

Essential Information – Guide to Completing your Course Application Online

All applications should be made via the Clore Leadership applications portal **unless** you wish to make an application in an alternative format. The portal will go live once course applications open and will shut following the published application deadline of **Noon Tuesday 23 November 2021**.

Before you start your application

- Ensure you have read all information about the course on the Clore Leadership website
- Check your eligibility for the course you are applying to
- Check your availability for all the course dates. Attendance at all dates is mandatory. If applicable, ensure you have talked to your employer about taking the time away to attend your residential
- Create an account with Clore Leadership, or log into your existing account if you have one already

Technical information

- **To avoid confusion and issues with your application please ensure you do not set up duplicate accounts on the application system.**
- **You must not use the back button to move back and forth through the application** - instead please 'save draft' as you go if you're not ready to submit a section yet. You are able to return to your draft application via your 'application dashboard' in the side menu.
- **You will not be able to complete and submit your application until your Nominator's form has been received. You will receive an email confirmation once this has been submitted by your Nominator.** The final step of adding your 'monitoring information' and pressing 'submit' in the application form will remain locked until we receive your Nomination.
- **You can save a draft copy for any section using the 'Save draft' button at the bottom of the page.** When you are sure that you have finished working on any section you can use the 'Submit this section' button. Please note once you submit a section you will be unable to make further edits to that section.
- **Once you have submitted all sections to your application this will show as 'Submitted' on the Application Dashboard.**

Submitting your application in good time

- We are unable to accept incomplete applications or those received after the published deadline. We strongly recommend that you do not leave submitting your application, or contacting us with any questions related to your application, until the deadline day as we are likely to be dealing with high volumes of emails during this time.

Need Help?

- For all application related queries contact courses@cloreleadership.org or by phone 020 7420 9433.
- Please help us to help you by contacting us with any queries you may have about making your application well in advance of the applications deadline.
- The team will be available to support you with any queries you may have between **10am - 6pm UK time. We will endeavour to respond to messages as quickly as we can. However, we are a small team so please allow 24 hours for a response to your message.**

Making your Course Application

All applications should be made via the Clore Leadership applications portal **unless** you wish to make an application in an alternative format. The portal will go live once course applications open and will shut following the published application deadline.

Alternative Formats for Applications

British Sign Language (BSL) versions of this document and our website application information are available.

If you or your Nominator needs to make the application / Nomination in an alternative format, E.g. offline, in Word or in BSL, or need help with completing the application form please let us know courses@cloreleadership.org.

We are a small team so please help us to help you by ensuring that you contact us well in advance, preferably at least a week prior to the application deadline, so we can provide the right support for you.

We may be able to provide support with any costs associated with this. You will still be expected to answer all sections of the form and to make your application by the published deadline.

General Advice for Applicants

The application form asks for some details about you and your professional experience as well as your leadership aspirations, so we can find out more about you and your leadership potential.

We are looking for applicants who demonstrate:

- An ambition to lead, with a sense of purpose and vision
- An understanding of their leadership potential
- Curiosity, reflection and self-awareness.

Your application, including the information provided by your Nominator, will be assessed on how well you demonstrate these attributes. You should read the application questions carefully and answer them as honestly and openly as you can. It might be helpful to think about the following:

Be brave and honest with yourself - We are not looking for perfectly formed leaders but those with appetite, curiosity and a willingness to develop and grow. This is not a job application; we are looking for potential, rather than just assessing your achievements to date. Be brave, be honest and take the time to really think about whether this is the right programme and the right time for you, and if so why.

Be open to learning - Participants on Clore Leadership Courses are regularly taken outside of their comfort zone, and we want you to demonstrate your curiosity and openness to learning so that we know you'll be able to make the most of this opportunity. Leadership isn't about having all of the answers, and your application should express how and where you'd like to expand, and improve your skills and knowledge.

Write as yourself - We are looking for leaders who know and are true to themselves. Make sure that you are writing in your true voice and try to allow your personality to come across. Humility, honesty and generosity are all vital qualities for leadership.

About the Application Form

Your Nominator

As part of your application you are asked to provide details of a Nominator. This should be someone who knows you and your work well. **Please ensure you seek permission from your Nominator in advance and that you give your Nominator enough time to complete their form before the application deadline.** Your Nominator must complete their form before you can submit your final application. Without this, your application cannot be considered.

Choosing Your Nominator

Your Nomination is an assessed part of the application and it is important to ask someone who knows you well, who understands your leadership potential and who can identify how taking part in a Clore Leadership course will benefit you and potentially benefit the sector more widely. Your Nominator should be someone with whom you have worked professionally (E.g. a line manager or someone from a professional partner organisation). When choosing your Nominator, consider who knows your work well and can best provide a detailed, honest and considered endorsement of your leadership potential.

Your Nominator will be contacted via the email address that you supply in your application, so please check you are using the correct email address and that details are entirely accurate. Your Nominator will be asked to set up a Clore Leadership account to be able to complete their Nomination online.

Once your Nomination has been submitted you will receive email confirmation and you will be able to progress to submit your application. You will not be able to view your Nomination.

Your professional experience

Please use this section to tell us about your professional experience and / or any voluntary or unpaid work experience relevant to your application. We recognise and understand that leadership journeys can take many forms so please include any experience you feel demonstrates your leadership experience.

The information you provide here will help us assess whether you evidence the level of experience of initiating and leading people and / or projects required for the programme you are applying for.

Your education and vocational training

This section is optional, as we recognise that leaders' pathways may not include formal education. You can use this section if you wish to provide details of any academic or vocational qualifications that you feel it is helpful for us to know about.

Your Bursary and Fees

Please tell us the size of your organisation or if you are a freelancer. This will have a bearing on which course fee band will apply.

Please also tell us which, if any, bursary you are applying for and how you evidence the eligibility criteria. This information will not affect the allocation of a course place, however will be used to assess whether you evidence the criteria for specific bursary support.

You should read the eligibility criteria for each bursary carefully and use this section to include details about any relevant professional experience or to tell us if you wish to apply for a targeted bursary (E.g. for a D/deaf or disabled applicant). Bursaries are highly competitive and in the case of bursaries targeted at practice, artform or geographic regions you will need to evidence a strong case for support.

Application Questions

Clore Leadership is keen to nurture cultural sector leaders who want to make long lasting change within the cultural sector. These questions are where we ask you to make a compelling case for yourself, to tell us about your leadership potential, aspirations and how you feel the programme will benefit yourself and the cultural sector. We aren't looking for fully fledged leaders, but we do want to see evidence that you are reflective, curious and determined.

That may seem a lot to fit into a few short questions, so the key is to remember that this is not a job application: we want to hear about you, your strengths and your weaknesses. Consider the questions carefully and answer them as honestly and openly as you can. How are you going to grow? How are you going to develop? Why is this the right course for you?

- Q1** We expect applicants to be (or seek to become) innovative change makers. Why do you want to lead and what difference will you make to culture and society in doing so? (250 words max)*

Here we are looking for evidence of your understanding of leadership, your commitment and purpose as a leader / emerging leader in the cultural sector and what impact you're hoping to make through leadership.

Q2 How do you imagine this programme will help you achieve your leadership aims? (250 words max)*

Here we are looking for evidence of your leadership aims and an understanding of how the course will help you achieve them. We are looking for evidence of self awareness, curiosity and some understanding of where your development needs may lie.

Q3 Describe a situation in your professional life where you feel you made a wrong decision. What did you learn and what would you now do differently? (250 words max)*

We aren't looking for fully developed leaders and in this section we are looking to understand how you reflect on your leadership and identify clear learning goals. We are looking for evidence that you are able to assess your strengths and gaps in experience, to navigate and take action through challenges.

Q4 What do you think are the biggest opportunities and challenges facing the cultural sector over the next 3- 5 years? (250 words)*

Here we are looking for evidence that you have an understanding of the bigger picture, a sense of where change is possible, and the ambition and drive to be part of any change needed. We want to see that you have purpose in your area of work/ practice and how and where you see the potential for change and impact that extends beyond yourself to the wider sector.

Monitoring Information

The final section of the application, once all sections are completed including that of your Nominator, is the Monitoring Information. You need to complete this section before you can submit your application.

The Monitoring Information helps us to understand a little more about who the applicants to our programmes are. This section is treated in strictest confidence, is not assessed and is not visible to assessors. An option to answer 'Prefer not to Say' is provided.

Your Data

We will use your personal data, collected on the application form, to liaise with you about the outcome of the application process and, if you are selected, for the administration of the course and subsequent involvement with Clore Leadership. We may use some of your data for reporting and monitoring. This will be anonymised and / or aggregated and will not be shared outside Clore Leadership, except where you have given specific consent.

Retention timelines: In the case of successful applications we will retain your application information for 7 years, and in the case of unsuccessful applications this information will be held for 1 year following which this will be destroyed.

If you take part in one of our courses, you will automatically be added to the Clore Leadership Network's Newsletter including news and opportunities from the sector. You can unsubscribe from this to stop receiving updates at any time.

Clore Leadership takes protecting your data seriously. All our data is held in accordance with the General Data Protection Regulation (GDPR). Any data provided by you will be used only for the purposes of your application and it will not be shared with anyone outside of Clore Leadership. You can always contact us with the request to remove your data. If you have any questions, please email info@cloreleadership.org. Our full privacy policy can be found on the Clore Leadership website <https://www.cloreleadership.org/privacy-policy>