

Clore Leadership Courses Applications Q&A

Note taker: Luke Grant

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Good morning and welcome lovely to see you this morning

Kate: a warm welcome to you this morning I am Head of Programmes of Clore Leadership. I am a fair skinned woman in my mid 40s and I am sat in my child's bedroom. I am pleased to welcome you to the course applications Q&A this morning. If you want to see the captions, there is a link in the chat from our captioner who is providing captions via skype this morning. Unfortunately we had a last minute issue with our British Sign Language interpreter so we will provide this after the event on our YouTube channel. I am delighted to introduce this question and answer session. I am going to speak about Clore Leadership and then I will speak about the courses available. We will then hear from our alumni who will speak about attending a Clore Leadership course and then we will open up for questions from the floor. Please put your questions in the chat and then we can field them accordingly. I am going to try and include questions that were sent in advance as well but I do welcome questions that haven't been answered – please email us or call us and we can have a side conversation. Just to introduce the courses and application and Clore Leadership. For those of you not aware of our work, we have been offering leadership development courses and programs for over 15 years and we offer a range of different programmes. I invite you to visit our website to see what courses are available. We are known for our residential programmes, courses and our fellowship. We also provide some shorter projects which are available online and conferences as well. The key focus of what we are about is development of leadership and it's important to say that with Clore Leadership we are talking about change making. We aren't necessarily talking about people working in hierarchal system but those working as artists, freelancers and creatives. In terms of the art forms and sub sectors we are supporting, it is broad. We have participants coming from performing arts, visual arts, libraries and more. We are proud of that and we welcome the mixture of different point of views that

this representation brings. I am accompanied by Nicole who has the slide deck. Please start this.

We are open for applications and we have two courses that we are taking applications for at the moment. There is our Emerging Leaders which is a residential course running in the spring of 2022. The second course we are open for is our Leadership Pulse course which is mainly delivered via residential and in a modular format. As part of that we offer individual coaching which may be delivered face to face as part of the residential or virtually by phone. And we also offer small group conversations which are online facilitated sessions to continue the sessions that happen as part of the course. Those are the two courses we are open for at the moment. The fellowship program will be opening on the back end of autumn.

Our Emerging Leaders course is for leaders with 2-5 years experience and with some experience of initiative or managing projects and people. So this is for people starting out in leadership and change making and getting more experience and knowledge to better equip them as they go forward in their leadership journey. We are recruiting for our Spring 2022 and the dates for this course are the 14th to 18th March 2022 and that will be running at Ashorne Hill. As part of an overview of the content you are going to have a deep reflective experience, enabling you to reflect and learn about your particular leadership style, understanding the key tools to become a cultural leader. We aren't just talking about leadership in teams or an organisational hierarchical way but we are talking about leading in your sphere of practice or your network.

When considering which course to apply for please consider where you are at in your journey. If you are just starting out then you should apply to our Emerging Leaders course.

Module two is the 25th to 29th April and Leadership Pulse is taking place at Ashorne Hill which is a hotel venue near Leamington Spa.

In terms of the content, there is a focus looking at your own leadership style; considering your profile and how you orient that relationship and what that means to you as an authentic leader. There is content that focuses on leadership in relation to others. We are not just talking about leadership relating to another organisation but how it affects your sphere as a freelancer. There is also content looking at how you can manage resources and as a leader for change. There is also supporting extended

learning to engage with your cohort and apply your learning when you go back into your context. As part of Leadership Pulse we offer online or face to face of individual coaching and we offer an online group conversation which is about continuing the learning you have engaged with during your leadership course in a small sub group.

In terms of course finance, we provide a range of different fee bands which are based on the size of your operation. For Emerging Leaders for the spring course, they are band A which is for one to fifteen employees - £1000 plus VAT. Band B – sixteen to fifteen employees is £1500 plus VAT. Band C is for fifty one to 199 employees at £1800 plus VAT and Band D is for 200 plus employees at £2200 plus VAT.

For professions that are unsubsidised area of practice, the cost is £4700 for Pulse and £2300 for Emerging Leaders. There are bursaries available and I will talk about this in a moment. There are very few people who are paying our full fee. We have a number of bursaries available for 2022. These offer support either for the full cost of the fee band you are applying to or part cost and they range from funder to funder. We have some sector specific targeted bursaries supported by a range of different funders. Our website has a range of different bursaries available. It is important that you check the course and whether the bursary applies to the course you are applying for. We also have region specific bursaries. We have Creative Scotland bursaries that apply for those based in Scotland. We have targeted bursaries within the bursary offer which target underrepresented groups. We are keen to hear from applicants that are deaf, disabled and neurodivergent and also Black, Asian and ethnically diverse leaders as well. We are also able to offer a caring support bursary to support some of the costs that come for that. This is a separate allocation so you can apply for bursary support and a care and support bursary and you would need to provide an invoice. All details of bursaries on offer are on our website so please refer to them carefully when filling it in. Please only apply if you have a strong case so please only apply if you meet the criteria. The bursaries apply to the subsidised costs which are the fee band you are applying at and you can apply for up to two bursaries. You are asked within the application to make your case as to why you meet the criteria. Please make that as clear as you are able to and include any relevant information that you think helps us in assessing how you meet that eligibility criteria. Once we have assessed the applications any acceptance of bursaries are shared with the course place.

There is a question from Flora about Lottery funded activity that is not included in the foot print. Please review the available bursaries in light of your work and check if you meet the criteria for that bursary.

There are bursaries available for those outside of the Arts Council – if you need advice, please contact us by email.

Verity says if you are a freelance sole trader does it have a subsidised cost. The answer is yes – it applies to freelancers as well as organisations.

Do we apply for the bursary within the Clore Leadership application or separately is being asked by Siemma. The answer is yes.

My answer to Kenneth's question in the chat is there are some bursaries available to some areas of practice or sub sectors.

My answer to Liz is you can also apply for a non-bursary supported place.

We do get applicants who apply for non-bursary places.

Kenneth says he was talking about eligibility.

Eligibility – we receive applications from film and other areas of the cultural sector.

Ruth is asking a question about whether eligibility is based on where you live or where you work. I would say primarily it's where you are working so you should be applying for your own particular work context. So if you are working in Wales you meet the criteria of Arts Wales.

We have two new sets of bursaries for the leadership course for the Arts and Humanities course which are targeted at academics. The criteria for each of those bursaries is dependent on your level of experience so please consider that. If you wanted to have a side conversation to help the teams get through that is fine – we are looking at all aspects of your experience – it might be your academic research experience or experience in terms of teaching or engaging with the cultural sector through partnership for example. Happy to have a side conversation about that Andrew.

In terms of how you apply for a Clore Leadership course; before putting your application through, please ensure you have read the course detail in great detail. There is an essential guide to make your application online and there are many tips on what we are looking for and technical guidance on using the portal. We have a British Sign Language version that is available to view on our website. Before making your application you will need to register for an account on the Clore Leadership portal. You will need to ensure you are set up and can access the portal. Please submit your application via the portal but we can discuss with individual applicants if they would like to make an application in an alternative format like video or other format for reasons of access. We are more than happy to have the conversation about reasonable adjustments. In terms of the nominator; this is a key part of your application. Their role is to provide an additional endorsement to support your application as part of the process. The nominator needs to be someone that knows you and your work really well. It might be your line manager or partner you have worked with or someone that has mentored you. They need to know about your leadership potential and how it benefits you and your leadership journey. It's critical that you get onto your nominator early because it is essential and we cannot accept an application without that part of the nominator in. You then complete and submit your application online. The deadline for this round of applications is the 23rd November at noon and we are strict about that to help us manage the applications and to be fair to all applicants. We have 24 places available on each of the courses. That is our cohort size so competition is stiff. Last application round across both in total were 300 so we get a high number of applications so it's critical that you make the best case for you and your application and that you follow the questions and answer them and include all the information requested and get it in on time.

Siemma asks what is the criteria of the nominator? It needs to be someone that knows you, your leadership and your work. It might be an ex-line manager or someone that manages you now or a partner or stakeholder that you have worked with closely. It could be your partner founder – think about someone that knows your work inside out and what your leadership potential is.

You need to register for an account before you apply from the Clore Leadership website. You also have the option to sign up to the mailing list.

Isela, I am not clear from your question whereabouts you are based and what you might be applying for. Gilly has asked if the nominator has to be linked to your current role. It doesn't have to be from your previous role but it can be someone that you have worked with previously. As you walk through the form, the nominator section is the first section you encounter because folks need to get onto this early. If you are having any technical issues, please let us know. It should be the first section.

Laura is asking if a previous Clore Leadership applicant a good nominator?

Yes – it doesn't have to be someone whose been on the Clore Leadership course but they understand the expectations.

Lydia asks how do you give equal consideration to freelancers...we are interested in your individual voice coming through in the application form. We are not looking for prose on how you craft your application form but we would like honest and frank responses to the questions. Think about who you are as a leader and what that potential might bring. We try and get a balance of freelancers within the representation of the course.

Siemma, your nominator is contacted within your application. You will not see the nomination when it comes in but we will and will be able to assess it.

Application tips – I have spoken about this a bit already. It's critical that you read the essential guide – there is a pdf guide on the website and there is also a British Sign Language version. It gives you more information and detail about what we are looking for and it lists the questions and gives insight into what we are trying to illicit from you. We are really interested in leaders who are reflective and prepared to be deeply curious in making change in their area of practice. This is what we are trying to get with the application questions. In terms of choosing your nominator it is a key part of the application form so please get onto them early. A few people leave it to the last minute and it can be stressful when this happens so please ensure you give them good time and choose someone that knows your work really well and if you need to nudge them then please do because we cannot accept your application without the nomination. We are looking for leaders who can be honest and brave with their honesty. We aren't looking for fully fledged leaders as the course is about taking your leadership to the next level. We aren't expecting you to have all the answers but expecting questions. We are

looking for leaders who want to be challenged and to drive your sector forward. We are asking you to write as yourself so please don't pretend to be someone who you are not. What are you looking to achieve – what change are you looking to make in the world?

Timeline – the application timeline this round the deadline is 23rd November at noon and we cannot accept late applications. Following that we have a double assessed process and we do a moderation process where we are checking the process and then we pull together the cohort. We plan to get outcomes out before Christmas. There are 24 places to available to allocate to each course. There is support available for those needed to complete the course and we can accept applications in alternative formats. Please have a conversation with us about your needs and how we can support them.

We are not able to provide individual feedback and I know this is a source of great frustration. We are a small team. There is only four of us in the team and as mentioned we had 300 applications last time. We noticed that applications could be improved by being more open and reflective and speaking with an authentic voice and knowing your potential and where there could be improvement and be brave and honest about the changes you want to see. Our next cohort will be opening up early January or the back end of this year.

Steven is asking what happens if you had a bit of a negative experience and a bit anxious getting back into it. It would be good to hear more in the chat then I can clarify.

At the moment, Kate, we are navigating the world of covid and so we are watching and waiting in terms of scheduled courses next year. At the moment I cannot say.

Katherine has asked about the fellowship so we understand the difference. I would steer you to looking at our website to understand the fellowship. It is a more elongated intensive program and it offers highly specialised individual support. They are individually tailored support – there is a lot of bespoke support available – please look at the website.

Julie if you aren't sure if you qualify or not, please get in touch and we can give you a steer.

Stephen, if you felt you did the course and felt that leadership wasn't for you, that is your call. We will work with you within the residential to tease

out who you are as a leader and what that authentically means for you – if you have a change of career or employment context that is up-to-you.

I am keen for you to hear from our course alumni so I would like to hear from Daisy Hale. They were on an Emerging leaders course so please could you share some of your experience and the impact the course has had on you?

Daisy: hello, I am a freelance independent producer – I am a white person with fluffy pink hair and I am wearing a black roll neck today. I did Emerging Leaders in 2020 just before the pandemic – it was a great time. I found the residential element of the course helpful – it allows you to focus and switch off from outside noise – especially me as a freelancer so being able to go to a separate place – you are well looked after which is very nice. It was excellent for me to spend time with people from the culture sector who might not have a crossover with my field who are also experiencing different problems and paths and ambitions and operate in a different structure to me. I found the peer element of that to be wonderful and we are still in an active WhatsApp chat and we meet up with each other even though we are from around the country. A lot of people have revelations about themselves – also there are many models of leadership – there's no one way that leadership has to work and no formula but also how leadership works to management. A lot of people have vision but its not always paired with management so I found the coaching techniques and communication models that we have learned were great foundation for how to pair those together. A lot of people had revelation about themselves and colleagues who weren't in the room. Some people realised they wanted an entire career change or realised there were things they needed to negotiate in their workplace to develop themselves. I found our session with someone called Myles Harrison on business models and I found that extremely helpful – especially thinking about where I am now in building my own business. I continue to apply that into my everyday work but also facilitation with other people. My experience of emerging leaders has made me aware of how I wanted to lead and lead in an ethical way. I also feel a lot more prepared for entering negotiation or as a freelancer who often goes into a lot of different situations. I felt more prepared and able to adapt my leadership scenario and I can identify the leadership style that is in place if I am going somewhere where I am not the leader in the room or working with another organisation so I feel more prepared to negotiate that situation without frustrations or disagreements – or where there are disagreements I can navigate it in a healthy way so that was my experience of emerging leaders. I came

away from it feeling full. Not everything I could get my head around but given space to process and be with other people and the peer element of it is extremely valuable.

Kate: thank you very much Daisy – Valerie would you share your experience of Leadership Pulse

Valerie: Hello, I am the CEO of Tamasha Theatre Company and I did the Leadership Pulse course in 2019. That was the first year they had set the pulse program up – I was attracted to doing the intensive course but I did not feel I could stop life for two weeks so I jumped at the pulse course when it came about. I applied because even though I had been in a leadership role I had struggled with what that meant. For a lot of people in the sector we lead our skills on the job and as we go along. There's no formalised route to understand the different sides of leadership so I was keen to understand the full breadth of the areas we work in and learn from others in doing it. I was keen to widen my network and so what was attractive with Clore is I was engaging with a really diverse mix of people. I found the residential part a good way to get away from the day job. It was challenging because we are all busy people and sometimes three to four days away from your day job is challenging and the course is intense with a lot of homework in between and come fully prepared to immerse yourself and engage. You get out more the more you put in. in terms of the impact going forward from there, one of the really valuable things is that everyone is generous with their experience and people are open and vulnerable to share where they are at with their careers and from that you learn a lot and I have a strong connection and network of people that I can keep in touch with. We have connected via WhatsApp which has been helpful given the limitations with the pandemic. The terminology of leader with Clore is really interesting – how I can be a leader as opposed to there being a static definition has been really helpful.

Kate: it really helps to bring to life the experience of being on a course as you attend a course and the impact longer term because as someone that went on a Clore Leadership course over 10 years, I have to say the learning percolates but it sits with you and shapes where you go so thank you both for sharing your experiences. We have 10 minutes more left to this session so I am happy to take more questions from the chat and a few questions we haven't yet covered off from those who submitted them in advance. Does anyone have any further questions in the chat and we can take those.

There was a question about applying for both courses. I would not recommend that – I think you should consider where your experience is. Emerging leadership are for people that are beginning and Pulse is for those that have experience and as Valerie said it's a deep dive – it is longer and has a lot more content. Emerging leaders is the first steps.

It is OK to apply if you are doing curatorial work. There is a part of the application where you can expand. If your job title doesn't explain it but your role does, then you can articulate that in the application form.

Question – do people normally get accepted first time? There is no rhyme or reason it depends on the application and what they include. As you are going into an applicant pool of up to 300 people as last time it varies. There are some people that have been accepted first time and some who haven't been accepted after multiple times. And Stephen, you can apply more than once if you are not accepted the first time.

We ran a question and answer session for black, Asian and ethnically diverse. We didn't record that session – it was a safe space for leaders of colour to ask questions in that particular context and it was delivered by people in our team who are people of colour. If you would like to have a side conversation coming from that representative group who would like to ask a person of colour from our team then we can connect you with someone from our team. We didn't record that session as it was a safe space.

What happens if changing regulations for Covid-19 the residential cannot happen? We are watching and waiting and assessing the Covid landscape all the time. We are in the midst of delivering courses and we have a blended approach to delivery so we are operating face to face at the venue but we have the facilities to ask for the option for participants and contributors to take part via Zoom so it's a hybrid experience. We are looking if the Covid situation continues in spring 2022 and considering if we are offering a blended approach. We are in communication with the cohort – we are in communication with individual members – if there are particular reasons that we don't want to attend in person then we can look at alternative ways and the cohort we are working with this term, there have been difference in attitudes and also different circumstances – some people may have particular health reasons and caring responsibilities because of Covid so it's a watch and wait situation. We are working within the needs and preferences of the cohort and contributors.

If you want to organise a side conversation to follow up with any specific questions you can drop an email to us on our courses email address – courses@cloreleadership.org.

We can flag it with a particular individual or pick it up and get back to you.

If you are applying for a bursary and you don't get it can you still get it in. If you are applying for a particular bursary, we would try and allocate you the bursary you have applied for as part of your application.

How can you convince employers for time off to visit the residential? It's looking to explain the impact as a leader and the benefit to the organisation because of that. We understand things are stretched for culture sector workers – it's considering the impact to your employer I think.

Isela if your question is about following up with a colleague please follow up with us or use the chat. I am not fully understanding what you have asked.

Does the nominator see your application? No the way the process works is the nominator is completed as a side application – they won't see your application – they need to know about you as a leader to provide a nomination but the two don't see each other – we will see it as an entire entity but the two are separate.

It's important you explain your particular experience within the questions asked within the form and you are able to explain your particular life experience and how they relate to your cultural leadership journey.

If you would like individual tailored advice or make it in an alternative format then please contact us. We have one minute left.

Can you speak more on business finance – we will have sessions that look at strategic planning and looking at how you work strategically and the benefits around that and we have sessions around finance and that is a key area – that is a section included in both courses.

We have reached 11am so I need to thank you all for coming along.

Big thank you to Valerie and Dais for talking to this group of people.

Please follow up with us and good luck with your application.

We look forward to seeing your applications and please do be in touch if you have any questions. Good luck with it all.

Thank you.

CAPTIONS END