

# Welcome

**RUSSELL-COOKE** | SOLICITORS



# HR Conference 2014



# Enabling leadership development through line management

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Programme

# Overview

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- Context
- Findings of leading social review  
[www.leadingsocial.org.uk](http://www.leadingsocial.org.uk)
- Applicants to Clore Social Leadership Programme  
2009 – date
- Clore Social Fellows' leadership journeys

# Context

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- Challenges over last five years
- Managing change
- Capability of workforce – employed and volunteers
- Governance
- Regulation and other legal issues
- Succession planning and recruitment

# Findings of leading social review

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- Key questions for the review
- Overarching themes
- Key findings
- Continued engagement on the issues

# Review of skills and leadership in the 'voluntary, community and social enterprise' sector

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Some key questions that we asked:

- What are the sector's most vital skills and leadership needs?
- What are the critical skills gaps?
- What are the smart solutions to meeting these gaps?
- What are the key priorities to make dynamic changes to this?

# Overarching themes and key issues

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- Individual personal responsibility to actively contribute to own continuous development
- Responsibility for making the most of people's potential led from the top
- Specific skills gaps are often shared with private sector SMEs – digital fluency, data-informed approaches, enterprise capability

# Skills sharing

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- Giving time, expertise and resources
- Support for strategic review and development
- Practical support for everyday problem solving
- Mutually beneficial outcomes and learning
- Brokerage of relationships including diagnosis of needs
- Build the interest and capacity of local SMEs as well as other corporate partners



# Key recommendations

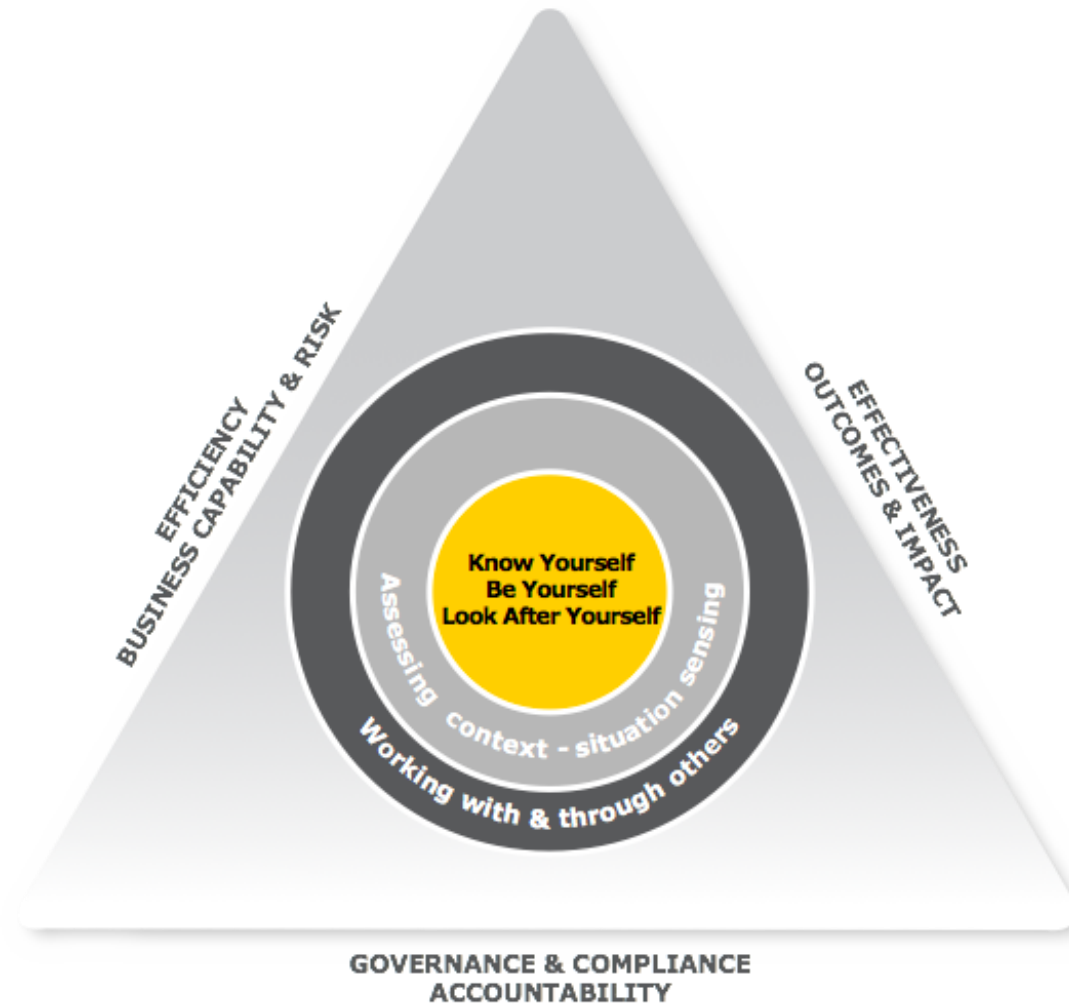
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- Strengthen Governance
- Attract and develop leaders
- Routes into and through the social sector
- Skills sharing
- Digital fluency
- Data-informed social change
- Enterprise capability
- Collaboration in the social sector

# Continued engagement with review outcomes

- Champions of key issues coming together e.g. Charityworks expansion beyond South East
- Further examples of good practice – learn from what works
- SkillsEffect digital marketplace The Skills Platform  
[www.theskillsplatform.org](http://www.theskillsplatform.org)
- Commitment to prioritise investment in people from funders, partners and leadership
- Findings and initial comments on  
[www.leadingsocial.org.uk](http://www.leadingsocial.org.uk)

# Framework for social leadership



# Applicants to be Clore Social Fellows (Since 2009)

- Diversity of applicant pool 20% BME, 70% female, age profile, backgrounds
- Assessment of applicants and nominations
- Interview pool – response to key questions
- Declared lack of opportunities for feedback and issues with self-confidence
- Feedback to candidates not taken forward and their needs

# Fellows' leadership journeys

We develop aspiring leaders working in the social sector so they can transform their communities, organisations and the world around them.

- Established in 2008 by the Clore Duffield Foundation with Dame Mary Marsh as Founding Director
- Based on a review of leadership provisions in the social sector
- Five cohorts of Fellows so far, 2010–2014, 83 Fellows in total



# The Clore Social approach

We aim to develop people with the resilience, self-awareness and capabilities to tackle the social challenges of the 21st century.

- Highly individualised development experience over 12 to 24 months, supported 1:1 throughout
- 360° assessment, training, action learning, coaching, mentoring, secondments, and practice-based research



# Our values

Our values are the core principles we consider important, both in the social sector and beyond.

We try to uphold them in everything we do.

We also expect all our Fellows to commit to (and demonstrate) these values during their time on the programme, and beyond through the Fellowship network.



# Coaching and mentoring for Fellows

Fellows encouraged to start as early as possible:

- Initial coaching on 360° feedback
- Individual budget £1,800
- 70 coaches registered with Clore Social
- Highly rated part of their Fellowship together with action learning sets
- Choose a mentor



# Line manager as coach

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- Led from the most senior staff
- Training for line managers and experience
- Reinforce culture through shared values and lived behaviour example
- Annual performance review no surprises
- Value of coaching and action learning across organisations
- Who are you coaching and mentoring?

# Contact

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