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Notes by Dian Donovan, Director of Docom Ltd.

Friday 13th November 2021

Clore leadership courses, 2022 Q&A

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Introduction by Kate Atkinson - Head of Programmes at the Clore Leadership.

Kate

I am a fair-skinned woman in mid 40s with shoulder length hair and sitting in daughter's bedroom with blurred background.

Captions provided by Luke Grant, link in Chat.

Welcome to our Q&A about our application process.

Apologies for BSL interpretation for today, we had last minute issues with this support so we will provide translation after this event from the recording, available on our website.

Q&A Session

Agenda for today

- Talk on Clore Leadership Programme
- Information on courses open for applications
- Talks from two Alumni and their experiences.
- Questions from the floor (*post your questions in the Chat please*)

(We are always happy to have side conversations with your at a later date)

The Clore Leadership

We have offered these programmes for 15 years.

There is a range of different programming which can be found on our website.

We are well known for our residential programmes, courses and Fellowships.

We offer short form programming with targeted programmes and projects and online resources.

We offer conferences and short form training.

The key focus of Clore Leadership is on the development of leadership in the cultural sector.

We are not just talking just about people working in hierarchal structures but also sole traders, artists and freelancers working in change and leadership roles in cultural sector.

Our participants come from a broad range of art forms. Such as performing arts, visual, heritage and libraries and more.

We are proud of this broad range of participants.

We welcome the mixture of different perspectives of art forms.

(Slide) Spring 2022 courses

We are open to applications for the following two courses:

1. **Emerging Leaders** – residential course in Spring 2022.

2. **Leadership Pulse** – residential and has a modular format (two chunks to the residential) with individual coaching, possibly online and small group conversations online.

(Fellowship programme applications will be later in 2022 and early 2023)

(Slide) Emerging Leaders

Leaders in earlier stages of their career, with 2 to 5 years' experience and with some experience of initiating and/or managing projects and leadership of people.

Targeted at leaders dipping their toes in leadership and change making and want to develop their skills and knowledge as they go forward into their career.

Recruiting now for this course.

Course dates:

14th to 18th March 2022.

At Ashbourne Hill near Leamington Spa

The course will be focused on:

- A reflective experience to help you learn about your leadership style.
- The business of leadership – key skills and tools and how to navigate as a cultural sector leader.
- Your learning and understanding about leading others.

(not just in a hierarchical sense or in teams but how you lead in your sphere of practice or network)

(Slide) Leadership Pulse

(previously known as Intensive leadership Course)

Open to participants with minimum of 5 years' experience in leadership and who want to go deeper in their leadership.

Course dates:

Module one **21st to 25th March 2022**

Module two **25th to 29th April 2022**

At Ashbourne Hill, Leamington Spa

The course is focused on:

- Different aspects and skills and attributes of leaders
- Your knowledge of your leadership and how to take it forward
- Your leadership style in relation to others.
- Content will focus on leadership in relation to others, not just in organisation but in your sphere of practice.
- Managing resources.
- Leadership for change.
- Supporting extended learning to apply what you have learnt when you re-enter your place of work. (*with online groups conversation and coaching*)

(Slide) Course Finances

Emerging Leaders

Band A – 1 to 50 employees - £600.00 plus VAT.

Band B – 50+ employees - £800.00 plus VAT.

Leadership Pulse

Band A – 1 to 15 employees - £1,000.00 plus VAT.

Band B – 16 to 50 employees - £1,500.00 plus VAT.

Band C – 51 to 199 employees - £1,800.00 plus VAT.

Band D – 200+ employees - £2,200.00 plus VAT.

There are unsubsidised course rates, for applicants applying from areas of work that do not sit in Arts Council England footprint is £4,700 for Pulse and £2,300 for Emerging Leaders.

We also offer a number of bursaries.

These are supported by a range of different funders.

Often very few applications on each course that are paying full fee bands.

(Slide) Bursaries for 2022

Can cover full or part costs of fee bands and range from funder to funder.

Sector and region-specific targeted bursaries supported by range of funders. See website for full range. Check the course you are applying for and find the bursary that applies to you.

Targeted bursaries for underrepresented groups. We are keen to hear from participants such as deaf, disabled and neuro diverse leaders and Black, Asian and ethnically diverse leaders.

Caring Support Bursary. For applications that may have caring responsibilities. This is a separate allocation to bursaries. People can apply for both. We would need to see receipts for costs.

Individual bursaries are on our website with detailed information on eligibility criteria. Don't apply if you don't meet the criteria completely.

You can apply for up to 2 bursaries.

Within application form you will be asked to make your case for the bursary. Please include relevant information for how you meet those eligibility criteria.

Course place offers will be made alongside the bursary offer.

Chat Questions:

Question: *What about Lottery Funds for cultural activities not in the Arts Council England footprint?*

Please review the available bursaries and check if you meet the criteria.

We also have support for people beyond the Arts Council England footprint but please look through the different eligibility criteria. We can give individual advice via email.

Question: *Is Freelance a Band A fee?*

Our bursaries apply to freelance individuals as well as those in organisations.

Question: *Apply for Bursary within Clore application form or separately?*

Make your case as part of your application. We consider that within the round of your application.

Question: *confirmation that eligibility criteria are working in England normally in arts, museums or libraries sector? (this question is not about bursaries but about eligibility)*

Yes, Clore take on applicants that do not fall within the Arts Council England footprint. We accept applications from film etc.

Question: *If you don't qualify for bursary, can we apply for a placed?*

Yes, apply for non-bursary supported places.

Question: *applications based on where you live or work?*

It is where you are working. If you work in Wales, then you would meet the needs of Arts Council England Wales bursary.

Question: *Arts and Humanities Research council – bursaries.*

New for this year, two sets of bursaries for both the courses and these are from the Arts and Humanities Research Council targeted at academics. The criterion for each bursary is dependent on the course you are applying for. For academics with different work experience if you want conversation about which course would be relevant, we can discuss that.

(Slide) How to Apply

- Before you begin your application, read through all course information and criteria.
- Guide online – Essential guide shows what we are looking for. (a BSL version exists).
- Before beginning your application you will need to register for an account on Clore website.
- Submit your application via the portal.
- Nominator, a key part of application – these provide information to support your application. They should know you and your work well. We do not accept applications without a nomination.
- Complete and submit application online - Deadline is 23rd November at noon.
- There are 24 places available on each of the courses. Competition is stiff.

(for the last round across both courses we had 300 applications in total)

Make the best case for you with all the information and get it in in time.

Criteria of nominator – someone that knows you, your leadership and your work really well.
Example: a line manager, partner, stakeholder.

Chat Questions:

Question: *Do you have to register for an account before you apply?*

Yes, go onto the Clore leadership website and set up account profile before applying for course. This also gives you an option to be on the mailing list.

Question: *I am a Chevening British Fellow. I am not an employee of the British Library but they want to know the cost if I am eligible.*

This will be discussed offline.

Question: *Does a nominator have to be linked to your current role?*

No, as long as they have an up-to-date knowledge of you. *(poor sound quality)*

Question: *Where is the nominator sector?*

It is at the beginning of the application process.

Question: *Can a previous Clore leadership participant can be a nominator?*

Yes. They will have relevant knowledge.

Question: *Giving freelancers equal consideration as applicants.*

Funding application – we are interested in your individual voice coming through in your application. We look for honest and authentic voices.

We like a balance of representations from the sector.

We are not looking for prose but your voice and what this would mean to you.

Question: *How does the nominator submit their piece?*

You supply us with their email and we send them the nominator form.

You won't see that when it comes in. We will assess it.

(Slide) Application Tips

It is critical to read the Essential Guide to application online. There is more information in what we are looking for. And gives you tips around what we want to elicit from you in your application. we are looking for people that genuinely want to make change in their practice.

Nominators, make sure you get onto them early. Make sure they have time to put a good nominator form in. we cannot accept your application without this.

We are looking for brave and honest leaders. We don't expect you to have all the answers but to be asking questions of yourselves.

We look for leaders that are open to learning and to challenge themselves in different areas.

We want you to write as yourself. Answer in your authentic voice. What do you want to achieve and what changes do you want to make in the world?

(Slide) Application Timeline

Strict deadline noon 23rd November.

Applications are double and blind assessed and then modified by a crosschecking procedure.

Notifications to applicants by w/c 20th December 2021. You will know the outcome of your application by Christmas.

24 places for each course.

Support can be provided to complete the application form.

We can accept alternative formats for applications.

We do not provide individual feedback. We are a very small team and the volumes of applications are large.

Top tips:

- Be open and reflective.
- Speak your authentic voice.
- Articulate your potential and how you want to develop yourself.
- Speak about the changes you want to see.

(Fellowship applications are not open – these will start later in 2022)

Chat Questions:

Question: *Being anxious of going back into leadership (clarification was requested)*

Clarification of question – what if one does the course and then decides leadership is not for them?

That is fine. It is your call. The residential course would try and tease out what authentic leadership means to you. But in the future if you change direction that is entirely up to you.

Question: *When round of courses scheduled for next year.*

We are navigating Covid. At the moment, we cannot answer that.

Question: *What is the difference between these courses and the Fellowship?*

The Fellowship is more intensive and offers individual and tailored support to individuals. Look at our website for more information.

Question: *How do we know if our area of work qualifies?*

We can have an individual chat on that.

Feedback from course Alumni

Dais Hale – previously on an Emerging Leaders course with us.

Dais

I am a Freelance Independent Producer.

White person with fluffy pink hair and black roll neck and black beanie.

I did Emerging Leaders in February 2020, just before Covid.

I found residential element helpful and allows you to focus and switch off outside noise.

You are well looked after.

It was excellent to spend time with people from culture sector that didn't have cross over with my field but that had similar paths and problems to me.

The peer element was wonderful, and we are still in contact and meet up regularly.

People had lots of revelations about themselves as leaders and their colleagues that were not in the room. Some made decisions to change their careers.

We learnt about our communication and leadership styles and that there are many models of leadership and not just one way.

We learnt about how leadership relates to management.

The coaching techniques and communication models were a great foundation for how to pair them together.

We learnt about areas that we needed to negotiate in in our work to help to develop ourselves.

I took a lot away from my coaching session. I apply that into my everyday work and in facilitation with other people.

My experience of Emerging Leaders made me more aware and gave me the tools around how I wanted to lead in an ethical way.

I feel more prepared for entering negotiate and as a freelancer in different situations.

I can adapt my leadership styles for different scenarios.

I can identify leaderships in other places. This can limit disagreements.

I came away feeling full and that I had been given the space to process and the peer element was valuable.

Valerie Synmoie – did the Pulse course in 2019.

Valerie

That was the first year of the Pulse programme. Before that, it was the intensive but that was too long away from life.

I jumped at the Pulse.

I applied because I had been in a leadership role but wanted to unpick what that meant.

In our sector we learn our skills on the job without formal training.

I was keen to understand the areas and how to do things in different ways and learn from others and widen my network across different sectors.

I met people from across the sector and could engage with them and learn how to do things differently.

I found residential part a great way to get away from work and life.

The course is intensive and you have to engage with it and do homework in between the modules.

It is comprehensive. This can be mind-exploding at times. It can make you feel drained at the end of each day.

The impact going forward from there was that everyone is generous with their experience and expertise. People allow themselves to be vulnerable and share things.

I have a strong network of allies that I can go to.

We have kept connected through Whatsapp.

The focus was not around a prescribed type of leader and that allowed me to find out how I wanted to be a leader in my own styles and my own way.

Kate Atkinson

Thank you for those shared experiences.

The learning can percolate and bubble up at different times in your careers.

Submitted Questions:

Applying for both courses.

Not recommended. We would like you to identify where your experience sits in relation to the courses.

Both are for different sets of people as previously explained.

Pulse is a more deeper dive into leadership whereas Emerging is a forage into leadership.

Chat Questions:

Question: *Can you apply for bursary if you do curatorial work?*

There is a sector in the application form where it asks you about your professional experience.

If your job title does not talk about that but your role does then you can apply and articulate that in the application form.

Question: *Do certain people get accepted first time?*

It is around the nature of the application. Some people may apply first time and get accepted while others apply more than once.

You can reapply if not accepted first time.

Submitted Question: *Was the Q& A session with Black and Asian and ethnically diverse cultural sector leaders recorded.*

It was not recorded and was a safe space.

If there are applicants that want a side conversation with members of our team from that group then you can come and ask specific questions with a member of our team.

Question: *What if Covid makes a residential course not possible.*

We are assessing the covid landscape all the time. We are running residential courses at the moment but have blended and hybrid attendances.

We would look at that for Spring 2022 and seeing if we offer a blended approach or pause but we will communicate with the cohort about that and ask for their preferences around attending.

The cohorts this term, there have been different opinions and circumstances around being in the space.

We are working within governance guidelines and the needs of the cohorts.

Question: *How can we organise a side conversation?*

Drop an email to us on our courses@cloreleadership.org

Question: *If you apply for a bursary but don't get it can we still apply for the course.*

We would try and offer you one of the options you have applied for. We try to allocate the bursary as part of offering you a place.

Question: *What tips do you have to convince our employer to let us have time away for this?*

You need to explain how it would impact your workplace.

Capacity and resources are stretched. It would be how to convince your employer around the change to individuals that come on the course and the benefits and impact that you would provide.

Question: *Who can I reach out to know more about case. British Library (question was not understood) participant asked to send an email for a response.*

Question: *Does the Nominator see your application?*

No. it is a separate process. When we assess your application we will see the Nominator form.

Question: *Can an applicant mention specific access requirements that might impact their experience can that be put on the application?*

Yes, put your individual experiences on the form. You can explain your life experiences and how that relates to your cultural journey. You can make the application in an alternative format.

Question: *I understand the course covers business and finance elements.*

It covers strategic planning, the benefits and impact around that and sessions around finance.

These sections are included on both courses.

Thank you for coming today.

Thanks to Valeria and Dais for sharing their experiences.

Contact us if you want more information.

Good luck with your applications.

Good Luck.

End of Q&A