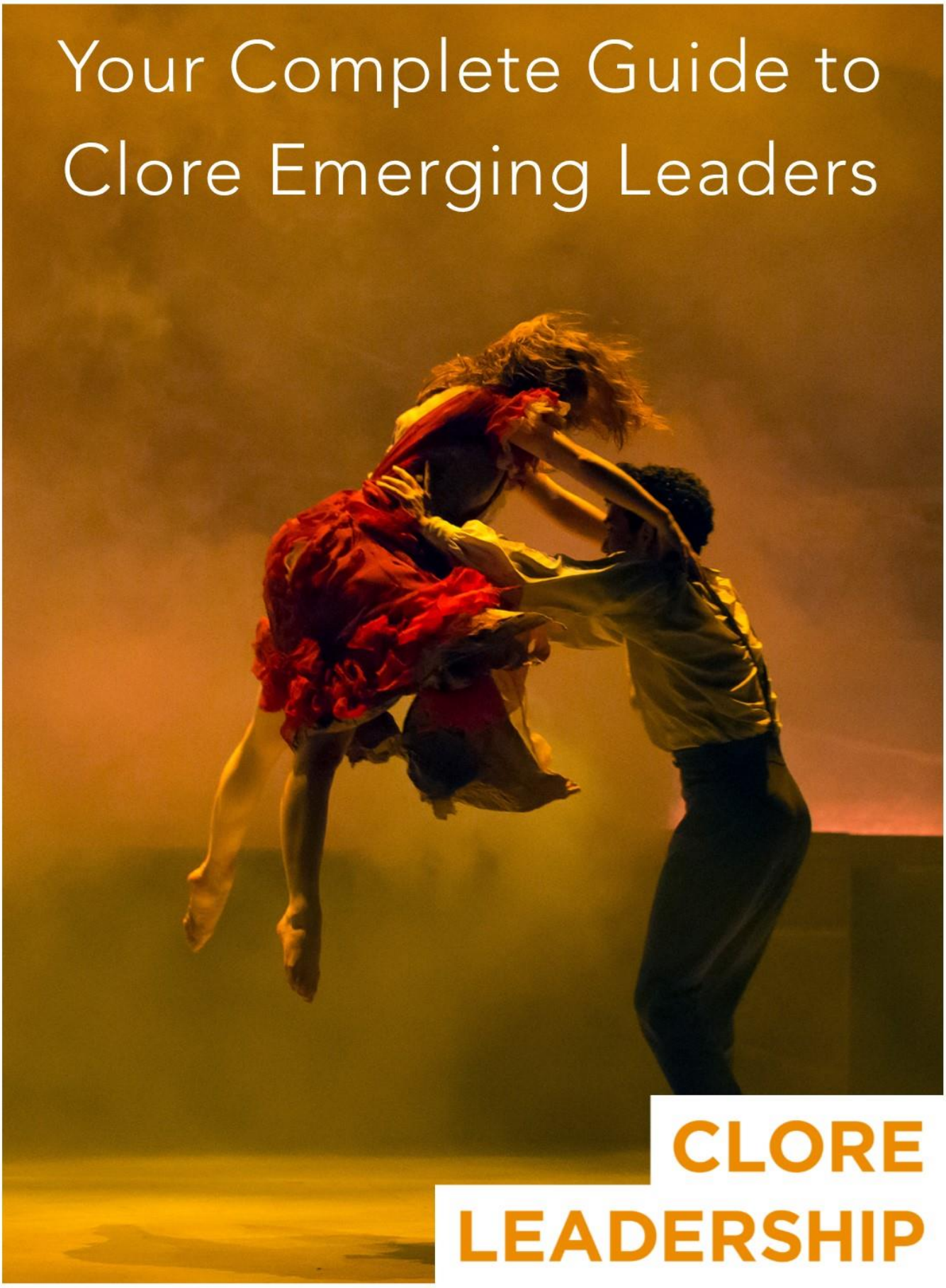
Your Complete Guide to Clore Emerging Leaders



CLORE LEADERSHIP

Jane Eyre. Choreography by Cathy Marsden for Northern Ballet. Photo by Emma Kauldhar

What is Clore Emerging Leaders?

Clore Emerging Leaders is an intensive course providing the essential skills and tools required by cultural leaders in the early stages of their careers. Grounded in experiential learning and rich with real life examples shared by experts from across the cultural and corporate sectors, Emerging Leaders provides professional and personal development for individuals who want to lead and make an impact within the cultural sector.

Course Content

"I could not recommend the Clore Emerging Leaders Course enough. The course was packed full of facilitated sessions and talks by some truly inspiring people. I made some fantastic connections and friends and took away so much that I feel I can not only apply to my work but also to life in general." Emerging Leaders participant

As with all our programmes, Clore Emerging Leaders blends experiential learning with more formal talks from experts and leaders in the sector. Skilled and thoughtful facilitation throughout the course supports participants learning.

Course content is divided into three main areas:

Your Leadership Style
Workshops on leading yourself and others and inclusive leadership will help participants to build an understanding of leadership styles and explore the value of difference.

The Business of Leadership
A solid grounding in business skills is essential for cultural leaders today. The course helps you get started by providing sessions on financial management and business planning.

Leading Others
Communication skills, the ability to influence others and advocate successfully are covered on the course with lots of opportunity to practise.

We understand that people learn in different ways and the course design reflects this. It blends practical skills and tools, real-life examples and individual and group learning. There are also opportunities to listen to cultural leaders talk about their experiences of leadership, and what they have learned along the way. Sharing and learning from each other is strongly encouraged.

In addition to the training offered on the residential, participants have the opportunity to join a mentoring programme designed to offer further support once the course has finished.

Why choose Clore Emerging Leaders?

Emerging Leaders sharing a joke at a recent event

"The most useful parts of the course for me was firstly the chance to extend my networks with a group of incredibly talented people working across the sector and build meaningful relationships with these people due to the residential nature of the course. Secondly, and equally importantly, it gave me the opportunity to reflect and learn about the value of self-awareness, and explore things about myself and the perceptions of myself on a much deeper level, which has been invaluable in meetings, interviews and presentation since the course." Emerging Leaders Participant

Emerging Leaders has been designed for individuals at an early stage in their career who aspire to lead; to make a difference to the cultural sector and the world at large. It enables participants to build a strong foundation of essential skills and tools required by cultural leaders today.

Real life examples shared by experts from across the cultural sector provide the opportunity to learn about what it really takes to be a leader today and explore and discuss difference in style and approach.

A three year Independent research report from ResearchBase has shown us that there are long term benefits and changes to be gained by attending our programmes. Former participants across our courses have demonstrated improved

influence at both a strategic and management level. Participants have also shared the knowledge with their organisations and teams maximising the impact in the sector.

All the participants will join a large and diverse network of inspiring Clore Leaders from across the sector.

If you have more than five years' work experience and feel like you already have a solid foundation in leadership skills please see our complete guide to Clore Leadership Intensives. The Clore Leadership Intensive and our new pilot course Clore Leadership Pulse develop enhanced skills for leadership with an in depth look at your personal and professional toolkit.

Course Structure

Other than the first day (see below for arrival time) your day will start at 9am, with sessions generally finishing no later than 7.30pm. There are regular scheduled breaks for reflection, recuperation and refreshment. We appreciate the value of networking with the rest of the group so keep any out of hours coursework to a minimum.

- Please note the Emerging Leaders course commences at lunchtime on Monday and ends mid-afternoon on the Friday.
- The course is fully residential and your attendance is required throughout.
- All accommodation and meals are provided.

Our Approach to Leadership Development

Participants sharing their leadership questions with the help of post-its

"A totally life-changing experience, brilliantly put together, organised, coordinated, and the most inspiring and experienced speakers and facilitators." Emerging Leaders Participant

We understand that people learn in different ways and the course design reflects this. It blends practical skills and tools, real-life examples and individual and group learning. There are also opportunities to listen to cultural leaders talk about their experiences of leadership, and what they have learned along the way. Sharing and learning from each other is strongly encouraged.

- Participants learn from a diverse peer group and from the highly experienced leaders and trainers from across and beyond the cultural sector;
- Our values of excellence, inclusivity and learning are at the core of our approach;
- Life-long learning is key to self-leadership. You will be encouraged to cultivate a practice of regular debate and reflection, enquiry and action;
- You will be supported to identify your strengths, your values and areas for further development.

We will ensure that the learning environment and your wellbeing is considered throughout your course. We will create a safe, open and inclusive

working space through the experience of our diverse cohort of facilitators, trainers, coaches and through our choice of venues.

Who is eligible to apply for the Emerging Leaders Course?

We are looking for a diverse range of participants who will bring a breadth of experiences to the course and animate the group learning. Across all our programmes, we are not looking for fully formed leaders, but instead individuals who can demonstrate:

- An ambition to lead, a sense of purpose and vision
- A desire to better understand leadership
- Self-awareness, authenticity and openness to learning
- A commitment to and passion for the cultural sector
- A curiosity as to the wider context of culture

You are eligible to apply if you have between 2-5 years' experience in the cultural sector and have some experience of initiating and/or managing projects and people.

To be eligible for an Arts Council England subsidised place you should also be:

- Working in England (normally in the arts, museums and/or libraries sector)
- Committed to developing your career as a cultural leader in England.

Diversity, Equality and Inclusion

Leadership discussions at Emerging Futures 2018

"The safe and intimate environment allowed for some insightful and clear discussions on inclusion and diversity that we look set to continue." Short Course Participant

Our aspiration is to achieve a rich, diverse and representative cultural sector. Equality, diversity and inclusion are central to our ambition to be open and inclusive, creating accessible learning environments that support all our leaders to excel.

We strive to meet the access requirements of those selected on our programmes. We provide support workers, British Sign Language interpreters, note takers and course materials in alternative formats on request.

We strive for our spaces to be inclusive, our provision to be flexible and train our programme facilitators and providers to respond to people's needs, so that everyone feels respected and comfortable.

Clore Leadership has worked with many Disabled Leaders and Fellows with wide-ranging access requirements. If you would like to talk to someone about their Clore Leadership experience, please get in touch and we will try and connect you.

A Scoping Survey commissioned by Clore Leadership in 2013 indicated that cost is a major barrier to many disabled people accessing leadership training, therefore we set up the Disabled Leaders Bursary allowing us to waive the course fee for Disabled leaders from England who successfully secure a place on the Leadership Intensive. Successful participants will only be required to cover their travel to and from the course.

Black, Asian and minority ethnic (BAME) people, as well as disabled people are currently heavily underrepresented in leadership roles in the cultural sector in the UK. We welcome and encourage BAME and disabled people to apply for our courses. In order to respond to existing under-representation we also offer a 50% reduction in the course fee for successful BAME applicants currently living and working in England.

Before you apply

Check your Eligibility

Carefully read all the Emerging Leaders information provided above to see if it's the right fit for you and whether you are eligible to apply. If in any doubt, please contact Lyndsey Douglas, Learning and Courses Coordinator on Lyndsey.Douglas@cloreleadership.org to confirm you are eligible.

Check your Availability

Check your availability for the dates of the course you are applying for. If you work for an organisation, you'll need to talk to your employer about taking the time out for your residential course.

The spring 2020 Emerging Leaders Course runs from 3rd - 7th February **at Norton Park, Hampshire.**

Find a Nominator

You will need to find a nominator who will support your application. Your nomination is an assessed part of the application process, so it is important to select your nominator carefully. We advise applicants to select someone who knows you well, can comment on your leadership potential and how you might develop further. Make sure they will have the time to complete a nomination form before the application deadline.

Making Your Application Online

Register

Application is by online form via our applications website

APPLY NOW

If you have never used our online application before, you will need to register an account. Please make sure that you read the instructions on the application website carefully and that you save a draft of each section as you complete it. Clicking the 'submit' button on any page submits that section to our system after which you can no longer edit it. We recommend that you complete all the main sections and save a draft of each one, so that you can check them at the end before submitting them. If you think you may need to complete your application in a different way, please go to our section on Alternative Formats for Applications, below.

Your Nominator

Your nominator will be asked to complete a nomination form before you can submit your final application. Full details are provided on the online application form or through your alternative application format.

Monitoring Section

Once you submit all sections and your nominator completes the nomination form, it will unlock a Monitoring Section that you need to complete before your submission is finalised.

The Monitoring Section helps us to know who we are reaching with our programmes but is not visible to assessors and so does not form part of the assessment.

What you'll be asked to submit

You will be asked to:

- Write or relay short essay responses to questions on your leadership experience and ambitions.
- Tell us about your professional experience.
- Include a nomination form which will need to be completed by your nominator.

Alternative Formats for Applications

If, for any reason, you need to make your application in a different format e.g. offline or explained in British Sign Language (BSL) through an interpreter, then please contact us.

For instance, we may be able to support with costs for an interpreter to voiceover your filmed submission or we will make a translation of your application once we

receive it. Please let us know if you wish to make your application in a different way. You will still be expected to make a full submission before the deadline.

If you require assistance in this or completing the application form, don't hesitate to let us know. Please email courses@cloreleadership.org or call one of our team on 020 7420 9433.

CLORE LEADERSHIP

Selection Process

Emerging Leaders present their ideas during a residential workshop

- Twenty four places are available on each course.
- The quality of your application is considered in determining our final decision.
- When selecting, we aim to create a balanced cohort reflecting the broadest range of backgrounds, lived experiences, geography and area of work.
- Applications are assessed anonymously.
- We will normally only have one participant from any one organisation on a single course. However, on occasion we may take up to two participants from the same organisation, as long as that organisation has more than 200 employees and the two participants do not work closely together.
- We will notify all candidates of our decision whether they are successful or not by the deadline given. Unfortunately, due to the high number of applications, we are unable to provide feedback should your application be unsuccessful.
- Approval of the selected candidates is made by the Learning and Courses Manager of Clore Leadership, whose decision is final.

Your Provisional Offer

Successful applicants will be sent a provisional offer of a place on the course. Offers for the 2019 spring and summer courses will be made by the end of July 2019.

Tips for Writing a Great Application

Over the years we have read thousands of applications. We have put together a few tips you might want to consider to help strengthen your application: https://www.cloreleadership.org/resources/writing-outstanding-courses-application

Cost & Finances

The Courses programme is supported by Arts Council England, through a grant to develop sector leaders. **To be eligible for a subsidised place (see above for eligibility), applicants must be working in England (normally in the arts, museums and/or libraries sector) and be committed to developing their career as a cultural leader in England.**

The subsidised cost of the course is £500 + VAT

Please note that we offer a number of bursaries, and you can read more about these in the Bursaries section below.

What's included:

- Accommodation in your own private room for the duration of the course, at one of our beautiful course venues.
- All meals and refreshments (three meals a day as well as regular tea, coffee and refreshment breaks).
- All course materials.

What's not included:

- Travel to and from the venue.
- Alcoholic/non-alcoholic drinks with or after dinner.

The unsubsidised cost of the course is £2000 + VAT. There may be a limited number of unsubsidised places on each course, although priority will be given to those who meet the criteria for a subsidised place.

Meeting Your Access Requirements

If you identify as a disabled person or have specific access requirements* and are accepted on our Emerging Leaders course, we will work with you to ensure your access requirements are met, for example, by working in accessible venues with breakout spaces to rest and reflect, contributing to the cost of support workers or British Sign Language interpreters, where appropriate, or preparing course materials in alternative formats.

Clore Leadership has worked with many disabled participants with a diversity of access requirements. If you are unsure about applying and would like to talk to us or a previous disabled participant about their experience, please get in touch and we will try and connect you.

We aim to provide an inclusive learning environment on all our courses. This is achieved by working closely with individual participants to make sure that we understand what to put in place to meet your needs more broadly.

If you anticipate any access requirements related to making an application or need assistance please do not hesitate to contact courses@cloreleadership.org.

* The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

Bursaries

Since September 2014 Clore Leadership has offered bursaries for its Courses, confirming its commitment to equality and diversity in cultural leadership.

These bursaries are open to applicants who are resident in the UK unless otherwise specified.

- The Caring Support Fund: Intended for candidates with caring responsibilities, and who would incur additional costs by attending a residential programme. This includes but is not limited to caring for children or elderly parents
- Five awards per Course

Up to £375 per week available for candidates with caring responsibilities, and who incur additional costs while away from home. To apply for an award you must upload a budget setting out estimated costs. The budget can be uploaded within the course application form.

In taking decisions on who will be awarded caring bursaries, Clore Leadership will take into account:

- The overall quality of the application
- Evidence of need which indicates that you might have difficulty in meeting costs incurred by taking part in the course. In the case of caring bursaries, this could include, for example that you are the sole carer or that you are working freelance and don't have a regular source of income. These examples are indicative only, and we recognise that individual circumstances will vary. If you are awarded a bursary, you may be required to provide proof of need.
- The budget you submit which sets out the purpose for which the funds would be used.

BAME Leader Bursary

Black, Asian and minority ethnic (BAME) people, are currently under represented in our courses and in leadership roles in the cultural sector. We welcome and encourage BAME candidates to apply for the Clore Leadership Intensives and Emerging Leaders course are therefore offering a **50% reduction to the course fee** for any successful applicants BAME applicants working in England. Up to three awards are available per course.

The Independent Artist/Practitioner Award:

- Intended for artists and independent practitioners
- One award per Course
- 50% reduction to Course fee

To apply simply tick the appropriate box within the application form and explain why you are a worthwhile candidate for the award.

Disabled Leaders Bursary

We actively encourage applications from disabled leaders as they are underrepresented in our Courses and the cultural sector at large.

As our recent Scoping Survey indicated, cost is a key barrier to disabled people accessing leadership training, therefore **Clore Leadership will waive the course fee for Disabled leaders from England who successfully secure a place on the Leadership Intensive.** Successful participants will only be required to cover their travel to and from the course.

*What do we mean by disability?

The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

Specialist Bursaries

The following specialist bursaries are available. To apply simply complete the online application form and state which bursary you are applying for:

Music Education Hub Bursaries

We actively encourage applications from leaders working within Music Education Hubs in England, as they are currently under-represented on our courses. Clore Leadership will waive the course fee for employees of Music Education Hubs in England who successfully secure a place on the Leadership Intensive.

Dancers Career Development Bursaries

Bursaries provided by Dancers Career Development are available for applicants with 8 years of experience as a professional dancer, with 5 of those years having been spent in the UK. Two bursaries covering the course fee are available for Emerging Leaders. Applicants must currently be working in England.

The Linbury Trust Bursary for a former dancer

A bursary funded by The Linbury Trust is available for a former dancer to attend the Emerging Leaders Course. Applicants must be committed to developing their career as a cultural leader and be working in the UK. The bursary will cover the entire course fee.

The National Lottery Heritage Fund Bursary

A bursary funded by The National Heritage Lottery Fund is available for heritage sector professionals in the United Kingdom to attend our Courses.
Three places are available on our Courses with successful applicants paying £950 + VAT (Leadership Intensives) and £500 + VAT (Emerging Leaders) with the balance of the course fee being covered by the bursary.

Heritage Bursaries supported by Historic England

Bursaries are available for heritage sector professionals in England supported by Historic England. Historic England is particularly keen to support applications from people with Black, Asian and Minority Ethnic heritage and disabled people working in heritage in recognition of the underrepresentation of these groups in the sector and especially in leadership positions. Historic England will also prioritise applications from smaller organisations in the sector that have limited access to training opportunities. The funded cost of the course will be £500 for Leadership Intensives and £100 for Emerging Leaders.

Wellcome Trust Bursary for leaders working in Wales, Scotland and Republic of Ireland

The Wellcome Trust supports places on our courses for leaders working within Arts in Health. Applicants working in Wales, Scotland and the Republic of Ireland with a track record of engaging the public with science, health or wellbeing pay £500+ VAT with the bursary covering the rest of the fee.

Funding for applicants based in Scotland

Creative Scotland is the national organisation supporting the arts, screen and creative industries in Scotland – providing funding as well as a broader influencing, advocacy and development role.

Individuals based in Scotland who are looking for funding to undertake any Clore training courses can consider making an application to Creative Scotland's Open Project Fund. Applicants will need to meet the criteria for the fund, and will be required to submit their application with enough lead time to enable Creative Scotland to make a full assessment before their course begins (which generally means at least eight weeks in advance). Please note that the Open Project Fund is highly competitive, and funding is not guaranteed – any application will be assessed against the key criteria.

Funding for applicants based in Wales

Arts Council of Wales invites successful applicants to Clore courses to apply to their Training and Development fund in support of course costs. Please be aware that applications for this fund have a six week turnaround.

Bursaries FAQ

Q: If I am applying for a bursary will this affect my chances of being offered a place on the course?
A: No. All applicants are selected on merit and must meet our selection criteria. Once we have selected successful applicants, any bursary applications will be considered. Your bursary application will not affect our course selection decision.

Q: If I am not successful in my application for a bursary, can I still attend the course?
A: Yes of course. You have been selected for the course on merit.

Q: I am disabled and have specific access requirements. Should I be applying to the Caring Support Fund?
A: No. We have separate budgetary provision for meeting your access requirements and making adjustments on all our courses to cover individual needs. If you are a disabled person, you can apply for the Disabled Leaders Bursary.

Q. How much can I apply for from the Caring Support Fund?
A: Up to £375 per week is available for candidates with caring responsibilities who incur additional costs while away from home. You must upload a budget setting out estimated costs at the point of application.

Got any more questions about bursaries? Drop us an email at Courses@cloreleadership.org

Course terms and conditions

Workshops at Emerging Futures 2018

Confirmation of your place

Your place is not confirmed until you have received email acceptance from Clore Leadership. As soon as your place is confirmed and an invoice has been issued you/your organisation is liable for the full course fee. You/your organisation will be invoiced 2 - 4 months before the course start date.

Payment

Payment must be received within 21 days from the presentation of the invoice. If payment is not received within 21 days we will reallocate your place to another applicant. In the event that you are offered a place less than 21 days before the course start date, you must pay on receipt of invoice, and before the date of the course. Payments should be made payable to the Clore Leadership Programme. Details on how to make payment by BACs payment can be found on the invoice.

Course cancellation

Clore Leadership:

- Reserves the right to cancel a course or change the venue without notice.
- Reserves the right to cancel or change a session without notice.

Participant cancellation

The following charges will apply if you wish to cancel your place on the course:

- More than 56 working days prior to the event - 50% of the course fee will be charged/retained
- 55 - 28 working days prior to the event - 75% of the course fee will be charged/retained
- 1 - 27 working days prior to the event - 100% of the course fee will be charged/retained
- Non-attendance - 100% of the course fee will be charged/retained.

Applications to cancel a place must be received via email to **courses@cloreleadership.org** and must contain full contact details, invoice number and reason for cancellation. Verbal cancellations will not be accepted.

NB: These charges will only be waived in exceptional circumstances at the discretion of the Learning and Courses Manager. In such circumstances you must write to the Learning and Courses Manager giving full details on why you are/were unable to attend enclosing any supporting documentation e.g. a doctor's note.

Your Personal 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 Clore Leadership course and subsequent involvement with the organisation.

We may use some of your data for reporting and monitoring. This will be anonymous to anyone outside Clore Leadership, except where you have given specific consent.

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

Clore Leadership Programme 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 and we will honour your request. If you have any questions, please email **info@cloreleadership.org** or call: 020 9420 7430. Our full privacy policy can be found here.

Clore Leaders Network

Clore staff with two of the speakers at Emerging Futures 2018

The impact of Clore Leadership has been wide-ranging and Clore Leaders and Clore Fellows have found many different environments in which to thrive. Some have founded new charities, businesses or are working independently; others have returned to their working lives with renewed confidence, added dynamism, more extensive networks and advanced skills, and others have moved into new jobs.

After completing a Clore Course, you become part of an extensive network of cultural leaders spread throughout the UK and beyond, from countries such as Canada, China, Egypt, India and the Middle East. The Clore Network of over 1800 Fellows and participants of our residential courses work across the cultural sector and are a constant source of inspiration, knowledge and expertise.

We stay in touch with you regularly through a fortnightly alumni newsletter and an active Facebook group with occasional invitations to events and further masterclasses. Each cohort might set up their own groups for staying in touch regularly.

One of the most powerful aspects of the Courses is the bond which participants develop with one another and which provides ongoing support throughout their career. Some cohorts continue to meet up and learn together long after the course. Many organise development and training days, open events, and other opportunities for engagement with one another and the wider network.

They reach out to the sector as speakers, contributors, mentors, or by developing independent leadership initiatives such as the Cultural Leadership Programme at Curve, Leicester; or Arts Think South Asia.

About Clore Leadership

We offer a strong and supportive foundation from which leaders at all stages of their career can develop and strengthen their leadership skills, competencies and performance.

Our aim is to inspire and equip leaders to have a positive impact on society through great leadership of culture. We offer opportunities for professionals in our sectors to understand and develop their leadership strengths, providing spaces to challenge prevalent ideas and beliefs and develop confidence in their leadership styles and potential for impact.

We provide leadership development programmes, promote thought leadership and fresh ideas through debate, and offer access to an incredible network of leaders. Our programmes range from a tailored Fellowship, through intensive leadership courses, leadership development days, seminars, webinars, conferences and events. To offer the broadest spectrum of opinion, we commission and encourage research and provocation pieces from a rich variety of sources, keeping abreast of leadership knowledge and opinion.

From freelancers and entrepreneurs to heads of established institutions, Clore Leadership nurtures dynamic and diverse leaders. Participants on our programmes are drawn from a range of specialisms including the visual and performing arts, film and digital media, libraries, museums, archives and heritage, and cultural policy.

Clore Leadership was initiated in 2003 by the Clore Duffield Foundation, and is sustained by a partnership between private philanthropy and public funding. It has succeeded in creating a sought-after cadre of creative and cultural leaders and inspired investment in leadership on the part of governments, agencies, foundations and charities both nationally and internationally.

You can also connect with us on Twitter @CloreLeadership and on Facebook at facebook.com/CloreLeadership

Best of luck with your application.

APPLY NOW

CLORE LEADERSHIP