

## **Clore Leadership and Cultural Leadership Programme**

Strengthening leadership in cultural organisations  
and promoting mobility in the process

### **Background**

The *Clore Leadership Programme* is a charitable company established in 2004 to help develop the skills and experience of potential leaders in the cultural sector. It was created in response to the difficulties many cultural organisations in the UK have experienced in recruiting and retraining leaders. It was also in tune with the Government's interest and investment in the skills agenda and debates on leadership in the cultural community. The core administrative costs of this Programme, as well as several fellowships, are met by the Clore Duffield Foundation. The *Cultural Leadership Programme* is a major two year UK Government funded investment launched in 2007 to promote excellence in leadership in the creative and cultural industries and the cultural sector generally. The partners are Arts Council England, the Museums, Libraries and Archives Council and the Department of Creative and Cultural Skills.

### **How it works**

Annually, the *Clore Leadership Programme* selects about 25 professionals who undertake an individually tailored and flexible programme of activities for one year or longer, designed to meet their specific needs and circumstances. Programme elements include: a period of research on a project of practical value to their work; tuition in business, management, human resources, presentation and management, etc; a three-four month secondment to a cultural organisation in the UK or overseas that is completely different from the one in which they are currently employed; and two intensive two week leadership courses, which bring all the individuals (called Fellows) together. An individual mentor (a senior figure from their chosen field) is provided for each Fellow. Access to coaching is also available. The expectation is that by the end of their Fellowship, participants will not only be of greater value to their existing place of work, but be in a position to take on more challenging roles in the future.

The *Cultural Leadership Programme* is divided into six strands: *Work based opportunities* supporting network placements, coaching and mentoring; *Creative Choices* online service and web portal; *Intensive Leadership Development* offering formal learning opportunities; *Governance Development* promoting best practice for leadership in governance; *Powerbrokers* prioritising Black and minority ethnic professionals; and *Developing Entrepreneurs as Leaders* is intended to support organisational, business and creative sustainability. *Powerbrokers* is offering international placement opportunities in cultural organisations in Hong Kong, Beijing, Chongqing and Singapore in 2008 for emerging and mid career cultural creative industry leaders of Black, Asian and minority ethnic backgrounds. The placements of three months duration, are in an educational institution, dance company, arts centre and theatre company and the focus is on marketing, business development and production. The *Entrepreneurship as Leaders* scheme promotes the accelerated development of entrepreneurial skills and also knowledge of how other countries are operating in the creative industries. In common with the *Powerbrokers* strand, the core component is a three month *International Placement for Creative Entrepreneurs* in art, design, media art, and new media, etc. The placements administered by the South Bank Centre, London, were available in Finland, Mexico, Netherlands, Singapore and South Africa during the period December 2007 to March 2008. Another illustration of the scope of this scheme are seven *international placements for aspiring leaders of dance* to shadow leading dance directors around the world for up to three months.

A call for applications is issued annually for the *Clore Leadership Programme*. Successful applicants are drawn primarily, but not exclusively, from the cultural sector, with at least five years of paid work experience. They will be considered as exceptional individuals (or have demonstrated considerable potential). There is no age limit. Most fellows are in their 30s or 40s, though candidates in their late 20s

and early 50s have been accepted. Although focused on UK professionals, the Programme is open to others living in the EU.

The *Powerbrokers International Leadership Placements* is specifically intended for UK professionals of diverse ethnic minority backgrounds. *The International Placements for Creative Entrepreneurs* were open to any UK (primarily English) applicants. Both schemes were publicly advertised and applicants selected on the basis of interview.

## Results

In the first three years of the *Clore Leadership Programme* since its inception in 2004/05, there were 78 Fellows, all but three were residents in the UK. Most Fellows took their secondments in cultural organisations in the UK, but seven chose to go elsewhere in the world, including two to France. However, a larger number visit other countries for their research project. These have included Germany, Netherlands, Poland and Sweden. The Cultural Leadership Programme is still in its infancy, so it is too early to assess impacts on mobility.

Following the perceived success of the first three years of the *Clore Leadership Programme*, an evaluation on its impact was commissioned in 2007. This revealed that a significant number of Fellows had secured new jobs in different organisations at a more senior level and that the benefits of the Programme were widely recognised. At the same time, there was concern amongst some employees about the loss of individuals who were valued in their organisations.

The *Clore Leadership Programme* is possibly unique in the cultural field in Europe. The cost of supporting each participant is generous (GBP 55 000). Some of this money can be paid to the participant's current employer to replace him/her while they are involved in the Programme. The Programme is not designed with a transnational focus. It is principally aimed at developing leadership skills and career opportunities and while this should make the individuals more attractive to employers, both within and outside the UK, and thus more mobile, mobility itself is more a consequence than an objective. To date the take up of opportunities to be seconded to an organisation in another country has been relatively small, whether due to language ability, domestic commitments, or extra costs. However, as it evolves, the programme has the potential to facilitate greater international involvement in the workplace for aspiring cultural managers, directors, curators and other professionals.

On the other hand, the *Powerbrokers* and *Developing Entrepreneurs for Leadership* strands of the *Cultural Leadership Programme* have an international dimension built in. They too have generous awards – up to GBP 15 000 for three months secondments in the case of *Powerbrokers*. Indeed the scope of the Cultural Leadership Programme for international mobility is considerable, if funding can be secured beyond the initial two year phase.

## Sources

- Clore Leadership Programme website <http://www.cloreleadership.org/>
- *Summary of Findings of the evaluation of the Clore Leadership Programme's Fellowship programme for Leaders in the Cultural Sector*, available at: [http://www.cloreleadership.org/Clore%20Leadership%20-%20Final%20summary%20-%20april%202008%20\\_5\\_.pdf](http://www.cloreleadership.org/Clore%20Leadership%20-%20Final%20summary%20-%20april%202008%20_5_.pdf)
- Correspondence with Sue Hoyle, Deputy Director, The Clore Leadership Programme
- <http://www.Culturalleadership.org.uk>

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