

Power to the Next Generation

Clore Leadership Emerging Futures 2020 Report



Emerging Futures 2020 comprised a two-day conference and eight workshops which took place online in September and October 2020. Running such an event during a global pandemic felt urgent and vital and important to forge forward with the agenda; creating a space for early-career leaders to engage with established leaders and peers, think about their own leadership trajectories and place the issues of the day - diversity and inclusion, climate change and power - centre stage.

‘Leaders can harness emotion to the benefit of themselves and those they are leading - I never understood this was possible before.’

Emerging Futures 2020 Participant

THE CONFERENCE

The conference was a two-day event for early-career leaders; anyone who had been working in the sector for 2-5 years. The first conference took place in Manchester in 2018 and although the original plan had been to return to the great city and have the conference in the brand new Contact building in June, Covid-19 forced us, as with many others, to pivot the event into an online offering at the end of September 2020.

This online conference, a first for Clore Leadership, allowed engagement with far greater numbers of participants and from a much wider geographical field. It also allowed engagement of both international speakers and more senior speakers.

EMERGING FUTURES

**What will the
Arts, Culture and
Creative
Industries look
like in 10 years'
time? Do you
have an idea?
Will you lead us
there?**



It's never too early to start thinking about leadership - you don't need to be managing a team to be a leader and you don't need to be at the top of a traditional organisational hierarchy.

The Emerging Futures 2020 conference was presented online on Tuesday 29 and Wednesday 30 September by [Clore Leadership](#) in partnership with [Contact](#).

Supported by [Arts Council England](#), [Esmée Fairbairn Foundation](#) and [ArtFund](#).

Diversity was at the heart of the programming for the conference. We worked to engage intersectional speakers across art form and geography resulting in lively discussion and viewpoints from across the sector. Having run two ThinkIn sessions in London and Manchester in January 2020 we were guided by early career leaders themselves as to the sessions and themes they were looking for and the leaders they wanted to hear from. As the impact of Covid-19 deepened across the sector the conference felt even more vital - an opportunity to reinvigorate passion, goals and raise hopes in the section of the workforce that would potentially feel the effects of furlough and redundancy the most. We worked to strike a balance between current established leaders who had experience and wisdom to share and emerging leaders themselves. There was a wonderful sense of radicalism to the event, even online, which was infectious and brought a great energy.

Keynotes on 'Feel the Fear and Lead Anyway' from Travis Alabanza and 'Power: Individual, Collective, Structural' from Madani Younis (now based in New York) tackled issues of courage and conviction. Panel discussions on embedding activism in leadership and reimagining the role of arts and culture shared strategies from leaders across the sector on how to bring new and urgent ideas to the table. Break out sessions on using emotion for change and authentic leadership gave a chance for participants to look inside themselves and align values with their work and organisations. We brought the big issues of the day to the fore; diversity, equality and inclusion, black lives matter, decolonisation, climate change, the pandemic and power. Low confidence and imposter syndrome are common within our sector so using a Clore Leadership staple session on authentic leadership to instil confidence in these early career leaders was a pillar of the event, showing that leadership does not only sit at the top of a traditional hierarchy.

A zine artist and poet were commissioned to capture the conference. Both Rose Sergent and Elmi Ali attended all sessions across the two days and creatively interpreted the content and participant interaction. [The full zine, including Elmi's poem 'Emerging Futures' can be viewed online.](#)

'It was incredibly inspiring and progressive. REALLY VERY PROGRESSIVE. That was amazing for me to see and be a part of.' Emerging Futures 2020 Participant

The Stats:

- 239 tickets sold with an average attendance across sessions of 156
- 78% said the conference met or fully met their expectations
- 90% had not previously taken part in a Clore Leadership activity
- 82% now more likely to make an application to one of Clore Leadership's longer-format or residential courses with 75% opting for Emerging Leaders, 17% for Leadership Pulse and 8% for the Fellowship
- 92% likely or very likely to recommend the conference to a friend or colleague

THE SPEAKERS

Keynotes:

- Feel the Fear and Lead Anyway | Travis Alabanza
- Power: Individual, Collective, Structural | Madani Younis

Panel Discussions:

- Embedding Activism in Leadership | Phil Douglas, Victoria Burns, Asad Dhunna, Charlotte Holmes, Philip Flood (Chair)
- Reimagining the Role of Arts and Culture | Alan Lane, Jenny Waldman, Olivia Lee, Said Eddine Said, David Jubb (Chair)

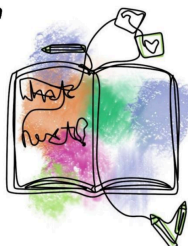
Breakouts:

- Using Emotion for Change | Keisha Thompson, Hayley Williams-Hindle, Isabel Mortimer (Facilitator)
- Authentic Leadership | Jo Verrent, Sara Wajid, Amanda Smethurst (Facilitator)

Workshops:

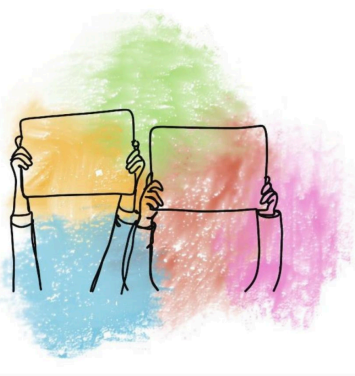
- Working Well With Others | Amanda Smethurst
- Fundraising | Nancy Hitzig
- Self Care and Resilience | Lucy Duggan
- Finance | Tom Wilcox
- Storytelling | Mathilde Petford (Beatfrecks)
- Influence and Impact | Sarah Cartwright
- Governance | Prue Skene
- Leadership in Curating | Subhadra Das and Dan Hicks (ArtFund Headley Fellows)

"We are the dreamers, we are the do-ers, we are the achievers. We make the impossible possible. We need to look at a hopeful future and have a huge vision for what that future will look like."



SAAD EDDINE SAID
REIMAGINING THE ROLE OF
ARTS AND CULTURE

"Historically, art and culture has had huge power to mobilise change for good."



VICTORIA BURNS
EMBEDDING ACTIVISM INTO
LEADERSHIP

"What are you willing to give up to live in the version of the world you want to live in?"



MADANI YOUNIS
POWER: INDIVIDUAL,
COLLECTIVE, STRUCTURAL

THE WORKSHOPS

The pay-what-you-decide workshops were an addition to the conference and were designed for online delivery. It felt very important to be offering practical skills at a time when many were furloughed or facing redundancy. We ran eight workshops on finance, fundraising, self care and resilience, governance, working well with others, influence and impact, storytelling and leadership in curating. We also ran eight 1:1 fundraising surgeries where participants could bring an existing or hypothetical project to discuss.

Each workshop offered participants the opportunity to engage with an expert, learning fundamental principles, and applying them to themselves and the current landscape. These workshops were based on an earlier model of Clore Leadership Experience workshops which Clore Leadership launched during the early stages of the pandemic, taking practical aspects of the residential courses and offering them as bitesize online learning.

The Stats:

- 46% of participants booked 3 workshops or more
- 85% said the workshops met or fully met their expectations
- 75% had not previously taken part in a Clore Leadership activity
- 70% now more likely to make an application to one of Clore Leadership's longer-format or residential courses with 57% opting for Emerging Leaders, 35% for Leadership Pulse and 7% for the Fellowship
- 100% likely or very likely to recommend Clore Leadership workshops to a friend or colleague

'I found the conference very inspiring and reinvigorating. Participation has instilled a greater drive in me to push forward with my own leadership aims.'

Emerging Futures 2020 Participant

THE FEEDBACK

Has the conference changed your view on what a leader is?

'I really took away the need for effective leaders to have an increased focus on compassion, empathy and their responsibility for their staff's wellbeing.'

'It made me optimistic about [seeing] myself in a leadership role.'

'Yes, leading from a place of activism and emotion can be powerful.'

General Comments (Conference):

'The quality of speakers and range of the programme was fantastic. It really motivated me [and] made me excited to do more programmes with you guys and to be linked to a wider network!'

'It made me realise that I have a voice and that I should take up space in and room to use my voice to make a difference. I can challenge, encourage and stand up for myself.'

'I have a lot of faith in our generation and the future and this conference highlighted that. A lot of things mentioned by the speakers hit home and it was great to see other people feeling uncertainty and vulnerability and making great things regardless.'

What word would you use to describe your experience over the last two days?



"Real. Thoughtful. Inspiring. Brilliant. Wonderful. Honesty. Activated. Strength. Heartwarming. Sometimes Uncomfortable. Sharing. Honest. Wonderful. Enlightened. Encouraging. Hopeful. Empowering. Rousing. Reenergising. Sharing. Inspiring. Action. Realising. Change. Exciting. Connected. Thought-Provoking. Agitating. Fresh. Awakening. Motivating. Perspicacious. Reset! Honest. Triggered. Affirming. Empowering. Invigorating. Refreshing. So Comfortable. Empowering. Refreshing. Challenging."

General Comments (Workshops):

'It helped me to gain a greater understanding of my leadership style and how I make decisions. It was informative, supportive and well balanced. I felt heard throughout the sessions and the course leaders were friendly, helpful and inspiring.'

Self Care & Influence and Impact Workshops

'I thought it was great and it was so nice to be connected with others on this really isolating time...the workshops really inspired me and reminded me of why I want to do what I do.'

Fundraising, Finance and Governance Workshops

'It has already given me the confidence to apply for positions I wasn't sure I was qualified for. Having not had much success recently, the first job I applied for post the workshops, I have been invited to interview.'

Finance and Governance Workshops

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