



Social Leaders Oxfordshire - Emerging Leader

Programme Handbook

#SocialLeadersOxfordshire



We are delighted that you will be joining us over the next 6 months to take a deep dive into your leadership development, and very excited to be assisting you on your journey. You are joining an excellent cohort of social leaders, all of whom are committed to transforming the leadership of the Social Sector in Oxfordshire.

But what does it mean to be a social leader? Leading social change requires the ability to communicate effectively and wield influence. Social leaders enable their staff and volunteers as well as provide vision and strategic direction. They collaborate with those within and outside their sectors and take calculated risks. In doing so, social leaders facilitate and drive the change most needed in our society.

The Emerging Leader Programme will help you expand upon your existing leadership skills and capabilities and become more confident, empowered, resilient and ready to tackle the changing role and expectations of leadership.

We hope that you will find the upcoming time with us transformational and a platform from which to continue your lifelong journey of leadership development.

Welcome to the programme

Guide. Empower. Engage.
cloresocialleadership.org.uk



Contents:

1. Programme Objectives
2. Programme Directors
3. Programme Schedule
4. Programme Elements Overview
5. Programme Values & Your Commitment
6. Data Collection Points and Feedback Policy
7. Complaints
8. Supporting You On Your Programme

Programme Objectives

This leadership programme is designed to **provide an inclusive, equitable and supportive environment** where social sector leaders can **enhance their work, build and extend their confidence, gain visibility, and amplify their collective strength.**

By offering **access to an array of impactful leadership development tools, building strong peer networks, and developing a commitment to continual learning**, the programme aims to act as **a catalyst for change**. You will **emerge with strengthened individual and collective confidence**, and equipped with the necessary leadership tools to bridge the gap between frontline practice and strategic influencing.

Upon programme completion, participants will **become a Clore Social Fellow** and join our community of respected Clore Social Alumni. You will be given **ongoing opportunities to connect, support and build on your leadership journey** in to the future.

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Your Programme Co-Director: Annie Davy



Annie is a freelance professional in education and community development, locally and internationally. She actively advocates for social and ecological justice and is a founding member of local projects in Oxford: The Parasol Project, Barracks Lane Community Garden, and The Nature Effect CIC.

In 2018, Annie co-founded 'Flo's - the Place in the Park,' a Community Enterprise Hub with a Nature Nursery and a healthy Café. She has leadership experience in various roles, including Headship of a Community Education Centre, a Nursery School and Children's Centre, and 12 years as Head of a service in Oxfordshire County Council. She worked as a consultant for Learning through Landscapes, a national school grounds charity.

Currently, Annie provides leadership development and consultancy support. She authored 'New Playwork' (published by Thompson Learning) and 'A Sense of Place - mindful practice outdoors' (published by Bloomsbury). Annie writes occasional articles and is interested in resilience and working with Nature. She collaborates with charity and community leaders, as well as researchers. Annie holds a Certificate in Executive Coaching from Humantechnics (accredited by UWE) and is accredited with the Institute of Leadership and Management in Action Learning. She trained in conflict dissolution with In Dialogue and personal/organisational constellations with Jenny Mckewn.

Annie's extended and diverse family has taught her about life, love, compassion, and the importance of paying attention and being kind.

Your Programme Co-Director: Yasmin Sidhwa



Yasmin's 35-year dedication to performing arts spans acting, directing, workshops, lecturing, and artistic direction. She has collaborated nationally and internationally with renowned theatre companies like Royal National Theatre, Tara Arts, and Aquila Theatre.

From 1998 to 2015, Yasmin led as Creative Learning Director at Pegasus Theatre. There, she founded and directed MESH—an esteemed International Youth Arts Festival. In 2014, she received the Oxfordshire High Sheriff's Award for her contributions to Arts and Young People.

In 2015, Yasmin established Mandala Theatre Company in Oxford—a national and international touring/training organisation. Mandala supports young artists from diverse backgrounds and became an Arts Council England National Portfolio Organization in April 2023.

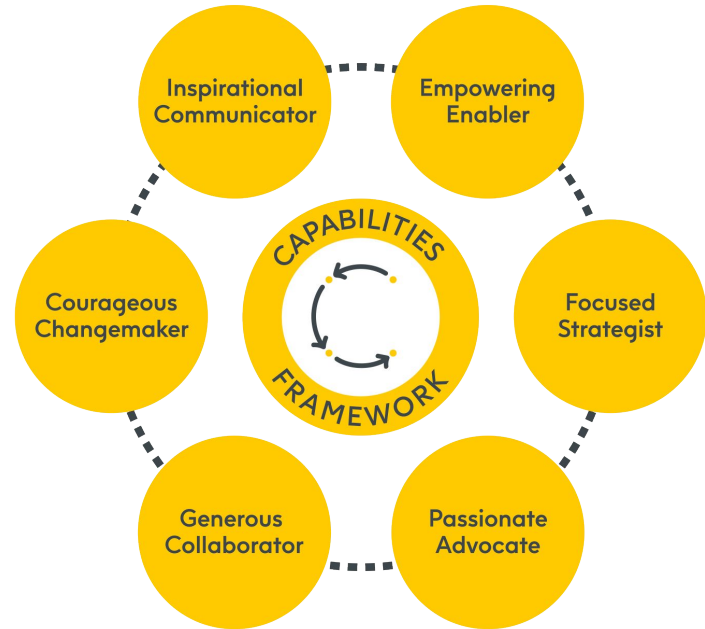
As Mandala's Artistic Director, Yasmin collaborates with youth, writers, and researchers. They co-create productions on themes like unaccompanied young asylum seekers, school exclusion consequences, and masculinity and young men's mental health.

Yasmin has also co-organized International Theatre Festivals in Palestine, facilitating cultural exchange opportunities for young people. Besides her artistic work, she served as an Independent Governor at Oxford Brookes University and is an Executive Board member of CREARC, France. She actively contributes to the Oxford Cultural Anti-Racism Alliance, promoting representation in arts leadership.

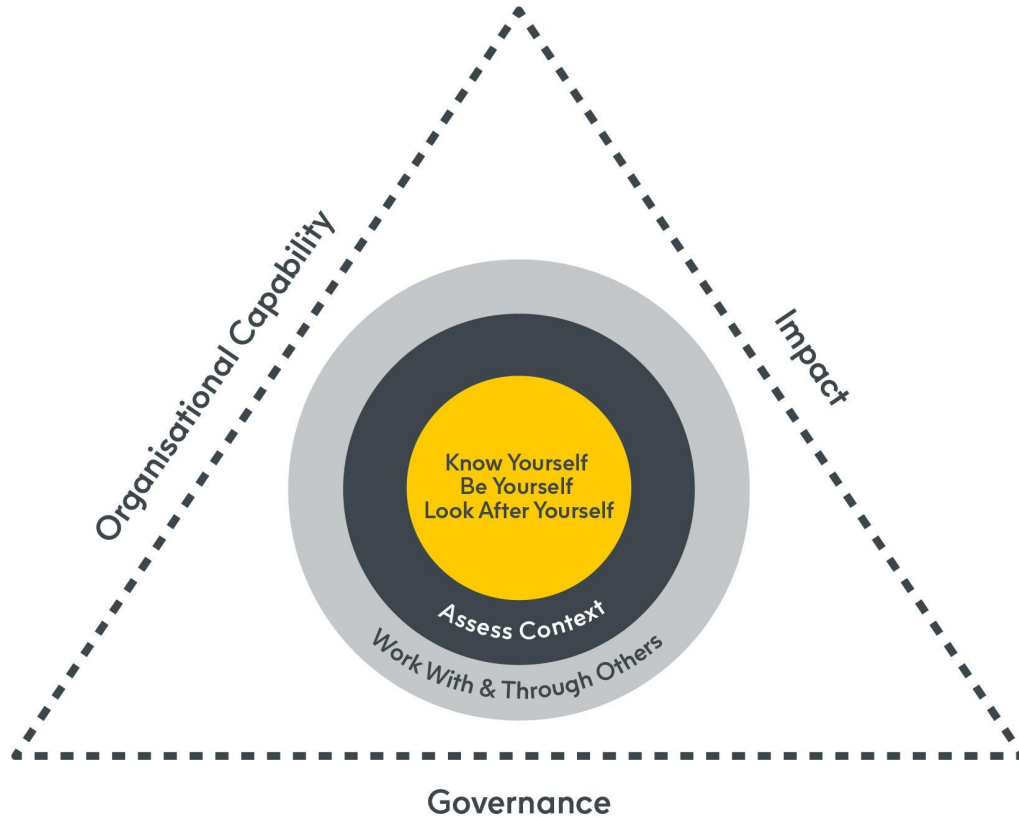
Social Leaders' Capabilities Framework

Being a social and ethical leader require 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.



Leadership Development Model



Know yourself, be yourself, look after yourself:

Developing self-awareness, identifying development needs, leading with authenticity, developing resilience, practising self-care.

Assess context:

Mapping systems, analyse context, understanding stakeholders, foresight

Work with and through others:

Giving and receiving feedback, practising peer coaching, empowering teams

Programme Schedule

This programme schedule is meant to act as a guide of when particular programme elements are taking place.

Component	Where and Who?	When?
Kick-off Session	In Person in Oxfordshire Annie & Yasmin	Tues 12th September 10:00-14:00
Discover Live Classroom #1	Online Annie	Tues 26th September 10:00-11:30
Discover Live Classroom #2	Online Annie	Tues 10th October 10:00-11:30
Kinship Learning Circle 1	In Person in Oxfordshire Yasmin	Tues 24th October 12:30-13:30
360 Degree Feedback Workshop	Online Annie	Tues 13th November 10:00 - 11.30
Lumina Spark	In Person in Oxfordshire Beth Goddard	Tuesday 21st November 10:00 - 15:00
Peer Learning Circle: Well-being & Resilience	In Person in Oxfordshire Annie	30th January 10:00-11:30

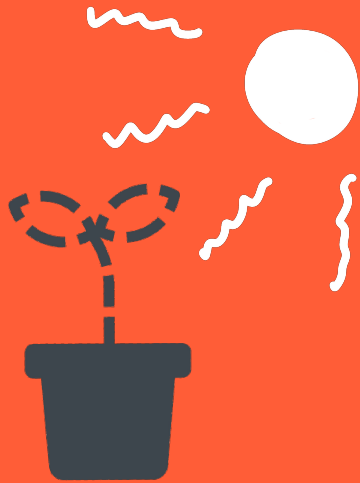
Programme Schedule Continued

This programme schedule is meant to act as a guide of when particular programme elements are taking place.

Component	Where and Who?	When?
Peer Learning Circle: Leadership Capabilities Part 1	Online Annie	Tues 13th February 10:00-11:30
Kinship Learning Circle 2	In Person in Oxfordshire Yasmin	Tues 20th February 12:30-13:30
Kinship Learning Circle 3	In Person in Oxfordshire Yasmin	Tues 5th March 12:30-13:30
Peer Learning Circle: Leadership Capabilities Part 2	Online Annie	Tues 12th March 10:00-11:30
Hackathon	In Person in Oxfordshire Annie & Yasmin	Thurs 14th March 10:00-17:00
Peer Learning Circle: Leader as Coach	Online Annie	Tues 23rd April 10:00-11:30
Celebration Event	In Person in Oxfordshire Annie & Yasmin	Tues 11th June 16:30-21:00
Cohort Catch-up	Clore Social Leadership	Fri 13th December 12:30-14:00

Programme Elements Overview





Discover

Discover Overview

Discover is a four week learning module which uses a self-reflective model to guide participants through the core components of Clore Social's approach to social leadership development. Participants finish the programme with a long-term Leadership Development Plan, ready to make the most of the other elements of the Emerging Leader Programme.

Discover aims to:

1. Consolidate your leadership learning.
2. Provide an opportunity for you to build even deeper, stronger cohort bonds
3. Provide time and space for participants to begin to think about the next steps in their leadership journey



"I enjoyed reflecting on myself and understanding what my strength and weaknesses are. This has helped me as I now know what to focus on to become a better leader."

Discover Programme participant

Discover Schedule: 25th Sept - 22nd Oct

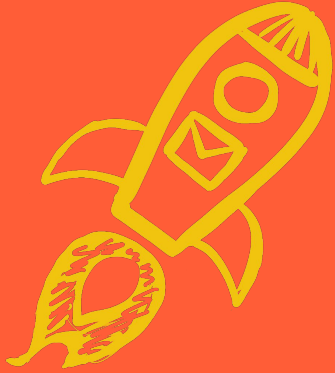
Discover Live Classrooms & Key Dates	Discover Live Classroom 1: 26th September, 10:00-11:30 (In-Person) Live Classroom 2: 10th October, 10:00-11:30 (Online)
Self-guided Learning	Week 1: Know Yourself, Be Yourself, Look After Yourself Week one is about developing a clearer understanding of your leadership style through personal reflection. It is focused on reviewing the personal qualities that social leaders have and how they're demonstrated.
Self-guided Learning	Week 2: Assessing Context Week two is all about taking a step back and asking yourself "why?". Why do you do what you do? Why does your organisation exist? Diving deeper into these two fundamental questions, we'll investigate the importance of assessing and understanding context for leaders.
Self-guided Learning	Week 3: Working With and Through Others None of us exist or succeed in isolation. In week three we'll look at how you work with and through others. We'll challenge you to look at how your teams currently work and help you understand how your leadership can impact the team.
Self-guided Learning	Week 4: Take Action Week four consolidates the learning from the last three weeks and helps you chart the next steps in your leadership development. This final week you will gather your insights and create an actionable Leadership Development Plan to help you continue your leadership journey.



360 Degree Feedback Process

360 Degree Feedback

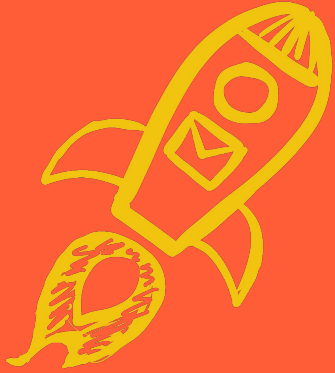
- 🔊 **Know Yourself** - As a part of your programme you will be encouraged to conduct a 360 Degree Feedback Process.
- 🔊 You will be given the opportunity to flex your giving and receiving feedback skills as part of this process. The process will also give you more data to add to your own awareness of your strengths and areas of development, as well as opening up a conversation with those around you.
- 🔊 **Why?** Giving and receiving feedback is an important leadership skill, yet it is one that most leaders we work with say they would like to get better at. Leaders who engage in a 360 Degree Process get a better understanding of their strengths and weaknesses in order to help you develop a leadership development plan.



Hackathon

Hackathon

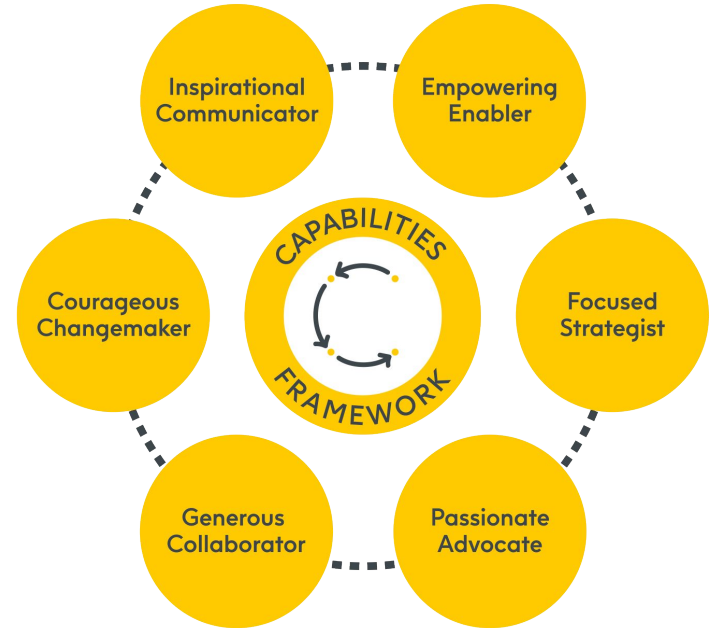
- The hackathon is an immersive and collaborative whole-day event that brings together leaders from the Emerging Leader Programme and the Community and Volunteer Leaders Programme.
- Participants join together to tackle real-world challenges faced by the social sector, working on a brief that aligns with the objectives of the programme.
- The hackathon fosters cross-pollination of ideas and experiences, creating a dynamic environment where leaders from different programs collaborate, exchange insights, and leverage their diverse skills and backgrounds.
- Through this event, leaders gain hands-on experience in problem-solving, innovation, and teamwork, enhancing their leadership capabilities in a practical setting.
- Facilitators will guide participants throughout the hackathon, providing valuable guidance and support to help you navigate complex problems and develop viable solutions.
- The hackathon culminates in a showcase, where leaders present their ideas and solutions to the rest of the group, receiving feedback and recognition for their contributions.
- This program element encourages leaders to think beyond traditional approaches, embrace innovation, and develop a deep understanding of the challenges and opportunities within the social sector.

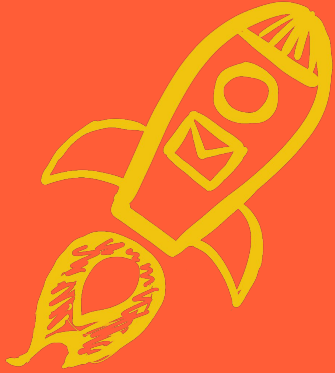


Online Modules & Peer Learning Circles

Online Modules and Peer Learning Circles

- Over the course of your programme you will be given access to a variety of Online Modules to support you on your leadership journey. This includes a series of modules mapped to our Capabilities Framework.
- Peer Learning Circles will offer an opportunity to explore each capability in more detail and you will be invited to use this space to share your own learning, reflections and insights around how you apply these capabilities to your own work and leadership with your cohort peers.
- The peer learning circle space is designed to embody the idea that ‘Leaders Grow Leaders’.
- See the programme timetable to see when and where the peer learning circles are taking place.

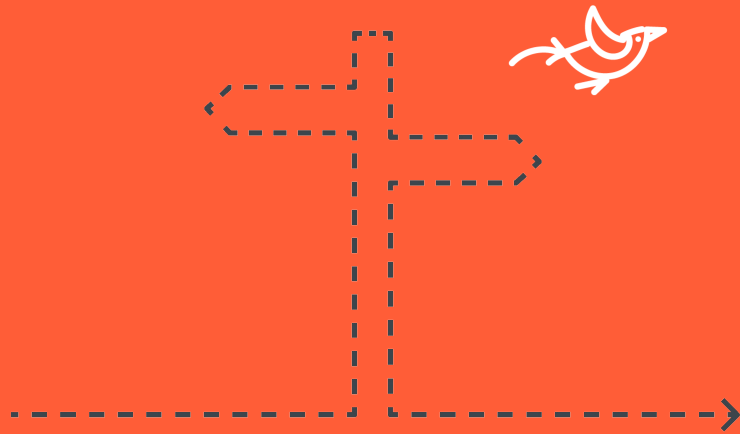




Kinship Learning Circles

Kinship Learning Circles

- Kinship learning circles provide a supportive and inclusive space for diverse leaders to connect, learn, and grow together.
- Led by Yasmin, the circles foster an environment that specifically recognizes and respects the unique experiences and challenges faced by Global Majority Leaders.
- Participants engage in open and honest discussions, sharing their perspectives, and gaining insights from the lived experiences of their peers.
- Through guided discussions, participants explore topics such as cultural diversity, identity, intersectionality, and inclusive leadership practices.
- Yasmin aims to create a safe and empathetic space, ensuring that everyone's voice is heard and valued, and fostering a sense of belonging and solidarity among the participants.



Action Learning

Action Learning

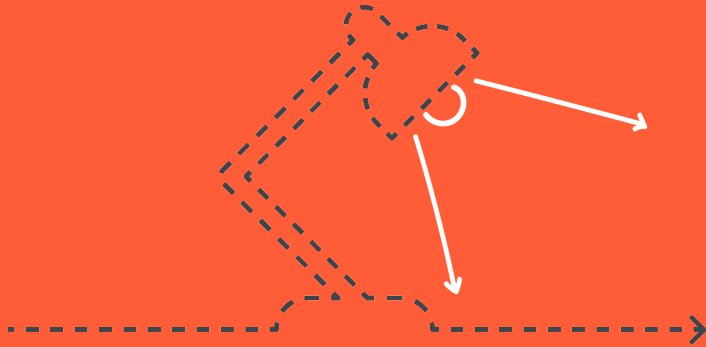
- Action learning is a tool designed for leaders to learn from other leaders. It uses the combined wisdom and skills of a diverse group of people to work through real situations they face in the workplace.
- Action learning sets will allow participants to build deep connections with each other, providing 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 Alumni continue to meet in their sets, after the formal support has concluded and our aim is that you learn the facilitation skills required to continue self facilitating action learning sets past the end of the programme.
- You will be placed in a set of 5-8 individuals. The sets will be facilitated by a qualified Action Learning facilitator and are staggered throughout the programme. The dates of sessions 2-4 will be agreed together between the group and the facilitator.



Lumina Spark

Lumina Spark

- The Lumina Spark psychometric test is a valuable tool used in this programme. It provides comprehensive insights into an individual's personality and behavioral preferences, covering areas such as communication style, decision-making approach, and interpersonal skills.
- You'll gain a deeper understanding of your own strengths and weaknesses, allowing you to tailor your leadership approach. This self-awareness is vital for personal and professional growth, enabling you to leverage their strengths and address areas that may require development.
- You will have the opportunity to share and discuss your results, gaining insights into the diverse perspectives and working styles of your peers. This fosters an inclusive and cooperative atmosphere where you will learn to appreciate the value of different approaches and engage in constructive dialogue.



Coaching & Mentoring

Coaching

Coaching offers essential support on your leadership development journey. It guides you towards identifying your strengths and areas for development, so you can tap into your talent and overcome the barriers that might be holding you back.

Coaching on the Emerging Leader Programme is;

Client-driven: you drive the subject matter (i.e. the coaching agenda)

Focus-driven: setting goals, creating outcomes, managing personal change

The Coach's role:

- Discover, clarify and align with what you (the client) wants to achieve
- Encourage self-discovery
- Elicit client-generated solutions and strategies
- Hold the client responsible and accountable

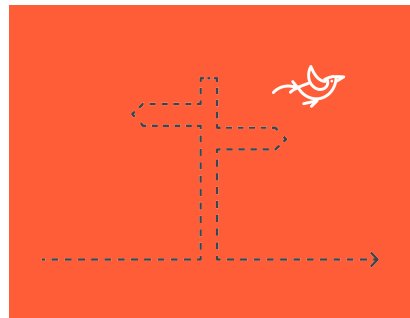
You will receive more logistical information about the coaching component of the programme in due course. There is also a module on the learning platform where you can find out more about the theory behind coaching.

I was so impressed at how my coach was able to tease out my aspirations for the future; when I was struggling to realise them for myself."

Lydia Morgan
Women and Girls Programme
Fellow

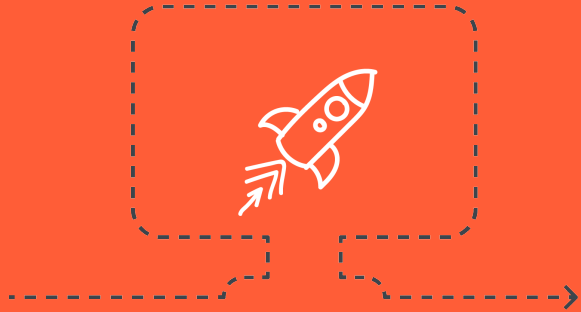
Mentoring

- While finding a mentor is optional, we strongly recommend it for additional personal development.
- Some participants prefer multiple informal mentors, while others connect with one mentor for an extended period.
- It's your responsibility to find a mentor based on your needs and preferences, and you can discuss this with your coach.
- Mentoring is informal, and mentors often offer their time pro bono. There are no set expectations for meetings or hours.
- Choose a mentor who inspires you, has a career path you're interested in, and from whom you can learn.
- If desired, sample agreements for formalizing the mentorship can be provided upon request.



If you'd like to find out more about mentoring then please get in touch with our programmes team or navigate to the online learning platform to view more in depth information.

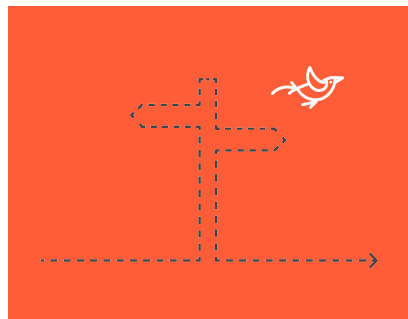
You can contact our programmes team by emailing:
programmes@cloresocialleadership.org.uk



Secondment (optional)

Secondment/Placement

- ✓ The secondment in our programme offers a chance to test your leadership in a new work environment and gain fresh perspectives. You will work in a different organisation as a consultant, on a project, or as an observer to learn their methods.
- ✓ This time is given for free to the host organization. Secondments cover various sectors, from startups to established charities to tech giants. It helps break silos and expands your understanding by exposing you to different industries. By bringing back this knowledge, you can effectively lead projects in the social sector and understand your wider context.
- ✓ This is an optional component of the programme, and is to be organised by you. However, Clore Social Leadership can support you with our network.



If you'd like to find out more about Secondment/Placement then please get in touch with our programmes team or navigate to the online learning platform to view more in depth information.

You can contact our programmes team by emailing:
programmes@cloresocialleadership.org.uk

Programme Values & Your Commitment

All of our programmes are based on the values of courage, passion, diversity, respect and focus. Whilst on this programme, we expect that you subscribe to these values, and commit to the following:

- **Make a personal commitment** to the programme to engage fully in the process. Committing to be open, dedicated, curious, humble, courageous, respectful, honest, supportive kind and focused.
- **Identify leadership** strengths which can be built upon and areas which have been identified for development, based on personal insight and perceptions shared by others.
- **Agree and schedule time in diary** for individual and group programme components.
- **Take responsibility** for personal learning journey, committing to share any challenges at the earliest opportunity with Clore Social Leadership team.
- **Question things** that are unclear, whether this is related to content or the process.
- Recognise that everyone involved is acting from a place of **good intention**. To provide constructive feedback from the same place and take responsibility for providing personal feedback to individuals, the group and the Clore Social Leadership team.
- Hold in trust the information shared by others on the programme with the **confidentiality** and respect expected of you. All information shared whether online or in person should be kept confidential unless expressed otherwise by the person sharing the information.
- Take personal responsibility for not sharing your own information that you know is confidential and you have been asked not to share. **Be explicit when sharing information with the group that should remain confidential within the group.**

Throughout the programme, you will work with a diverse group of leaders from across the sector.

To create a valuable and trusting learning space, we expect that you make a commitment together as a group to:

- Identify and agree **group working norms and practices**. Set and agree expectations of commitment from the group to each other and to the Clore Social Leadership team.
- Recognise there will be **differences of opinions and expertise** in the group at times and respect this.
- **Respect the group and their valuable time**. Be timely, arrive on time and submit activities on time. Let the group know at the earliest opportunity when this won't be possible.
- **Build trust and a sense of openness** between participants and the Clore Social Leadership team.
- **Express preferences** for communication between the group and with the Clore Social Leadership team.
- Agree and **schedule elements of the programme in advance** and prioritise those commitments.
- Be aware of and contribute to group **conversation and communication** in the social workspace (you will be invited before you begin the Discover element) and via email.

In order to assist you in your journey over the next 6 months, Clore Social Leadership is committed to:

- **Define clearly expectations of the programme**, including timelines, deadlines and behaviours expected.
- **Hold the group and individuals to account** if they do not exhibit the agreed behaviours and meet the expectations of the group and programme.
- **Provide constructive feedback** to the group and individuals where necessary for their leadership journey.
- **Explain and differentiate** the learning and task objectives of the individual programme components.
- **Receive and respond to constructive feedback openly**, knowing it is from a place of good intention.
- **Create a virtual space** that is open, challenging, conducive to learning, that enables group connections and is fun.
- **Ensure all experts and facilitators are aligned to Clore Social Leadership's values**.
- **Manage any issues that may arise** that could be a barrier to an individual's or the group's leadership development.

Equality and Diversity

At Clore Social we aim to deliver inclusive programmes that do not discriminate against anyone participating on the grounds of gender, marital status or civil partnership, race, ethnic origin, colour, nationality, national origin, disability, health conditions, sexuality, religion or age.

If you require additional support, please let us know and we will endeavour to make all reasonable adjustments to the programme to help meet your needs.

All employees, facilitators and conveners of Clore Social Leadership programmes are required to read our Equality and Diversity Policy (in our programme policies document) and agree to work to the expected standards.

As a course participant you will be expected to fully uphold our equality and diversity commitments.

Clore Social Values and Learning Spaces

The values on which the Clore Social Leadership programmes are based are courage, passion, diversity, respect and focus. Programmes are designed to explore and challenge current thinking and individual biases. External speakers and trainers with diverse backgrounds and experience are an essential element of this.

Programmes require you to come with an open mind, ready to learn, think, debate and be challenged. You are encouraged to articulate your own values and beliefs whilst recognising that others involved in the programme may have differing values and beliefs which should be respected and explored.

Clore Social programmes aim to provide both spaces for learning and spaces for personal growth. Much collective learning will be challenging, discursive and you may find yourself outside your comfort zone. However, you should also find space in your ALS group and networks where you can explore learning in a safe way, building your resilience and reflecting on your vulnerabilities. We all need both.

Data Collection Points and Feedback Policy

Feedback is a key part of the programme, and is sought on all programme aspects. We believe that feedback is not only beneficial for us, to aid in continuous improvement, but also provides an opportunity for you to reflect on programme elements, and take ownership of your journey with us.

The data that you provide us with allows us to monitor and evaluate our programmes, ensuring high quality is maintained, as well as demonstrate the case for leadership development to the sector. We report regularly to our Board of Trustees, and utilise feedback internally to monitor the progress and success of programmes.

We hope that regular, continuous feedback channels will build a culture of feedback within your cohort, promoting an inclusive and cooperative atmosphere. **Reflection** will allow you to think deeper about course materials, how they can work for you and where you want to put your energy to make the programme as good as it can be for your own goals.

Should you want to offer additional feedback, please contact Angharad Irvine, Director of Leadership Programmes.



Complaints

At Clore Social Leadership we value your feedback and any complaints that you may have whilst you are part of a programme. Using the link below you can submit a complaint with or without your name and it'll be picked up and handled by our programmes team.

<https://cloresocial.typeform.com/to/B0Ap4OSj>



Supporting You On Your Programme

This section aims to clarify who you should contact and when to get your queries answered as quickly as possible. Our office opening times are from 09:30 to 17:00, Monday to Friday.

You can find out who is on the Clore Social team on our [Website](#). During your programme, you will mainly be interacting with your Programme Co-Directors and Clore Social's Programmes Team. We are:

Yasmin Sidhwa - Programme Co-Director

Facilitating in person learning and development

Annie Davy - Programme Co-Director

Facilitating in person learning and development

Reindolf Asante-Manu - Programmes and Operations Administrator

Programme administration, communications and operations

Steve Sloan - Learning Programmes Manager

Programme logistics and communications

Angharad Irvine - Director of Leadership Programmes at Clore Social

Programme delivery, feedback and escalating complaints to Clore Social

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@CloreSocial



<http://www.cloresocialleadership.org.uk>



Clore Social Leadership