

# Adapting to change & developing leaders for the future

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Employment Week 2009

# Overview

- Challenges in the current context
- Leadership with a social purpose
- A framework for leadership
- The Clore Social Leadership Programme

# Challenges in the current context

- Demographics
- Social welfare
- Impact of the recession
- Risk, complexity, innovation. enterprise

# Leadership with a social purpose

- Courage, passion and focus
- Social justice for individuals and communities
- Personal confidence
- Diversity
- Relevant competence and skills

# What is the wider third sector?

- Social purpose non-profit (rather not for loss) activity in civil society
- Charities small and large including Foundations and Trusts
- Community organisations
- Social enterprises
- Co-operatives
- Social housing

# What is the need?

- Lack of dedicated resources and support to grow the third sector talent pool
- Right time for this investment in rapidly changing context across UK
- Potential investors identify leadership deficit
- Cross sector experience to enable effective influence/negotiation with private & public sectors
- Provision of high quality intervention to create a step change in expectations including in governance learning through robust evaluation

# A framework for leadership

- Personal qualities – know yourself, be yourself, look after yourself
- Assessing context – situation sensing
- Working with and through others
- Have you got a good toolkit?

# What should be in the toolkit?

- Finance and business planning
- Risk and performance
- People management
- Customers/stakeholders
- Procurement and commissioning
- Property and facilities
- IT
- Research and evaluation
- Media handling, brand

# Personal qualities

- Passion for the cause, integrity, values
- Authenticity, confidence, humility
- Communication skills
- Curiosity, creativity, innovation
- Determination, energy, drive for improvement
- Courage, risk, tough decisions
- Self-management, physical and emotional resilience

# Assessing context

- Reading and seizing the future
- Broad scanning with helicopter dives
- Setting vision, purpose, focus
- Readiness to learn, open minded
- Resourcefulness
- Political astuteness
- Drive for results

# Working with & through others

- Inspire, motivate, empower, enable
- Respect, embrace diversity, celebrate difference
- Collaborative working, building teams
- Partnership working, negotiation
- Effective and strategic influencing
- Deliver outcomes
- Holding to account, support and challenge

# Clore Social Leadership Programme

- Purpose – to support aspiring leaders across the third sector who are working for the benefit of individual people and progressive social change in communities across the UK
- Now is the time to identify, develop and connect the next generation of leaders

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# Clare Social Leadership Programme

- Competence, confidence, challenges and complexities
- Embedded values – strong ‘moral compass’
- Responsibility of Fellows
- 15 - 20 in each cohort starting in Jan 2010
- Fully funded, sponsored programme with specialist Fellowships and strategic partners
- Bespoke, individualised, modular range of experiences

# Programme framework

- 360 degree review
- Residential block weeks for challenge, shared experience and reflection
- Workshops, short courses
- Action learning sets
- On-line interaction/dissemination
- Personal mentor and access to coaching
- Intern consultancy in outplacement
- Action research

# Who might apply for Fellowship?

- Working in or closely with the wider third sector
- Capacity, aspiration and ambition for leadership
- Experience of employment or volunteering in the sector
- Commitment to long term to be a third sector champion
- Support from employer

# Impact by 2015

- Up to 100 Fellows now connected with each other, demonstrating confident, innovative, diverse leadership across the UK third sector
- Thriving, flexible, entrepreneurial third sector organisations with well managed risk, robust financial management, good governance and clear focus delivering positive outcomes
- Clore Social Leadership Programme actively connected with dynamic leadership development across private, public and third sectors

# Contact

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