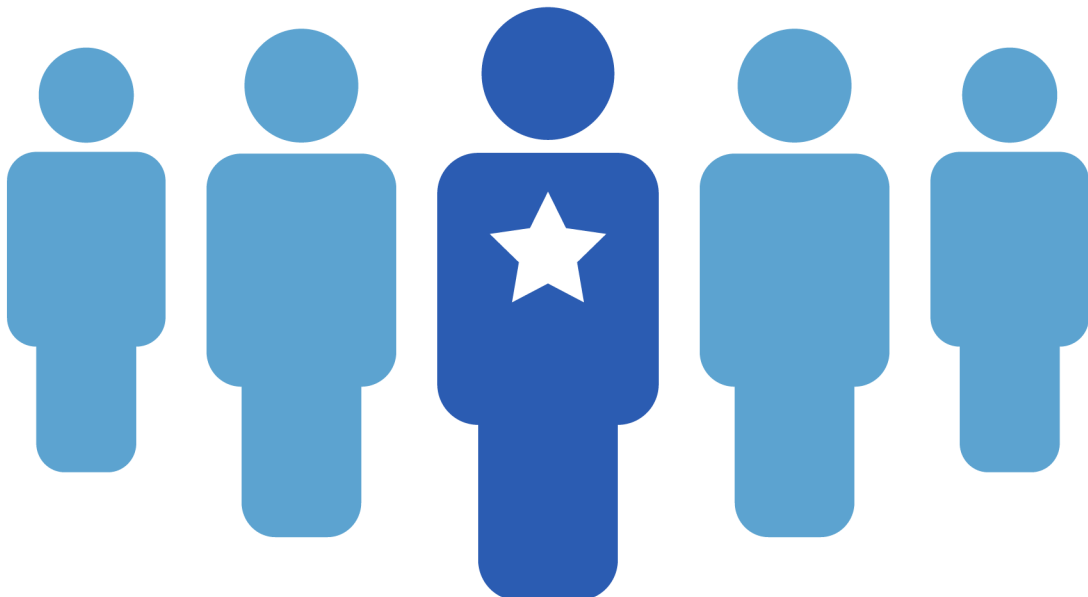


February 2013

Building Social Leadership Capabilities

The 3rd annual evaluation report on the Clore
Social Leadership Programme

Benjamin Reid and Laura O'Brien



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Executive summary

This executive summary provides an overview of the key elements of an evaluation study undertaken on behalf of the Clore Social Leadership Programme (CSLP) by the Work Foundation in the final quarter of 2012. It aims to provide evidence of the impact of the professional activities of Fellows of the Clore Social Leadership Programme on themselves, those they have worked with, and the sector, over the first three years of its operation. It provides a number of key recommendations for the CSLP team.

Key Findings

- The Programme is popular and respected by Fellows across the cohorts, with 75% of Fellows concluding that the Programme had a transformational impact on their development as a leader; 94.2% indicated they would recommend the Programme to a colleague or a friend who would wish to pursue a leadership career path in the social sector. Most Fellows suggest the greatest extent of positive impact of the Clore Social Leadership Programme on them as individuals is yet to be in evidence.
- Evidence of individual Fellow impact was clear in each case developed for this evaluation, in its specific context. In each individual case both the Fellow and those around them who were well-placed to judge could point to specific examples both of attitude and behaviour changes, and tangible changes the Fellows had made which impacted their groups or organisations.
- There appear to be two primary pathways to impact in the Programme – one in which the Fellow's pre-Programme trajectory (career, and as a leader) is accelerated by their experience on the Programme. The other is more transformational, in which the individual emerges from the core Programme elements with a considerably different perspective and understanding about social leadership and how they should effect it. There doesn't appear to be a consistent pattern in the cases as to whether an individual Fellow arriving with certain aims will primarily route through one pathway or the other. We would cautiously suggest there is some evidence that those taking the 'transformational' pathway have found it somewhat harder, or may take longer, to have tangible evidence of impact – often because they are aiming for wider change.
- There is some evidence that Fellows are starting to have a leadership voice on a broader sector scale. This voice appears to be grounded in their individual achievements in their specific areas of the sector, rather than as 'social leaders' per se, but there has been recognition of the role of Clore in creating the platform for, the confidence in, and the capability of those voices to have impact on a broader scale.

Recommendations

From our analysis and conclusions we would make the following recommendations, taking into consideration activities and plans which the CSLP programme team have already put in place for future cohorts.

The CSLP should continue and expand its activities which support the ‘transition’ from ‘core Programme elements’ to ‘ongoing Fellowship’:

- As the Fellowship numbers swell, helping those Fellows in new roles and organisations maximise their impact – and feedback how it was achieved – will be increasingly important.
- Additional support – perhaps through Programme team, perhaps through the Fellowship network, might assist those, particularly on the ‘transformational’ pathway. In particular, taking a view on which pathway individual Fellows seem to be taking, and looking to give potentially extra support to those forging the transformational pathway, would be beneficial.

The CSLP should actively consider how it:

- Continually acknowledges with the Fellows that it’s concept of ‘leadership’ is sufficiently broad (and understood as broad), given the diversity of the participants.
- Might use the potential for the ‘voice’ of Clore Social Fellows in the sector to promote sector-wide change (while being conscious the Fellows are rarely likely to speak entirely with one voice).
- Can use that emerging voice to fight for the role of in-depth, personalised leadership development opportunities within the sector, given the Programme’s evidence of individual impact, and the continued paucity of alternatives.

Methodology

This report provides additional analysis of data collected for a broader evaluation of the Clore Social Leadership Programme across the first three years of its operation. The core data for the broader analysis comprised:

- In-depth interviews with seven selected Fellows. In-depth interviews with between two and four individuals per selected Fellow who were in a position to comment on the Fellows as leaders. In-depth interviews with members of the CSLP Programme team. Total interviews this phase of the evaluation: 27.
- A short mainly quantitative survey of Clore Social Leadership Fellows, assessing their view of the impact of the Clore Social Leadership Programme on them as leaders.

The qualitative data was robustly analysed using NVivo qualitative data analysis software, which coded key themes for each case (as reported in the ‘case studies’ section), and across the cases (as reported in the ‘key themes’ section).

Contents

1	Introduction	6
	Context	6
	Aims	6
	Methodology	6
2	Fellow Case Studies	10
	Case 1	10
	Case 2	14
	Case 3	18
	Case 4	20
	Case 5	23
	Case 6	26
	Case 7	29
3	Pathways to Impact	31
	Accelerated trajectory	33
	Changing direction - transformation	34
4	Survey Findings	36
	Overall assessment of the Programme	36
	Tracing the chain of impact	37
5	Conclusions and Recommendations	40
6	Acknowledgements and Contact Details	43

1. Introduction

Context

Full time Fellows of the third cohort of the Clore Social Leadership Programme (CSLP) are now coming towards the end of the Programme element of their Fellowship. With the recruitment of a new cohort for 2013 beginning this January, there are now a total of 65 Clore Social Leadership Fellows. The Work Foundation - evaluation partners of the CSLP - have been tracing the development of the Programme since before its launch, including: providing baseline data on leadership in the sector; analysis of individual programme elements; assessment of the application and assessment procedure; two 'social leadership inquiries'; and two end-of-year overview evaluation reports.

Previous overview reports are available on the Clore Social Leadership Programme website: www.cloresocialleadership.org.uk/Learning-Evaluation

As those end-of-year reports indicate, the CSLP has firmly established itself and its delivery model in its first two years of operation. With the structure and operations of the CSLP firmly established as successful in their own terms, this year's evaluation focuses on the nature of the impact of the Programme on its Fellows' attitudes, behaviours, and leadership ability, as well as the opinions and perspectives on those leadership abilities of those who interact with the Fellows. It begins the process of looking at the broader impact of the Programme on wider issues and elements of the social sector.

Aims of the evaluation

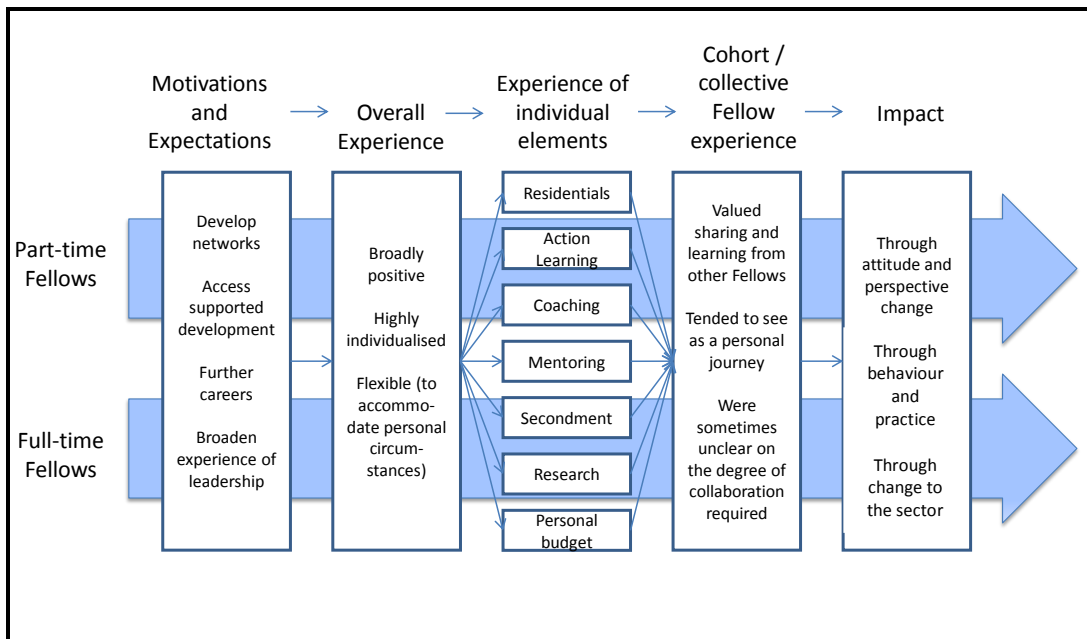
This evaluation seeks to find out the pathways to impact of the Fellowship, both individually and collectively, over the last three years. It includes an analysis of the impact on two key areas:

1. Understanding in greater depth how the Fellowship has impacted on the development of specific individuals who have participated in the Programme as exemplars of the cohorts as a whole.
2. Understanding the perceived impact of the Fellowship on the wider social sector.

Methodology

The evaluation bases its understanding of impact on a 'logic chain'. It is a conceptual model which traces the 'steps' of impact created by each Fellow's experiences on the Programme. It sets out the pathways through which we would expect to see impact, and where we would expect to see it, if the Programme was performing well. We can then compare the data collected against this impact chain to assess whether the Programme is having the expected impact, but also where it is having unexpected impact.

A logic chain model has underpinned the whole evaluation of the Clore Social Leadership Programme since its inception, with each step evidenced as further investigation is undertaken, and more Fellows complete the core Programme elements. The detail of the 'steps' of the logic chain uncovered by the Year 2 evaluation is shown below:



The Year 2 impact chain stretches across access to, and experience of, the Programme, through to impact on individual attitudes, individual actions, and then on to perceptions of impact on others who have direct and then indirect contact with the Fellows.

The Year 3 evaluation looked to move further 'down' the chain of impact, framing the study as one which looked at the impact on the individual in terms of attitudes and behaviours, but also the perceptions of impact from those who would reasonably be assumed to recognise that impact: those the Fellows interacted with both on the Programme across some reasonable span of time, or after they had completed the main Programme elements.

Because a key conclusion of the Year 2 report was that the areas in which the Fellows had an impact, and the way they effected that impact, was very diverse, we felt we needed an approach to assessing impact which had fidelity to that diversity. We did not believe the

primary design should assume single measures or yardsticks of impact. For these reasons we selected a case study design, whereby each case was focused on an individual Fellow in their leadership context.

Data Collection

The primary method of data collection is an extension of the in-depth qualitative approach at the centre of the broader multi-year CSLP evaluation; it follows a case study design which uses a combination of existing data and in-depth interviews with Fellows and those who have worked closely with them throughout the Fellowship. Interviews with Fellows were typically around an hour in length, while interviews with other stakeholders were in the range of 25-45 minutes long, depending on the nature of the interviewee's relationship to the Fellow in question. Interviews were recorded and transcribed.

Measuring the direct impact of Fellows on other stakeholders further down the impact chain is difficult. The evaluation therefore explored primarily the perceived impact through in-depth interviews with those who had close relevant contact with the Fellows. In particular the views of research supervisors, secondment hosts, colleagues and the CSLP team were sought where possible.



The diagram above indicates those *potential* stakeholders 'surrounding' a Fellow who, from different perspectives, can speak to their impact on their organisation, other organisations, and, potentially, the sector. The precise mix of stakeholders varied by Fellow, dependent on appropriateness (in which we were partly guided by the Fellow themselves) and availability:

Fellow 1	Fellow 2	Fellow 3
<ul style="list-style-type: none"> • Mentor • Coach • Research supervisor • Secondment host 	<ul style="list-style-type: none"> • Colleague / line manager • Secondment host 	<ul style="list-style-type: none"> • Work colleague
Fellow 4	Fellow 5	Fellow 6
<ul style="list-style-type: none"> • Work colleague • Coach • Secondment host 	<ul style="list-style-type: none"> • Work colleague • Coach • Research supervisor 	<ul style="list-style-type: none"> • Research Supervisor • Colleague
Fellow 7		
<ul style="list-style-type: none"> • Research Supervisor • Work Colleague 		

We also interviewed Dame Mary Marsh, Director of the Clore Social Leadership Programme, and Siobhan Edwards, Fellowship Director of the Programme, after we had completed the other interviews, on a wide range of issues related to the operations and impact of the Programme.

We believe this impact case-based methodological approach balances the multiple perspectives of different stakeholders with in-depth insight into the chain of impact through the semi-structured, qualitative interview approach.

Sampling

The case studies focus on seven Fellows out of a shortlist of ten, which built in some contingency for the eventuality that some of those chosen were not able to participate. The shortlist was chosen as best as possible to reflect a range of criteria: multiple cohorts; those operating in a range of geographical locations; generalist and specialist Fellows; part-time and full-time Fellows, gender, and the nature of their roles both prior to the Programme and since.

In terms of cohort, there were 3 cases taken from the 2010 cohort, 3 from the 2011 cohort, and one from the 2012 cohort. We focused primarily on earlier cohorts, as we were interested in impact which might have occurred through all the elements of the core Programme, and post-Programme.

Analysis

Analysis was undertaken using Computer Assisted Qualitative Data Analysis Software to code the interview data, teasing out key themes and patterns of impact. This matches the technique used in previous CSLP evaluation reports.

Chapter 2 Fellow Case Studies

This Chapter provides short individual case studies of the Fellows, including selected and analysed material from interviews with Fellows, and those who have worked with them through or after the Programme. In prior evaluation activity with the Clore Social Fellows we found their sites of impact to be highly individual and specific to their areas of operation within the social sector. We therefore present the data in this chapter through individual 'case studies' focused around each individual.

Because of the individual nature of each case, the case write up follows the key points of effect and impact on the Fellows and on others according to their experience and circumstances, rather than having a structured presentation.

Each case begins with a brief summary of the overall points made in the proceeding case write-up.

Fellow 1

The Fellow was interested in progressing from being a front-line practitioner to a more senior role. Learning on the Programme helped the Fellow develop. In their view, it was critical that they were able to put this learning into practice by recruiting and leading a team of collaborators for their research project. The Fellow also had an appreciable impact on the organisations they worked with on secondment, and is described by others who worked with him as a thought leader. The Fellow has currently chosen a role which dovetails with their understanding of social leadership, in the education sector.

The Fellow wanted to develop a set of 'harder skills' that would allow them to transition more quickly from a front-line practitioner to a more senior leadership role:

'...in terms of the career I've had through the sector, how would I get some harder skills, being the toolkit skills, to use Clore's language. Because I was worried about, well not 'worried', but interested in ensuring that if I wanted to make a transition away from being a practitioner ... towards more senior things, how would I do that? Because my career hasn't been in one organisation, I've moved and don't necessarily have the ability to move up through an organisation vertically. I'm not in that place if that makes sense.'

A step in the process was using the Programme to enhance the Fellow's ability to reflect on their skills and potential, and clarify their direction. As the Fellow's mentor noted, this greater self-awareness, which impacted both the Fellow's leadership style and laid the foundations

for further development:

'I think that [the Fellow] used the Programme well to explore what his skills, in a sense, were. And what options he had available for going forward with his leadership skills.'

This greater self-awareness led to an increase in the Fellow's confidence in their ability to lead, which, as they indicate below, has impacted the way they lead, particularly their security in 'switching between modes' of leadership:

'I feel more confident to go from listening mode, engaging mode, collaboration mode to right now here we can do 'this' in a kind of when do you need to decide the attributes in a crisis, be a dictator. In listening mode, this is how you should operate. A team has spoken for too long and now we need to move to a decision or actually this is the right period of time to facilitate a discussion, and really be calm. ... I feel much better at moving between whatever models of leadership you choose to look at. Between moving around the different attributes of leadership.'

And the Programme's effect on their ability to be more judicious in selecting an appropriate mode of leadership for the situation had a knock-on impact on their sense that they could command a leadership position, and 'be more strategic and focused':

'I think I'm more resilient and have more gravitas in a kind of – just more present, and calmer. I think I'm prepared – so you heard me discuss this, how do you enable people, but then also how do you be strategic and be focussed.'

This increased confidence also formed the impetus to the Fellow's approach and recruitment of collaborators for the research project, which they led:

'I always think I have quite a good sense of strategy or looking forward to what can be achieved. But then not always necessarily the confidence to have taken people to that.'

The research project was in fact one of the main ways, during the Programme, that the Fellow was able to put their learning from the Programme into practice.

'So for my mind, as I went through the [core Programme element of the] Fellowship, my research project has been this cross curricular activity, so I've always been doing it but I've never ever focussed on it for a given period of time. So as I progressed or evaluated and thought about what I was doing, it was the research project kind of became the place that I could practice all that I might be picking up through coaching or mentoring or setting the vision or a training course, teambuilding.'

And there was clear impact of that additional confidence, leadership choices, and decisiveness from the Fellow in the response from the Fellow's research supervisor/ collaborator:

'[The Fellow] is very effective at getting things happening. [They] had a workshop from the four [research sites] to report back on findings and they all turned out, the discussion was excellent. [The Fellow] really has done a great job on that because half the battle in life is getting people to turn up. They all came very willingly, very happily, and were very interested in the results.'

This is not to say the Fellow themselves didn't have concerns regarding the way in which leadership was effected through the core Programme elements, and of their ability to integrate their sense of leadership into those activities as they were being undertaken. For example, the degree to which they could put leadership into practice in the research or secondment elements to the Programme, given that those did not require, necessarily, people management roles:

'Some people go and do a challenging secondment and lead a team, maybe, but it seems to me that most people have been either out of work on their own or not necessarily feeling like they are part of a team. For some of the time. Or a secondment has been like I'm at a desk and I'm doing a secondment. Am I really leading a team of people? It's about leadership. What's leadership during this secondment?'

The Fellow reflected in the interview on how these elements might indicate tensions between the Programme elements as, variously, opportunities to test acquired skills, or to develop them:

'But yes, so my question about secondment would be what are we doing in terms of really enabling us to lead, or learning to lead? Because I don't think there was anything like agreed or set up on what to do which ensured that I would in some way be developing as a leader. But then the negative was – that's interesting, because I'd not really thought about – you don't have to get leadership from the secondment. You might get it from somewhere else; you might get your technical stuff. So maybe greater clarity of, within the kind of model of – we've got all these things, these boxes but yet, I don't know whether we always applied a leadership lens to what we do.'

A colleague from an organisation with which the Fellow was seconded concurred that their role was not leadership in the people management sense the Fellow put forward as one model, but rather classed it as their alternative; as 'thought leadership'. The secondment host nonetheless felt that the Fellow's approach had a noticeable effect on their organisation, one which inspired both them and their team:

'The stuff that [the Fellow] produced, particularly on the impact assessment, the

report [they] produced has been used and has really shaped the way we now approach outcomes and evidence. So from that point of view the work has led us but it was leading through thought, it was thought leadership rather than people leadership if that makes sense. [They] essentially came up with a few conclusions on how [they] should progress our evidence frameworks and we followed them and now I think we've got a really great bottom-up, grassroots approach to evidence, which I think is exciting.'

Overall there were clear and tangible impacts of the Fellow's activities from all those we spoke to within this case, and particularly those around leadership choices of approaches, they and the Fellow would trace back to and attribute to the Programme.

Fellow 2

Case summary: The Programme gave the Fellow the opportunity to reflect on the way they and others behave professionally, and this has allowed them to make changes to the way they work, for example by ‘managing upwards’ in a role they have taken since embarking on the Fellowship. Others report a noticeable improvement in the operation of projects as a result of this change in the Fellow’s approach.

Being on the Programme provided the space and support for the Fellow to make steps into roles in the social sector they may not otherwise have been able to access. The Fellow also influenced recruitment strategies within an organisation they were seconded to as part of the Programme.

The Programme has given the Fellow an understanding of the behaviour of other people and their own reactions to it. This was developed particularly through their participation in the Action Learning Sets, and in discussion with other Fellows:

‘It’s the learning that happens which is like, sometimes you know when someone takes a decision or they have an opinion and you think oh that’s mad. How did you get there? And Action Learning is a really interesting way of seeing how that got there. And actually more than – I’d say 90% of the time you walk away thinking, yeah, I understand that, it’s not what I would do and it’s not what I think. And those aren’t my instincts BUT, I completely get who you are and why that happened. And I think it does help to understand how different people operate. And I think that will be a really useful thing when you come across people you find quite challenging.’

Coaching sessions built on this by helping the Fellow to reflect on professional interactions:

‘I started my coaching midway through my secondment, and that really helped me to reflect on some of the stuff that I was observing in the organisation and how I was reacting to it.’

This is reflected in the impact the Fellow’s coach noted of their sense of self-awareness shifting to be more reflective and focused on their ‘leadership’ role:

‘I do think the coaching helps, not so much who the coach is but the fact that people are spending time thinking about themselves, thinking about what they’re good at, and building their self-awareness. They get a lot of focus.’

A clear impact has been that the Fellow is more confident in their ability to manage relationships with colleagues and others – a view clearly articulated by one of the Fellow’s colleagues:

I think [the Fellow] was ... quite nervous initially in managing the relationship with [a senior stakeholder]. I sense that [the Fellow has] grown in confidence in [their] dealings with him as well, [they] perhaps better understand his approach and style because he can be very forthright and it can throw people off their stride a bit if they're not careful. [The Fellow] now has learned [to] listen to what he's wanting, give him regular feedback that you're dealing with it, and then get on with it. [The Fellow] doesn't feel that [they have] to take him through every step of what [they're] doing now. [They've] got the confidence to let him know it's under control and will tell him what he needs to know. Some of that has probably come through the Programme.'

The Fellow made a strong impression on the organisation they were seconded to, although there were some doubts on the part of the secondment host about how much impact it was possible to achieve in such a short time period.

'There's only so much that that person can actually do and even to set an organisation up for the future, it takes more than three months to work out what needs doing and to build that capacity or set things in motion. So it does very much depend on us picking something up and doing something with it. But obviously that's not in any way a criticism of [the Fellow], it was just the nature of the three months' [placement].'

The Programme also gave the Fellow space to take on greater responsibility at an organisation they were already involved with on a voluntary basis:

'I think it's helped me to untangle some of those perceptions about, actually – and I do believe often the leadership stuff isn't about who happens to be the chief exec and so on. So it's helped me think much more broadly about leadership and what it means. But it's also helped me to be much more confident about myself as a leader. The experience of working on the project at [the organisation] is a classic. I definitely think that lots of the training and group learning we've done through Clore has helped me tackle that, probably in a slightly different way to I would have done last year, I think. So it's been great to be able to put some of that into practice.'

This was a suitable environment to put the Fellow's learning into practice alongside it:

'I was thinking about Clore when I first started and I thought well it's all very well doing all this self-development but if I've got nothing to practice it on, it's all theory. So what happens when I come out the other end, how can I be confident that I'll actually be able to apply this stuff? And actually, the space that doing Clore has given me has allowed me to take on more responsibility at [the organisation] and put enough time and energy into it that I can actually use some of that stuff I'm learning and experiment a bit as well.'

The Fellow's colleagues in this role report that the Fellow has have become much more

confident over the course of their time in the position, partly as a result of their greater experience and possibly as a result of the learning they are doing alongside it as part of the Programme.

'I would have said initially [the Fellow] was a little bit tentative in [their] approach to the [work] programmes and the programme board, and I think some of that was a slight lack of confidence.'

This suggests a self-reinforcing chain of impact; being on the Programme allowed them to take on the role and boosted their confidence in managing people effectively, and this experience of success further boosted the Fellow's confidence. Their colleague reports an appreciable improvement in how the meetings the Fellow chairs operate as a result of their leadership.

'At first the approach was really quite different but I think people welcomed that different approach and now feel that they can engage much more in that forum whereas previously they perhaps thought that whatever the chair said went. Now people know [the Fellow's] view is no more important than anybody else's in that context and so people speak up.'

The Fellow has also felt clearer in their leadership ability to explicitly manage the expectations of others, which has allowed them to deal smoothly with areas of potential conflict:

'I represent [my organisation] as a governor, but I'm a governor of the school, first and foremost. And there's potential for loads of conflict with that, and so I think that my experiences of doing Clore and talking about some resilience and managing ambiguities has been really helpful in helping me to manage that potentially tricky relationship. And also managing other people's expectations of me because there have been a couple of times when I think unfair expectations have been made of me. And whereas I think potentially last year that would have caused me anxiety but I wouldn't have known what to do with it, I've felt much more confident about saying look I actually feel quite uncomfortable about that. And that's felt really good and quite liberating again.'

Following on from these assertions, we can see similar responses on the Fellow's strengths post-Programme - clear-thinking, and in engaging others - from others including colleague and secondment host:

Colleague: *'[The Fellow is] very personable and... was considerate in terms of thinking 'how am I going to bring about this change, how do I need to bring the people with me so they actually see the benefit in doing this and want to work differently'. I think people have really welcomed that.'*

Secondment host: *'And certainly in the way [the Fellow] interacted with people,*

[they] did it with, professionally and with confidence and clarity. [They] came and observed one of our directors' team meetings and was asked to give a bit of feedback in the end and I was impressed with the clarity and the confidence with which [the Fellow] was happy to give that feedback.'

As well as having an impact on the Fellow's work with organisations they were already involved with, the Programme gave them space to explore the sector more broadly, and get a sense of the substance of the other roles and organisations. This knowledge has had some impact on their interests going forward within the sector:

'...particularly thinking about the social investment workshop we did, I came away buzzing with loads of ideas about what I'd love to do and where I could get funding from. And came away feeling, there's loads of money around and private equity and philanthropy and we need to use it. So it made me – I felt quite inspired by that. So what I'm exploring now is different project related work. So I'm particularly interested in how you scale up and replicate projects that are already working. Things like social franchising.'

The Fellow also feels their sense of self-awareness as a social leader will help them to focus their efforts on where they are most able to make the greatest impact:

'I also think that, because I feel a bit more confident about what I'm really good at and what I like, and also what I don't want to do, I think that might help other people. Because I think that by me being clearer, I think it will help them to get the best out of me and help me to get the best out of me and out of the people I work with as well.'

Going forward, the Fellow feels pressure to have a tangible return on the Programme in the form of a new role where that impact can really be demonstrated:

'...the role I need to get after [the Programme] is a role that I would never have got last year. It's got to be – because whilst it's funded and that's brilliant, it is a year of lost earnings to some extent. So the investment is something I'm really happy about and obviously, I'm delighted that [funder] were happy to fund it, but it does have to have, there needs to be a proper return on it, which is turning out to be quite a pressure!'

Fellow 3

The Fellow achieved their original aim of a broader perspective on the sector through the Programme. They also improved their self-awareness, and this will inform their leadership behavior as well as their next moves in the sector.

The Fellow aimed primarily to use the Programme to access opportunities they might not otherwise have in order to get a broader view of the sector:

'I aspired for Clore to take me to places I've never been before, or that I couldn't get to under my own steam. And that was the nub of my expectation which was that I knew that I'd get pretty far under my own steam, I'd got to a senior position within a national charity on my own. So I wasn't necessarily worried about taking the next step in my career, but I wanted that broader view. I wanted to leverage Clore's capability to get me to places I didn't have the contacts or didn't have the knowledge or potentially the skills and perhaps those three things were interlinked.'

The space the Programme gave the Fellow allowed them to develop a sense of their strengths and weaknesses as a leader. For this Fellow the combination of Clore activities and their chosen third-party development choices, funded by their Programme budget, were key:

My experience on [on a third party leadership programme accessed through the Clore individual tuition budget] ...has really helped me with understanding what that might look like. [It] gave me a kind of broader perspective rather than a sectoral one which was actually one of the challenges at Windsor was I think a lot of people still think of charities as being these homespun church and faith and vicar type affairs.

The 360° Review which was an early part of the Programme also helped provide a neutral space in which to reflect on behavior outside of the context of the workplace, and provides evidence of the kind of work impact that the Fellow was looking for:

'...from the... 360 that I did, I can go back to my line managers and say well actually, I know these are my two or three areas of fundamental challenge, which I'm not going to fix with the course, because not everything you can fix with the course, but you can certainly get information. They're about behaviours, they're about deep-seated behaviours. And so, we could triangulate in supervision or in one to one or with my line managers, what I've learned through Clore, the feedback that they're getting from colleagues and staff, and my own self-assessment. And that third space, that third benchmark is really helpful in that respect because it gives us a safe space to talk about that which is, you know, you've had this feedback through Clore rather than Joe Bloggs down the corridor has fed this back to me.'

It was not always straightforward for Fellows to attribute more concrete achievements direct to the Programme, both because effects were seen to have multiple causes – e.g. separating out the Programme’s influence from others on the Fellow – and work outcomes in particular were often seen as collective rather than individual achievements. However, the Fellow did point to one specific change which resulted from their secondment:

‘I did, with the person that I worked with, manage to change four lines in the [framework document] or four words in the [document], which I understand some civil servants spend an entire lifetime trying to do!’

The Fellow suggested it was part of this experience, along with the third party programmes they mentioned above, which caused them to shift their conceptualisation of social leadership away from one which focused on leading primarily through a (their) hierarchical organisation, and towards leading a social ‘space’:

‘I think one of the things that I’m more comfortable with, that I feel comfortable about is leading within a social space rather than having to lead in an organisation. And I do that anyway, but I think for me, the feeling of having, the separation between positional power as a manager and having authority on something because of one’s experienced insight opinion in a social space, I think I feel more confident doing that.’

The Fellow feels the impact of the Programme has primarily been through their own behaviors and approach to their role within their organisation, particularly in the shift in their approach to leading and managing particular issues.

Fellow 4

Case summary: The Fellow saw the Programme as an opportunity to develop their career into new areas. The experiences they had access to through the Programme gave the Fellow greater confidence and this led to them applying for, and eventually being offered, a role of scope and reach beyond what they had believed they could access prior to the Programme.

The Fellow now feels able to make an impact on the operation of their new team and consequently on beneficiaries in ways they did not expect to prior to the Programme. The Fellow had a noticeable effect an impact on their secondment placement, and particularly felt the network they developed through the Programme continues to help them be a social leader.

At the outset of the Clore Social Leadership Programme the Fellow saw it as an opportunity to meet development needs towards a distinct step-change in their career:

'I wanted to go into an area where I had more responsibility for negotiation, for decision making, and strategic focused decision making.'

Becoming a Fellow in of itself gave them greater confidence, and this resulted in the Fellow reapplying for a prestigious course they had previously been rejected from.

'I think it was having the confidence that, just being accepted and being part of a Fellowship group gave me that made me do that again.'

The secondment allowed the Fellow to have an impact on a range of issues of diversity within the secondment organisation. The Fellow's work on recruitment within the organisation had a lasting impact on their recruitment processes. As their secondment host noted:

'...we've ended up with a really good report which we've taken into some of our resourcing plans and now our recruitment consultant has taken that into something she's put together that we're calling 'routes into work'.'

The Fellow's work also made an impression on senior figures within the secondment organisation, and another colleague reports that these insights continue to be felt:

'I think the session [the Fellow] had with the executive board was incredibly helpful. And challenging, actually, [the Fellow] brought a level of challenge that I don't think we've allowed to – [they] got the freedom and space to say what [they] thought. And actually, reflecting back on it now, the insights [they] gave still have impact.'

The Fellow's success in the role helped boost their awareness of their key strengths and this increased their confidence in themselves in that role:

'I worked sort of a fair way through the organisation really, anybody involved in recruitment, because I was working on diversity in recruitment and how to make the recruitment processes work in terms of attracting a diverse population of applicants, because they didn't have any, and they still don't. And I think that helped me to realise that actually, again that sort of thing, bringing together ideas and presenting them, I was not bad at. I got listened to.'

The network the Fellow gained through their activities on the Programme continues to provide expanded opportunities for them to contribute to the sector. For example, they continue to provide insight to those they worked with on their secondment:

'...we have stayed in touch, and it's been very useful to have [the Fellow's] insight where we're more successful. In the settling period, there are going to be issues because say maybe we haven't had a person in that office before and it's not set up right.'

The Fellow's confidence in their abilities and strengths as a leader gave them the impetus to apply for a new type of position outside of the specific sector in which they had previously worked:

'I thought this is really different, but it's something I've always wanted to do. I feel confident I can do the job, let's go for it.'

They felt that the greater awareness of their strengths and how to use them which they had gained from the Programme led to them being offered the position that they wouldn't otherwise have been offered:

'They were looking for a manager, and somebody with potentially fresh ideas, potentially quite resilient. They were looking for resilience, and that's definitely something that I have developed on Clore. Not just self-resilience, but knowing how to show others that I'm resilient.'

They particularly attributed certain areas they had focused on in the Programme – for example around resilience in their research – as making a tangible impact:

'I realised that they were looking for somebody who was resilient, and I picked that up. Whereas I don't think I would have noticed before from the questions in the interviews. And I changed tack and was able to draw on experiences that I've had that demonstrate my resilience. And resilience is something that we talked about a lot in Clore and it's something that I talk about a lot in my research.'

Training that the Fellow underwent either during the Programme or as a result of it has had

an appreciable impact on their leadership in this new role:

'I think some of the training that I've done, particularly around things like Action Learning and now I'm doing coaching, has helped me to frame how I approach particularly difficult subjects that I'm leading on, difficult areas, particularly in my current work.'

The Fellow sees a potential for further career progression in terms of leading a larger team because of the new role they have gained. This broadened their impact, and opened their horizons as a potential social leader – although acknowledging this was not their sole goal from the Programme:

'I do lead a team and I feel I could lead further up that team. I could be the head of the service quite easily. So it still remains a possibility, I haven't got there yet. I am still developing what I need to do that, but it's not the be all and all.'

This is reinforced as an impact when they are described by a colleague as being very effective in steering between different viewpoints:

'I think [the Fellow] is quite a natural leader. I think... [they] can easily see the different sides of an argument but still get [their] point across. Which I think is really important. And obviously to be able to step back and see the bigger picture.'

This Fellow felt they made tangible changes to their confidence, attitudes and behaviours as a leader, which were directly relevant in allowing them to progress to a role they feel gives them more scope to act as social leader. The impact on their secondment host organisation, and their work organisation supports these reflections.

Fellow 5

The Fellow went into the Programme thinking they would stay in the same area of the sector and the same type of role. Colleagues report that the Programme had an immediately noticeable effect on the Fellow's work. The Programme gave the Fellow the opportunities to bring their skills to leadership in a variety of organisations, and during a successful research project.

Coaching, secondments, and the space that came with being on the Programme allowed the Fellow to reflect on their career direction. This, combined with people and organisations they became involved with, led the Fellow to realise a different vision for their place in the sector. This shift, and a challenging secondment, made for a sometimes difficult experience on a personal level, but they, and others, think that the effect of the Programme may be for them to ultimately bring about "deep-seated social change".

The Fellow's original aims for the Programme indicate that they wished to remain in broadly the same area of the social sector, but with the opportunity to develop their career in that area at a faster pace than would otherwise have been possible.

'I thought I was being developed and would go back in as director... somewhere, kind of better earning power.'

However, their experiences on the Programme caused them to first question, and then make a profound shift away from these original aims. There was an immediate effect of the involvement with the Programme on projects the Fellow undertook alongside it. According to a work colleague of the Fellow, the Programme focused the existing strengths of the Fellow and this resulted in one campaign successfully broadening its reach under their direction, and into wider awareness for the campaign:

'It started off as something quite bounded and became this major thing that didn't quite take over the world but came quite close to it. I think [the Fellow] came into the Clore Programme kind of in the course of that, so we started benefiting from the Clore expertise during the project.'

The Fellow encountered challenging attitudes within an organisation she was seconded to as part of the Programme, and they felt these sometimes acted as a barrier to their ability to effectively implement their learning from the Programme, including some quite acute interpersonal issues in the situation. However, there were some plus sides to the experience according to one individual:

'I think it did a couple of really positive things. One is it opened up [the Fellow's] eyes to the reality of how these organisations work. I think perhaps before [they]... had them on a slight pedestal. Perhaps they thought wow, they're doing all this amazing

stuff, and on paper they appear to be. But actually in reality they're not. I think that then focused [the Fellow's] mind a bit in terms of the... organisations [they] had seen and worked with [elsewhere] and actually how effective they are. So it was a good 'foil' if you like.'

This opportunity to reflect and grow as a leader through their experiences on the Programme was also emphasised by the Fellow in their interview.

From the Fellow's own understanding of their experience of the Clore Social Leadership Programme, they decided to change direction compared to their original aims for being on the Programme. Coaching, secondments, and the space that came with being on the Programme allowed them to reflect on the path they had been on and their place in the sector. An important part being able to make that determination was the financial support the Programme provided, allowing them to devote themselves to self-development and reflection.

'It paid me so I don't have to worry about paying the rent, it gave me the headspace and physical space to actually open my mind... There's no way I would have been able to go through that journey if it hadn't have given me a bursary.'

Coaching helped the Fellow realise the drivers behind the fast pace at which they had been moving, and reflect on the impact on this. This impact was emphasised by the Fellow's coach:

'I think the coaching had a profound effect on [the Fellow] because... [they] stopped and thought for a while ... What the Programme did... was it stopped [the Fellow] in [their] tracks and... that was really hard for [them]. It was really hard for [them] to have time to look at [themselves]. And that's part of the beauty of what this Programme does, of course, it stops very busy people in their tracks and says 'Hey, what direction are you going in? Are you going in the right direction? Should you be going somewhere else?''

For those Fellows who decide to make profound changes to their approach to social leadership as a result of the Programme, this opportunity for reflection on capabilities and attributes through the multiple activities within the Programme seemed to be particularly important. So it was this space and active reflection which, combined with people and organisations the Fellow became involved with, led them to realise a different vision for their place in the sector:

'I do social innovation and I didn't realise that. And it's the way that my brain worked and my values and what I'm interested in, is actually social innovation.'

The change in focus certainly appears to have led to perceptible differences in the Fellow's behaviour that has been picked up by others with whom they were interacting:

'And actually, been for a few interviews in campaigning roles and just couldn't get – couldn't feel the passion to go and do it again. And the people that interviewed me were like, you don't really fit any more. So it's been very interesting, so I've had that shift, it's obviously reflected in my behaviour...'

This shift, as well as the Fellow's challenging secondment and personal circumstances, made for a difficult experience, but having gone through the journey the Fellow, and those around them, seemed optimistic about their chances of enacting significant change in their new path:

'I think one of the nice things about watching [the Fellow] grow through the experience was [they] had lots of perhaps disparate ideas that just, you could see them coming together. You could see little connections being made and through that the whole thing being strengthened.'

In the short term, the interviews indicate that the Programme has contributed to the Fellow's ability to make a positive contribution to the sector. But the way in which they do so has transitioned from having their voice being lent authority by the organisations they represented, to having confidence in their voice in and of itself:

'I always had really good brands behind me. And then now, nothing. Wasn't managing anyone, I'm not talking to anyone, I've got no weight, but actually what Clore has given me is a really strong belief in myself. It sounds really arrogant but like, I want my say because of my life experience, my professional experiences and my opinion on them.'

For example, the Fellow's knowledge of coaching from the Programme has allowed them to advise other organisations in the sector on how they can use coaching:

'...we wanted someone who understood the topic but also was demonstrably good at asking the right questions and listening to the answers.'

This is one example of how the Fellow is able to use their leadership strengths to disperse learning on the Clore Social Leadership model to the wider sector. The Fellow also made a strong impact on and through their research project, as their research supervisor noted:

'[The Fellow is] very good at connecting people and bringing them along with [them]. And I think particularly in the charity and voluntary sector, that's a huge skill. We don't need more people on pedestals, what we need is more people who can lead alongside and be part of a team, and really believe in the idea. I think because [they're] passionate about what [they're] doing, [they] believe in the idea and that counts for a lot.'

However, despite their new focus overall, the Fellow continues to have an impact in their former area through continued involvement as a trustee.

Fellow 6

The Fellow went into the Programme looking to have major development opportunity prior to starting up new independent organisation – a task which they felt insufficiently prepared for without the Programme. Opportunities arising from the Programme have translated directly into benefits for the new organisation. For example, the research provided an evidence base for the impact of its activities. This and other elements also expanded the network on which the organisation is able to draw.

The organisation is hiring staff for the first time and the Fellow now feels it has a good chance of survival and a sustainable future. These successes mean the Fellow is now seen as a ‘thought leader’ and others in the sector are seeing an impact on the approach of others. The Fellow and others around them attribute a major part of the Fellow’s success in with the new organisation to participation in the Programme.

The Fellow went into the Programme wishing to have a development opportunity. They felt that fulfillment of their other aim of starting up a social enterprise could interfere with the potential for development, so the timing of the Programme was key:

‘...it’s sort of like well, before I embark on this thing that is social enterprise... once that is off the ground, it feels difficult to embark on a programme of learning and everything, so let’s do that first.’

Opportunities arising from the Programme have translated directly into benefits for the organisation. For example, the research provided an evidence base for the impact of its activities. This and other elements also expanded the network on which the organisation is able to draw.

A colleague who worked closely with the Fellow sees the Programme as having given them an opportunity to put to clearer use their pre-existing strengths to make a positive difference:

‘Q: What would you say [the Fellow] is like as a leader?’

A: Persistent. Visionary. Collaborative, humble, inspiring.

Q: Do you think being on the Programme has an effect on those things?’

A: Well that’s really interesting actually. I would have said all of those things about [the Fellow] prior to the Programme. I think the Programme has been a really powerful vehicle for [them] to express all that and for it to be received.’

The organisation is hiring for the first time and the Fellow now feels it has a good chance of survival and a sustainable future:

'I feel much more confident now that it will continue and that we will go on to do great stuff.'

Learning that took place on the Programme has helped the Fellow identify the changing needs of their organisation:

'I find myself increasingly in a position where the energy and skills that [the organisation] needs is becoming more and more different from what it needed to establish in the beginning... one of the things I learnt through the Programme is that different organisations need different styles of leadership at different times. And the energy to begin and start from scratch and to get somewhere is hugely different from the energy it takes to continue something!'

The Fellow would be open to working in a larger organisation in the future if an opportunity arose at the right time:

'If the opportunity came for, to work for a bigger organisation, that enabled me to directly impact more people as a result of a hierarchical relationship, then yeah, I'd look at it. I mean we had a connection with the university that sort of came up recently that they were interested in me being part of the university stuff. And I considered it briefly but I think the timing for that was wrong. So the timing would have to be right, the place would have to be right, but I'd certainly consider it.'

These successes mean the Fellow is now seen as a 'thought leader' and others in the sector are seeing an impact on the approach of others. As one observer commented:

[the Fellow's] radical vision... is definitely having an impact on the perception of the sorts of experiences that [beneficiaries] should enjoy, really.'

The Fellow is now comfortable in describing themselves as a leader, and in particular as a leader of the organisation they founded:

'First of all, you would have had to have dragged it out of me that I was running this organisation... Quite often I started with a whole list of other things, and so [that was] probably the last thing you would have heard me say... There was a lack of confidence about describing myself as a leader. Describing myself as somebody that was leading and had founded this organisation... Much more confidence in that now, much clearer about that now. And the other things have become history in a way.'

This is partly as a result of the way the Programme has altered the Fellow's conception of leadership.

'The Action Learning sets for me were helpful and the [third party, paid for from individual tuition] leadership course was probably the most pivotal moment from

memory. I think there's this issue around doubt, around how people are going to perceive you and doubting your approach, and having an opportunity to have people ask you about your approach and articulate it and refine it in a supportive environment like an action learning set is helpful.'

The Fellow maintained their original focus on expanding their network and capabilities through the Programme in order to be better able to take forward their own new organisation. They, and others around them, attribute some of the successes of the organisation to their activities and learning from the Programme.

Fellow 7

Case summary: The Fellow wanted the opportunity to try new things and to self-develop. They achieved this through secondments and research, and these experiences increased the Fellow's confidence and focus. Through coaching and wider reflection while on the Programme the Fellow determined that the area where they could make the greatest impact as a leader lay outside the sector.

The Programme increased the Fellow's confidence in their personal effectiveness:

'But if you go through the Programme and do the elements of the programme and succeed if you like, I don't see how that can do anything but increase your confidence in the fact that you can do a few things.'

This was a change that was clearly picked up by others the Fellow interacted with, as their secondment host notes:

'At the start [of the secondment], not saying [they] didn't have confidence because [the Fellow] does have confidence in [their] own ability, but at the start [they] wanted to check things, [they] wanted to test things, [they] wanted to be sure of what sort of constitution [they were] developing. By the time [they] had got through the twelve weeks... [the Fellow] was making those decisions, within reason.'

Their increased confidence came with a clearer focus on goals and leadership trajectory. Another interviewee who was close to the Fellow reports:

'I think one of the things I have particularly noticed in the last year, whereas what may have been before very general ideas, exciting ideas but in the very general sense, are now starting to take on a bit of definition.'

As well as being coached while on the Programme, the Fellow chose to invest in a coaching course and these in combination they considered had a profound impact on their leadership behaviour:

'...the whole major theme of communication for example, which is incredibly simple and so few people get right, apparently, including me at times, is just such a thread that runs through the whole leadership thing and the programme. And in fact the coaching course, because the coaching course I did was about coaching but it was also about approaching leadership in a sort of coaching style rather than in a straight coaching, both bits were covered.'

Those who worked with the Fellow over the course of the Fellowship report that one of their key strengths as a leader is in engaging others.

'... [the Fellow] engaged me right from the outset and [they] said to me, I want to do this work. I suppose at that point, when [they] phoned me up and said [they] wanted to do this... so maybe that was my experience of [them] as a leader. [The Fellow] would approach me, [they were] initiating this thing and – yeah, [they] got me on board.'

[The Fellow] is very creative, [they have] great ideas and can put those ideas into practice. [The Fellow] can get up in front of a group of people and say 'hey I've got an idea, what do you think, do you want to do this with me? Come on board.' [They] can really take people with [them].'

This enthusiasm and creativity created clear impacts on a number of those who worked with the Fellow. The Fellow's research project was presented to a number of academics in the field, and the combination of the Fellow's insights and the strength of the research were reported by the Fellow's research supervisor to have influenced their audience. As part of the Fellow's secondment, they created and led an organisation of and for disabled people living in their local area. Although the project wrapped up after the end of the Fellow's time working on it, this was cited by a colleague from the secondment organisation as evidence of the Fellow's leadership impact.

The Fellow's time with their own coach helped made their career aspirations clearer, and it was this focus and reflection on their leadership capabilities which led them to make the major step of looking outside the social sector to maximise the impact of the skills and capabilities:

'I really clarified the idea that at the end of the day I absolutely didn't want to work in the voluntary sector... So what I did with [my coach] clarified me very much in the fact that I am actually a [profession], that's what I do. And that's my main focus, that's what I want to do. And it makes me come alive and get engaged and excited, all the good things that make you actually do work! Hopefully.'

Changes to the Fellow's understanding of leadership capabilities mean they are looking to opportunities to be a leader. The Programme has caused them to recalibrate their understanding of how to be a leader, and to communicate that leadership to others:

'So my leadership is very much either in the personal realm or in stuff I do with music or whatever. I think I have actually because the whole major theme of communication for example, which is incredibly simple and so few people get right, apparently, including me at times, is just such a thread that runs through the whole leadership thing and the Programme.'

Chapter 3 Pathways to Impact

While we believe overall it is important to understand the impact an individual Fellow is having on their team, organisation or area of the sector in its context, one of the aspects which can be discerned from analysing across the individual cases are the broader trends in the *pathways* through which the Fellows are making an impact. This Chapter therefore draws on the ‘impact chain’ model that underpins the overall evaluation, to trace what we see as the primary pathways to impact taken through the Programme by individual Fellows.

The pace of the impact pathways

One aspect to be considered as we trace pathways to impact for individual Fellows is the *pace* at which we would expect to see change. Utilising a new tool or technique, we might expect to see an instant impact: a Fellow using the tool the following day. But for broader changes to attitudes, and approaches to leadership which the Programme hopes to foster, and for the effect of impacts on broad groups of individuals, we naturally assume the impact will take longer to emerge, and to be recognisable.

There is some evidence from the Fellows, those they work with, and the Programme team, that a Programme as in-depth as the CSLP will not have had its full effect even at an individual level, despite some Fellows now being more than a year post- the core Programme elements. One Fellow’s mentor, interviewed as part of the case studies, felt that:

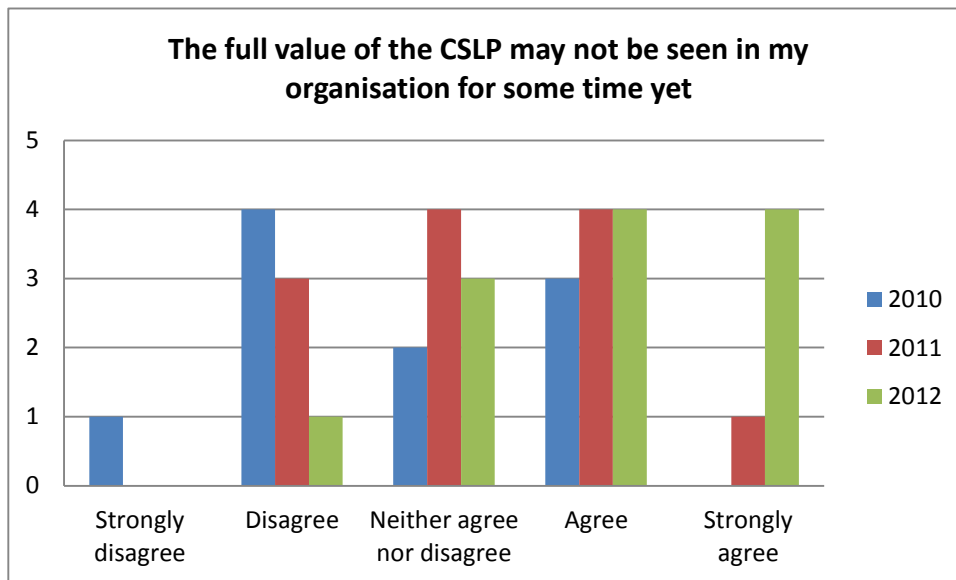
Every Clore Fellow has a story of what they want to do to change their corner of the world, if you like, and I think in the years to come, these significant leaders are going to grow. They’re acorns now. They’re not established leaders.’

One Fellow suggested that there was considerable individual impact, but that the ‘sector wide’ element needed more Fellows to be visible to most, suggesting that it will ‘take time and critical mass to transform the sector – we are only forty seven Fellows as yet’.¹

The chart below, extracted from the Fellow survey to support this point (see Chapter 4 below for more details), gives a mixed picture from across the Fellows as to whether the programmes maximum impact on the organisations in which they work has yet to be felt. As we would perhaps expect, more of the 2010 cohort feel that the impact has reached across their organisation, while those of the 2011s, and especially 2012s, still on the Programme, feel there is time yet for the full impact to be felt.

¹ Correct at the time of interview. As of January 2013, there are 65 Clore Social Fellows.

This suggests, firstly, that many of the Fellows consider themselves as individuals and, particularly, as a group of Clore Social Fellows, yet to have effected the maximum change they can from their participation in the Programme. It secondly indicates this timing element needs to be taken into account when considering the pathways and trajectories of impact taken by individual Fellows.



A coach who has been involved with the CSLP for some time, and had multiple clients from across cohorts described the pace of impact of the Clore Programme as ‘slow release’; yet to take its full effect:

‘I think it’s “slow release” and it’s incendiary, you drop people in at key points, they create change ... There’s a real thing in the charity sector where it’s not just, it becomes a self-fulfilling prophecy that people in that sector lack the skills to manage and they believe they’re second-rate. There’s no reason why they should be. ... So Clore is hugely valuable for that. It’s a thing of scale: timing and scale.’

Despite this sense that the full impact is yet to be realised, the individual case studies of **Chapter 2** give examples both of tangible change, and of the different routes through which Fellows have gone to effect that change. Although there is some overlap in some individuals, the two primary pathways evident in the individual case studies are a) an ‘accelerated trajectory’ pathway, in which the individual seems to be achieving their pre-Programme leadership goals at a faster pace than they would otherwise have been able to, and b) a ‘changed direction’ pathway, which is more transformational, both in terms of the Fellow’s understanding and approach to social leadership, and their way of deploying that leadership.

Accelerated trajectory

The first major pathway to impact from the Fellows is through the Programme's ability to speed up their achievement of leadership roles and positions to which they aspired prior to the Programme, but lacked the skills, confidence or clarity of purpose to achieve.

This pathway emphasises the degree of focus a Fellow has on utilising the opportunities afforded them by the Programme to develop a breadth of experience and range of capabilities and skills required to achieve the sought-after position.

Within the case studies of **Chapter Two**, we can discern that this has been the primary pathway for cases 1, 3, 4 and 6. There are elements of the journey of case study Fellow 2 which also fit this pathway, but less clearly. The aspects which those cases appear to have emphasised within the Programme include the networks developed within and through the Programme, the range of experiences they could access through secondments and individual tuition budget choices, and coaching to achieve a greater self-understanding of how to focus on achieving key goals.

This pathway seems at the core of the Clore Social Leadership Programme achieving its aim of creating a cadre of new social leaders through accelerating their development, very much in the vein of management development programmes which focus on other sectors. As such it is encouraging that several of the cases, both in large and small social organisation contexts, feel able to utilise the Programme to have impact on their teams and organisations in this way.

It is important to note that not all Fellows were happy that this pathway was adopted by a wide range of Fellows, seeing it as more narrowly defined than they would like. They baulk at an impact that sees social leaders accelerated into leadership positions through the Programme as individuals, without making broader changes to the nature of that social leadership as they do so:

'The risk with a Programme like this is that it's a fast track mechanism. So instead of actually changing the sector and having an impact on it, what you're doing is you're just fast tracking people further towards the top of it. And I think that's a real risk and I think that the cohorts are getting steadily braver about it not being that. And actually, the responsibility being on us as well to create things in the sector rather than just shape ourselves so that we fit the most senior job we can plausibly get after the Programme. And that's where I think it really does differ from a fast track management programme.'

It is this concern and questioning of 'how social leadership is to be done' that become the primary motivation for those taking a 'transforming' pathway to impact.

Changing Direction – ‘transforming’

The other primary pathway to impact identifiable from the individual impact case studies is one in which the Fellow uses their experiences on the Programme to, in some cases, radically question the nature and approach to social leadership they held pre-Programme. In some cases this is a personal change, from a prior state of some clarity, closer to the ‘accelerated development’ pathway. Case study 5 seems to be a good example of this, and case study 7 also indicates a lean towards this pathway, although less strongly so.

The questioning of the overall approach to social leadership inherent in this pathway was something that some Fellows seemed to enter the Programme intent on exploring, but nonetheless felt themselves changed by taking up that opportunity to reconfigure their understanding of the context in which they had been working. Others only felt the need for a broader rethinking of their approach while they were developing their learning and experiences on the Programme.

From the case studies in this report, and from prior Fellow interviews in previous years who we can retrospectively label as being on this pathway, it seems that these Fellows: utilise the coaching and mentoring to reflect on broader issues of social leadership, as well as their own capabilities, the research to explore alternative models of social leadership, and the secondments to either test out their ideas about how to rethink social leadership, or to broaden their experience with options outside the sector.

This pathway offers something of a challenge to the Programme to incorporate a broader questioning of the issue of social leadership and the sector itself, particularly when it seems clear some of ‘accelerated development’ pathway Fellows are not seeing this as a key purpose of the Programme. The heart of the challenge is articulated by one Fellow who brings together the ‘slow burn’ element of Fellow’s impact with broader issues inherent in ‘transformational’ pathway:

‘That actually, we haven’t talked anywhere near enough about what the future of the social sector might look like... And I think we’re getting the hang of having some of the conversations about it but I don’t think we’ve done it enough... And I think as a generational thing as well in that the sort of leadership path or career paths available to people 20 or 30 years my senior aren’t available to people leaving university now. It just won’t work like that. And so I think we need to get a bit smarter and probably I think the Programme is evolving into being smarter about that there are more than one way to do this. And we need to think about, we need to project ourselves because if my cohort are going to be social sector leaders of the future, it’s no good making us all brilliantly just for 2012 if when we’re really going to have an impact is in 2020.’

In addition – although this is a surmise from the analysis rather than strongly backed with the case evidence – it seems likely that those on the ‘transformational’ pathway, may take longer to feel they are making a tangible impact on broader groups, as they are often looking to

make changes on a larger scale (at least to begin with). The Programme's flexibility in structure and delivery appears well able to cope with creating experiences which cater for both of these primary pathways to impact, but it seems clear from those Fellows who offer concerns about how the Programme wants to engage with transformational change within individuals – the two quotes most immediately above are good examples – that going forward the Programme should consider carefully how best to support those taking this pathway.

A final aspect of the pathways to impact to be considered picks up a major theme of the Year 2 evaluation report – the 'collective' Fellow approach to making an impact. In the Y2 review, there were few examples of Fellow working directly together on activities that were not related to their Fellowship, although clearly they made extensive use of each other as a support network. However, in the intervening period there have been a small number of specific examples of Fellows working collaboratively directly on new ventures, organisations and ideas, albeit not under the 'banner' of the CSLP. As we concluded last year, we don't believe that this should be a major element pushed by the Programme, but it seems likely that those collaborations will be associated more directly with the CSLP in any impact they make. It seems marginally more likely that those on a transformational pathways to impact would be more likely to look for other Fellows as direct collaborators outside the core Programme elements, but also possible through the accelerated career route.

This Chapter has considered the two primary pathways through which individual Fellows try to make an impact, and how they have used the elements of the Programme to move along that pathway. We believe that understanding this process of reaching impact is important both for understanding the kinds of impact Fellows will have in their individual areas of expertise and interest, but also on the likely timing of impact on different groups relative to their experience of the Programme, and the visibility of that change to groups of stakeholders. Those Fellows emphasising an 'accelerated development' pathway are likely to have more focused impact on their organisations and groups in terms of individual leadership practices, while those Fellows leaning towards 'transformational' pathway may have a broader, diffuse impact on the sector's way of viewing itself and leadership at a later stage.

Chapter 4 Survey Findings

To supplement the impact case study element of the design, in the September of 2012 we also undertook a survey of all current and former Clore Social Leadership Programme Fellows. This chapter reports the key findings from that survey,

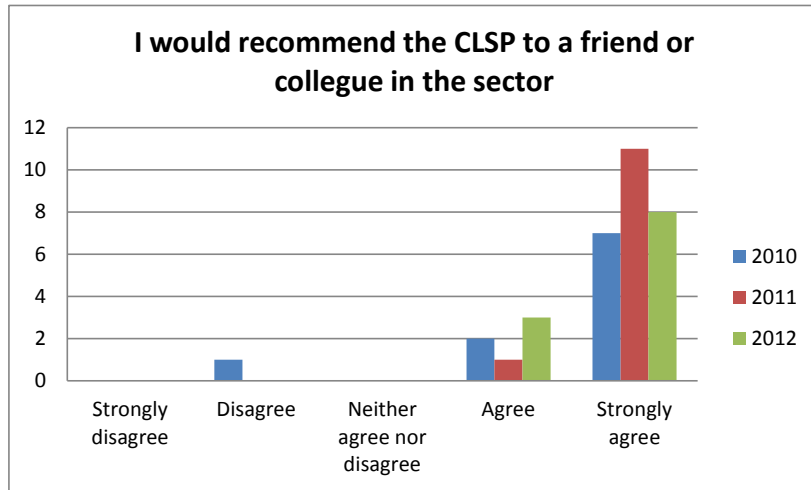
Survey Design

The survey was sent out to all Fellows in September 2012 via email. Its aim was to collect the views of all three cohorts of Fellows on the impact of the Programme on their current day-to-day work and how it compared to their pre-CSLP activities, their impact on beneficiaries, and on the long-term development of leadership in the sector. It also asked Fellows about changes to their roles since having been on the Programme. Thirty-six Fellows opened and completed at least part of the survey, a response rate of just over 76%. This is a suitably representative sample for analysis, but would probably have been higher had we not required responses in a very short (2.5 week) window, to ensure results were available for the 2013 Fellows welcome day. Not all respondents answered every question. For some of the responses we give the overall number of respondents to each specific question.²

Key findings – overall assessment of the Programme

While perhaps not surprising, given its investment in them as individuals, the overall assessment of the CSLP experience by the Fellows was highly positive, 97% feeling that, overall, the Programme was well worth the time and effort they had invested in it. A similar percentage – 94%, would recommend the Programme to a colleague or a friend who would wish to pursue a leadership career path in the social sector:

² NB: when we indicate that a percentage 'agreed; or 'felt' an opinion we are, in general, aggregating those who indicated either a 4 or 5 response to a question - i.e. that they either 'agreed' or 'strongly agreed'.



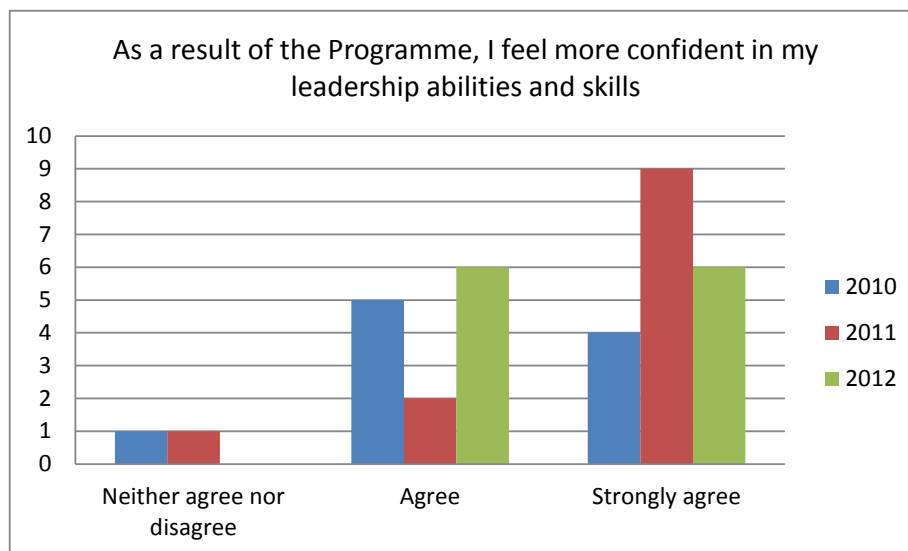
The Chart above shows the number of individuals responding to the question of recommending the Programme (left hand scale) broken down by cohort (key on the right of the chart). The response to this question is strongly skewed towards 'strongly agree'.

A strong majority of respondents also felt that the Programme had been a step change in their ability to develop as a leader, with 75% feeling it had a transformational impact on their development as leaders.

Key findings - Tracing the chain of impact

In addition to the overall findings, we can trace the Fellows opinions about where along the chain of impact they feel the Programme is having an effect – and we can look at individual benefits and others.

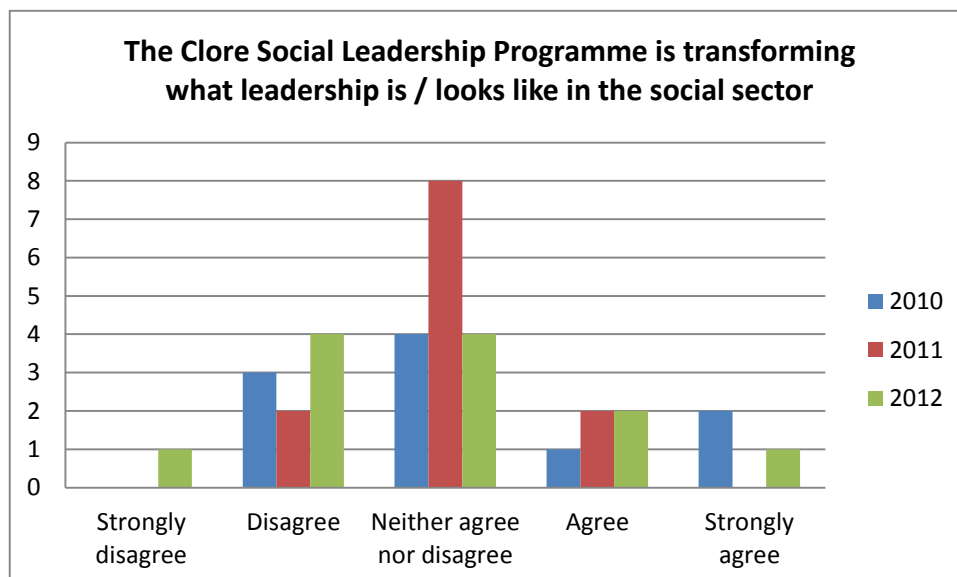
In terms of attitudes and perspectives on leadership, an overwhelming majority – 94% – agreed that the Programme had made them feel more confident in their leadership abilities and skills. The Chart below indicates that this is also skewed strongly towards the 'strongly agree' response.



When we turn to examine the effect of the Programme on the scope and scale of the leadership roles the Fellows have taken up, it is important to break the results down by cohort, as many of the 2012 cohort respondents, and some of the 2011, had not completed all the core Programme elements at the time of completing the survey. The survey suggests that 44% of respondents overall had increased the scope of their people management responsibilities since joining the Programme, but this breaks down as 78% of 2010 cohort, 42% of 2011 cohort and 18% of 2012 Fellows. A similar pattern emerges on scope of budgetary responsibility, with 56% of 2010s indicating it had increased since beginning the Programme, compared to 33.3% and 9.1% for 2011 and 2012 Fellows respectively. This suggests that the Programme is having an impact on traditional career ladder scale and scope of role measures – perhaps a reflection of the number of Fellows seemingly on, broadly, an accelerated development pathway to impact.

Moving down the chain of impact, considerable majorities of all cohorts still feel clear and confident they are making use of their self-reflections on themselves as leaders in their day to day practice (91% agree), but this drops to 42% of respondents who agree that the Fellowship has had a positive impact on the *beneficiaries* of my organisation, perhaps indicative of general concerns about attributing the acts of one individual to many outside the organisation. It should also be noted that 27% respondents answered ‘N/A’, suggesting they are not currently working for an organisation that has charitable beneficiaries.

Looking at the Fellows’ sense that the Fellowship group has had a positive impact on the wider social sector in general, we see similar levels of agreement to the beneficiaries questions, with 44% of respondents. One notable cross-tabulation result on this question is that (although it is a small sample of 6), 83% of respondents aged 25-34, suggesting the younger members of the cohort were more convinced of the broader impact. The data paints a similar picture when looking at the Programme’s impact on *leadership* in the sector. This probably reflects both the earlier chart suggesting the Programme has yet had its full impact on individuals, and those on the ‘accelerated development’ pathway who were not always sure changing leadership in the sector was something they required from the Programme.



This Chapter reviewed a selection of key findings from the 2012 survey of Clore Social Fellows. Encouragingly, for the most part the findings corroborate the key messages of the individual case studies, suggesting they have some broader validity across the whole Fellowship group. There are strong positive responses to their experiences of the Programme. As we trace down the impact chain, Fellow confidence to attribute clear impact becomes weaker, however, more than 40% continue to conclude the Programme is reaching beneficiaries and the wider social sector with its positive influence in 2012.

There is also some trend evidence that earlier cohorts are more convinced of their broader impact, and of the Programme's broader impact, supporting the idea of a chain of impact in which the full value of the Programme is not yet realised, even for those Fellows who have completed.

Chapter 5 Conclusions and Recommendations

This chapter brings together the individual case study analysis of **Chapter 2**, with the cross-case analysis of impact pathways in **Chapter 3**, and the key findings from the Fellow survey reported in **Chapter 4**. It draws out some conclusions before offering a number of practical recommendations to the Clore Social Leadership Programme to ensure it can maximise its positive impact on individuals and the social sector in future.

From both the Fellow survey and the case studies, most stakeholders seem ready to state that the Programme has made major changes to the individual Fellows, and those they work with directly. They are somewhat more reticent to claim changes to leadership approaches and capability across the sector – perhaps to be expected, or an unrealistic goal after only 3 years of operation. Partly this seems to be because along the pathways to impact, particularly the ‘transformational’ one, these range or degree of impact may not yet have been reached. The impact appears instead focused on strong, concrete changes to individuals and their organisations. However, there are indicators from the cases and broader examples in this third year of the evaluation that the ‘chain of impact’ *is* continuing as the stakeholders hope; that, from a quote earlier, the ‘slow burn – incendiary’ effect of Fellows is starting to be felt on a larger scale.

Individual research projects appear a key vehicle for broader impact both of Fellows’ work and the Clore brand, with key launches and dissemination to academic audiences and parliamentary and policy groups as well as senior stakeholders within sector. From the Programme team interviews and new recruits to the Programme there is evidence that individual practice-based research projects were a key mechanism for raising the profile of individual Fellows in their own fields. New recruits seemed often at least partly aware of Clore Fellows and their achievements through knowledge of their research projects and publicity for them, and the research project launches and responses are an important mechanism for communicating impact to sponsors and other stakeholders.

Therefore, through these mechanisms and pathways, and largely because of their perceived expertise in specific areas where they are having an impact, there is evidence of Fellows being asked to have a voice on a larger scale across the sector, which may well be the first indications of that broader impact starting to emerge as more of the Fellows move further down their own impact pathway:

‘Increasingly I’m asked to talk about stuff that isn’t about [the Fellow’s specialism] itself, it’s more about [the organisation] being a social enterprise. And so for example on Thursday this week I’m addressing a charity conference because many of those charities are looking at social enterprise as a new direction if you like. So that’s fascinating because we started the other way around. So yeah, we are increasingly sort of called upon individually and to present groups around our experience of establishing a successful enterprise.’

There are therefore four key conclusions which we draw from the preceding analysis. They focus on the broad acceptance and embrace of the Programme's value by a range of stakeholders; the evidence of individual impact; the implications of the main pathways to impact which are present within the Programme, and the emerging broader 'voice' of the Fellows and Programme within the sector.

From the survey and the cases – including the external stakeholders – it is clear the Programme is popular and respected. For example 75% of Fellows conclude that the Programme had a transformational impact on their development as a leader, and 94.2% would recommend the Programme to a colleague or a friend who would wish to pursue a leadership career path in the social sector, both strong positives which are the questions least influenced by self-interest in giving a positive response. Most Fellows, and external stakeholders who expressed an opinion, continue to believe the greatest impact of the Clore Social Leadership Programme has not yet been seen from them individually.

It is important to stress that evidence of individual Fellow impact on those other stakeholders who were interviewed was clear and positive in each case. In each individual case both the Fellow and those around them who were well-placed to judge could point to specific examples both of attitude and behaviour changes, and tangible changes the Fellows had made which impacted their groups or organisations. This is supported by the some 70% of surveyed Fellows who felt changes due to the Programme had made a significant impact on their group or organisation. The Programme should be seen as a success both for participating individuals and those they work with during and after the Programme. There is confidence from these stakeholders that the Programme can have a strong impact on leadership in the social sector, and for beneficiaries of the social organisations for whom the Fellows work.

There appear to be two primary pathways to impact in the Programme – one in which the Fellow's pre-Programme trajectory (career, and as a leader) is accelerated by their experience on the Programme. The other is more transformational, in which the individual emerges from the core Programme elements with a considerably different perspective and understanding about social leadership and how they should effect it.

The pathways to impact are important because they indicate important differences both in the way that individual Fellows make use of individual Programme elements, and the way in which they will seek to deploy their learning from the Programme. There doesn't appear to be a consistent pattern in the cases as to whether an individual Fellow arriving with certain aims will primarily route through one pathway or the other. We would cautiously suggest there is some evidence that those taking the 'transformational' pathway have found it somewhat harder, or may take longer, to have tangible evidence of impact – often because they are aiming for wider change.

While the survey evidence shows we should be cautious in claiming widespread impact on the sector, when we examine the cases and individual Fellow examples there is some evidence that Fellows are starting to have a leadership voice on a broader sector scale. This

voice appears to be grounded in their individual achievements in their specific areas of the sector, rather than as 'social leaders' per se, but there has been recognition of the role of Clore in creating the platform for, the confidence in, and the capability of those voices to have impact on a broader scale. The ability of Clore to leverage and claim the impact of some of those voices as they emerge, so that the sector begins to associate their influence with that of Clore, will be crucial to tracing broader impact as the Programme develops and the Fellowship cohort expands.

Recommendations

From our analysis and conclusions we would make the following recommendations, taking into consideration activities and plans which the CSLP programme team have already put in place for future cohorts.

The CSLP should continue and expand its activities which support the 'transition' from 'core Programme elements' to 'ongoing Fellowship':

- As the Fellowship numbers swell, helping those Fellows in new roles and organisations maximise their impact – and feedback how it was achieved – will be increasingly important.
- Additional support – perhaps through Programme team, perhaps through the Clore network, might assist those, particularly on the 'transformational' pathway.

The CSLP should actively consider how it:

- Ensures the concept of 'leadership' within the Programme is sufficiently broad, given the diversity of the participants. The current discussion of the concept within the Programme is not particularly narrow, but from the evidence further effort to ensure this is not felt by the Fellows as constricting – and is regularly part of the discussion within the Programme, will be required.
- Might use the potential for the 'voice' of Clore Social Fellows in the sector to promote sector-wide change (while being conscious the Fellow are rarely likely to speak entirely with one voice).
- Can use that emerging voice to fight for the role of in-depth, personalised leadership development opportunities within the Sector, given the Programme's evidence of individual impact, and the continued paucity of alternatives.

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Contact details

Benjamin Reid

breid@theworkfoundation.com

The Work Foundation
21 Palmer Street
London SW1H 0AD

info@theworkfoundation.com

www.theworkfoundation.com

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