CLEMENT
Leadership Development



CARE - Begin within

CREATING THE CONDITIONS WHERE PEOPLE AND PERFORMANCE THRIVE TOGETHER

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THE CORE PROPOSITION

What is CARE?

CARE is a person-centred performance framework for leadership, coaching, teams and organisational development. It recognises that sustainable performance depends not only on strategy, skill and action, but also on the condition from which people lead, relate and make decisions.

CARE begins with the inner condition.

The inner condition is the combination of confidence, clarity, energy, emotion, assumptions, relationships and capacity that shapes what each of us can bring to a moment.

When people understand and strengthen that inner condition, they are better able to bring their full judgement, capability and attention to the work in front of them.

CARE helps people notice their inner condition, understand what is influencing it and create the capacity to move forward with greater clarity and purpose.

These are the four connected disciplines of CARE: **Compassion, Attune, Restore and Enact.**

The person before the problem.

CARE begins internally. Its value is seen in the quality of the decisions, relationships and actions that follow.



WHY CARE

The benefits of CARE

Create the conditions for people and performance to thrive together.

CARE gives leaders and organisations a practical way to strengthen the human conditions that influence judgement, behaviour, relationships and performance. It turns greater awareness into clearer decisions, stronger conversations and purposeful action.

Clearer thinking

Greater awareness of the inner condition supports thoughtful interpretation, tests assumptions and enables more deliberate decisions.

Stronger conversations

CARE supports better listening, constructive challenge and a confident balance between compassion and accountability.

Greater capacity in complex situations

People can understand what shapes their capacity, take responsibility for strengthening it and respond with greater purpose.

More coherent development

Organisations can connect leadership, coaching, supervision and team development through a common lens that complements what already works.

CARE helps people bring greater clarity, capacity and purpose to what is being asked of them.

WHERE CARE ADDS VALUE

Where CARE is most useful

CARE is relevant wherever performance depends on sound judgement, strong relationships and the ability to lead with purpose. It is particularly valuable in organisations where the human experience is inseparable from the quality of the work. This includes healthcare and the NHS, charities and social care, public services, higher education, professional bodies and values-led commercial organisations.

High responsibility

Where decisions are consequential and people need clarity, judgement and accountability in complex situations.

Relationship-centred work

Where leadership, care, service or professional practice is built on trust, relationships and human interaction.

Change and complexity

Where people are navigating change, transition and competing priorities while sustaining the quality of their judgement.

Values-led performance

Where organisations want compassion, wellbeing and human-centred practice to strengthen standards, challenge and performance.

“CARE has the potential to become part of an organisation’s DNA — shaping how people lead, how they connect with others and how they create the conditions for people to perform at their best. It feels both deeply human and genuinely practical.”

DIRECTOR OF COMMISSIONING AND POLICY (IMPROVING LIVES), OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR NORTHUMBRIA, RACHEL SNAITH

CHOOSE YOUR STARTING POINT

Where do I start?

Most organisations begin with an ambition: something they want to strengthen, connect or achieve.

I want leaders to bring clarity and confidence to complex situations

Lead with CARE Leadership Development • CARE Coaching • Coaching for Non-Coaches • CARE for Supervisors

I want a team to work even more effectively together

Collaborate with CARE Team Development • Senior and Executive Team Development • Team Coaching

I want to strengthen coaching capability

Coach with CARE CARE for Coaches • Practitioner Programme • Coaching Supervision • CARE Community

I want people to create space for reflection and clearer thinking

Experience CARE Reflective Practice • CARE Retreat

I want a more connected development offer

Build CARE into the organisation Internal CARE Practitioners • CARE Framework • CARE Licence

Start with what matters now. Build CARE from there.



Compassion. Attune. Restore. Enact.

Compassion

Compassion begins within. Compassion sits alongside high expectations and clear accountability, creating a thoughtful foundation for challenge and action.

Attune

Pay close attention to ourselves, other people and the wider context. Attune helps us see more of what is happening and test our first interpretation before deciding what comes next.

Restore

Recognise what will strengthen confidence, trust, clarity, energy, perspective or connection. Restore creates greater capacity for what needs to happen next.

Enact

Translate awareness into purposeful action: a conversation, a decision, a change in behaviour or greater clarity about expectations. CARE begins internally; its impact is evident in what happens next.

The four elements of CARE are connected disciplines. People can draw on them individually or together as situations evolve.

ORGANISATIONAL CONTEXT

Where CARE fits in an organisation

CARE works across five connected levels, beginning with the individual and extending through relationships, leadership and the wider organisation.

1 INDIVIDUAL Inner condition

Self-awareness • capacity • judgement • behaviour

2 RELATIONSHIPS & TEAMS What we bring between us

Trust • challenge • communication • collective performance

3 LEADERSHIP The conditions leaders create

Clarity • accountability • compassion • performance

4 ORGANISATION The environment around people

Culture • development • systems • capability

5 ORGANISATIONAL CARE A common language and internal capability

Practitioners • frameworks • licence • ongoing learning

The principle scales: from the inner condition of the individual, through the conditions created between people, to those shaped across the organisation.

Start with the organisation, not the product

CARE provides a consistent framework, while every engagement begins with the organisation. Two organisations may share an ambition for leadership development yet require very different approaches.

We begin by understanding the organisation's ambitions, its context and the experience of its people. Together, we identify where development can add the greatest value. CARE is typically commissioned by executive leaders, people and culture teams, Organisational Development and learning functions, clinical and professional leaders, and programme or transformation leads.

An established CARE programme may provide the right starting point, or we can adapt the approach and create a tailored development journey.

CARE can be delivered through group learning, coaching, focused small-group work, reflective practice or a carefully designed blend of approaches.

CARE can complement the development an organisation already values. It provides a connecting lens across established leadership models, psychometrics, coaching approaches and development programmes.



TRUST AND CREDIBILITY

Who we are

CARE was created by Will Clement, founder of Clement Leadership Development and developed through applied work in leadership, coaching and organisational development across healthcare, public services, charities, higher education, professional bodies and values-led organisations.

Will Clement is a leadership and organisational development practitioner and executive coach. He brings together leadership practice, coaching, emotional intelligence, organisational development and systems thinking to help people and organisations translate insight into action.

Clement Leadership Development works with a network of experienced associates, giving organisations access to the breadth of expertise their work requires.

CARE is grounded in practice and shaped by work with people carrying significant responsibility in complex, relationship-centred environments. It continues to evolve through client work, practitioner experience, evaluation, research and constructive challenge.

Applied
Leadership, coaching and organisational development

Cross-sector
NHS and health • public services • charities • higher education • professional bodies and values led commercial organisations

Evidence & recognition
Practice • evaluation • practitioner learning • University of York Enterprise Award winner 2026 • Good Business Charter accredited

CARE is grounded in practice and lived experience.

Winner — Purpose Driving Profit Award, University of York Enterprise Awards 2026

The award recognised Clement Leadership Development for combining commercial success with a genuine commitment to social value and lasting positive impact.

UNIVERSITY of York
Enterprise Works

LEAD WITH CARE

Leadership begins within

Leadership development should help people lead the organisation they are actually working in.

CARE asks leaders to pay attention not only to what effective leadership requires, but to the inner condition. Pressure, confidence, relationships, energy and assumptions can all influence judgement and behaviour.

CARE gives leaders a way to notice what they are bringing into a situation before deciding what they need to do next. It does not prescribe a single leadership style. It strengthens the person applying leadership in context.

CARE can be commissioned as a leadership programme in its own right or used as a consistent thread through an existing development journey.

“A truly transformational programme of development.”

CHIEF EXECUTIVE, THAMES VALLEY OFFICE OF THE POLICE AND CRIME COMMISSIONER, GILLIAN ORMSTON



CARE Leadership Development

CARE Leadership Development can strengthen leadership confidence, judgment under pressure, constructive accountability and the ability to balance compassion with organisational performance.

The work is grounded in real organisational life rather than generic leadership theory detached from the environment people return to. It helps leaders understand their own impact, work more deliberately with challenge and maintain a strong connection between people and performance.

It can strengthen self-awareness, judgement under pressure, confidence in difficult conversations and the ability to balance compassion with accountability.

It can also help leaders better understand the conditions affecting team performance and lead more effectively through ambiguity and change.

For: New and experienced managers, senior leaders, clinical and professional leaders, leadership cohorts and executive development

Format: Face-to-face, virtual or blended, from focused interventions to longer organisational leadership programmes

Stronger leadership is not only about better technique. It is also about the inner condition from which leadership is applied.



LEAD WITH CARE

CARE Coaching

CARE Coaching is for people at any level. It creates confidential space to step away from immediate demand and think more clearly about what is happening, what the person is bringing to the situation and what needs to happen next.

Rather than moving immediately towards the external goal or problem, CARE pays particular attention to the inner condition from which the person is approaching it.

The conversation may involve confidence, relationships, change, decision making, pressure, transition, conflict or simply the need to think more clearly.

CARE Coaching supports clearer thinking and judgement, greater self-awareness, more constructive responses to difficult relationships, greater clarity through change and uncertainty, and more sustainable performance.

For: Individuals at any level; executive coaching is also available for senior leaders carrying significant organisational responsibility

Format: A confidential series of one-to-one coaching conversations over an agreed period

"I found the coaching genuinely transforming. It created the space for honest reflection, greater clarity and focused action, helping me move forward with real purpose both personally and professionally."

ASSOCIATE DIRECTOR OF THERAPIES, CALDERDALE AND HUDDERSFIELD NHS FOUNDATION TRUST, JENNIFER CLARK

LEAD WITH CARE

Better everyday conversations

Not every useful coaching conversation needs a professional coach.

CARE Coaching supports leaders to listen differently, ask better questions and create greater thinking and ownership in everyday conversations.

CARE encourages leaders to notice the person before the solution, while remaining clear about expectations, responsibility and action.

CARE for Coaching Supervisors

Coaching supervision should do more than provide a regular meeting. At its best, it creates space to understand what is happening, provide appropriate challenge and agree what needs to happen next.

CARE helps supervisors attend to both the work being discussed and the condition of the person doing it. This can be particularly relevant where supervision carries professional, developmental or emotional responsibility.

Format: Standalone development or part of a wider leadership, management or coaching supervision approach



COLLABORATE WITH CARE

Creating the conditions for people to perform

Teams rarely struggle because they lack expertise. More often, the difficulty sits in how that expertise comes together.

Trust, relationships, clarity, challenge and what happens when pressure rises, all influence collective performance.

CARE helps teams pay attention to what each person brings into the team and to the conditions they create between them.

The work engages with the human dynamics of the team without losing sight of the team's purpose.

The aim is not simply a better team experience.
It is better collective performance.



COLLABORATE WITH CARE

CARE Team Development

CARE Team Development helps teams understand how they are working together, what is helping and what may be getting in the way.

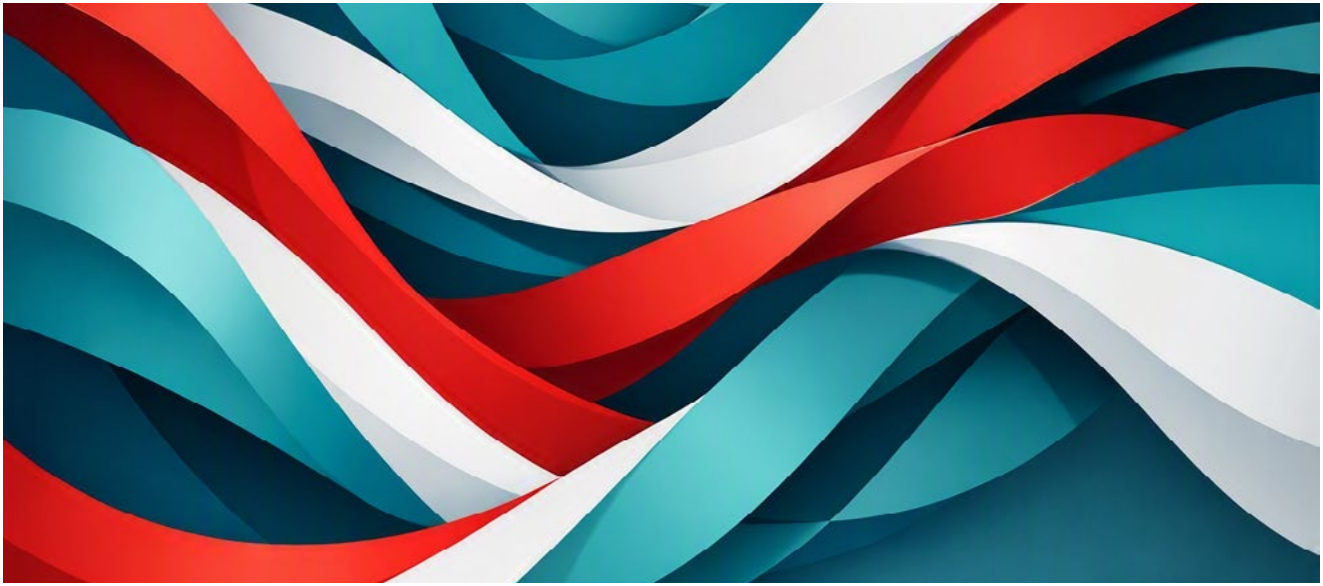
Rather than beginning with a predetermined definition of a high-performing team, CARE starts with the team, its relationships, its work, its purpose, its context, and its current reality.

The work then connects reflection with the conversations, decisions and behaviours that affect everyday performance.

- relationships and trust
- expectations and accountability
- constructive challenge
- difficult conversations
- role, purpose and ways of working

For: New teams, established teams, cross-functional groups and leadership teams

Format: Focused intervention, development programme or longer-term team support



COLLABORATE WITH CARE

Senior and Executive Team Development

Senior teams shape much more than strategy. Their relationships, behaviours and decisions influence the conditions experienced across the wider organisation.

CARE supports senior and executive teams to examine how they work together, what they create around others and what may need to change.

The work can strengthen collective leadership, trust, strategic dialogue, constructive challenge, decision making and accountability.

For a senior team, the question is not simply how well the team works together. It is also about shared purpose and how teams work together across the organisation; setting an example for others through the behaviours they demonstrate.

CARE Executive Coaching for teams and individuals

Where a team needs sustained support rather than a one-off intervention, CARE Team Coaching works with live patterns as they emerge, keeping development connected to relationships, decisions and performance.



COACH WITH CARE

Better coaching starts with the coach

The CARE Coaching Framework is the coaching application of CARE. It sits alongside established coaching approaches by adding a deliberate internal lens.

Before moving towards the goal, challenge or desired outcome, CARE pays attention to the inner condition and the condition of the coach.

A coach can understand an excellent model and still enter a conversation wanting to rescue, solve, impress or steer. CARE treats that awareness as part of the work.

The purpose is not introspection for its own sake. It is stronger presence, judgement and purposeful action.

The internal work does not replace action. It creates a stronger place from which action can happen.

“CARE Coaching helped me self-reflect both personally and professionally. I experienced multiple ‘lightbulb moments’ throughout the sessions and came away with a much deeper understanding of myself.”

HUMAN RESOURCES MANAGER, F PARKINSON LTD, HELEN WILSON ASSOC CIPD

BECOME PART OF CARE

Explore CARE

CARE for Coaches

A focused introduction for qualified and experienced coaches who want to explore CARE within their existing practice. It is particularly suited to individual coaches, internal coaching communities and organisations wanting high-quality coaching continuous professional development..

CARE Coaching Practitioner Programme

The principal professional route for qualified and experienced coaches who want to adopt the CARE Coaching approach. It develops a deeper understanding of Compassion, Attune, Restore and Enact and explores what the framework means for coaching presence, judgement and relationship.

Practitioners do not discard the approaches they already use. CARE provides an additional lens through which to understand themselves, their client and the inner condition from which the coaching conversation is taking place.

For: Qualified and experienced coaches

Format: Learning, practice, reflection and applied coaching



COACH WITH CARE

CARE Coaching Supervision

CARE Coaching Supervision provides reflective space for coaches to examine their work, professional judgement and their own response to the coaching relationship.

The purpose is not simply to review technique, but to help the coach remain attentive to themselves, their client, the relationship and what the work may be evoking.

Format: Individual or group supervision



The CARE Coaching Community

Completion of the CARE Coaching Practitioner Programme is intended to begin a professional relationship.

CARE Practitioners remain connected through ongoing learning, professional conversation, supervision, CPD, emerging resources, research and evaluation.

The ambition is to build a thoughtful professional coaching community around CARE.

EXPERIENCE CARE

People require space and time to think clearly

Most professional life happens at pace. Meetings follow meetings, decisions compete for attention and useful reflection and evaluation gets deprioritised.

CARE creates deliberate space to notice what is happening internally before moving immediately towards another action externally.

CARE Reflective Practice

CARE Reflective Practice provides facilitated reflective space for leaders, teams, coaches and professional groups. It offers a practical structure for making sense of experience, exploring judgement and assumptions, restoring perspective and deciding what needs to happen next.

For: Leaders, teams, coaches and professional groups

Format: Facilitated reflective practice or part of wider development



EXPERIENCE CARE

The CARE Retreat

The CARE Retreat is an immersive development experience built around Compassion, Attune, Restore and Enact.

It creates space away from immediate working demands to think properly about leadership, relationships, professional purpose and performance.

The experience can provide space for difficult questions, deeper reflection, renewed clarity, restored perspective and purposeful action.

For: Senior leaders, leadership teams, coaches, professional groups and organisations wanting deeper developmental space than a conventional workshop provides

Format: Immersive development, in an indoor or outdoor intervention, shaped around the group

The purpose is not simply to leave feeling restored. It is to return more able to perform.

"We all benefitted from the session, with plenty of take-home messages to reflect upon and to implement within our practice."

SENIOR CHILDREN & YOUNG PERSON'S PRESCRIBER, YORKSHIRE HEALTH PARTNERS, ISABELLA MOORE

Connecting what already works

A CARE programme can be valuable entirely in its own right. For some organisations, that will be enough.

Others may see value in using CARE as a common thread across leadership, coaching, supervision and wider organisational development.

CARE complements established programmes, psychometrics, coaching approaches and professional development, bringing a consistent internal lens to the work already taking place.

One framework. Different applications. A more coherent development environment.

One framework. Different applications. A more coherent development environment.



From programme to organisational capability

There is no prescribed CARE journey. An organisation can start with a single programme and stay there. CARE can also develop progressively where the value of a wider approach becomes clear.

1. START WITH A NEED

A leadership cohort, team, coaching requirement, supervision need or reflective development.

2. CONNECT APPLICATIONS

Use CARE across more than one area where a common language would add value.

3. DEVELOP INTERNAL CAPABILITY

Train internal CARE Practitioners and build ownership.

4. BUILD YOUR CARE FRAMEWORK

Create agreed CARE Leadership, Coaching, Supervision or wider organisational frameworks.

5. LICENCE WHERE APPROPRIATE

Use the CARE Licence where the organisation wants structured internal application and ongoing support.

Start where the need is. Go as far as the value takes you.



BUILD CARE INTO YOUR ORGANISATION

The CARE Licence

The CARE Licence provides a structured route for organisations that want to use CARE beyond individual programmes.

Licensing can enable an organisation to develop internal capability and use CARE across agreed areas of leadership, coaching, supervision or people development.

- agreed access to CARE intellectual property, tools and resources
- internal CARE Practitioners
- organisational CARE Framework
- ongoing practitioner development, supervision and CPD
- implementation support and continued evolution of the framework

The purpose is not to create a rigid partnership. The organisation keeps its context and CARE provides the framework.

The organisational benefit

The organisational value is transfer of capability: a common CARE language, stronger internal ownership and less unnecessary dependence on repeated external delivery.

The framework remains CARE. The approach becomes yours.

EVIDENCE

CARE in Action

CARE should be judged by what happens when it is used.

Our evidence will focus on real organisational work: the need, how CARE was used, what people noticed or did differently, and what the organisation learned.

CLARITY

Early CARE feedback describes greater clarity about what matters, what is getting in the way and what needs to happen next.

SELF-AWARENESS

Coaching and retreat feedback describes deeper reflection, insight and greater awareness of personal patterns and capacity.

ACTION

CARE is designed to move reflection into deliberate conversations, decisions and behaviour. Evaluation will continue to test where that translation is strongest.

Where useful quantitative evidence exists, we will use it. Where evidence is qualitative, it will be specific, attributable where appropriate and grounded in what people actually experienced.

CARE can strengthen the quality of leadership, balance compassion with accountability, and create the conditions for higher performance.

START WITH CARE

Where could CARE begin for you?

You may need to develop leaders, strengthen a team, build coaching capability, improve supervision or connect development that currently sits apart.

You may simply want to understand whether the conditions around your people are helping or hindering the performance you need.

Start with your people, the challenge, the desire, and the ambition. We support the rest.

We can explore whether CARE can help, what an appropriate starting point might look like and whether the framework is right for your organisation.

Website: www.carebeginwithin.com

Email: will@clementconsulting.co.uk

Telephone: 07712 473736



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