

Impacting Leadership in the Social Sector

Year 2 Evaluation of the Clore Social Leadership Programme

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1. Executive Summary

- **Delivery:** The Programme continues to strengthen in all areas of delivery. A similarly-resourced team to 2010 continues, despite there now being 3 cohorts of Fellows on the Programme simultaneously for some of their Fellowship period.
- There have, to-date, been no drop outs from the Fellowship – an impressive achievement given the external pressures on mid-career learners on any development Programme, and the range of specific personal challenges these particular Fellows faced in 2010-11. We attribute this lack of drop outs to conscientious support of Fellows by the Programme team, the absence of ‘failure’ points such as pass/fail exams within the Programme, and the Programme’s highly flexible structure.
- **Fellow overall experience:** The overall messages for this year from the Fellows are highly positive –and we now have data for both part- and full-time experience of the Programme for comparison. There are some distinctions, but in general Fellows experiencing either ways of undertaking the programme report it having a major impact on them, including:
 - o Their view and approach to leadership
 - o Their sense of career direction and possibilities
 - o (For part-timers) specific in-work changes to their leadership behaviours and practices which they attributed to the Programme.
- **Fellow experience of individual elements:**
 - o As for the 2010 evaluation, Fellows had overall positive, but some individual negative, views of individual Programme elements. However, also as for 2010, there was little consistency in these responses, suggesting concerns about specific elements were more related to preferred learning styles than to broader problems with a programme element.
 - o There is some sense among the Fellows that, despite the current level of guidance available, they have been sometimes concerned at how best to deploy their personal budgets, and occasionally also unclear how to evaluate whether they have made best use of it.
 - o The broader geographical spread of the 2011 Fellows also meant aspects such as Action Learning were sometimes challenging – even though the overall experience of 2011 Fellows of facilitation in this element seemed more positive than 2010
- **Impact on the sector:** Measures of direct impact on the sector remain elusive at this stage. However, there’s evidence from the Fellows that:
 - o Some 2011 Fellows had prior awareness and positive general opinions of the Programme, which encouraged them to apply
 - o That those seeking coaches, secondment places etc. were encountering positive awareness of the Programme which facilitated access

- 2010 Fellows (studying part-time while working) were beginning to see awareness of the Programme through professional connections in-work.
 - Individual research projects by 2010 Fellows were starting to gain some significant profile in their specific areas of the sector.
- **Looking on to Year 3**
- The Programme launched in 2010 in difficult broader circumstances. For the 2011 cohort important but minor changes were implemented to the briefings and delivery of the Programme, but the content and structure was retained, based on the learning and evaluation lessons of the 2010 group. It seems clear these changes improved the Fellows' experience. Looking forward into the Programme's third year (the 2012 Fellows already being appointed) it is sensible to consider 'where next' for the Programme.
 - At this point the evaluation is more speculative, and, in the evaluators' role as 'critical friend' of the Programme we suggest the Programme can understand its impact through two lenses or perspectives:
 - **The first** is to consider the Fellows more like 'Rhodes' Scholars: individuals making impact individually, their individual achievements maintaining the broader reputation of those who hold / held those scholarships. Viewing the broader impact in this way would likely imply maintaining the highly-diverse intake of Fellows, and the very bespoke approach to personal learning journeys through the Fellowship. One implication might be that 'collective' elements such as, arguably, the Action Learning, are in fact reduced in emphasis.
 - **The second** option would be to expect or assume more direct collective activity by the Fellows in impacting the sector – perhaps through collective projects, events, schools of thought created by them, or organisations created by teams or groups of Fellows. This would likely imply a re-working of the Programme to focus much more on collective activities, including, potentially, much more extended co-location of Fellows on single projects, collective outputs from Programme elements, more encouragement to spend personal budgets collectively, and requirements for evidence of collective 'consulting' assignments, as many MBA programmes incorporate.
- **Overall looking into Year 3, we believe the Programme should:**
- Continue to build on its gains from Y1 and Y2, but taking the opportunity of strong progress to reflect on the options for conceptualising leadership impact we outline in the section above
 - Consider funding options for professional support of an alumni network

2. Introduction and Overview

In early 2009, the Work Foundation was commissioned to be the evaluation partner of the embryonic 'Clore Social Leadership Programme' (the CSLP, or 'the Programme'). The relationship was very deliberately positioned as a partnership, firstly so that the evaluators could work closely with the Programme team as the Programme developed, and secondly, so that the cumulative impact of the Programme and the broader social sector could be tracked over at least four separate intakes of Fellows.

The long-term nature of the evaluation partnership allows for multiple engagements between the evaluators and the Programme, with each element of the Programme assessed, as well as the broader impact considered.

This report builds on the Year 1 report, adding depth to the insight, not least by providing a greater range of Fellows' voices in their own words in the evaluation data presentation. The conclusions to the report represent the views of the evaluators, but the majority of the data is derived from the Fellows themselves.

2.1 Clore Social Leadership Programme: overview

The Clore Social Leadership Programme: 'aims to identify, connect and develop aspiring leaders in the wider Social Sector for the benefit of individuals and communities across the UK'. Its overall aims and structure remain largely unchanged for its second year of operation, as recommended in the Year 1 evaluation report.

The CSLP design continues to be characterised by flexibility for the individual to shape their own Programme. Although there are a number of required elements, the nature, focus, and approach to those elements is largely within the locus of the individual Fellow's control. In addition, they hold their own development budgets as part of their Fellowship, which (with approval from the Programme team) they can deploy according to their perceived need – this could include paying for courses, or conference and event attendance, as well as additional coaching, among other things.

Just as for the 2010 Fellows, in 2011 Fellowship could be currently held for one year on a full-time basis, or for two years part-time. The CSLP is deliberately not a qualification or certified programme, to maintain the flexibility of delivery and content. The CSLP is not primarily focused on content delivery, but on developing reflective leaders who seek out their own solutions to their specific leadership issues. It is predicated on developing social sector leaders in four areas:

- **Personal qualities:** that the Fellows should be comfortable in knowing themselves, being themselves, and looking after themselves
- **Context:** that the Fellows should have the ability to assess context and sense the broader situation
- **Working with others:** that the Fellows can work effectively both with and through others
- **'Toolkit':** That the Fellows have at their disposal a good leadership 'toolkit' of business capabilities

Further details on the Programme structure and elements are available online at www.cloresocialleadership.org.uk.

3. Evaluation Methodology

Full details of the evaluation approach to the 4 year evaluation partnership are provided in the Year 1 report, available for download on the Clore Social Leadership website: www.cloresocialleadership.org.uk. Here we provide a brief overview of the main elements, as well as indicated where the methodology has diverged for Year 2 from that deployed by the Year 1 report.

We have kept the main elements of the Year 1 report to maintain consistency, but a core piece of our data collection – 1-2-1 in-depth interviews with Fellows as they come to the end of the Programme – is considerably expanded, as both the 2011 full-time, and the 2010 part-time Fellows complete the Programme. This of course also allows us a comparison point between the experiences of undertaking external paid work while being a Fellow, and not undertaking external paid work while being a Fellow.

Figure 1 below show the relationship between elements of the CSLP and the evaluation data collected in relation to those elements (as originally envisaged by The Work Foundation).

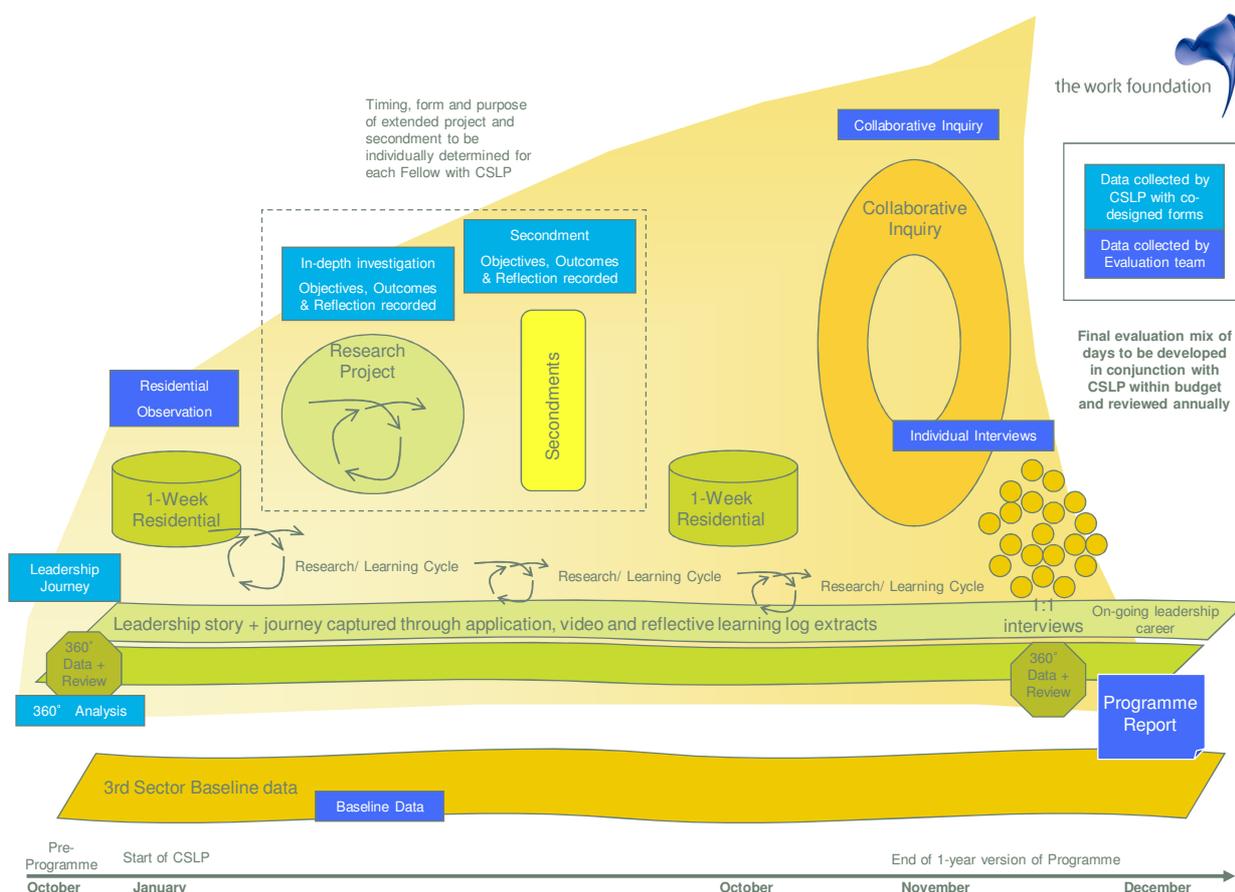


Figure 1: Clore Social Leadership Programme Evaluation map

The primary data source are in-depth interviews conducted with all 2010 cohort part-time Fellows, and all 2011 full-time Fellows. These interviews were conducted in October and November 2011.

4. Findings

In this Year 2 report we have utilised our broader interview dataset, and its increased richness, to present a greater level of detail in terms of direct quotes from Fellows. In much of the data presentation and analysis that follows, we conducted separate assessment of the 2010 part-time Fellows and the 2011 full-time Fellows to explore differences and distinctions. The data presentation also traces the ‘learning journey’ of the Fellows, beginning with their reflections on their motivations and expectations prior to the Fellowship. It then examines their overall experience during the programme, then their experience of individual elements. An important dynamic for our conclusions is the degree to which they experience the Fellowship as individual, or part of a cohort, before finally assessing the range of impacts the Fellows consider the Programme has had on them, and on the wider sector. **Figure 2** below indicates the structure of the findings along with key elements of each section.

Before examining individual elements, it is important to note the overall strongly positive response to the CLSP from Fellows, with some, even many, considering it genuinely transformational. The quote below is indicative

“It’s absolutely totally brilliant, the staff are brilliant, it’s amazing, it’s changed my life for the better. And it’s the best thing I ever did. Yes best for me, best for my family, best for my community, best for my organisation, best for the cause that I work for, it’s just all round, everybody wins. And I think the value is just, it’s massive. The value for money is massive, massive in terms of – I want to work in this sector, I know I want to work in the sector, I don’t want to work anywhere else. I want to do things, I want to change things.”

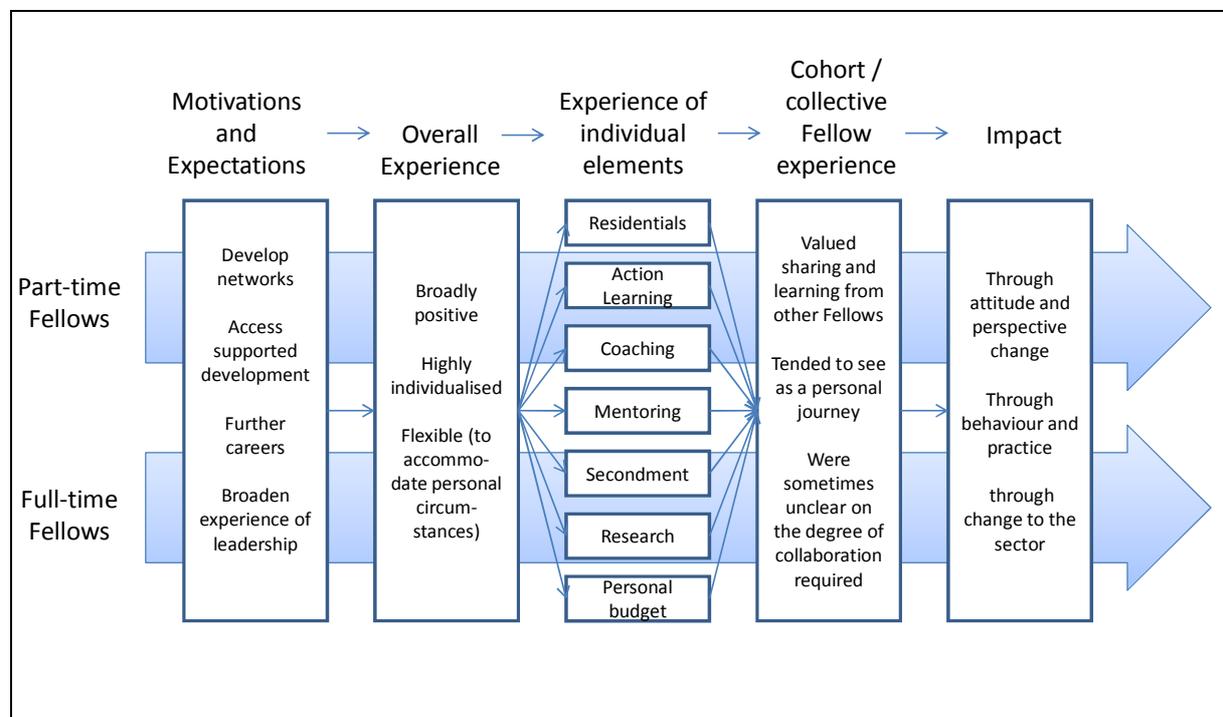


Figure 2: Tracing the learning journey of Clore Social Fellows

4.1 Motivations and Expectations

In this section we explore what motivated the Fellows to apply to the Clore Social Leadership Programme and their expectations of the Programme. This gives an insight into what attracted individuals to apply for this kind of development programme and what they hoped to gain from it.

a) 2010 Part-time Fellows

The **motivations** of the part-time Fellows for applying to the Programme are a balanced mix of those looking to **develop networks**, access **formal (financially supported) development**, **gain breadth of experience** or **further their careers**.

"...I think that's what I was looking for coming onto the Programme was those connections that Clore could either directly or indirectly facilitate me to open doors to places that I wouldn't normally get an open door response from."

"...the thing that attracted me most about the proposition...was the opportunity to do a personalised bespoke piece of training with resources attached to that built around my personal interest and my development needs."

"...I knew that there was no Masters on earth that was going to give me what I needed in terms of the variety and breadth of what I wanted."

"... I was interested in moving on in my career in terms of coming chief exec of somewhere by the time Clore came up"

The **Fellows' expectations** of the Programme and their understanding of the Programme's expectations of them were **more varied** with **some Fellows being clear** about these early on and **others taking longer to develop an understanding**.

"I'd already got, done a lot of the thinking time around it and how it might work out practically in the application stage."

"Whether or not we knew what to expect, it was there in black and white, there was a list of things that we were going to do...I knew the constituent parts. What I didn't know and the team were quite good about it, about how I would put those together."

"I think I wasn't clear about what was expected of us and to what extent it was like a sort of an academic thing as opposed to an experiential thing. I wasn't clear to what extent we would be spoon fed or do things ourselves. There were a lot of unknowns."

b) 2011 Full-time Fellows

The motivations of the full-time Fellows were similar to those of the part-time Fellows. Some of the Fellows were motivated by the opportunities for **networking**, some wanted to **broaden their career experience** and for some of the Fellows, **funded development** was a key motivating factor.

"It was definitely to network, meeting new people."

“I’d been aware that the project that I’d been involved in before was very niche and for my career to move forward, I would need to re-shape myself and my career. Not re-shape myself but be able to articulate what I stand for.”

“I also needed to have something that would pay me, so the fact that I could do it as a full-time paid position was vital and I’m not aware of any other programmes that do that.”

One Fellow wanted to use the Programme as a means of **“benchmarking” their ability** against other leaders in the sector.

“I wanted to sort of, to be able to measure myself against my peers to have an idea of whether I did have the leadership qualities to really make a difference at that level in the sector.”

The main difference between cohorts is that some of the 2011 Fellows were motivated to apply after learning about the **experience and calibre of the 2010 Fellows**. One of the Fellows was attracted by the **“credibility”** of the Fellowship.

“...it seemed like a really high powered programme, the people who’d been on the first cohort were people who, just reading their profiles, were people who I immediately admired...So that was a group of people that I wanted to be part of.”

“...I remember...the Fellows’ pictures being on the Third Sector magazine and I remember seeing them. And thinking...I never thought I’d be able to do that.”

The full-time Fellows had less to say about their expectations of the Programme, possibly reflecting the fact that the Programme was now established and the experience of the previous cohort made it clearer. However, there was **still some lack of clarity** about what to expect before the Programme began, as one Fellow remarked,

“...I knew I would be finding out about the Fellowship in a couple of weeks...when I did get it...I didn’t fully understand what it was...Didn’t fully grasp what it was.”

The Fellows’ motivations for applying to Clore seem largely to fall into three categories across the two cohorts: those who were keen to develop relationships across the sector, those who particularly wished to further or shape their career and those who were keen to develop and saw the funding as a viable way of doing this. Expectations of the Programme seem to have been clearer for the 2011 Fellows, who had the advantage of being informed by the first year of the Programme.

4.2 Overall Experience during the Programme

Here we explore how the Fellows experienced the Programme as a whole including what brought them to consider the Programme, their approach to the Programme and factors that affected their experience of the Programme.

a) 2010 Part-time Fellows

As previously noted, some of the Fellows said that they were quite **unclear at the beginning** about what to expect from the Programme, in part reflecting the pioneering nature of this cohort.

“I wasn’t all sure quite what it would be or how it would work. It wasn’t very clear at the beginning and because we were the first cohort, it certainly wasn’t clear.”

Indeed, the experience of the part-time Fellows seems to have been shaped to a certain extent by being the first cohort, with the sense that they felt there was **pressure to prove the concept**, whilst at the same time, being on new territory:

“...when you’re one of the first to start and everything, it felt like you were breaking new ground. You had a high bar in terms of status to live up to and in that, obviously what people were going to follow and subsequent cohorts were going to build on. And so there was a certain amount of pressure there...”

However, despite being **aware of the high expectations** placed on them, one Fellow remarked that:

“It did feel like we were on the brink of something special.”

The Fellows began the Programme at **different paces** with some taking longer than others to work out how to plan and navigate the Programme, and some requiring more guidance in how to do this:

“...So there were a lot of pieces to put together in the order that one thought should be the right order for one’s self. In that respect I think the team tried to pace it with us, but it took me a long time to figure out what it was in more order. So some people...knew how to put it together...within six weeks of the first residential they had their action plan together. I think by the sixth week I probably had [my] second draft...people were doing it at different paces.”

The part-time Fellows came to the Programme at **different points in their careers** and for **different purposes**. One Fellow saw the Programme as a way of moving up to a Chief Executive role:

“..by the time Clore was advertising, I’d done 4 and a half years in the voluntary sector at management position but not higher than that, not to chief executive. And I was interested in moving on my career in terms of coming chief exec of somewhere by the time Clore came up”

whilst another Fellow was **ready for a change**:

“And then I came across the Clore Programme and it seemed ideal because partly because of the timing. I was at a time in my life when I could make a big change.”

Some of the Fellows **compared themselves with their colleagues** and were both **excited** by the people in the cohort as well as **intimidated** by them.

“I think there was a lot of frustration about halfway from my personal perspective...I guess in some senses looking at others and seeing how well they were doing. So one of my colleagues...was just racing away through her full-time, which was very impressive. You kind of...go back to your first impressions thinking wow...she’s got it together and I’m sort of angsty about what I want to do next week.”

For a number of the part-time Fellows their experience on the Programme was also affected by **events in their personal lives**. These ranged from serious illness of family members, relationship breakdown, and pregnancy of partners to their own illness and other significant activities that they had chosen to engage with in the year.

For one Fellow this had the **effect of really distracting them from the purpose of the Programme** for a time, “ ...at that stage I wasn’t really thinking about my leadership journey...my personal life was affecting big time where I was on my leadership journey, ” whilst for another it meant that they **delayed the end of the Programme** a number of times.

Despite the flexibility of the Programme to manage disruptions there are still **set elements which need to be completed**. One Fellow remarked

“...I delayed it as much as I could... [but] there is in the end quite a lot to do.”

As well as managing their personal lives, the part-time Fellows were **also managing work** which could at times be **hard to balance with the demands of the Programme**:

“It’s actually been quite hard to juggle that when you’re working full-time and working with a budget and finance. I had my full-time job where I was managing everything and then I had to manage another budget. So it was quite hard to keep an eye on that...if you’re a part-time Fellow and still working.”

However, when asked if, on reflection they would have gone **full-time rather than part-time** one Fellow responded,

“I don’t think I’d have gone full time, no. No because I couldn’t have done it full time over 2 years and there’s something for me about growing across a period of 2 years.... it’s literally about the reflection period and the time to apply, and not to hot house it too much really otherwise you get all leaves and no roots.”

A couple of Fellows felt as though due to their **different background** or the kind of work with which they were involved, it was **harder for them to fit in with the cohort**. A couple of Fellows commented on how the Programme was run with one Fellow feeling as though there was a **contrast between “spoon-feeding” and “lack of direction”**.

“...there’s quite a lot of spoon feeding in terms of the sort of residencies and the action learning and so on. And then it comes to secondments and research, there’s no spoon feeding. So it’s quite an interesting contrast”

Whilst another felt frustration at the **lack of influence they felt the Fellows had over the structure.**

"..And I think the frustration for me as someone who seeks autonomy, thrives on independence and values being acknowledged and recognised, the sense that somehow we weren't as empowered as we ought to be in the decision making structure of the programme."

However, there was an **understanding of the likely reasons** for this:

"...you have 15 different voices suggesting you should do it in 15 different ways and I think you have to probably be quite tight in the first wave."

The bespoke nature of the Programme really appealed to the Fellows with one explaining why this programme suited them so well,

"I'm not really theoretical. And so the concept of doing a proper study course was not something that appealed to me. And I think this sort of more bespoke, the fact that you could focus on things that interested you as part of your journey. The fact that at some levels you could go at your own pace, so if you were working full-time, you had a good period of time at work, you could do a bit, or not as the case may be. They appealed to me and my style."

Despite it taking the part-time Fellows a little longer than some of their full-time counterparts to settle into the Programme, once they did settle into it **one Fellow did not want it to end,**

"And now I feel I could really do it for another year. I really would love to do it for another year. Because I'm really getting into the swing of it and I'm really enjoying it...imagine the Fellowship of 3 years, what would I discover? What could I achieve?"

b) 2011 Full-time Fellows

Whilst some of the experiences of the part-time Fellows are very similar to those of the full-time Fellows, there are some differences between cohorts.

Like the part-time Fellows' experience, each Fellow came to the programme from a different place or time in their life, reflecting the advantage of the Programme's bespoke nature. One of the Fellows had **chosen to leave a job** in order to complete the programme, seeing it as a time to regroup and reflect before taking the next step:

"...I felt as though I'd done as much as I could and that was it. I also felt that in terms of my seniority, I was almost at a glass ceiling and that I really needed something to boost my experience and skills to get me above that to the next level."

Another Fellow came to the programme having **been made redundant and the effects of this impacted on how they began the experience,**

"...I could probably have acted a little bit faster but I think at the time as well because of some of the experience that I have in work, my head wasn't in the right place to identify what I needed to do anyway."

Whatever their circumstances, there is a sense that **all the Fellows were highly aware of the fantastic opportunity with which they were presented** and they wanted to make sure that they maximised the benefit of the resources and opportunity before them:

"...Clare is one of these experiences that's kind of one off. It's one of those things that you will never get to do, unlikely to get to do in your professional lifetime again. And you don't want to waste that opportunity."

Like their part-time counterparts the **pace at which the Fellows approached the Programme was quite different**, to a certain extent reflecting the circumstances from where they had come. A few of them drew on the experiences of Fellows in the previous cohort to guide their pacing. **One Fellow felt the need to hit the floor running** and could not bear the idea of beginning the year without planning how they were going to use it:

"... [One of the 2010 Fellows] had spoken and said he sat down for his first day as a full-time Clare Fellow with a blank piece of paper in front of him and thought now what? I thought my god, that's mortifying. I couldn't bear it, the lack of structure. So that was a bit of a negative and actually I found that by the time I started...I already had a coach, I already had a mentor...I was completely ready to go, there was no question of a blank piece of paper."

Another Fellow who was also recovering from illness at the start of the programme followed an example from the previous cohort in **taking time at the start of the programme to reflect** on the possibilities of the year ahead:

"The first couple of months were rather daunting if I'm honest. I spoke to [one of the 2010 Fellows] at the start and she was really helpful in saying she'd just taken six or eight weeks at the start of her Fellowship...just giving herself that space to think. And that almost permission to do that was really helpful so I did...I really took that time to just re-acquaint myself with the whole of the third sector...And then gradually started to look at the different training opportunities...it was a real period of internal reflection and navel gazing...but knowing that I had that time to do that was really important"

How the Fellows chose to implement the elements varied. One Fellow used the coaching and mentoring process to help them work out what they needed to do later in the programme:

"...in my case, a lot of my Fellowship has been back-loaded so I've had more training towards the end of the programme rather than actually at the start. And in some ways you need your training at the start so you've got time to sort out your secondment and your research midway and towards the end. So I recognise that I back loaded a lot of mine but that was appropriate in my situation."

Another Fellow wanted to use the second half of the year to begin thinking about next steps after the programme so completed a lot of the elements early on:

"...I knew that come the midway point I would start to get a little bit twitchy about what job am I going to do come January...so ...that's why I wanted to frontload everything so I had the opportunity to give that proper thought and time the second half of the year."

These **different approaches reflect the principles of the Programme, “Know yourself, be yourself, look after yourself”** and as one of the Fellows said, it has *“got to be right for you.”*

Whilst, unlike their part-time counterparts, the full-time Fellows did not have to balance their time spent on the Programme with their work, they did still have to participate on the Programme in the context of the rest of their lives. For some Fellows in particular this meant dealing with some fairly life changing or traumatic events. During the course of the Programme the Fellows between them experienced fairly long term illness, supported partners through the highs and lows of pregnancy, experienced the birth of a child and bought a house. Working out how to manage family life, including time away and travel, as well as caring for young children also impacted on the Fellows’ experience.

The Fellows mentioned the **residential most frequently** as the part of the Programme most **impacted by life events**.

As one Fellow said, “...it was a personally challenging experience because it was the longest I’ve been away from my children.”

For others, dealing with their personal circumstances affected how they engaged on the residential:

“...I knew that I wasn’t giving my 100% which isn’t like me...whenever there was a break or a reflection time I was on the phone. And I didn’t give what we were learning either my attention to the activities or I didn’t reflect on it properly.”

In most cases, despite the frustrations, **the flexibility of the programme seemed to help mitigate the impact of the events** on the Fellow’s experience so that they were still able to complete all the elements, **albeit in a different time frame**:

“...it was most frustrating because it felt I was missing out on an opportunity that I wasn’t going to get again...I suppose what I missed out on...was perhaps some of the wider reading and some of the training programmes that I could have gone on....In terms of restrictions for travel...actually that didn’t matter too much...because the secondment I was able to be largely based from home...And the research element has been very much home based...it’s been just a question of reorganising the year slightly I suppose.”

The overall experience of Fellows on the Programme has been a very individual one but seems to have been informed by a number of different factors including what their circumstances were when they began the Programme, their approach to the Programme (whether this was planned or emergent), the pace at which they began and work/life and Programme balance. Across both cohorts quite a substantial number of Fellows were affected by the impact of life events or personal circumstances during the Programme, however, the Programme’s bespoke nature and resulting flexibility meant that in most cases this impact was mitigated.

4.3 Experience of individual elements

We have examined the Fellows' experience of the individual elements of the Programme jointly for both cohorts, adding to what was learned through the Year 1 Evaluation. With the exception of the residentials and action learning, the Fellows participated in the elements on an individual basis. This involved identifying and setting up their own coaching sessions, mentoring, secondment and research project as well as managing their own training budgets. For all of the elements they were able to access support and guidance from the Programme team.

a) Mentoring

Many of the Clore Fellows found their mentor to be a **role model of successful leadership style** and practices. While they have not necessarily met with the mentor on a frequent basis, many felt that the **alignment of their personal values with those of the mentor** helped the collaboration. For example some Fellows found that they could aspire to the mentor's example and sought inspiration from the mentor's guidance:

'The fact that somebody could have that as a career and make a living out of it was quite, was the first inspiration if you like. And then just having somebody who is prepared to give their time and talk through his experiences and pitfalls and how he's made it work. So that's what's been most useful for me.'

The Fellows seemed to be **looking proactively for the right person to work with**. It is clear that it was important to have a mentor that *'fitted what [the Fellows] needed really'* rather than having a mentor for the sake of it.

'I had to work quite hard on understanding what they were. And since then I've gone back to him and said 'well look these are what I think my values are'. And it turns out that actually we hold quite similar values which is quite interesting.'

b) Individual tuition budget

The Fellows have **found the tuition allowance more substantial than they anticipated** with unrestricted freedom of spending the budget according to individual needs for training and development, coaching, course materials, or technology. **Many have felt the responsibility to allocate that money wisely**, admitting that the size of the allowance *'gives a licence'* to fund the things that they couldn't pay for themselves.

'But when I actually saw in black and white what the bursary was worth and what the size of the personal budget was and all the rest of it, I was like oh – this is more substantial and more significant than I'd anticipated.'

For **some of the participants the budget was essential to cover the indirect costs of their participation in the programme**, such as the reduced contribution to the family budget, or the expenses and accommodation associated with travelling to London or other locations, as required for training.

Several participants felt that they required guidance on how to spend their budget as they were concerned with the quality of the suppliers of available training programmes. Those Fellows seemed to be uncomfortable with the responsibility of being in charge of the training budget, as they didn't know how to make the most of it.

'And it is quite difficult to know quite how best to spend it, I think. And that's probably why I've still got some left and I haven't finally decided how to spend it because you think it's a precious resource, I must spend it wisely.'

c) Practice-based research project

There were **two sets of attitudes** to the research project. While many Fellows enjoyed the opportunity to work closely on a subject that they were **passionate about to make a difference**, others agreed that they **did not understand the practical purpose of the exercise**, and found the project to be tedious. One of the main learning outcomes of the practice-based research element of the Fellowship is to make Fellows more discriminating users and commissioners of research; not all Fellows seemed to take this on board.

'Research can be the one thing that doesn't – that drops off at the end. We were told don't leave your research till the last minute, do it early and I didn't because I changed my mind several times on what I was going to do. It isn't the bit that excites me the most about the Fellowship. It will teach me something new, it will give me a new experience but it's not something that rocks my boat. I like the interview bit but sitting on my own analysing something and writing something up it's just not my cup of tea, I like to be with people.'

Similarly, there were **different approaches** to the content of Fellows' research. Some chose to **pursue a highly academic project in a familiar area**, so as to 'dig deeper' into the topic of their choice. Others preferred to explore new subjects and opted for an **applied non-academic project**. Most of the Fellows described the process of choosing a subject as narrowing down the scope of their interest to focus on a specific research question. This proved to be a valuable new skill for many participants.

"When you're faced with a prospect of doing anything, it's then quite difficult to focus on something both that you want to do but that you also feel is possible to do and useful to do."

All of the Fellows noted that the **Clore team was particularly helpful in putting the Fellows in touch with the right people** to organise and conduct the research. At the same time, **many were unclear about planning** the timeline of work on the research project on their own.

d) Residentials

Overall the Fellows valued the residentials as being one of the few opportunities in the Programme when they **could come together and network**. They are also one of the most noticeable areas where the CSLP learned from the experience and actively made changes to the design for the next cohort. We have therefore analysed the experiences of the residentials for the 2010 and 2011 cohorts separately.

Part-time Fellows 2010

First residential (January 2010)

The Fellows appreciated the opportunity that the first residential gave them to meet one another with **time to bond and understand what it was they were embarking on:**

"It did the job in terms of bringing the group together; I thought it was very clever, very good."

Some of the Fellows commented on the structure:

"...there was learning in the morning and in the afternoon...And then there were speakers in the evening...you could connect with people who were working in the sector so it worked well."

Although Fellows were on the whole happy with the content of the first residential, **a number of 2010 Fellows felt that it was over-programmed** – a similar finding to the 2010 Fellows interviewed for the Year 1 report. However (see below) their opinion was not mirrored by 2011 Fellows, suggesting this was not a concern in the second iteration of this residential:

"I thought the broad range of activities and elements that they included in that relatively short space of time was interesting and helpful. I didn't disagree with any of the elements; I thought they were all constructive in their own way, although it did feel very busy."

However, regardless of the busy-ness of this residential, overall a number of the Fellows appreciated the times to get away and **immerse themselves into the Programme** that the residentials gave them:

"...I think the residentials were always a useful chance to stop, put my work on hold and to reflect."

Mini-Residential (July 2010)

For the 2010 Fellows, the second residential was facilitated by staff at the Leadership Trust, with design input from the CSLP team. This residential was noted by Fellows for its difference from the other two residentials with a more "off the shelf" feel,

"...it was done by the Leadership Trust and it was done on one of their models which like it or not, they do them a lot and they are very clear what they're trying to do and what the exercises are trying to achieve."

Another Fellow did not enjoy the team-building aspect to this residential but acknowledged that this could be down to personal preference as well as their personal situation,

"...nothing against what they were delivering, although I am not into all this teambuilding stuff, I'm really not. But maybe that's one of my weaknesses as a leader, I don't know...I just didn't want to get involved with that."

Third Residential (November 2010)

In contrast to the first residential, the Fellows felt as though they had **more time to reflect** and to be involved in the Programme, **demonstrating the evolution of the Programme** through learning even within the first year.

“...in the third residential they gave a day over to the Fellows to plan. And we had a reflective space in the morning...So I think all credit to the team, they listened, they observed, they adapted and that was part of the pioneering process...by the end of residential 3...it was very much “over to you.”

Like the team-building element of the second residential, within all of the residentials there were elements that appealed to Fellows more than others and that occasionally placed them outside of their comfort zone. However, these elements still created a valuable opportunity for Fellows to learn.

“...something that I would absolutely loathe is expressing management theory through dance...but what I found interesting was the fact of sitting watching, reflecting what was happening while it was being shown to us and realising that it was something if you like which is not my natural style but it challenged my way of thinking.”

Full-time Fellows 2011

First residential (January 2011)

Again, the 2011 Fellows appreciated this first residential as **a time to meet their colleagues** and network with speakers from the sector.

“The first one at the RNL college is a great opportunity to get to know people and to spend time with the group and to bond because I think partly it’s that bonding that will help to create the network for the future and a Clore movement if you like of aspiring leaders.”

“...the content of the course itself was excellent and the after dinner speakers in particular were really high calibre.”

One Fellow found that the approach of **some elements did not suit them**:

“There were a few elements to it that I found not very intellectually satisfying, a little bit more psychotherapeutic in their approach that’s not really my bag. I was quite uncomfortable with that.”

The **content and structure were well-received** overall by the Fellows, with only one Fellow remarking on the amount of content, and this was in part due to their own personal circumstances at the time.

Mini-Residential (July 2011)

For the 2011 Fellows, the second residential was facilitated by a facilitator at Roffey Park (where the event took place), supported by the Fellowship Director.

As noted by the 2010 part-time Fellows, this residential was commented on for its difference from the first residential, with a couple of Fellows remarking that it was not what they were expecting.

“It wasn’t necessarily what I was expecting. I was expecting it to be much more about organisational strategy but in effect it was much more about personal strategy.”

There was more of a mixed reaction to this residential compared with the first particularly regarding the facilitator’s style with praise from one Fellow and criticism from another. One Fellow commented on how this residential may not have met the requirements of part-time Fellows regarding the time given for self-reflection, however, as we have not interviewed 2011 part-time Fellows we are unable to ascertain if this was the case.

“Full-time Fellows and the part-time Fellows I think needed quite different things from the experience. So those of us who were full-time had had quite a lot of opportunities to navel gaze and were really wanting to- certainly me and I think most of the people I spoke to, were wanting to look at more practical things by this point. Whereas those who were part- time really needed that space to be able to do a bit of reflection on themselves as well.”

Third Residential (November 2011)

Note: As the third residential was yet to take place for this cohort at the time of interviewing we have referred to their quarterly reviews to gain an insight into their experiences of the final residential.

The reaction of the Fellows to this final residential was overwhelmingly positive, with Fellows describing it as *“inspiring,” “stimulating,” “enjoyable,” “an excellent residential.”*

The content of this residential was very well received, with Fellows appreciating sessions on personal brand lead by headhunters and poetry in particular.

A number of the Fellows commented on how **quality of the relationships amongst the cohort** was evident at this residential; how they had “gelled”, emphasising the benefit they gained from meeting up together at this event as well as the feeling that the Fellowship would have longevity and also see them making a collective impact on the sector. The input of Fellows from 2010 and hearing about their experiences was also appreciated.

Finally, the **shift in pace compared with previous residentials** was also appreciated, again, reflecting the Programme team’s learning.

This Fellow captures the essence of why this residential was such a resounding success:

*“The **end year residential** in Nottingham was one of the highlights of the quarter. This felt both more focused and more relaxed than the earlier residentials. A concentration on some ‘out there’ subjects (wider views on the social sector and its priorities; and pragmatic subjects such as hearing from headhunters and guidance on networking), combined with the much deeper quality of relationships between the Fellows, made this a positive and enjoyable time. Many of the individual sessions were fascinating and extremely well led, and in particular it was a pleasure to hear from and meet some of the 2010 Fellows who contributed to these.”*

e) Secondment

The Fellows found opportunities for secondments through various sources, both with the help of the Clore team and their mentors. A few participants **enjoyed the flexibility and freedom** that the 'external role' in the company has given them, while others found it **frustrating not to have an authority within an organisation**. Many took the opportunity as a challenge to learn to adapt to an unfamiliar working environment and **broaden the range of their experience**, while not having the responsibility of leading their own team.

'I found it really challenging to have no authority. I don't think you ever can have authority when you're on secondment unless – because you're not a consultant, you're a secondee. You've got no authority really and also no responsibility. You've got as much responsibility as you absorb but not being held to anything. So it's kind of, so you've got no formal responsibility I suppose.'

'I did learn, for example I learned how to be away from my organisation. I learned that there are other options out there in terms of work and I can go and work somewhere else. And I also worked in a team where I wasn't leading so that was good, very good.'

f) Coaching

All the Fellows interviewed acknowledged that the **coaching had been beneficial**; however, whilst some took up coaching straight away, other Fellows took a while to engage with the coaching as they did not understand "what they are there for."

"Coaching has been useful; it took me a while to get into that, because I didn't really buy into it initially. And I do think it wasn't explained well enough for me...coach, I think sport... I just didn't understand what it was."

Most of the Fellows interviewed **found a coach through the help of the Programme, however**, it took some Fellows longer than others to find the right coach and **some said that they would have benefited from recommendations**. This is despite the fact that the CSLP team provided a roster of coaches to the Fellows with information and tried to match the Fellows' requirements to at least four different coaches.

One Fellow had a coach prior to beginning the programme so:

"I had a head start in that she knew me really well," whilst other Fellows asked for recommendations from their colleagues once the coaching process had begun.

"I went with somebody who two of the others recommended."

Fellows used coaching for different things: Some of the Fellows said that coaching helped to develop their **confidence** during the programme *"I'm feeling a lot more confident. I think the coaching element of the programme has helped a lot with that."* Some of the Fellows found the coaching **helpful in navigating the programme**, *"She was very good at the early stages of the programme in supporting me and talking me through."*

For others the coaching gave them a **space to understand themselves and their values:**

"I think I had about four coaching sessions when I was looking at values. And I remember coming out of coaching sessions realising that actually...I am much more complicated than I thought I was."

Whilst Fellows were **encouraged to begin coaching early on** in the programme one Fellow who had just finished coaching chose to leave it to the end:

"It always made sense for me to leave coaching till the end of the programme to see and to support me to work out what comes after finishing the Clore social leadership programme."

Indeed, a few Fellows mentioned that as the programme progressed, their **requirements from coaching changed** as they started to think about next steps,

"At this point, and I felt at the beginning of the year actually that is may be that I needed a different coach towards the end to look at different areas, particularly focussing on on-going career."

The Fellows' **perception of the cost of coaching** in part seems to depend on their chosen coach but also their understanding of the value of coaching. One Fellow had sessions at *"an incredibly cheap rate"* whilst another benefitted from the generosity of their coach's time *"...He's just taken the price and then I've got full access to him for as long or as many as I want."* Those Fellows who had **reservations about coaching** found it *"difficult to justify the amount of money that was being spent on coaching"* or *"incredibly expensive"* and were **less likely to book further sessions.**

g) Action Learning

All the Fellows interviewed could see the value of Action Learning, however, there was **mixed enthusiasm for this style of approach.** One Fellow said *"the action learning sets were good, they were really good,"* whilst another Fellow was less keen on the approach:

"...it's good to be forced to listen and be forced to ask questions. But it wouldn't be in my top ten highlights of the programme."

Some of the Fellows felt the **value came from the process** *"...in terms of developing my listening skills and questioning skills."* Others valued the **opportunity to meet as a group**, to share experiences and support one another:

"It was good to have a group. The benefits of it were to be able to work with a small group of your Fellows over a period of time on issues that affected them and you and there was reciprocity in there. There was camaraderie in there. And there was a support network."

One Fellow commented on how their set had **benefitted from learning from the previous year's cohort.**

"It started badly, the first few sessions I just didn't really, I didn't enjoy...talked to Mary and Siobhan about it and they made a suggestion for a tweak that could be made to it and to talk to the facilitator about...and it made a world of difference...It happened the year before...so it

was their learning I guess from the previous cohort that got them to ask me to ask the right questions!."

Lack of attendance seems to have been a common occurrence which had an impact on the Fellows' experience of the learning sets:

"...there is something there around how are you prepared to commit and I think for some people, if the action learning is not perceived to be of value to them personally, you sense that there isn't a full commitment there. And sometimes that's not attending physically."

Some Fellows acknowledged that they had missed a few sessions due to illness or by choice and others spoke of the **impact when other Fellows missed sessions**

"...we found that when a couple of Fellows don't attend one of them, and it loses momentum, you have to go back and revisit."

Geographical dispersion also seemed to have had an impact on some of the Fellows who were not London based.

"I think certainly within our set, there is an appreciation that people are having to travel quite considerably. And it's not necessarily the travel that's the issue; it's the time away from home and from families and sorting out childcare and the pressure that puts on partners as well."

The Fellows' experience of the approach seemed to be affected by the **group dynamics** with some groups bonding better than others.

"Ultimately it's a bond between that set that makes it valuable and if the bonding isn't there then actually it won't sustain beyond the Clore programme. And sadly I think in our case, I'm not sure whether it will."

A few Fellows commented on the make-up of the groups, with one Fellow frustrated by learning with people *"who you may or may not have wanted as part of your set"* and another noting that they **only got to know the people in their set:**

"...I know the people in my learning set better than the other half which is a pity...I think it could have been done differently...action learning is a tool and you don't always have to have the same set of people."

All the elements of the Programme were required, however the degree to which the Fellows engaged in the different elements varied. This variation was in part due to personal preference or learning style for example, some Fellows were more attracted to coaching whilst others preferred the action learning sets. Some variation was due to differing levels of engagement with the elements. This was most notably due to the impact of personal lives on the Programme for some Fellows and geographical spread for others. How the Fellows chose to spend their personal budgets and the ease with which they felt able to do so was also a significant area of variation, reflecting the bespoke nature of the Programme within a structure that had defined elements to complete.

4.4. The cohort / collective Fellow experience

This section explores the Fellows' experience of being part of a wider Fellowship whilst completing an individual journey of development. In the course of the data analysis, the degree to which the Fellowship is an individual, or collective experience emerged as both a key topic of discussion by the Fellows, and, for some, a key point of tension. Two aspects are covered here: how the Fellows related to their colleagues during the Programme and how this would be continued in the future.

a) 2010 Part-time Fellows

The Part-time Fellows **welcomed the idea of belonging to a community of Fellows** and could see the value that it could have. For a few of them, this was part of the attraction of Clore:

"..I was hoping that through the Fellowship I would connect with organisations and individuals that had a similar aspiration and a similar frustration to me."

One Fellow noticed a **difference in the cohort between the first and second year** of the Fellowship:

"It was quite intense obviously the first year, when everyone was together, but everyone's drifted off now with people finishing at different times. To be honest I haven't really kept in contact."

Some of the Fellows interviewed did not feel as though they had gelled well together as a cohort:

"I don't think feel that our group gelled particularly well, our cohort. I think there were some strong personalities in the group and those personalities I think clashed at times."

One of the Fellows described a **lack of "this esprit de corps" in the cohort**. Whilst some attempts were made to bring the group together outside of the organised collective events, there seems to have been a **lack of initiative or even will amongst the cohort to meet up additionally** in comparison with their 2011 counterparts:

"We didn't get a huge amount of time together as a group, nor did we demand it, interestingly. Whereas I think the second cohort have done that much more constructively...I think they've been away together or constructed their own time away somehow...Our group talk about doing it but it never happened."

There are a number of possible explanations for why the cohort did not bond as well as they might have. **The diversity of the group, different motivations for doing the Programme, geographical spread and relationships between Fellows within the cohort all seem to have contributed in part**. In addition, being the first group, they potentially lacked a 'role model' group – something picked up in the recruitment of the 2011 cohort – or an existing community to join.

A couple of Fellows commented on an **individualistic feel** to their cohort,

"..it feels like we're all individual Fellows in the Clore programme with a relationship with Clore. It doesn't feel as though we're part of the wider Fellowship."

Where Fellows did connect they **benefited from finding out about each others' work**, often on a one-to-one basis.

"I have really enjoyed that thing of talking with others about their work and having a couple of these one –to-one connections where you can talk even further and help each other."

The first **residential**, the Social **Leadership Inquiry** and **action learning sets** were mentioned amongst this cohort as being **important times to meet up**, with Fellows feeling as though they bonded best with people in their Action Learning sets.

There seems to be a **divide** amongst the Fellows as to **where the responsibility lies for developing the network**. One of the Fellows felt as though mechanisms needed to put in place by the Clore team to support the cohort to interact,

"...there needs to be some mechanism to get the cohort in year two to help each other and interact together....there's all kinds of mechanisms you can use but in the end probably the Clore team has to mandate something about what happens."

However, some of the other Fellows demonstrated that by **being proactive** and **through personal contact** they **developed connections themselves**,

"I then went about hunting down each individual Fellow and made efforts to call them and go and meet them individually subsequently to the residential...I think...some connections worked stronger than other through personal contact."

As time has gone on and the number of Fellows is increasing, the **idea of the Fellowship existing beyond the length of the programme** seems to be **more of a reality** for some of the Fellows,

"I think now that we've got a third year coming on, I think it really does feel like it's a bigger group, more than just the individuals who took part in that programme...it's starting to feel more like a legacy experience now...I think the larger the number, the more variety of people that come on board and the better it will be."

Indeed, most of the Fellows felt as though the **benefits of the wider Fellowship would be seen later on**:

"I think we'll use it more, I think as it develops further down the line, maybe, because we know who is there and who is doing it and you've always got a contact point."

However, **how the wider Fellowship is structured** and will be structured seems to be for a lot of Fellows something that is **still to be developed**,

"I do think that the way that the structure of the alumni is pieced together is still for me...unwritten."

Despite the lack of bonding during the Programme, there is no doubt that **the value of a network of Clore Fellows in the future is understood,**

“...I would think we’re their best asset...We’re perhaps donors of the future. We might certainly be leaders of organisation in the future...We might even be funders...or mentors of the future.”

b) 2011 Full-time Fellows

Being part of group of Fellows is something with which the Fellows interviewed all seemed to identify. It appears from a number of Fellows as though the **2011 cohort were quite a close-knit group.**

“As a cohort, we are actually quite close, and there is a sense of identity within that group.”

One Fellow commented on **the importance of this bond for the future,**

“...it’s that bonding that will help to create that network for the future and a Clore movement if you like of aspiring leaders. So I think that bonding is really important because it means that you then know that you’ve got people who you can go and turn to when you do have professional challenges perhaps in the future or you need support or whatever.”

Like their part-time counterparts, the action learning sets, launch event, the Social Leadership Inquiry and the residentials were all mentioned by Fellows as times that they appreciated during the Programme for meeting up, sharing ideas and bonding with one another. Whilst some of the Fellows felt as though they could have made more of the group, one Fellow would have liked **more planned opportunities to meet up.**

“...I personally as a full-time Fellow would have liked more of those opportunities where you can meet up collectively. The learning from each other has been probably the most valuable part of the whole Fellowship for me.”

Some of the Fellows commented on the **diversity of the cohort** and the value they gained from the resource of expertise, knowledge and skills amongst their colleagues,

“...[I] feel quite happy about approaching everybody there if I’m wanting to pick brains about something, it’s felt a really good group actually.”

How far Fellows engaged with one another seems to have differed with a number expecting to have done so more:

“I don’t think I fully really engaged with them as much as I should have.”

Indeed, the Fellows seem to have networked with one another where they could, but some realised that it was **not possible to maintain close relationships with all the Fellows:**

“I’ve sort of linked in with everybody and I know that there’s expertise there to draw on or contacts there if I want it. But actually, the 2011 cohort has been such a close group; I’ve struggled to keep in touch with as many people as I want to there.”

Geography again seems to have played a part in how easily Fellows have met up, with some Fellows in London meeting up at each other’s houses, whilst one Fellow from the regions commented that,

“...there’s been a certain London envy for those in the regions where it’s been inevitably not able to get together as much as you could if you were closer.”

Despite this, one Fellow mentions that *“...there’s a lot of correspondence that happens over email.”*

One of the Fellows felt as though **being part of a wider Fellowship** was an area that **needed to be developed:**

“...there is something there that, as a group of Fellows we need to work on and that is creating that shared identity and that sense of Clore isn’t about a one year or two year Fellowship, it’s that commitment that you’ve made to the organisation over your professional career. And I think in some ways the success of this programme may not be seen for five years, ten years when you need to call on some of those individuals for guidance further down the line.”

There is a sense that the Fellows felt as though the value of being part of a cohort or community of Fellows was something that would happen after the programme had ended. How this would happen was commented on by one Fellow who suggested that, whilst the Programme team can help maintain the Clore brand and support the name, there is a **shared responsibility amongst the Fellows to maintain the credibility of the brand** by demonstrating themselves as individuals and collectively as a group of Clore Fellows,

“I just think we as a group of Fellows collectively across 1,2,and 3 , I think we need to continue to prove ourselves as individuals in order to give Clore credibility...if Clore lacks the credibility it won’t succeed so it is in all our interests that we continue to build on that and have the opportunity to work collectively.”

How far the Fellows saw the value of making time for and being part of the group as opposed to following their own individual aims is quite an interesting one summed up by one Fellow here:

“It’s a bunch of people that I really enjoy seeing and really enjoy spending time with and I’ve learnt a lot from. And it’s good to know you can always go to them and ask things. It feels like it’s been slightly under, I don’t know- it feels like I haven’t really released the potential of that much and I’m not sure why. I think basically is because this is essentially about your individual journey ultimately and people have got different approaches, different objectives; So whilst there’s some common ground it’s essentially quite a solitary exercise.”

The value of being part of a wider community of Fellows seems to have resonated with Fellows in both cohorts both as a chance to network but also to gain exposure to one another's' knowledge and expertise. The parts of the Programme that were planned to bring the Fellows together (the residentials, action learning sets and the Social Leadership Inquiry) were on the whole appreciated by Fellows in both cohorts. However, the extent to which Fellows have proactively met up beyond these times and accessed the wider community of Fellows during the course of the Programme has been less than some of them were expecting and has differed between cohorts. This is in part due to group dynamics but could also reflect the make-up of the cohorts, for example the part-time Fellows "lost" half their cohort when the Full-time Fellows of their cohort completed the Programme. The degree to which the Fellowship is something achieved collectively through the Programme seems to be broadly present in the Fellows' understanding of the Fellowship. But in practice this may not be what is being required of them, or dovetail with the way the Programme has been designed. To assess the implications of this, it is important to focus more specifically on the Fellows conceptualisations and understanding of the impact the Programme has had on them.

4.5 Impact

Following on from the Fellows' reflections on the operation of elements of the Programme, they provide reflections and insight into the influence which the Programme experiences have had on their attitude and approach to leadership, their leadership behaviours, and their overall sense of its impact. As with the sections on expectations, on overall experience, and cohort experience, we divide the analysis between the responses of part-time and full-time Fellows.

a) Part-time Fellows

Those studying part-time in this dataset are those from the first cohort – 2010. In terms of understanding impact, they are likely to have some overlap with the 2010 full-timers, whose experience was reviewed in the Year 1 evaluation report, because their Programme delivery was similar, but to have a different experience of impact, as many were studying and working simultaneously. This gives them both many more opportunities to implement (or feel) changes to leadership approaches, attitudes and practices.

Several of the part-time interviewees noted the tension in making the transition between feeling themselves a 'Clore Fellow', and their day-to-day work activities. **One used a vivid analogy to explain the experience:**

"So you know that feeling of coming off the motorway and suddenly finding yourself in a residential area and suddenly, and whilst 30 might have felt really fast for you, had you only been driving in a residential area, coming off the motorway there's a moment of adjustment. And I think when you're working full-time, you have constantly those moments of adjustment where you've been away with the [Clore] leadership [cohort] and you've talked about, you've really got to grips with fundamental concepts about honesty and courage and leadership, and those core values that you want. And you come back to a meeting about IT! You have to check yourself because you can be frustrated and you can, I can feel frustrated, I can feel that I have these great ideas that I want to give life to."

Academic authors studying transitions (even daily ones) between learning and work contexts have also noted this 'gear change' requirement, even comparing it to the 'culture and reintegration shock' some expatriate employees experience both in familiarising themselves in a job abroad *and* on their return to the 'home' work context. This dynamic seems to have coloured the self-assessments of the Programme's impact for a number of part-time Fellows.

They are also aware of the tension between immediate and the longer-term nature of any individual impact they are likely to have, both individually and collectively, on organisations in the sector and the sector as a whole. **Most of the part-time interviewees were quietly confident of such impact, but reticent in making major claims at this point.** Many linked this reticence to the varied learning journeys taken by Fellows:

"I think that the end product is unknown and knowing how the Fellowship will affect us in years to come is very difficult to predict. I think that the holistic approach taken here, it makes the programme special. I think that the flexibility that we have to make decisions about the Fellowship for ourselves is one of the great features, although I think to begin with that was to some extent a bit overwhelming."

The 'individualistic' nature of the Programme – *'tak[ing] a few people on a very individualistic journey'* naturally **means the kinds of impacts the Programme – and the Fellows – are likely to have are also varied.** The different 'trajectories', as one Fellow puts, it, mean that *'it should work,[but that] it's the kind of programme which isn't going to work for everyone is it because of the way they do it. But I know that for some of the others, they really have seen the light in terms of a big change or something like that'*.

So, **for some of the part-timers, the impact has primarily been about developing new, broader contacts and networks,** which enable them to spread their influence and impact more widely. They have seen those enhanced networks as core to doing a better job day-to-day, with impact immediate:

"I didn't expect the level of networking to be as it is. The Clore has been like a backbone for me for the last year, especially."

For others, the Programme's key impact centred on the confidence inspired in the individual through its validation of their sense of leadership and its potential. This seemed particularly to be the case among Fellows from small organisations, many of whom entered the Programme, as we have seen, with an understanding of leadership as mostly hierarchical and concerning direct line management.

"And I think that developing my confidence in my abilities has been an important part of the Fellowship in showing that actually, although my experiences aren't conventional, they're still legitimate and I have something to offer. And I think especially at the beginning of the Fellowship, that was something which I struggled with when I was aware that people had many years working in large, well established organisations."

Others again have assessed the Programme's outcomes and impact on them in relation to their careers. For one individual this was linked directly to the issue of confidence and understanding

above:

“Am I suddenly in a new environment where I’m in the kind of job that 4-5 years ago I would have resigned myself to never being able to actually apply or even consider myself for until I’d taken baby steps towards it and prove myself a hundred times?”

Broadening career horizons – the ambit of leadership – is clearly an important impact of the Programme, **opening doors and accelerating career development compared to the Fellows’ pre-Programme ambitions**. However, for those with relatively focused aims from the Programme around career impact is starker both in its achievement, **and when those ambitions have not been realised**:

“So over the last 2 years, probably a year and a half, I’ve tried to get a better job as a chief executive of a small charity and I have not got anywhere. So that sort of colours a lot of – and since that was part of the reason that I wanted to do Clore in the first place, it’s interesting that I haven’t got that yet.”

These varied understanding of impact from the part-time Fellows naturally lead to diverse ways in which the Programme has altered the Fellows’ perceptions of leadership. **This change in outlook and attitude towards leadership** – what it looks like, who does it, how it can make a difference – **is also an important impact of the Programme**. The main thrust of the change for many Fellows was a broadening of their understanding:

“I didn’t really understand leadership before because it was just something, even though I was considered a leader, I just fell into that. I wasn’t groomed for it, I wasn’t trained for it in any way. And then when I got on this I realised that there is a framework and there can be a framework. And yes, it’s completely changed my concept of leadership because now, I think of leadership as essential, like leadership development is essential.”

This broadening was, therefore, for some a ‘growing’ into the role of leadership, whereas for others it was **a confidence that their perception of leadership had a valid and important place within the sector**:

“And I did a leadership presentation to the group that I won’t go into now but essentially involved a lot of courage and demonstrated my passion for what I think leadership is all about. I think you’re a leader if people follow you so if you’ve got a clear vision and you’re saying the right things and doing the right things, people start to follow you and then you’ve got the notion of leadership rather than you’re the head of the department or whatever.”

From a broadening general outlook on leadership, some of the part-time Fellows also identify specific changes to their leadership behaviours and practices at work. As part-time Fellows, they do have at least the direct opportunity to reflect on practice changes while their Fellowship is underway. **Some of these behavioural changes they relate directly to their changed perspective on leadership, or have incorporated Programme elements into their leadership practice**:

“Oh, massive changes. Just I use a lot of the techniques, a lot of the techniques with action learning. I’m more aware of myself. I am more aware, I’ve addressed areas of development. The 360 feedback gave me a long hard look, caused me to have a long hard look at my style.”

“Practical day to day things, yes, I try and incorporate elements of the programme into what we do so for example, the elements of action learning sets for example we use in the delivery of some of our group sessions now as well as the people that we sit and work with internally, advisors and things.”

One Fellow specifically references a range of Clore Programme elements they used to effect a specific change at their organisation. Their reflection on the Clore Programme’s impact on their practice **combines the broader outlook and ‘style’ change with a specific way in which it was implemented:**

“And through the whole process of going through the redundancies and having to get my staff through a real crisis point, I think my whole management style changed and that’s what I got from the leadership programme through Clore. Because I had a coach to talk that through, I did facilitation training, I had time to reflect and think actually, I need to performance manage in a different way, I need to lead rather than manage. I’d have never even thought about it, I think, if I hadn’t been part of this Programme.”

However, some part-time Fellows were keen to stress that, despite their continued day-to-day interactions with the workplace, that **they felt the major changes to their practice were likely to occur beyond the end of the Programme:**

“I haven’t got to the position where it’s particularly easy to demonstrate all the leadership qualities. And also it’s for others to judge whether I’ve changed and do approach stuff differently.”

Some Fellows did continue to reflect on the process through which the Programme impacted their attitude and approach, their practice, and then more broadly. The quote below indicates that the process is far from straight-forward, or easily traceable, even for those directly experiencing it:

“It’s very difficult to extricate isn’t it, whether Clore has made a difference to how confident I feel about doing something different.”

One area where some of the 2010 part-time Fellows were **seeing a clear impact was from their research or project.** They saw it as an opportunity to demonstrate their leadership in a particular area on a remit broader than their own organisation, although at least one also felt there was a strong organisational impact from the project:

“The research was always, as well as it being an innovative piece of research ... It was also going to be a really helpful lever for me to get [the organisation] off the ground in the longer term because we would have an evidence base all in one place. So it made sense to me to spend lots of time on that and I gave a disproportionate amount of time to the research for the reason. And it paid off, it’s continuing to get us work and as an organisation at the moment when people see that report, they know that we mean business.”

Several reflected that they felt **the Programme was gearing up to spread its influence more widely across the sector**, although it is notable that many couched their reflections in terms of the collective impact of individuals from the Programme in their different fields within the sector:

“I think what has been produced here is, or what’s being produced here is a breed of leaders. I think the question of leadership is the key question going forward in the sector, if not in the world. And what this is doing is investing into people and churning out at the other end effective well rounded leadership and leaders. And that can only be good. And if there is a network of people who have gone through this programme it can only grow and it can only have a positive effect on the sector.”

Again there was some consensus – perhaps reflecting these part-time Fellows’ role as members of the first CSLP cohort – that **the reputational impact would take some time to build and develop**:

“I think Clore is interesting in that sense, it’s about you, the reputation is not out there in the market so to say you’re a Clore Social Fellow in my experience doesn’t make a world of real difference when you go for jobs. Doesn’t mean to say that as you present it’s not different because you’ve done it but it’s not in itself seen – it’s not sufficiently known about. And I’m sure it will change, I’m sure it will change.”

In terms of overall impact, most part-time Fellows were therefore prepared to be confident about how the **Programme had changed their approach to, and understanding of, leadership**, and to note specific changes in the own practice:

“I think over the 2 years of this Fellowship, I’ve changed in a huge number of ways. The way I manage my time, being more strategic in terms of time management and being focussed about what my objectives are for each meeting or interaction that I have. And planning for free time and time with the people that I care about the most. I think in terms of having a really clear vision and knowing the direction that I want to go in, I think the last 2 years has really helped me develop that and realise that if one is going to achieve in any area, it requires commitment and focus and clarity about what it is you’re trying to achieve.”

Several also were prepared to note how they felt the Programme had moved them on in terms of career aspirations and, for some, achievements – seeing these as benefits of the opportunity to reflect and learn, as well as to develop new networks and connections:

“And I think I’ve got to a place with leading [my organisation] and generally leading a movement if you like of being a catalyst for change in a certain area quicker than I would have done had I not gone on the Programme, I’m confident of that. And potentially to a place that I might never have reached. ... Partly because of the connections that have emerged, which I was hoping for at the beginning of the programme. So to me, it ticked all the boxes, it fulfilled everything that I was hoping for and more.”

b) Full-time Fellows

Those studying full-time are, in the main, away from their 'normal' organisational context, in which they might be expected to have their primary impact – as the part-time Fellows described it. Their impact can still be understood in similar ways to their part-time counterparts, however – through reflections on impact, through networks, their changing understanding and behaviour around leadership, and their perspective on how the sector is likely to be impacted.

A common thread among the full-time Fellows was their sense that **they hadn't yet had a chance to put into practice the changes they felt** – although several acknowledged that the secondment(s) gave them some opportunity:

"I do other, I do voluntary work and I do the secondment and the research project, all those things are ways in which you can do stuff. But it is different from being in a job, it really is different so you never really know what you've learnt. And there is a lot to absorb and doing it full-time is intensive. I just don't know, I just don't know yet but I mean, in the sense of have I on paper achieved the elements that I wanted to, in the order I wanted, in the kind that I wanted to, absolutely, 100%."

This **sense of not 'really been tested yet' was common** to a number of the full-time Fellows as the Programme came to a close for them – but with the clear understanding that it was up to them as individuals to ensure impact in an organisational context post-Programme:

"I can't really at the moment. It's hard to know really because I don't want to make any great claims for myself until I've really tested it because it's all very well to say, I'm this, I'm that now and I haven't really been tested in the reality of pressure. But if I haven't improved and I haven't become a better leader that would be a massive failure on my part. There's no reason why that should be the case and it wouldn't be a failure of the course, it would be a failure on my part because the opportunity and the experiences have been there laid before me so if I've failed to absorb those things, that will be my responsibility. There's nothing that I think this programme could have done differently to generate any guarantee of that, the responsibility in the end lies with me. So I bloody well should be ... but I don't know."

"... now I'm consciously aware so I'm able to respond in a more effective way..."

And do you think other people might have noticed those changes?

Honestly, not yet. No, I don't think I've had that opportunity to demonstrate it."

Part of their sense of the Programme's impact which they did consider was already affecting their leadership was the way in which they interacted as individuals within the broader sector:

"So I've learnt a huge amount from that and I've met a lot of social entrepreneurs. I went to [a] social enterprise think tank and generally I've got a much broader network of people now who are involved in that field. And I have a much deeper understanding of what some of the issues are that they're facing."

"I'm thinking and acting differently in terms of the people I'm speaking to, the way that I'm

networking, the way that I'm thinking about the future. Yes, all that has really changed as a result of this programme."

This networking effect was not necessarily (or even mainly) between the Fellows, but in changing the way they tried to see leadership as making connections across their specialist areas of the sector. This **shift to a greater level of networking and engagement across the sector** was part of, for many Fellows, an increasing self-reflective awareness of both their existing skills and how they need to practice as leaders – something they consider built by the Programme:

"I'm particularly, I've noticed that, and I was good at this before, but I notice it now, I'm good at reading context, I'm good at planning for different scenarios and positioning. So there are things like that that I was good at before but I didn't know I was good at and they were kind of subconscious behaviours. Whereas now I'm consciously aware so I'm able to respond in a more effective way."

The Fellows tended to see the increased reflection and self-awareness on their concept of leadership as a major impact of the Programme. This is particularly the case in broadening their conceptualisation of 'being a successful leader' in the sector. Importantly for understanding the impact of the Programme, this shift seems to have been in a relatively similar direction for a number of the full-time Fellows, as the two extended quotes below indicate:

"I think I've gone into the programme with the idea really to be a leader in the third sector, I've probably needed to be running a large organisation of some sort. And I've broadened my idea of leadership considerably so that my feeling now is that I want to look at leadership through innovation and that is probably going to be developing new smaller organisations or projects within a large one perhaps. Rather than leading a big chunky national charity or something."

"I think a number of ways, but I always used to compare myself to a certain type of leader, which is also the charismatic leader, the one that you see in the media. And I know that one, it wasn't like that and two, that wasn't necessarily the only way you could be a leader and three, it might not be the best way to be a leader. But I still used to compare myself to that and come up short. Whereas now, I'm much more comfortable about my own style of leadership and what I can offer, why people will follow me. But also I think I'm starting to become more comfortable in that if I don't say become a chief executive, it doesn't mean I've failed, there's more measures of leadership and success than that. Which I didn't necessarily want to be a chief exec but felt I'd failed if I didn't do it."

These Fellows have both shifted from an assumption that sector leadership is largely vested in the very senior management of major organisations, **to one in which leadership of the sector is broader – through approaches like ideas and local impact.** For some this has shifted aspects of career aspirations, but this is linked, in the main, to original motivations and expectations of the Programme. For example some were never looking to achieve the kind of sector leadership implied by senior roles in large organisations:

“And unlike perhaps some of the other Fellows where they’re driven by particular mission, I don’t necessarily feel that in the same way. I’m much more driven by experiences and learning. So for me there isn’t necessarily an end destination whereas others they might want to be an MP or a chief exec of a particular organisation, I’m not driven in the same way.”

Perhaps because they feel they haven’t yet had a chance to implement clear changes to leadership style, they had fewer examples of behaviour change than the part-time Fellows. However, some did still **articulate relationships between their direct Programme experiences and their day-to-day leadership practice:**

“Another thing that I’ve done is I’ve been mentoring, as well as being mentored, I’ve been mentoring to try to do a direct learning thing from my mentor through me to ... get [the] full flow and to practise that kind of approach I suppose. And I’ve learnt a lot through doing that. So I have had some real-time tests of what is my different view and I guess the most important thing that I think I’ve learnt is to spend time on relationships and to be less task driven and more goal driven, which is a shift from management to leadership I think.”

In terms of broader impact on the sector some of the full-time Fellows felt that **the sector was becoming aware of the reputation of the Programme**, with *“a few people that are really making things happen in their own individual sectors, you hear their names pop up at events.”* They also have a strong sense of the ‘duty’ to make an impact with the opportunity they have been given by the Programme, although acknowledge that they are each likely to interpret that duty differently:

“Yes, I think I want to be able to make sure that I’m giving back, effectively justifying I suppose the money that’s been spent on my development. But I think that was there anyway and I think that’s probably the case for most of this group that the reason we were picked was because we had this burning desire to have a social impact. And all it’s done really is given us perhaps even more of a desire and the skills and the contacts and opportunity to do more with it ... My feeling is that the impact that you can have focussing on a small number of people who will – and helping that group to really sort of – to gel as a group and to really move on a long way that year. That actually that will have a greater impact on the sector than if you dissipate it across a large number of people.”

This section has reviewed the interviewed Fellows’ perspectives and understanding of how the Programme has had an impact on them, tracing changes to their attitude and approach to leadership, their leadership behaviours, and their approach to broader change in their organisations and the sector. It finds the part-time Fellows more confident in articulating changes to their leadership behaviours and to organisational practice than part-time Fellows, but both groups noting considerable changes in their conceptualisation of leadership. This was largely in the direction of ‘broadening’ – with leadership moving from a hierarchical notion to one encompassing, for example, thought leadership, or community leadership. Both groups felt it potentially too early to discern clear impacts of the Programme on a sector-wide level, but felt that the direction of travel for this was positive, and some individual Fellows, particularly through their research, were starting to break through. They felt sustained examples through individual Fellows were likely to grow the broader reputation of being a ‘Clare Social Fellow’ in the future.

5. Summary of Key Findings

In this report on the second year of the Clore Social Leadership Programme we have traced the 'learning journey' of the Fellows through examining their reflections on their motivations and expectations prior to the Fellowship. We have examined their overall experience during the Programme, their experience of individual elements and the degree to which they experience the Fellowship as individuals or as part of a cohort. Finally we have assessed the range of impacts that the Fellows consider the Programme has had on them and on the wider sector.

The key findings are summarised below:

Motivations and expectations

The Fellows' motivations for partaking in the Programme largely fall into three categories across the two cohorts:

- to develop relationships across the sector,
- to further or shape their career
- to obtain funded development

The expectations of the Programme were clearer for the 2011 Fellows who had been informed by the first year of the Programme.

Overall Experience

The message from the Fellows in both cohorts about their overall experience of the Programme is highly positive. Their experiences have tended to be very individual depending on their circumstances, their approach to the Programme, the pace at which they began and the impact of life events. The flexibility and bespoke nature of the Programme has therefore catered for their different needs and circumstances in order to let them develop in ways suited to them.

Individual Elements

Personal preference and learning style seem to have contributed to the way in which Fellows experienced the individual elements of the Programme with no consensus of concern about any particular elements. The impact of personal lives on the Programme and geographical spread determined the extent to which some of the Fellows engaged in certain individual elements. There is great variation in how Fellows chose to spend their personal budgets and some Fellows were unclear about how best to deploy them, despite guidance being available.

Cohort/collective Fellow experience

The value and understanding of being part of a wider community of Fellows seems to have resonated with Fellows in both cohorts both as a chance to network but also to gain exposure to one another's knowledge and expertise. Planned events for this were broadly appreciated by the Fellows but the proactivity of Fellows to meet up beyond these times differed between cohorts, and the implications of some of the more 'collective' element of the Fellowship are not yet entirely resolved upon.

Impact

Although both cohorts of Fellows felt as though it was – in the main – still too early to discern the clear impacts of the Programme on a sector-wide level, the overall feeling was that the direction of travel was positive and, especially through the research projects, that they were starting to have an impact in a wide range of areas within the sector.

Part-time Fellows were more confident in articulating changes to their leadership behaviours and organisational practice having had a greater chance to apply what they were learning than their Full-time counterparts. Both groups noted considerable changes in their conceptualisation of leadership largely broadening from a hierarchical notion to one encompassing for example thought leadership or community leadership.

The findings of the Year 2 evaluation demonstrate that with a few minor changes, the flexible structure continues to provide a framework in which Fellows from different backgrounds, with different motivations and needs can develop and grow in their confidence and conceptualisation of leadership. The impact of this is beginning to be demonstrated through changes in their behaviours, attitudes and research projects. How their experience of the Programme continue to have impact beyond the length of the Programme as well as the impact of being a Clore Fellow, both individually and collectively as part of a Fellowship is a question to which we now turn.

6. Looking forward into Year 3

The Clore Social leadership Programme was designed and developed in order to provide an opportunity for leadership development of potential leaders in the social sector which otherwise was unavailable.

In its first year the Programme trialled and proved the efficacy of the concept of a bespoke Programme; in its second year, having applied learning from the previous year, the Programme consolidated its concept of leadership development. It has clearly achieved its goal in creating an opportunity for social sector leaders. Now with the 2012 Fellows recruited and ready to begin, the Programme enters its third year. To ensure that it continues its momentum it is sensible to consider how the Programme can make further incremental improvements to its delivery, but also to step back and look at whether its overall concept is delivering – or able to deliver – the impact it desires.

So, while the evaluation and reflection on the recruitment of Fellows, the structure, elements and administration the Programme are all important elements, these aspects of the Programme are now more or less established.

The ‘Year 3’ moment of the Programme’s development affords space to reflect more broadly on what happens once the Fellows have finished the Programme and what is expected of them – *how* they are expected to make an impact. It is clear from the ‘impact’ section of this report that ‘post-Programme’ elements are seen by the Fellows and the Programme team to be of great value, with commitment to the sector being one of the key ways in which the Programme appeals to potential Fellows (as stated in the application form and guidance):

“We see appointment as a Clore Social Fellow as a privilege and want Fellows to commit to taking on a long-term responsibility as a champion in the wider social sector, both as an active member of the Fellowship and in delivering benefits for individuals and communities.”

The Programme team are already considering the post-Programme ‘offering’, making it sensible that the evaluation also engages in this process of ensuring the Fellows can and do *“commit to taking on a long-term responsibility as a champion”* and are able to continue to be *“an active member of the Fellowship”* in their own way.

As we have seen, there has been a tendency for Fellows to have followed a very individual trajectory as they have completed the Programme. Beyond the programmed activities, only a minority have taken advantage of the wider network of Fellows and made efforts to meet up and network with one another (although there is a difference between the two cohorts). Despite this they do see the value of meeting one another and would like to make more of this in the future. But the balance of responsibility for this needs to be determined by a clear focus on the model of impact around which the Programme is designed. On a purely practical basis the time and resource of the Programme team is also not currently sufficient for the responsibility to lie purely with them.

6.1 Reflecting on the CSLP impact ‘model’

These issues raises the question of what the Programme expects of its Fellows continuing into the future – post-Programme. Underlying this is the ‘model’ of impact the Programme believes it is establishing through its activities.

One element is clear: once selected, a Fellow will always hold the title of Clore Social Fellow (and be a CSLP alumnus). Because of this, there needs to be a clear understanding that there is still an onus on the Fellows to embody the credibility and value of the Fellowship once the Programme has ended. It is also clearly important that this is done so transparently and for the good of the sector, not just for their own career-end. As one 2011 Fellows puts it:

‘I just think we as a group of Fellows collectively across [cohorts] 1, 2 and 3, I think we need to continue to prove ourselves as individuals in order to give Clore credibility. Because if Clore lacks the credibility it won’t succeed so it is in all our interests that we continue to build on that and have the opportunity to work collectively. I don’t like the word movement, but collectively as a group to help raise the profile of the organisation to ensure it’s got a life beyond our own involvement. ... it’s ... difficult because we are relatively, as a group of 30 Fellows as it exists at the moment, we’re actually relatively small. But when, as that brand grows and that awareness grows, I think there is a sense that these Fellows come from a credible background and that their skills will be of value to the individual organisations. So in terms of the whole sector, I would hope that it starts to value leadership and recognises the need to invest.’

This extended quote emphasises the rather delicate balance between the individual and collective impact of the Clore Fellows – as noted in the ‘collective experience’ section of this report. As the Programme is very much open to people applying with different motivations, coming to it at different points in their careers and gaining in different developmental ways, it is clear that the Fellows will have their own ideas about what constitutes delivering benefits for individuals and communities.

Being clear on what the value of being a Clore Fellow is and what difference it makes will be is likely to be valuable in attracting future funders as well as individuals to the Programme. Transparency about what Fellows go on to do – not necessarily straight away but possibly years down the line - will provide very valuable testimony of the investment in individuals. No two Fellows develop in the same way on what is a bespoke Programme so defining the value of being a Clore Fellow is unlikely to be achieved through a set of discrete, standardised skills.

We suggest there are two primary models of impact competing here, each of which is implications for the broader Programme structure and development.

The first model is of impact rather like Fellowship / Scholarship programmes such as Rhodes Scholarships. As with a Rhodes Scholarship, being a Clore Fellow could be defined in identifying and nurturing the calibre of these social sector leaders to go on and achieve and then capturing their achievements:

“Over 7,000 Rhodes Scholars have gone on to serve at the forefront of government, the professions, commerce, the arts, education, research and other domains. They are well known advocates for expanded social justice, and have advanced the frontiers of science and medicine.”

The Rhodes Scholars come from, and to, diverse fields and areas of expertise, as individuals making impact individually, and their individual achievements maintaining the broader reputation of those who hold / held those scholarships – and the attractiveness of those scholarships to future high-quality applicants. Their impact is through individual reputation, but these individual reputations reflect collectively on them as ‘Rhodes Scholars’, and the impact on society is understood in similar terms.

The second model would be to assume the Fellows worked directly together as a cohort to create impact – necessarily in either a) a similar area / context of the social sector, or b) on activities that were demonstrably sector wide. Then their impact might be more like an influential ‘organisation’ of Fellows, as if they were a set of associate members of an influential consultancy or think tank. Their impact would be on the way they combined their skills and talents to promote certain ideas specific, agreed ideas across the sector, or through projects they undertook which influenced individual organisations collectively.

The implications for the ‘Rhodes Scholarship’ model of impact, as we see them, are that the CSLP would need to maintain the highly-diverse intake of Fellows, and the very bespoke approach to personal learning journeys through the Fellowship. A further implication is that it might be sensible to consider the emphasis and presentation of elements such as perhaps, Action Learning to show their role in personal development rather than collective action within the CSLP framework.

The implications of ‘consultancy / think-tank’ model of Fellow’s impact, as we see them, are a distinct reformulation of the elements of the CSLP. To develop Fellows likely to create impact through this model, the Programme might require considerable emphasis on collective projects, potentially with the aim of creating a ‘school of thought’ or approach to social sector leadership and strategy which was identified specifically with the Fellows. Programme activities under this model might include extended co-location of Fellows on single projects, collective outputs from Programme elements, more encouragement to spend personal budgets collectively, and requirements for evidence of collective ‘consulting’ assignments, as many MBA programmes incorporate.

We do believe that either model of impact could be conceptualised and delivered on through the CSLP. From our evaluation we feel that the ‘Rhodes Scholarship’ model of impact is much closer to the current design of the Programme, and that a shift to the second model would necessitate a considerable shift in the Programme formulation – and would likely see consequent changes to the make-up of those applying for the Fellowship, and those forming the cohorts.

The Clore Social Leadership Programme has built on the solid foundations of the first two years of operations and is, we believe, well-placed to develop and position a new generation of leaders for the social sector – each impacting the sector in their own areas of expertise, but collectively shifting the quality and diversity of leadership across the sector.

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January 2012

A decorative graphic at the bottom of the page consisting of several overlapping, wavy, blue shapes in various shades of blue, creating a sense of movement and depth.