

# Cobseo Emerging Leader Programme 2019

## Manager Pack



The Cobseo Emerging Leader Programme is a six month leadership development programme for emerging leaders in the service sector. It aims to develop a cadre of talented leaders, who are collaborative, effective and adaptive. As a result we aim to build agile leadership into service charities sector organisations and help develop a sector that can adapt and change with the times; promote solidarity and joint action at a time of challenge and uncertainty.

The programme ran successfully in 2018, developing 23 leaders in the sector. With the support of Forces in Mind Trust and Cobseo, we are hoping to further strengthen and empower your sector with a cohort of new emerging leaders.

At Clare Social Leadership, we have been working with Social Sector leaders for a decade. We have seen the challenges facing those leading the sector, and have worked to develop programmes to effectively and holistically provide leadership development for leaders at all stages of their careers, and in all areas of the sector.

Finding the time to dedicate to developing the confidence, skills, networks and continued learning that is needed by today's leaders is the greatest barrier to leadership development.

As a manager, you are in the position to accelerate the leadership development of your team. Do you have an employee with great leadership potential? Developing leadership capabilities of team members is beneficial for organisations at all levels. Organisations will benefit from:

- A leader able to deliver leadership development, bringing back learnings and experiences to the organisation.
- Increased motivation, resilience and outputs from the participant and the teams they lead.
- A networked and collaborative cadre of future leaders.
- Connections with other organisations within the service charities sector.
- Access to any new leadership opportunities we develop in the future.

**I am a huge fan of this programme. Two of our senior management team took part and the impact has been impressive. Both have gained in confidence professionally and the network of contacts that they now have is incredibly helpful to our work. They have brought into our organisation ideas and ways of working that are more effective and that are delivering positive outcomes. The legacy of this course is that both are building on the knowledge gained during the course and continuing in their learning journey.**

Anna Wright, Chief Executive Officer,  
Naval Families Federation

## Who is the Cobseo Emerging Leader Programme for?

Our programmes are designed so that participants can learn from and engage with a network of peers. As such, we offer the following guidance for potential applicants to assess their eligibility and suitability for the programme.

### Does your employee:

- Work with a charity or organisation working to promote the welfare and general interests of the armed forces community?
- Have at least 3 years of professional leadership experience in the social sector – continuous or spread out?
- Possess the drive to create organisational and sector wide change?
- Have a commitment to learning and personal development?
- Work in a self-directed, motivated manner, and could commit to learning online in their own time, as well as commit to online group learning?
- Seek to become more effective in their current leadership role?

If the answer to these questions is **yes** – this may well be a great opportunity to refer them to.

## Eligibility Criteria

**Emerging leaders working in the social sector:** We define the social sector as charities, social enterprises, CICs as well as other social purpose organisations and individuals working for social change, such as CSR departments.

The Cobseo programme will bring together a group of leaders specifically working for the benefit of the armed forces community.

**A minimum of 3 years of leadership experience in the sector:** Please recommend applicants with three years' experience of leading a team or an organisation. They must demonstrate and be able to articulate the drive to create organisational and sector wide change.

## Programme Information

### 1.1. Programme Fees

Thanks to the support of Forces in Mind Trust, this programme offers fees at a subsidised rate. The programme fees are inclusive of VAT. In order to make the programme more accessible to smaller organisations, we offer a lower fee for applicants from smaller charities, based on annual turnover. Please see the criteria below to establish which fee your applicants would be eligible for.

Funding Criteria	Participant cost
Applicants from charities with an annual turnover of £1 million+	£2,000
Applicants from organisations with an annual turnover of under £1 million	£1,000
Applicants from charities with an annual turnover of under £250,000	£500*
Applicants from charities with an annual turnover of under £100,000	Fully funded*

\*Travel expenses will be covered for successful applicants from these brackets, expense limit will be set when the number of participants eligible for this subsidy is known.

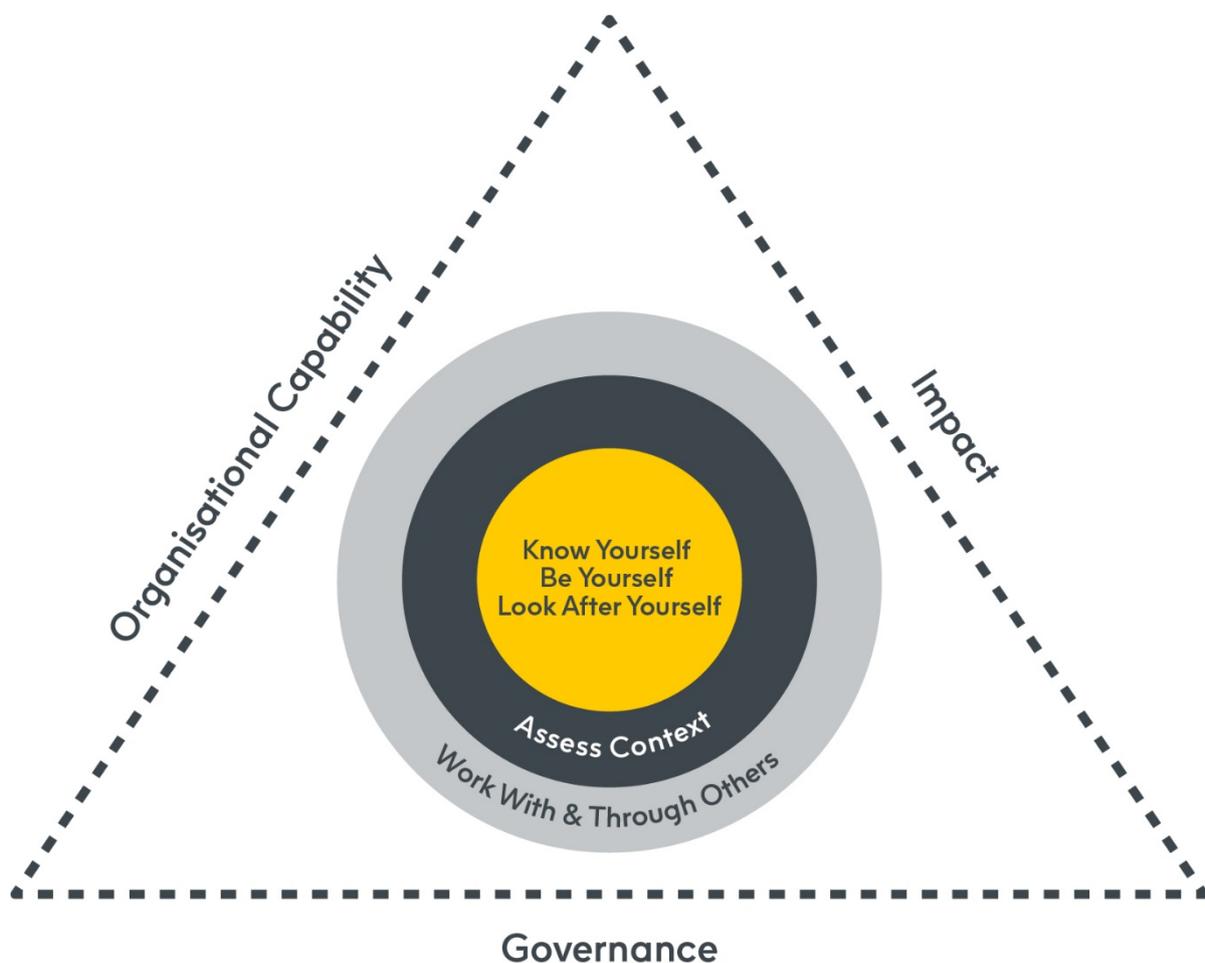
## 2. Clare Social Frameworks

All of our programmes are designed and evaluated around the two Clare Social Leadership models: the Leadership Development Model and the Social Leaders Capabilities Framework. You will see these reflected in the individual elements of the programmes and in the overall programme design.

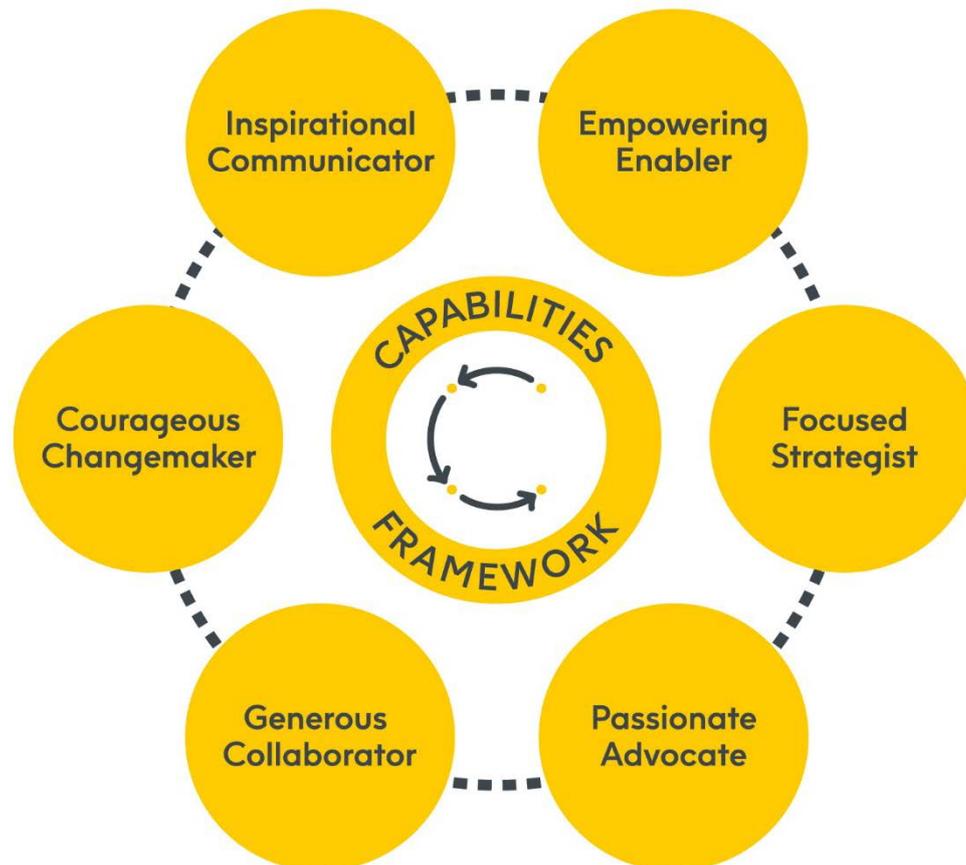
The Leadership Development Model is how we develop leadership and includes the most important knowledge needed by a leader to be successful. The Social Leaders' Capabilities Framework is an aspirational model outlining the attributes, behaviours and skills we believe leaders need to be able to understand and deploy in order to become successful social leaders. It is built on our core values, foresight, and a decade of experience developing sector leaders.

For more information on the models, please refer to our website.

### 2.1. Leadership Development Model



## 2.2. Social Leaders' Capabilities Framework



Being a social and ethical leader requires certain capabilities. The Social Leaders' Capabilities Framework outlines the attributes, behaviours and skills required for successful social sector leadership. The Capabilities Framework illustrates how and what these skills and behaviours look like in action. Having a framework enables leaders to reflect and assess their current skills. It empowers them to identify leadership gaps and plan their personal and professional development.

## Inspirational Communicator

- Relates to others with authenticity
- Influential and confident
- Clear expression of mission and values
- Agile, able to modify approach and reframe based on feedback

## Empowering Enabler

- Empowers others to take on new challenges and training
- Role model to others, pursues continuous self-development
- Cultivates an environment where others can excel
- Exhibits a growth mind set, with a readiness to learn

## Courageous Change Maker

- Courageous and drives change
- Responsible risk taker
- Develops innovative solutions with and through others
- Curious, has foresight and asks why

## Focused Strategist

- Continuously seeks organisational improvement for the people they serve
- Reflective and utilises complex information
- Delivers on outcomes
- Resourceful and strategic, considers wider systems and context

## Generous Collaborator

- Establishes and grows collaborative partnerships and relationships
- Generously shares information, assets and time
- Builds trust through seeking and giving feedback
- Invites inclusive contribution, valuing skills and knowledge, respecting diversity

## Passionate Advocate

- Cause passionate, committed to the mission and people they serve
- Strong moral compass
- Wide civic responsibility, engages in debate and activities
- Looks within and beyond sector to find solutions for social change

### 3. Programme Elements

Based on our experience, learning becomes “sticky” when the learner has an opportunity to apply the learning in a meaningful way and when that skill or insight is absorbed in a way which is congruent with their own learning style. The Cobseo Emerging Leader programme features impactful leadership interventions which are delivered in a flexible way to address the needs and fit into the busy lifestyle of an experienced leader with multiple responsibilities, utilising a blended approach of online and offline components.

#### 3.1. Discover Programme Introduction

The programme will kick-off with the delivery of our flagship online programme – Discover. This 4-week programme element will offer an introduction into Clare Social Leadership’s approach to leadership development, and leadership philosophies and perspectives. It will give participants a chance to discover where they are in their leadership journey, and where they want to go over the next 6 months.

#### 3.2. 360° Review

A full circle of structured feedback, this assessment provides evidence of capabilities, strengths and potential as leaders in the social sector. Clare Social Leadership use a 360 degree review tool tailored specifically for social sector leaders. The results of participants’ 360° will be delivered at the residential, and will provide a baseline for development over the next 6 months and beyond.

#### 3.3. Residentials

The programme will include two three day ‘residentials’, which will feature Clare Social Leadership’s expert facilitators delivering key leadership sessions and will strengthen the connections between the participants. The residentials take place at key points during the programme, supplementing and facilitating independent – individual and group based – programme elements, and allowing the group to meet, work and socialise together. We run our residentials at Ashorne Hill conference centre in Leamington Spa. We feel this is an inspiring venue, providing the ideal environment to focus on leadership development and step away from every day responsibilities.

#### 3.4. Online Action Learning Sets

Action learning is a tool designed for leaders to learn from other leaders. It uses the combined wisdom and skills of a diverse group of people to work through real situations they face in the workplace. Action learning sets will allow participants to build deep connections with each other, providing peer support on real issues they face. They also encourage people to test new ideas, and come up with solutions different to the ones they'd think of alone. Our experience tells us that many of our Fellows continue to meet in their sets after the formal support has

concluded, and our aim is that participants will learn the facilitation skills required to continue self-facilitating their action learning set.

### 3.5. Online Coaching

Participants will be provided with one-to-one online coaching, assisting with progressing their leadership development and providing space for self-reflection and goal-setting. They will all be given opportunity to peer coach other participants on the programme to further develop their own coaching capabilities to use in your organisations.

### 3.6. Sector Challenge

The group challenge offers the chance for groups of participants to work together to a defined brief, in order to solve a problem or deliver against a particular opportunity, identified through consultation with the sector's leaders and the participants themselves. The challenge creates a safe space and the opportunity to test new leadership insights and skills which can accelerate participants' leadership learning and development.

### 3.7. Placement

As part of the programme participants are encouraged to undertake a minimum 5-day job placement at a host organisation. Designed to stretch the leadership skills and initiative of the participants, this is an opportunity to step out of their comfort zone and build new networks.

The job placement does not need to be a consecutive 5 days. It could be longer in duration, if agreed with employer and host organisation, and it could be spread over the course of a few months.

In the past, Fellows have undertaken job placements at organisations both within and beyond the social sector, stepping into corporate and legal environments. The most successful placements happen where participant's expectations and the host organisation's opportunities are accommodated, and a plan of work on a particular piece of work or project is agreed.

Clare Social Leadership can provide support in suggesting and securing a host organisation.

### 3.8. Leadership Insights

You will have the opportunity to develop and deliver a provocation, or piece of work offering insight into the leadership challenges you have uncovered. This can aid you in cementing your learning and reflections, as well as providing implications and recommendations to the sector. The insights can take the form of a written piece, but we encourage the use of any other medium, including video and podcasts.

## 4. Time Commitment

The programme duration is 6 months with a total time commitment of approximately 30 days. The content is designed to fit around existing leadership commitments, providing participants with the right impactful tools, techniques and networks to enhance their leadership capability.

It is important for managers to aid participants in planning and booking time to dedicate to programme elements. Although most will be flexible and virtual, some elements will need to take place during the standard work day. Therefore, the time commitment is organisational as well as personal on the part of the participant.

Intervention	Time Commitment	When
In person events: Residentials, Transition and Celebration Events	3 days x2 1 day	See 'key dates' table  These timings do not include travel time.
Action learning sets	4 days (each set is anticipated to be 3-4 hours in duration)	4 action learning sets, held every 4-6 weeks (one set will be face to face at the residential all others will be virtual), dates and times set up by groups
Coaching sessions	1 day (each session will last approx.90 minutes )	Each participant will receive 4 virtual coaching sessions arranged at a convenient time for participants. (Extra coaching sessions or face to face sessions available at additional supplement)
Self-assessment and reflection	1 day	Time will be required throughout the programme to complete reflection logs and self-assess your progress
Online learning modules	3-4 days	These can be undertaken outside of working hours
Completion of insight tools	1 day	Elements requiring form and questionnaire completion, throughout programme

Sector challenge	5-7 days	Likely to span across several months
Placement	~5 days	Depending upon availability and aims of placement
<b>Total</b>	<b>Up to 30 days</b>	

## 5. Timelines

The following timelines offer guidance as to the application process and programme timeline. Exact dates given are set and unlikely to change, but most programme elements are flexible and participants will be able to fit and tailor the schedule to suit their needs and responsibilities.

### 5.1. Application Timeline

Applications Open	11.10.2018
Application Deadline	03.12.2018 – Midnight
Application Moderation	06.12.2018 – 14.12.2018
Decision Notification and Programme Enrolment	Week of 17.12.2018
Official Cohort Announcement	Week of 07.01.2019

### 5.2. Key Programme Dates

Discover – Start of Programme	11.02.2019
Goal Setting	March 2019
Residential 1	18.03.2019-20.03.2019
Residential 2	10.06.2019 - 12.06.2019
End of Programme	August 2019
Transition Day & Celebration Event	September 2019 – date tbc.

**If you think one of your employees would be suitable for this programme – ask them to register their interest via our website to receive a full prospectus and application guidance.**

**If you have any questions, please get in touch:**

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