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## **Hong Kong Scholarship on the Clore Leadership Programme 2018/19**

### **APPLICATION GUIDELINES**

#### **INTRODUCTION**

With funding support from Home Affairs Bureau (HAB), Hong Kong Arts Development Council (HKADC) in partnership with the Clore Leadership Programme (CLP) invites applications for up to two Hong Kong Scholarships in order to undertake an International Fellowship on the Clore Leadership Programme in 2018/19, with an aim of nurturing cultural leaders in Hong Kong. The scholarship supports local arts professionals who are driven to making a difference in their community of practice, sector and society through culture. Whether working independently or as part of an institution, applicants must meet the criteria for the Fellowships and be able to demonstrate their aptitude and appetite for effecting significant change.

The successful candidate/s will join the cohort of 2018/19 Fellows, drawn from across the UK and abroad, to attend a programme of leadership development in the United Kingdom.

#### **CLORE LEADERSHIP PROGRAMME & HONG KONG SCHOLARSHIP**

Each year the Clore Leadership Programme recruits around 20 potential leaders from across the cultural sector in the UK to participate in the Clore Leadership Fellowship Programme. In addition to the UK Fellows, the Clore Leadership Programme also awards a small number of Fellowships to candidates from outside the EU. The International Fellows undertake a programme of leadership development, much of it alongside the UK Fellows. The Fellowship Programme is now in its fourteenth year, and has proved to be highly successful, both in attracting a wide range of outstanding participants, and in helping to transform their skills, experience, confidence, and leadership abilities.

More information on the Clore Leadership Programme is available on the website <http://www.cloreleadership.org>

The Hong Kong Scholarship (the Scholarship), open to outstanding and talented local candidates with the potential to create significant change in the cultural sector of Hong Kong aims to benefit both the individual participant and the broader community of arts professionals in Hong Kong. The successful Scholar(s) will engage with participants of the Fellowship Programme in a range of intensive leadership training, and a tailored programme of leadership development such as professional coaching, mentoring, participation in courses, conferences, study visits and a secondment in the UK. Scholars gain extensive international perspectives through their participation in the Programme.

The Scholar(s) will attend two mandatory residential leadership courses between 24 September – 5 October 2018 and 24 June – 5 July 2019, around which he/she will plan, in consultation with the CLP, his/her individual programme of development.

The successful candidate/s will be based in the UK for around 4 months and no more than 5, which will be spread over two periods: for a short time of between 2 to 3 weeks in September 2018 which will include an induction session and the first two week residential leadership course; and for approximately 3 months between April and July 2019 culminating in the second residential leadership course.

Each Scholar will undertake an individually tailored programme based in the UK which will include the following mandatory activities:

- Attendance at an induction day on 21 September 2018 and participation in two intensive residential leadership courses alongside the Clore Fellows
- A period of secondment for approximately 8 weeks at a cultural institution in the UK between April and July 2019
- Participation in courses and conferences in the UK between April and July 2019

Apart from the induction day and the first residential course, the Scholars' individual training and development, including their secondment, mentoring, attendance at courses and conferences and the second residential course will take place in the period between April and July 2019. The Scholarship will be completed by 31 July 2019 at the latest.

### **WHAT WE LOOK FOR IN A POTENTIAL SCHOLAR:**

The candidates should be of a similar high calibre to the Clore Fellows and have a track record in their home country, with an expectation that they will fill senior leadership roles in the future. Candidates should normally have a total of at least seven years' paid work experience in the arts and cultural sector and have had experience of

leading a significant project or team, either within an organisation or working independently.

Candidates should have ambition and vision, and can show clearly how they might take their leadership to the next level. We are looking for leaders who are dynamic, strategic and collaborative; who possess a high degree of intellectual curiosity, creativity, integrity and emotional intelligence. They should be entrepreneurial and driven to making a difference in their community of practice, sector and society through culture.

The Scholarship is a considerable investment in the development of an individual and so candidates for the Scholarship must be able to demonstrate that they are driven to creating an innovative positive impact to the arts, culture and communities in Hong Kong.

You will need to be able to demonstrate the qualities listed below and explain in your application how the Scholarship will make a difference to you and the sector and or community of Hong Kong. You must be able to demonstrate ambition and proven achievement in your professional life, meet the essential criteria for the Fellowships, as well as most or all of the attributes listed below:

- Have an innovative approach, be open to learning and the desire to develop as a cultural leader.
- Be in a position to influence practice and/or policy and effect change in your organisation, sector and beyond, through your work as an artist or cultural professional.
- Have significant experience of leading people, projects, organisations or practice either in a professionally paid or voluntary capacity in the cultural sector.
- Be comfortable with managing budgets.
- Demonstrate a deep commitment to, passion for and understanding of the cultural sector.
- Have an understanding of the broader sector and wider context of culture.
- Have the ability to live independently and make the most of intensive learning opportunities.

**We are seeking people who lead:**

**Authentically** - know themselves and are true to themselves, are self-aware, recognise their strengths and the gaps in their experience, and can identify clear personal and professional objectives for applying for a place on the Clore Leadership Programme

**Creatively** - with the flexibility to think laterally, innovate, solve problems and encourage change

**With passion and ambition** for their work, not just themselves - with purpose, motivation, determination and drive that they can communicate to others, both within and outside their organisation or specialism; are powerful advocates, politically astute and able to convey a convincing narrative; communicate effectively in writing, speaking and in groups, and are skilled in presentation and negotiation

**Strategically and courageously** - are optimistic and forward-looking, alert and entrepreneurial, with the ability to analyse complex information, assess risk, be resourceful and make choices - even when coping with ambiguity, uncertainty and complexity; and with the knowledge, judgment, confidence and resilience to seize opportunities and take decisions

**With an enquiring mind** - and the capacity to reflect and learn, with curiosity beyond their current specialism and an awareness of the wider context; they understand and are open to new business models and ways of working, and are competent and comfortable with technology

**With integrity** - they demonstrate honesty, generosity, humility and openness, and welcome diversity. They can build relationships, encourage collaboration and create the conditions for others to excel; they set high standards and have the ability to motivate and develop others; to form, value and give inspiration to a team, to be hands-on and to delegate when appropriate.

**Practically**, they translate vision into action, demonstrate proven achievement in their professional life, and are focused, realistic and self-motivated, leading delivery.

We will also be looking for the extra imaginative "**spark**" that marks an outstanding potential leader. This should give us an indication that the individual will be able to initiate and innovate, to energise and inspire, as well as deliver.

## **FINANCES**

A budget of up to £14,000 will be available for expenses relating to the Scholarship as agreed by the CLP and the Scholar. This will allow for two return journeys to the UK; travel within the UK; accommodation and subsistence (except during the two residential courses); and attendance at conferences and courses as part of the

Scholar's customised programme, in the UK. Payments to the Scholar(s) for costs relating to his/her Scholarship will be reimbursed against submitted expense claim forms, receipts and invoices and will be paid directly into the Scholar's bank account.

*Please note that this funding is available for leadership development within the UK as agreed with the CLP and cannot be used to subsidise your costs at home, or for other expenditure outside of the UK (with exception for your return flights).*

In addition, the CLP will cover the cost of accommodation, tuition and meals at two residential courses and access to a mentor.

## **ELIGIBILITY**

- Applicants must be a permanent resident of Hong Kong and will return to Hong Kong at the end of the programme.
- Have a minimum of 7 years' professional or voluntary experience in the arts and cultural sector by the end of the application deadline and be able to demonstrate aptitude for leading and effecting significant change through your work. The period of 7 years does not need to be consecutive. Candidates with disabilities are considered on equal terms with other applicants.
- Have an excellent command of the English language, both written and spoken.
- Applicants will be required to devote themselves full-time to complete the programme during the periods agreed with the CLP; usually no less than 4 months.
- If the applicant intends to remain in employment with his/her current employer during the Fellowship period, a supporting letter from the employer indicating the approval of the applicant to participate in the programme, if selected, is required.
- Applicants must fulfill any other health and immigration requirements to undertake the Fellowship programme in the UK. The successful applicant(s) must be responsible for his/her own insurance, visas and tax.
- Save for exceptional circumstances, successful applicant(s) will be required to work in the arts and cultural sector for at least two years after completion of the programme.

## **APPLICATION PROCEDURES**

Every application must comprise **TWO SETS** of the following supporting documents (except letters of reference):

- a completed Application Form
- a structural diagram showing the staffing structure of your organisation, with your position highlighted (if currently working for an organisation);
- supporting materials of your academic and professional qualification or achievement, i.e. copies of your academic transcripts, graduation certificates and professional certificates;
- letters of reference from TWO referees in SEALED envelopes under confidential cover;
- supporting letter from your present employer (if applicable);
- copy of official documentation to show your Hong Kong Permanent Residence status; and
- **detailed statements of the following:**
  - 1 Describe your or your organisations' greatest leadership challenge to date. What was your role and what leadership qualities did you utilise to create a strategic impact? (Maximum 300 words)
  - 2 What do you think are the biggest opportunities and challenges facing the cultural sector in Hong Kong over the next 5 years? (Maximum 200 words)
  - 3 As a leader what difference will you make to the sector and what impact do you hope participation in the programme will have on you as a leader? (Maximum 400 words)

Applications must be submitted and deposited in the collection box at HKADC, 10/F, 1063 King's Road, Quarry Bay, Hong Kong by **6:00pm on 9 March 2018 (Friday)** the latest. Please mark "Application for the Hong Kong Scholarship on the Clore Leadership Programme 2018/19" on the envelope. Applications submitted by post must be postmarked on or before the above mentioned deadline. HKADC will not accept applications sent by fax or email. Please note the HKADC will not process the application and its related documents with insufficient postage and pay for the relevant postage. Submission by courier is also accepted if the pickup date shown on the bill issued by the courier service provider is on or before the deadline.

No late applications will be considered.

## **UNDERTAKING**

The selected applicant(s) will be required to sign an agreement that he/she will undertake to complete the Hong Kong Scholarship on the Clore Leadership Programme by 31 July 2019 and comply with the requirements under the terms of the Scholarship.

The selected applicant(s) will also undertake to take part in any sharing/promotional programme on arts administration and leadership that the HKADC or the Clore Leadership Programme may organise in the future.

The selected applicant(s) must return to Hong Kong after completion of the Hong Kong Scholarship on the Clore Leadership Programme.

### **In addition, Scholars will be required to:**

- Participate in any monitoring and evaluation requested by the Clore Leadership Programme.
- Refer to themselves as “Hong Kong Scholar on the Clore Leadership Programme” where appropriate.

## **TREATMENT OF PERSONAL DATA**

According to paragraph 2.3.3 of the Code of Practice on the Identity Card Number and Other Personal Identifiers (“the Code”), the HKADC may collect the ID card number of the applicant to verify the applicant's identity and to identify applications related to the applicant.

Personal data contained in the application documents are used by HKADC to facilitate the processing and assessment of applications. Failure to provide such data may affect the assessment and result of the application.

If there is any amendment to the personal data on the application documents, the applicant must inform HKADC in writing to ensure that the personal data held by the HKADC is correct at all times. To help promote arts development and transparency, the HKADC may publish information concerning successful applications in its annual report, website, newsletter and other publicity materials; the HKADC may also use such information for its own research or policy development purposes. The applicant must agree to allow the HKADC to publish and use such information. If the applicant does not wish to receive any publicity material from the HKADC or related organisations, please notify the HKADC in writing.

To facilitate the process of assessment, the applicant must allow the HKADC to reveal personal data contained in the application/ duplicate audio/ video recordings of past performances/ activities submitted by the applicant to Council Members, Arts Advisors, Examiners/ Assessors, the Clore Leadership Programme, the Home Affairs Bureau,

Selected applicant will be assessed by the Council Members, Arts Advisors, Examiners/ Assessors, consultants and the representatives of Clore Leadership Programme. The applicants must accept that the contents of such reports can be disclosed to the public.

The HKADC will not release information that would harm the applicant's personal or business activities. HKADC reserves the right to subcontract processing of any personal data to a data processor consistent with the applicable provisions of the Personal Data Privacy Ordinance.

### **Inquiry of Personal Data**

According to the Personal Data (Privacy) Ordinance Paragraphs 18 and 22, and point 6 in annex 1 of the Code, the applicant has the right to know if the HKADC holds personal data related to oneself and to the participants of the project, and may obtain a copy of the data from the HKADC and to amend any inaccurate information contained therein. Such requests in writing should be addressed to the Chief Executive, Hong Kong Arts Development Council, 10/F, 1063 King's Road, Quarry Bay, Hong Kong.

### **NOTES**

As application for the Scholarship is expected to be highly competitive, short-listed candidates will be required to attend an interview in person in late March to late April 2018 followed by a second round interview with the CLP representatives through teleconference in April/May 2018. HKADC and the CLP reserve the right to change the interview timetable without further public notice.

Applicants may consider their applications unsuccessful if they are not notified by the end of June 2018. For enquiries, please call Ms LUI of the HKADC at 2820-1090.

Hong Kong Arts Development Council  
29 January 2018

**The HKADC reserves the right, in its absolute discretion, not to accept any application submitted. The HKADC also reserves the right to amend and/or to supplement and/or to cancel the current invitation for applications and/or the details of the Programme as set out in the Application Guidelines at any time without further notice. The HKADC will not indemnify any losses or expenses that may be incurred by the applicants in such situations or in responding to the invitation for application.**