows.

General findings

From the responses to the Fellows’ survey, it is clear that the Programme continues to offer an unparalleled opportunity for leaders in the sector to increase their confidence and impact. They do this through better self-awareness and better networking, through access to new skills and new opportunities, and through their creation of new organisations designed to solve problems in the sector. While the precise impact of Clore Social is hard to identify, the survey provides myriad examples of impact, both for the Fellows personally and for organisations in the sector.

Individual impact

The survey asked Fellows to 'agree' with a range of statements on a 5-point scale, from strongly disagree to strongly agree, where 3 was the 'neither agree nor disagree' mid-point. The chart that follows shows the percentages of Fellows who associated themselves with each point on the scale:



- Over 80% of respondents 'agreed' across all of the categories.
- 92% agreed 'my career as a social leader has progressed'.
- 77% felt that as a result of Clore Social they were a more effective leader. This response does not take into account respondents’ increased self-awareness – as one Fellow put it 'I am a much more self-aware leader, but not sure that this means I am a better leader.'
- 62% agreed with the statement 'There has been a transformational impact on my development as a leader'. Some Fellows commented that it was too early to tell.
- 83% of respondents agreed 'I have expanded my networks'.
- 60% agreed that their profile had increased since becoming a Fellow. This statement was perhaps seen as a less relevant measure by Fellows, although one Fellow did evidence another Fellow winning the 2013 *Charity Times* Rising CEO Award as a favourable impact of the Programme.

Role change

The survey asked Fellows to indicate ways in which they had developed or changed their role since starting their Fellowships:

- 51% of the Fellows have started a new role.
- 35% have set up an entirely new organisation.
- 38% have become a trustee for another organisation.
- 46% are mentoring people in the sector.
- 32% are coaching people in the sector (this refers to a more formal definition of coaching; it is likely a higher percentage are coaching informally).

Network

The survey asked Fellows to indicate ways in which they were collaborating with other Fellows in the network:

- 57% of the Fellows have supported another Fellow with a new project.
- 47% have received support from another Fellow with a new project.
- 42% have mentored or buddied another Fellow.
- 20% have benefited from receiving this kind of support. The discrepancy here may be as a result of the Programme introducing a formal buddying system in 2013, from which only the 2013 Fellows have benefited.

In the comments, the Fellows gave a flavour of how they were using the network. For some it was for practical information and advice about work issues, new roles, new organisations or new locations, for others the relationships were more formal, involving shared research or work projects. One Fellow who has worked with two other Fellows from different cohorts said: "As a direct result of our Fellowship, we've been able to very quickly recognise how each other's styles and expertise would complement each other and develop highly effective and productive working relationships." Another Fellow said that the others had helped them to raise their profile and widen their networks, and many Fellows see each other socially. Anecdotally, many of the Action Learning sets still meet, which keeps the network alive more formally, by ensuring that groups of Fellows are up to date with their peers' issues.

Specific examples of impact

In addition to the quantitative responses summarised above, Fellows were asked to give a series of examples illustrating the impact of the Fellowship on themselves, their organisations and the sector as a whole.

Specific examples of impact on leadership development

The most often mentioned impact was about increased confidence and self-awareness, particularly of strengths and weaknesses. For example:

"It has raised my self-awareness, giving me an insight into my own strengths and weaknesses as a leader through formal learning, coaching and reflective development, and supported me in building my self-

confidence by exposing me to new opportunities and harnessing peer support.”

Many spoke about the space, the networking, and the opportunity to 'see' and influence the sector as a whole, for example:

“I think the most important way the Clore Social Leadership Programme impacted my leadership development is by expanding my mind and my world view of the social sector, including funders and the role businesses can play. It has expanded my knowledge and networks phenomenally. Clore Social has allowed me to influence the sector in a global cross-sector way, including academics, funders, corporates and the social sector, and contributing to a movement.”

One ambition of Clore Social has been to prepare leaders for more senior positions in the sector. A number of Fellows commented on this, noticing how their new-found confidence had enabled them to influence more strategically, often at a more senior level:

“I have been able to secure more senior job offers, simply by adapting my goals and pitching for stretching but more suitable leadership positions. Prior to joining the Fellowship, I had a comparatively 'closed' view of what was possible, both in terms of next steps and future career goals. Through coaching, mentoring, peer role modelling by other Fellows, my aspirations for the future are broadening all of the time - that's really very exciting! The 360, feedback throughout the residential from other Fellows and conversations with my mentor have helped me to think more about how I use my 'voice' and how and when I'm able to express my opinions. During the Fellowship, I've become active on Twitter, started blogging and have thought more about how I want to be received and perceived both on and offline.”

“The coaching offered and mentors sought and secured have all been incredibly helpful in enhancing my leadership style, delivery and journey. This includes breaking old, long-standing bad habits which has helped me to improve my confidence in my delivery of my leadership and behaviours with many more fields or people. This includes the odd preconceived perceptions I have of myself, including always being the youngest person or only woman in the room at a senior level, and looking beyond this, valuing my contribution as the leader I am and gaining positive feedback on this about my contribution as a leader and not as the youngest or only woman.”

“Clarity over direction and vision for my career, and confidence to seek it - I'm now negotiating the shape and focus of my role with a boldness and belief in my own ability that was simply not present before. I am clearer about what I want to do, and what I need to do, and more empowered to seek it out rather than wait for it to come to me.”

For many Fellows, Clore Social has involved a career transition, so there has been little opportunity for their peers to comment meaningfully on how their leadership has – or has not - been transformed. So it was useful to hear this from one Fellow who has stayed in post throughout:

“It has given me much greater insight into my relative strengths and weaknesses as a leader, provided some key tools and much needed energy to work from the former and address the latter (without an unhealthy focus on these). Key weaknesses were about bringing people with me, generally speaking in managing change of one degree or another. I have had a great deal of very positive feedback from my senior colleagues (who have not changed from the beginning of the programme until now) about the difference they experience in working with me, and my relative ability to influence them and the organisation. Of course, this is until we disagree on something!”

However, one Fellow would issue a caveat about the potentially unsettling and slow-burning nature of Clore Social:

“Understanding the scale and the limits of the personal impact that I can have as an individual... didn't happen directly after I completed the Fellowship, in fact I spent almost two years feeling a negative impact on my health and happiness because I felt that the Fellowship had placed a huge weight on my shoulders in terms of carrying ultimate personal responsibility and accountability for my actions. It was only a combination of change in my personal and professional circumstances that helped me to reflect on my experiences, and really use the learning from my Fellowship, to understand my working style much better and have the courage to build a portfolio of interests, specialisms and assignments that enable me to be as effective as I can be, in any given situation. In my most recent assignment, for example, as an interim member of the senior management team, I felt able to win the confidence and respect of a team going through significant change and enable them to come together and take collective responsibility for driving together towards a vision of the future - without carrying a disproportionate burden of responsibility myself. It's an experience that brought all the learning from Clore Social to the fore.”

That said, a 2011 Fellow might have been speaking for them all when s/he said:

“I am much more aware of myself, and my strengths. I concentrate on maximising my strengths rather than focusing (worrying) on my weaknesses. I completely believe in myself, my ability to lead my organisation. I feel and act like a leader rather than feeling like an imposter! I have built an excellent relationship with my board of trustees, my staff and volunteers because I have faith in my leadership abilities - I have courage in my conviction, and have developed the ability to take them with me. I feel I have a grounding in what I am trying to achieve.”

Specific examples of how the Fellowship has helped organisations, beneficiaries and the sector

The fact that 17 Clore Social Fellows have set up new organisations since they started their Fellowship speaks for itself, and many of the examples supplied in response to this question refer to these new players in the sector:

“Without the Fellowship I would not have started Social Impact Consulting and none of the outputs mentioned would have occurred. The main benefit to the sector is an increased knowledge, understanding and skills base in the field of social enterprise in the UK housing sector and increasing knowledge and confidence amongst social entrepreneurs in Wales.”

“www.citizenschool.org.uk”

“Creation of A Good Week, a global conversation about good and how we can do more of it.”

“I have built a £25m investment fund, a team of seven people and a position in the field they did not previously have.”

Many examples given were about specific organisational changes, e.g. in governance and HR that have been made as a direct result of the Clore Social experience:

“To date, the practical learning provided by the Programme has given me the knowledge and information I have needed to bring about change within the organisation I lead. A specific example of this would be improvements to governance arrangements in terms of risk and financial management.”

“Clore Social has enabled us to improve our governance structures, create effective guiding principles, and taught us how to scan effectively for future trends within the sector that could adversely affect us.”

“Following my own experience of the 360 and the personal development aspects of Clore, I have implemented a new staff appraisal process, which brings out the skills and knowledge they need for their job much more than the previous one, which tended to focus on whether objectives had been completed.”

“The Programme has given me exposure and learning to new approaches and methodologies, such as the 360 degree review, which I plan to employ for the first time in the annual appraisals of staff that I will undertake in November. I hope as well to utilise the futures work in strategic planning with the Board at our forthcoming AGM.”

Several Fellows talked about the impact their research project had had on the sector:

“The Fellowship gave me the time and space to consider how I could best use a lot of data that we'd previously collected for my organisation. As a result, I finished a report I'd written on the impact of cancer on people in their 20s, 30s and 40s and then held a launch for it, to which many people across the cancer sector were invited. The report has been really well received and should improve our profile. In the longer term, it should work as a starting point for a new conversation around the types of support that are offered to young adults with cancer.”

“My research has now been used to develop new training for ESOL tutors in the LBTH and has been picked up by several think tanks and experts in the fields of integration and language acquisition. As a result the sector is better equipped to support migrant women coming to the UK and have a better understanding of their needs.”

“The green exercise practice-based research report continues to be a document which is referenced and downloaded as a pivotal document in this area of the health and well being of people with dementia.”

Many of the examples provided mentioned the power of the Clore Social network, through which valuable connections have helped solve problems or access resources, for example:

“My Fellowship enabled me to leverage my extended networks to build the organisation's capability, for instance by exploring social investment and social growth, through bringing in real expertise to drive team development and to undertake research.”

“Clore Social Fellows have been fantastically generous in supporting my organisation. One was kind enough to help me with social impact measurement. She was a brilliant consultant – warm, facilitative and thoughtful. We had a great session together and have made good progress as a direct result.”

Some Fellows talked about their new impact as a Trustee:

“As a Trustee, I've been extremely mindful, thanks to the Clore experience, of the role of Trustees and good governance. After a difficult transition, I've been able to support the new Chief Executive and Chair to get the Board focused on planning for a new era, with a significant amount of change ahead. It was heartening to hear the CEO say that we delivered the best Board meeting she had ever experienced in terms of their engagement, understanding and interaction with the big issues and decisions at hand.”

"As a Trustee I have played a strategic role by supporting the charity to think about transition into the social enterprise space. I have helped develop a supportive environment to assist the Chief Executive to think about innovation and change and begun a futures process."

Other Fellows talked about financial benefits:

"My Fellowship has resulted in the continued support of the Paul Hamlyn Foundation and funding over the next four years for a Director's salary to bring about change and establish services for kinship carers and their children."

"I collaborated with two Clore Social colleagues to carry out a review of an internship programme for funded organisations that I set up and have managed over the last three years. The review taught me the value of robust evaluation and reflection and it was the single document that was presented to Trustees to request continuation funding of the programme. In addition, feedback from the review secured its progress from a paid internship based on the minimum wage to the living wage."

"Enabled me to effectively lead a large restructure - saving over £250,000 which has been reinvested into our programming work."

Advice to funders

The final question in the survey was: 'Potential funders often ask us about the social impact of the Fellowship. What should we tell them?' Many of the Fellows asked funders to trust the process:

"It is a transformational process, but the results are not seen immediately. It's a bit like cathedral building."

"The social sector can only ever be as good as the people working in it - you want to improve the impact of the sector, then you have to start with the people. It's the elementary human resources argument."

"It's early days... trust us."

Some Fellows provided useful sound bites:

"It's a great platform for enabling people to increase their impact."

"Invest in good people and good projects with social impact will follow."

"Impressive people go further, faster, with the opportunity of the Fellowship."

Some were more detailed:

"Ask them to define exactly what they mean by social impact. Can they explain their theory of change and isolate the factors that they know lead to that change? If not... tell them that's why we have the Clore Social Leadership Programme, to develop the confidence to grapple with the difficult questions and challenging circumstances to push forward on a progressive journey towards improved social outcomes - not just in the third sector but across all sectors. Judge me by my children. The next generation of social leaders I parent when I am not working."

"I joined the Fellowship with a strong sense of my personal potential, and the self-awareness to know that I needed to develop the leadership skills and qualities to realise it. It left with a huge appreciation of the investment that has been made in me, and a determination to impart some of the tools and techniques I'd learned and the spirit of Fellowship - everywhere I went and amongst everyone I worked with. Quite simply, Fellowship has a massive multiplier effect. Thanks to their expanded networks, it's conservative to think that every Fellow might influence 10 people a year to think significantly differently about the way they do things. That's 200 people over 20 years who have increased their ability to deliver social change as an indirect result of the Fellowship - before you even drill down to the impact that trickles down from there."

"In me they got a Fellow who is absolutely committed to the sector and developing it, to focus more on values. The sector is already lacking in terms of BME leadership, and my Fellowship has had an impact in breaking down barriers to diversity and equality of opportunity. I've taken up a national leadership role, subsequent to the Fellowship, and can absolutely say that the Fellowship coaching and support helped me achieve that. The impact of the Fellowship will be seen over a longer term. It is not the immediate future that counts, but the long term contribution of each Fellow, to the sector."

All respondents were passionate about the impact that Clore Social had had on them, although some found it hard to attribute:

"It is very difficult to provide evidence that all the ripples I create stem originally from Clore Social, but the fact is that without the Fellowship I would not have started any of the projects I'm now running. These in turn are leading to new social enterprises starting, and existing ones surviving and growing. The ultimate beneficiaries are the many people who are homeless, long-term unemployed or suffering disadvantage in some way who benefit from these social enterprises. The Clore Social Leadership Programme has created a cascade of knowledge and confidence running through the social sector."

Many discussed the wider societal impact:

“The Fellowship has developed a new and dynamic network of leaders, who share strong values. The Fellowship strengthens the commitment of the sector's best leaders to stay within the charity sector and see their long term future as tackling some of society's biggest issues.”

“The social impact is immeasurable in my opinion. The impact of the Fellowship is not just on projects and activities that I develop and steer, it is also on people to whom I pass knowledge and skills learned on the Fellowship. I do this in formal and informal ways such as coaching staff and young people and also in membership and attendance of various forums and events. I have started to work internationally and I am using the skills and knowledge I learned to impact communities outside the UK.”

“More broadly I think bringing together emerging leaders with a passion for social change has huge broader benefits. The conversations we as a cohort have had together about the future of the sector, and how it should change, have been one of the highlights of the programme for me. The energy, fury, and desire to do better that we as a cohort share are what's needed to reshape the sector and remake it for a new era. The chance to come together with people who want to be part of shaping that new world is amazing and we don't make enough time or space for it.”

Several Fellows also talked about how many different ingredients there were that contributed to the impact of Clore Social:

“The impact is multi-dimensional; the Fellowship gives you access to a number of elements - the research, the secondment, the training, the other Fellows etc. It is the combination of all of these things, and the gift of time and space to reflect on how these new experiences interact with your previous skills and experiences that make the difference. There is a magic ingredient that makes the outcome so much more than the individual elements. I now have the building blocks in place of who I am, what is important to me, and what I want to achieve, and these building blocks enable me to be a better leader and to have a greater impact on our society. Not only do I know what is important to me, but I know what my strengths are and how to apply them to make a difference. I would not be doing what I am doing without the experience of the Fellowship.”

Conclusions and recommendations

The Work Foundation evaluation of the first three years of the Programme has already established that the Clore Social Leadership Programme both transforms leaders in the

sector and accelerates their development. However, Clore Social's impact is more than just the sum of individual impact on Fellows, because they will have interacted with their peers, organisations, and stakeholders differently as a result of their experience. The Programme was created to have an impact not just on the Fellows, but on the sector as a whole. The responses to this survey help us see how Clore Social is starting to have an impact on the sector, how it could best do so in the future, and where particular attention might need to be paid in developing its activities and measures of impact.

Reach

Clore Social wants to reach beyond those individual Fellows who complete the Programme to have a broader impact. Some evidence of wider impact can already be seen from the survey findings – though much of this will only become evident later, through tracking the longer-term progress and impact of Fellows and their organisations. Increased reach in the future will be achieved partly through Fellows acting as good role models for others and establishing a different culture of leadership in the sector. Another way of broadening reach and impact will be through sharing the Programme's approach to leadership development as an effective way to increase the capacity of social change organisations.

Recommendations:

- Consider ways to increase the reach of the Programme, e.g. by offering short courses or consultancy models that build on and complement the current model.
- Encourage more Fellows to coach others informally as part of their contribution towards role modelling and culture change in the sector.

The Fellowship Network

An objective of Clore Social is long-term sectoral impact, so paying attention to extending its shelf-life should be a priority. The most effective way to do this seems to be through the network. As a minimum this should include regular opportunities for Fellows to meet socially and to have their learning refreshed, but it should also facilitate collaboration, for example through the sharing of expertise and job opportunities. Ongoing coaching, mentoring and action learning have also been shown in various 'return on investment' studies to extend the shelf-life of other leadership development programmes.

Recommendation:

- Review the ongoing Fellowship Network programme to establish ways in which it could be used more explicitly to maintain the 'shelf-life' of the Clore Social experience, to increase social impact, and to strengthen and expand the existing network of Fellows. This will require a separate funding stream.

New organisations

More than a third of the Fellows have set up new organisations since they embarked on the Programme. Even allowing for 'one-man bands' where Fellows have become self-employed, this is an impressive statistic, and adds hugely to Clore Social's impact. It may be that the Programme is attracting a higher than average number of entrepreneurs to the Fellowship. This is hugely beneficial to the sector, in terms of the impact that naturally arises from the creation of new players. However, if Clore Social also wishes to

improve the succession pool for the 'big' jobs in the sector, attention needs to be paid to recruiting a mixed cohort.

Recommendation:

- Collect details more formally of the new organisations started by Fellows, as a direct measure of sector impact.
- Pay attention to group criteria in order to ensure a healthy mix of Fellows in each cohort.

Margaret Mead once said: "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has." But the last word should go to one of the 2013 Fellows:

"Clore Social is an exceptional and unique programme which is building the foundations of the next generation of leadership for the social sector in the UK and beyond. The social impact of the programme may not be fully realised for another decade or more, as the Clore Social Fellows begin to assume leadership positions in the social sector, as well as to bring to bear the skills, learning and network established through the programme across the private and public sectors as well. Though rest assured, that time will come, and the investment made by funders in the programme will prove to generate an unparalleled social return through a new generation of more knowing, knowledgeable and collaborative leaders delivering greater impact for the causes that matter in the UK."