

Your Complete Guide to Clore Leadership Pulse



Clore Leadership participants networking at a recent event

What is Clore Leadership Pulse?

Leadership Pulse is a dynamic modular course for those seeking to sharpen their skills and knowledge in order to face head-on the challenges of 21st Century leadership. Grounded in experiential learning and rich with real-life examples shared by experts from across the cultural and corporate sectors, Leadership Pulse provides essential professional and personal development for cultural leaders today.

In response to feedback from previous participants and employers from across the sector, this newly designed course will span a three-month period, giving participants precious time to reflect on their learning and practise new skills over an extended period of time.

Leadership Pulse consists of three four-day residential workshops with Virtual Action Learning and coaching between modules to give participants the opportunity to continue conversations and work through individual and collective challenges.

Course content



Short Course participants collaborating during a workshop

“I was really surprised by what the Clore Short Course delivered: a strikingly clear drilling down into what it is to lead and communicate, an opportunity to interrogate my values, and an understanding of how I might help our company move forward in conversation with a changing world.” Short Course Participant

As with all our programmes, workshops and sessions are grounded in experiential learning. Skilled and thoughtful facilitation throughout the course supports participants’ learning.

Module One: Leading Yourself

The focus for the first residential is self-leadership and an exploration of your personal qualities such as values, drivers and authenticity. Through leadership profiling and facilitation you will start to build an understanding of leadership styles and value difference in approaches.

Module Two: Leading Others and Managing Resources

Assessing context and managing resources are essential skills for cultural leaders today. This second residential explores practical subjects including Strategic Business Planning, Financial Management, Building High Performance Teams, Governance and Inclusive Leadership.

Module Three: Leading Change

Working in an increasingly uncertain, volatile and complex world means that navigating change is central to a leader's role. This residential develops some of the skills and agility required to lead through uncertainty. Subjects include Leading Personal, Team and Organisational Change and Difficult Conversations.

Digital Learning Hub

Between each residential there will be the opportunity to continue your learning with Virtual Action Learning sets and coaching. These virtual connections enable you to continue the conversations and networks that you started during the residential and embed your learning.

Why choose Leadership Pulse?

For those who enjoy more time and space to process their learning, Leadership Pulse offers just that, with several weeks scheduled between each residential. Each module is packed with tools, tips and new skills to take away and road test back in the workplace while they are still fresh in the mind.

By attending the course you will be equipped with the skills and competencies to drive positive change in the sector such as: confidence, resilience, and clarity of purpose. You will better understand your strengths as a leader and how to build on them; gain confidence in your existing skills and learn new ones.

A three year Independent research report from ResearchBase has shown us that there are long term benefits and changes to be gained by attending our programmes. Former participants across our Short Courses have demonstrated improved influence at both a strategic and management level. Participants have also shared the knowledge with their organisations and teams maximising the impact in the sector.

All participants will join a large and diverse network of inspiring Clore Leaders from across the cultural sector.

Course Structure

Other than the first day of each module (see arrival times below) learning will start at 9am and finish no later than 7pm. There are regular scheduled breaks for reflection, recuperation and refreshment. We appreciate the value of networking with the rest of the group so will keep any out of hours coursework to a minimum.

- The first module will commence at Tuesday lunchtime with the second and third modules starting on a Tuesday at 5pm.
- All three modules are fully residential and participants are expected to attend throughout.
- The residential courses will run over the course of a working week.

Virtual learning between residential modules

Between each residential module you will continue your learning and explore any challenges you are facing by participating in Virtual Action Learning sessions. Each three hour virtual session will be hosted on Zoom (an online video conferencing platform) and facilitated by an experienced Action Learning facilitator. The timing of these sessions will be determined during the first residential module. There will be one final Action Learning session scheduled for after the final residential module.

In addition to the virtual action learning you will also have access to a thirty minute coaching conversation (by phone, Zoom or Skype) with an experienced coach.

Our Approach to Leadership Development



Eve Poole's Leader-smithing cards

"I learned that it is ok for me to be myself more skilfully and that doesn't mean changing myself and giving up everything that is distinct and different about me, that makes me me. So ... thank you! I learned that I'm further ahead than I thought I was, and I know where I need to focus my growth." Short Course Participant

Leaders are change-makers. They look forwards and are not content with maintaining the status quo. By focussing on developing the individual, we develop unique, resilient leaders who are more deeply connected to their strengths, their peers, and to the sector and its place in society. There is no single one size fits all template for leading and leadership and we recognise that there are many different successful styles of leadership developed in a myriad of ways.

- Participants learn from a diverse peer group and from the highly experienced leaders and trainers from across and beyond the cultural sector;
- Our values of excellence, inclusivity and learning are at the core of our approach;
- Life-long learning is key to self-leadership. You will be encouraged to cultivate a practice of regular debate and reflection, enquiry and action;
- You will be supported to identify your strengths, your values and areas for further development, building upon your own way of leading currently and developing your capacity to lead well;

- We will ensure that the learning environment and your wellbeing is considered throughout your course. We will create a safe, open and inclusive working space through the experience of our diverse cohort of facilitators, trainers, coaches and through our choice of venues.

Who is eligible to apply for Leadership Pulse?

We are looking for a diverse range of participants who will bring a breadth of experience to the course and animate the group learning. To help us create the best possible mix of people we will be looking for applicants who can demonstrate:

- An ambition to lead, a sense of purpose and vision
- A desire to better understand leadership
- Self-awareness, authenticity and openness to learning
- A commitment to and passion for the cultural sector
- A curiosity as to the wider context of culture

Our courses are supported by Arts Council England and to be eligible for a subsidised place applicants must be:

- working in England (normally in the arts, museums and /or libraries sector)
- committed to developing their career as a cultural leader in England.
- You must have at least five years' work experience. NB this is a minimum criteria. If you just meet the five year's criteria, then you might wish to consider our Emerging Leader course

Wellcome Trust supported places are available for leaders working within Arts in Health. To be eligible for a Wellcome Trust supported place you must be:

- Working in England with a track record of engaging the public with science, health or wellbeing.

Some unsubsidised places are available on each course for those who do not meet the Arts Council England criteria e.g. archivists or those who do not live and work in England. Please email courses@cloreleadership.org for further information.

Diversity, Equality and Inclusion



Participants networking over a cup of coffee

“The safe and intimate environment allowed for some insightful and clear discussions on inclusion and diversity that we look set to continue.” Short Course Participant

Equality, Diversity and Inclusion sit at the heart of our values and are essential to a thriving and resilient cultural sector.

We know that leadership skills quite often develop through different lived experiences and alternative career pathways and we are committed to reflecting, respecting and recruiting a diverse cohort on our courses and doing our best to ensure that learning needs and access requirements are met.

A Scoping Survey commissioned by the Clore Leadership Programme in 2013 indicated that cost is a major barrier to many disabled people accessing leadership training, therefore we set up the Disabled Leaders Bursary allowing us to waive the course fee for Disabled leaders from England who successfully secure a place on Leadership Pulse. Successful participants will only be required to cover their travel to and from the course.

Black, Asian and minority ethnic (BAME) people, as well as disabled people are currently heavily underrepresented in leadership roles in the cultural sector in the UK. We welcome and encourage BAME and disabled people to apply for our courses. In order to respond to existing under-representation we also offer a 50% reduction in the course fee for successful BAME applicants currently living and working in England per course

Before you apply

Check your Eligibility

Carefully read all the Leadership Pulse information provided above to see if it's the right fit for you and whether you are eligible to apply. If in any doubt, please contact Lyndsey Douglas, Learning and Courses Coordinator on Lyndsey.Douglas@cloreleadership.org to confirm you are eligible.

Check your Availability

Check your availability for the dates of the course you are applying for. If you work for an organisation, you'll need to talk to your employer about taking the time out for your residential course. For Leadership Pulse, all three residential modules must be attended and the dates are:

- Module One: Tuesday 5th to Friday 8th March 2019
- Module Two: Tuesday 2nd to Friday 5th April 2019
- Module Three: Tuesday 30th April to Friday 3rd May

Virtual Action Learning Sets: dates and times for three Action Learning sessions will be determined during the first residential module.

Find a Nominator

You will need to find a nominator who will support your application. Your Nomination is an assessed part of the application process, so it is important to select your Nominator carefully. We advise applicants to select someone who knows you well, can comment on your leadership potential and how you might develop further. Make sure they will have the time to complete a nomination form before the application deadline.

Making your application online

Register

Application is by online form via our applications website users.cloreleadership.org

If you have never used it before, you will need to register an account. Please make sure that you read the instructions on the application website carefully and that you save the draft of each section as you complete it. Clicking the 'submit' button submits the relevant section to our system after which you can no longer edit that section. We recommend that you complete all the main sections and save the draft of each one, so that you can check them at the end before submitting them. If you think you may need to complete your application in a different way, please go to our section on Alternative Formats for Applications, below.

Your Nominator

Your Nominator will be asked to complete a nomination form before you can submit your final application. Full details are provided on the online application form or through your

alternative application format. It is important to ask someone who knows you, who understands your leadership potential and who can identify how the Clore Leadership Pulse will benefit you and the wider sector.

Monitoring Section

Once you submit all sections and your Nominator completes the nomination form, it will unlock a Monitoring Section that you need to complete before your submission is finalised.

The Monitoring Section helps us to know who we are reaching with our programmes but is not assessed or visible to assessors.

What you'll be asked to submit

You will be asked to:

- Write or relay short essay responses to questions on your leadership experience and ambitions.
- Tell us about your professional experience.
- Include a nomination form which will need to be completed by your nominator.

Alternative Formats for Applications

If, for any reason, you need to make your application in a different format e.g. offline or explained in British Sign Language (BSL) through an interpreter, then please contact us.

For instance, we may be able to support with costs for an interpreter to voiceover your filmed submission or we will make a translation of your application once we receive it. Please let us know if you wish to make your application in a different way. You will still be expected to make a full submission before the deadline.

If you require assistance in this or completing the application form, don't hesitate to let us know. Please email courses@cloreleadership.org or call one of our team on 020 7420 9433.

Selection Process



An exchange of ideas using post-its

- Twenty four places are available on each course.
- The quality of your application is of course considered in determining our final decision.
- When selecting we aim to create a balanced cohort reflecting the broadest range of backgrounds, lived experiences, geography and area of work.
- Applications are assessed anonymously.
- We will normally only have one participant from any one organisation on a single course. However, on occasion we may take up to two participants from the same organisation, as long as that organisation has more than 200 employees and the two participants do not work closely together.
- We will notify all candidates of our decision whether they are successful or not by the deadline given. Unfortunately, due to the high number of applications, we are unable to provide feedback should your application be unsuccessful.
- Approval of the selected candidates is made by the Learning and Courses Manager of the Clore Leadership Programme, whose decision is final.

Your provisional offer

Successful applicants will be sent a provisional offer of a place on the course. Offers for the 2019 spring and summer courses will be made by the end of November 2018.

Tips for Writing a Great Application

Over the years we have read thousands of applications. We have put together a few tips you might want to consider to help strengthen your application:

<https://cloreleadership.org/CoursesApplicationTips>

Cost & Finances

The Courses programme is supported by Arts Council England, through a grant to develop sector leaders. **To be eligible for a subsidised place (see below for fees), applicants must be working in England (normally in the arts, museums and/or libraries sector) and be committed to developing their career as a cultural leader in England.**

The subsidised cost of the course is:

£950 + VAT for people who work as individuals or those in organisations of 1-15 employees.

£1500 + VAT for those in organisations employing 16 - 199 employees.

£2000 + VAT for those in organisations with 200+ employees.

Wellcome Trust supported places for leaders working in England with a track record of engaging the public with science, health or wellbeing follow the same fee structure.

Please note that we offer a number of bursaries, and you can read more about these in the Bursaries section below.

What's Included:

- Accommodation in your own private room for the residential modules at the course venue
- All meals and refreshments (three meals a day as well as regular tea & coffee and refreshment breaks)
- All course materials

What's not included:

- Travel to and from the venue.
- Alcoholic/non-alcoholic drinks with or after dinner.

The unsubsidised cost of the course is £4,500 + VAT. There may be a limited number of unsubsidised places on each course, although priority will be given to those who meet the criteria for a subsidised place.

Meeting your Access Requirements

If you define as a disabled person or have specific access requirements* and are accepted on Leadership Pulse, we will work with you to ensure we can create the best access possible, for example, by working in accessible venues with breakout spaces to rest and reflect, contributing to the cost of support workers or British Sign Language interpreters, where appropriate, or preparing course materials in alternative formats.

The Clore Leadership Programme has worked with many disabled participants with a diversity of access requirements. If you are unsure about applying and would like to talk to us or a previous disabled participant about their experience, please get in touch and we will try and connect you.

We aim to provide an inclusive learning environment on all our courses. This is achieved by working closely with individual participants to make sure that we understand what to put in place to meet your needs more broadly.

If you anticipate any access requirements related to your impairments in making an application or need assistance please do not hesitate to contact courses@cloreleadership.org

*The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. Sharing that you are disabled or have impairments will not be used in any way in judging the quality of your application

Bursaries and Awards

Since September 2014 the Clore Leadership Programme has offered bursaries for its Courses, confirming its commitment to equality and diversity in cultural leadership.

The Caring Support Fund

This fund is for candidates with caring responsibilities who would incur additional costs by attending a residential programme. This includes but is not limited to caring for children or elderly parents. **Up to five awards are available on each course.**

To apply for an award you must upload a budget setting out estimated costs. The budget can be uploaded within the course application form.

In taking decisions on who will be awarded caring bursaries, the Clore Leadership Programme will take into account:

- Evidence of need which indicates that you might have difficulty in meeting costs incurred by taking part in the course. In the case of caring bursaries, this could include, for example that you are the sole carer or that you are working freelance and don't have a regular source of income. These examples are indicative only, and we recognise that individual circumstances will vary. If you are awarded a bursary, you may be required to provide proof of need.
- The budget you submit which sets out the purpose for which the funds would be used.

Disabled Leaders Bursary

We actively encourage applications from disabled leaders as they are under-represented in leadership roles in the cultural sector at large and on our courses.

Additionally, our Scoping Survey in 2014 identified cost to be a key barrier to disabled people accessing leadership training, therefore **the Clore Leadership Programme will waive the course fee for Disabled leaders from England who successfully secure a place on Leadership Pulse.** Successful participants will be required to cover their travel to and from the course.

What do we mean by disability?

*The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. Sharing that you are disabled or have impairments will not be used in any way in judging the quality of your application

BAME Leaders Award

Black, Asian and minority ethnic (BAME) people, are currently heavily underrepresented in leadership roles in the cultural sector in the UK. We welcome and encourage BAME candidates to apply for Clore Leadership Pulse and are therefore offering a **50% reduction to the course fee** for successful BAME applicants currently living and working in England.

The Independent Artist/Practitioner Award

We welcome and encourage more applications from artists and independent practitioners and are offering a **50% reduction** to the course fee for artist/practitioners currently living and working in England. **There is one award available on each course.**

Specialist Bursaries

The following specialist bursaries are available:

Music Education Hub Bursaries

We actively encourage applications from leaders working within Music Education Hubs in England, as they are currently under-represented on our courses. The Clore Leadership Programme will waive the course fee for employees of Music Education Hubs in England who successfully secure a place on Clore Pulse.

The Linbury Trust Bursary for a former dancer

A bursary funded by The Linbury Trust is available for a former dancer to attend Leadership Pulse. Applicants must be committed to developing their career as a cultural leader and be working in the UK.

The bursary will cover all of the course fee.

Wellcome Trust Bursary

The Wellcome Trust supports a number of places on Clore Courses for leaders working within Arts in Health. Applicants must be working in the UK or Republic of Ireland and should have some track record of engaging the public with science, health or wellbeing.

Applicants working in Wales, Scotland and the Republic of Ireland pay £950 + VAT with the bursary covering the rest of the course fee.

One award is available per course.

Heritage Bursaries supported by Historic England

Bursaries are available for heritage sector professionals in England supported by Historic England. Historic England is particularly keen to support applications from people with Black, Asian and Minority Ethnic heritage and disabled people working in heritage in recognition of the underrepresentation of these groups in the sector and especially in leadership positions. Historic England will also prioritise applications from smaller organisations in the sector that have limited access to training opportunities. The subsidised cost of the course will be £500.

Funding for applicants based in Scotland

Creative Scotland is the national organisation supporting the arts, screen and creative industries in Scotland – providing funding as well as a broader influencing, advocacy and development role.

Individuals based in Scotland who are looking for funding to undertake any Clore training courses can consider making an application to Creative Scotland's Open Project Fund.

Applicants will need to meet the criteria for the fund, and will be required to submit their application with enough lead time to enable Creative Scotland to make a full assessment before their course begins (which generally means at least 8 weeks in advance). Please note that the Open Project Fund is highly competitive, and funding is not guaranteed – any application will be assessed against the key criteria.

Funding for applicants based in Wales

Arts Council of Wales invites successful applicants to Clore courses to apply to their Training and Development fund in support of course costs. Applicants are encouraged to do so in communication with the Courses Manager who will be able to advise on existing bursary funds supported by Arts Council of Wales. Please be aware that applications for this fund have a six week turnaround.

Bursaries FAQ

Q: If I am applying for a bursary will this affect my chances of being offered a place on the course?

A: No. All applicants are selected on merit and must meet our selection criteria. Once we have selected successful applicants, any bursary applications will be considered. Your application will not affect our selection decision.

Q: If I am not successful in my application for a bursary, can I still attend the course?

A: Yes of course. You have been selected for the course on merit.

Q: I am disabled and have specific access requirements. Should I be applying to the Caring Support Fund?

A: No. We have separate budgetary provision for meeting your access requirements and making adjustments on all our courses to cover individual needs. If you are a disabled person, don't forget you can apply for the Disabled Leaders Bursary.

Q. How much can I apply for from the Caring Support Fund?

A: Up to £375 per week is available for candidates with caring responsibilities who incur additional costs while away from home. You must upload a budget setting out estimated costs at the point of application.

Got any more questions about bursaries? Drop us an email at Courses@cloreleadership.org

Courses Terms and Conditions

Confirmation of your place

Your place is not confirmed until you have received email acceptance from the Clore Leadership Programme. As soon as your place is confirmed and an invoice has been issued you/your organisation is liable for the full course fee. You/your organisation will be invoiced 2 - 4 months before the course start date.

Payment

Payment must be received within 21 days from the presentation of the invoice. If payment is not received within 21 days we will reallocate your place to another applicant. In the event that you are offered a place less than 21 days before the course start date, you must pay on receipt of invoice, and before the date of the course. Payments should be made payable to the Clore Leadership Programme. Details on how to make payment by BACs payment can be found on the invoice.

Course cancellation

The Clore Leadership Programme:

- Reserves the right to cancel a course or change the venue without notice
- Reserves the right to cancel or change a session without notice

Participant cancellation

The following charges will apply if you wish to cancel a course:

- More than 56 working days prior to the event - 50% of the course fee will be charged/retained
- 55 - 28 working days prior to the event - 75% of the course fee will be charged/retained
- 1 - 27 working days prior to the event - 100% of the course fee will be charged/retained
- Non-attendance - 100% of the course fee will be charged/retained.

If you are applying to Leadership Pulse you are making a commitment to attend every module and it is your responsibility to ensure that you can attend. Clore Leadership Programme cannot reschedule modules or offer refunds on any one particular module missed.

Applications to cancel a place must be received via email to courses@cloreleadership.org and must contain full contact details, invoice number and reason for cancellation. Verbal cancellations will not be accepted.

NB: These charges will only be waived in exceptional circumstance at the discretion of the Learning and Courses Manager. In such circumstances you must write to the Learning and Courses Manager giving full details on why you are/were unable to attend enclosing any supporting documentation e.g. a doctor's note.

Your personal data

We will use your personal data, collected on the application form, to liaise with you about the outcome of the application process and, if you are selected, for the administration of the Clore Leadership Programme course and subsequent involvement with the organisation.

We may use some of your data for reporting and monitoring. This will be anonymous to anyone outside the Clore Leadership Programme, except where you have given specific consent.

If you take part in one of our courses, you will automatically be added to the Clore Leadership Network's fortnightly Friday newsletter including news and opportunities from the sector. You can unsubscribe from this to stop receiving updates at any time.

Clore Leadership Programme takes protecting your data seriously. All our data is held in accordance with the General Data Protection Regulation (GDPR). Any data provided by you will be used only for the purposes of your application and it will not be shared with anyone outside of the Clore Leadership Programme. You can always contact us with the request to remove your data and we will honour your request. If you have any questions, please email info@cloreleadership.org or call: 020 9420 7430. Our full privacy policy can be found [here](#).

Clore Leaders Network



Clore facilitators Sarah Cartwright and Eve Poole sharing a joke at the 50th Short Course Celebration

The impact of the Clore Leadership Programme has been wide-ranging and Clore Leaders and Clore Fellows have found many different environments in which to thrive. Some have founded new charities, businesses or are working independently; others have returned to their working lives with renewed confidence, added dynamism, more extensive networks and advanced skills; and others have moved into new jobs.

After completing a Clore Course, you become part of an extensive network of cultural leaders spread throughout the UK and beyond, from countries such as Canada, China, Egypt, India and the Middle East. The Clore Network of over 1800 Fellows and participants of our residential courses work across the cultural sector and are a constant source of inspiration, knowledge and expertise.

We stay in touch with you regularly through a fortnightly alumni newsletter and an active Facebook group with occasional invitations to events and further masterclasses. Each cohort might set up their own groups for staying in touch regularly.

One of the most powerful aspects of the Courses is the bond which participants develop with one another and which provides ongoing support throughout their career. Some cohorts continue to meet up and learn together long after the course. Many organise development and training days, open events, and other opportunities for engagement with one another and the wider network.

They reach out to the sector as speakers, contributors, mentors, or by developing independent leadership initiatives such as the Cultural Leadership Programme at Curve, Leicester; or Arts Think South Asia.

About the Clore Leadership Programme

[The Clore Leadership Programme](#) based at Somerset House in London, is a platform for existing and emerging leaders in the arts, culture and creative sectors.

Our aim is to inspire and equip leaders to have a positive impact on society through the great leadership of culture. We offer opportunities for professionals in our sectors to understand and develop their leadership strengths, providing safe spaces for them to challenge dominant ideas and beliefs and develop confidence in their leadership styles and potential for impact.

We provide leadership development programmes, promote and debate fresh ideas to advance thought leadership, and offer access to an incredible network of leaders. Our programmes range from a bespoke-tailored eight-month Fellowship, through two-week and one-week leadership courses, Leadership Development Days, seminars, webinars, conferences and events. To offer the broadest spectrum of opinion, we commission and encourage research and provocation pieces from a rich variety of sources, keeping abreast of leadership knowledge and opinion.

You can also connect with us on Twitter @CloreLeadership and on Facebook at facebook.com/CloreLeadership

Best of luck with your application.

[APPLY NOW](#)