

# UK FELLOWSHIP

## IMPACT REPORT



ACUMEN  
ACADEMY

2020-21  
COHORT



# OVERVIEW OF ACUMEN ACADEMY IN THE UK

UK Acumen Academy is a regional partner of Acumen Academy. At a time of uncertainty and division, UK Acumen Academy exists to empower bold and generous leaders with the practices and community needed to bridge divides in the United Kingdom.

ACUMEN  
ACADEMY

Acumen Academy is a global university reimagined - building a world where anyone, everywhere is equipped with the resources they need to create new solutions for an interdependent world. We do this by blending the best of online and in-person learning to build the skills and leadership needed to transition to a more inclusive and sustainable society built upon shared values. With over 900 Fellows and 700,000-course takers in 190 countries, the Acumen Academy community represents a new generation of social leaders committed to doing what's right in a world that loves easy.

In 2020, we launched the Fellowship in the United Kingdom - a lifelong community of practice that starts with a one-year intensive leadership programme. Run in cohorts of 20, the Fellowship is deliberately diverse and we select individuals across sectors, issues, and communities, who have demonstrated a deep commitment to driving change and are making a long-term play at system-level impact.

This report seeks to share more about the impact of our first Fellowship in the UK. Every Acumen cohort is unique and brings powerful learning for Acumen and our community - and this cohort has been no exception. We have learned so much with the launch of our first UK programme, and are grateful to have the 2020-21 UK cohort as our learning partners. A similar report focused on our learnings would be at least 5x the length of this one!

This is the start of our impact evaluation work, and we look forward to evolving this with our community. A hearty thank you for building with us - none of this would have been possible without the generous support from our UK partners & friends.

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I know what my strengths are, and I know what type of leader I want to be! I'm a bridge-builder, and I can be a great wife, good mum and still lead like a boss.



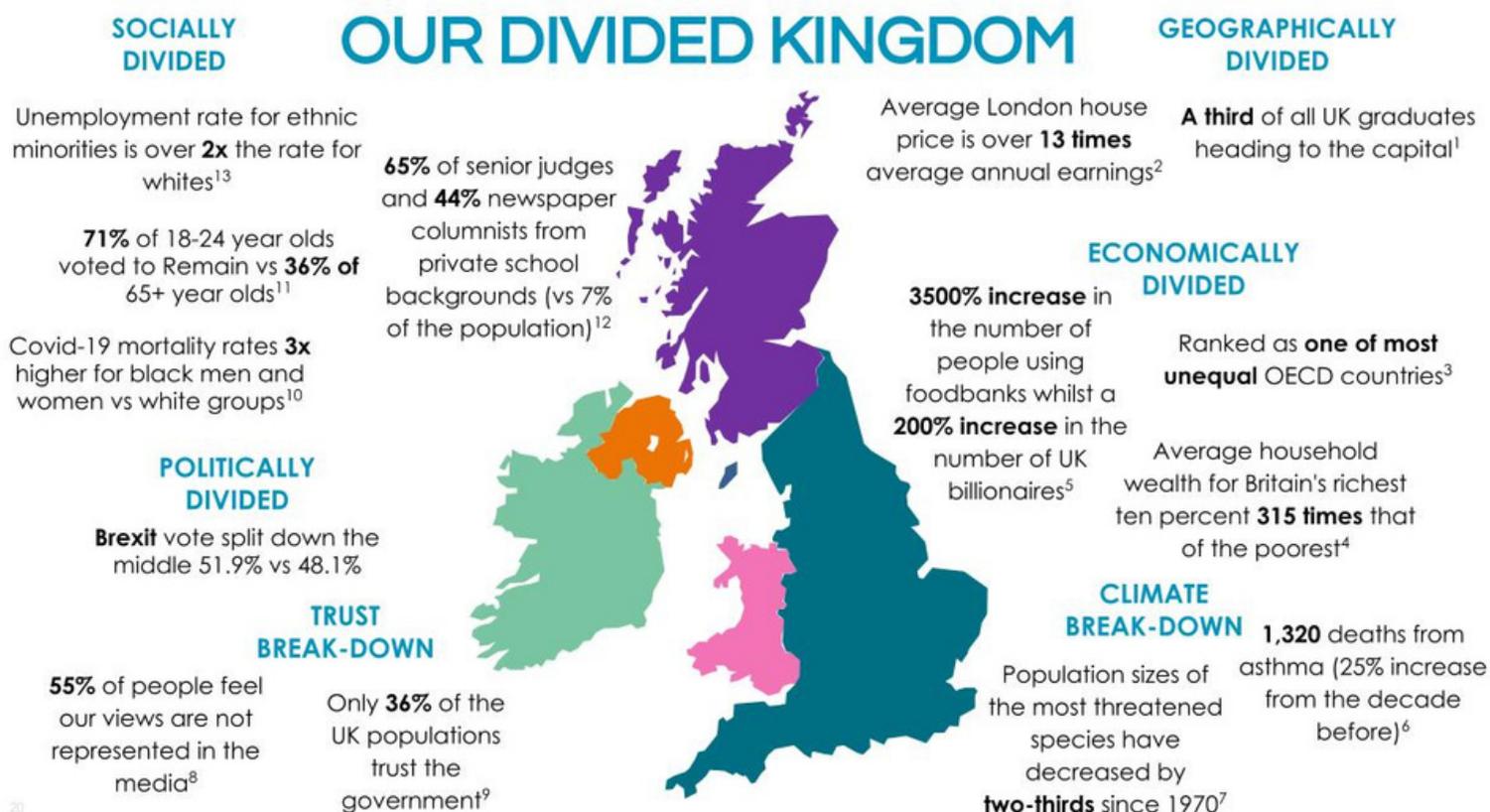
SABA AHMED, KUMBA IMANI MILLENIUM CENTRE

# WHY FOCUS ON LEADERSHIP?

We live in a divided kingdom. We are divided politically, economically, socially, geographically. In all corners of the UK people are questioning capitalism and democracy, pointing to unsustainable levels of inequality, climate change, and a culture of growing mistrust and divisiveness.

Bridging our divisions will require a new model of leadership; one grounded in the moral imperative to reimagine the goals, structures, and rules of existing systems to build a world where everyone has an opportunity to live a life of dignity; a world where success is measured not only by how the elite and wealthy fare, but by how the vulnerable, poor and planet are treated.

We know that above all else, driving change comes down to leadership. We need leaders who can navigate the unknown, build trust and bridge the divide between rich and poor, leavers and remainers, public and private sectors, national and local. Fortunately, these future leaders are emerging everywhere. We have an opportunity to empower, connect, and deepen their capacity to build long term change.



# MEASURING IMPACT

At Acumen Academy, to enable people to be the most effective driver of change, we strive to create brave spaces for people to develop, practice, and apply acts of moral leadership. At its core the Fellowship is focused on developing the Fellow's capacity to take on long standing problems of poverty and injustice. Success is Fellows having the competencies, character and community that enables them to stretch to uncomfortable levels, to build moral imagination, to listen more deeply, to partner better, to reckon with their sense of identity, and to open up to understanding the layered inconsistencies and differing perspectives of others.

Today, UK Acumen Academy seeks to measure impact in the following areas...

## DIVERSITY OF REACH

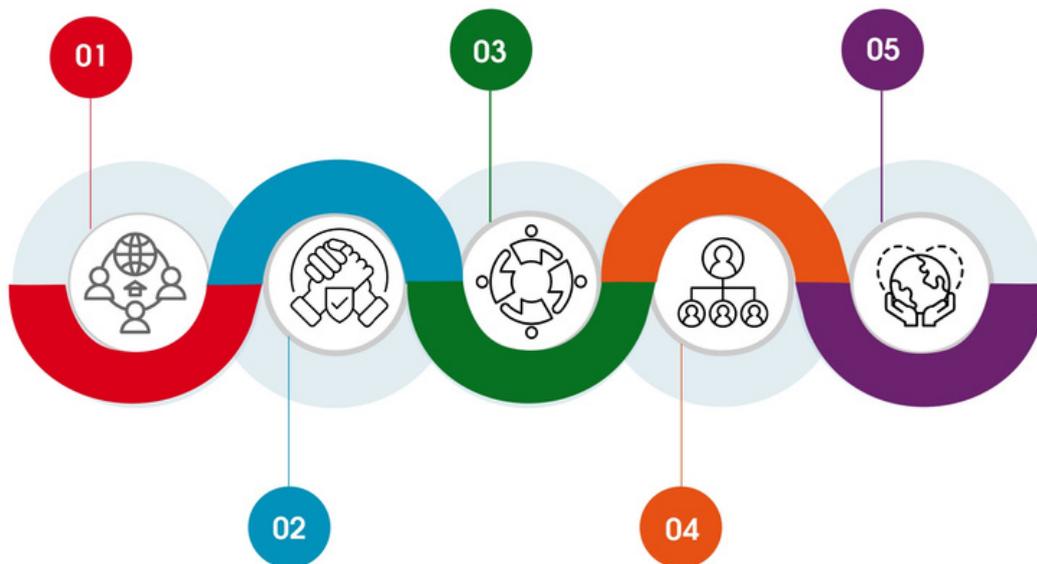
Identify bold and generous leaders who represent the remarkable diversity of the United Kingdom,

## DEPTH OF COMMUNITY

And connect them with a community that accompanies, deepens and sustains, supports and challenges over a lifetime,

## AMPLIFICATION OF IMPACT

And build solutions that create a more just, inclusive & sustainable world.



And create a brave learning space that enables them to develop and apply the practices of bridging difference, building trust and navigating the unknown,

## DEPTH OF IMPACT

So that together, we can role model a new definition of success,

## AMPLIFICATION OF LEADERSHIP

# DIVERSITY OF REACH

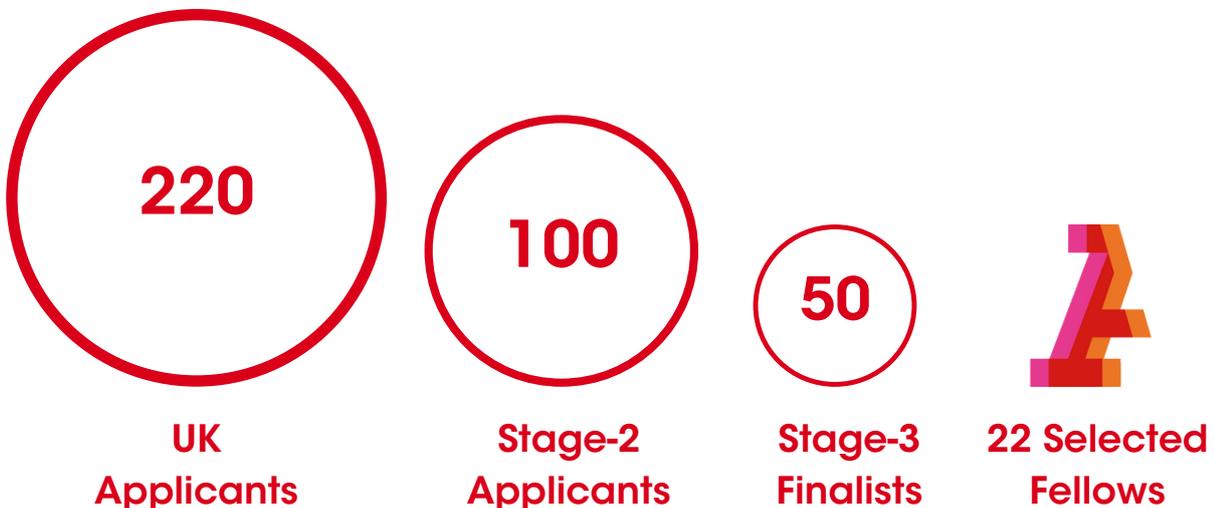
Identify bold and generous leaders who represent the remarkable diversity of the United Kingdom.

**OBJECTIVE:** Cohorts are intentionally diverse across place, sectors and background in service of creating a space to develop, practice, and apply the practices of moral leadership.

## INPUTS



## SELECTION FUNNEL



# DIVERSITY OF REACH

	ALL APPLICANTS				STAGE 3 FINALISTS			
Region	55%	9%	14%	11%	55%	10%	14%	8%
	Greater London	South of England	North of England	Midlands	Greater London	South of England	North of England	Midlands
	6%	2%	3%		6%	2%	6%	
	Scotland	Wales	Northern Ireland		Scotland	Wales	Northern Ireland	
Gender	57%	42%	1%		55%	43%	2%	
	Female	Male	Non-binary		Females	Males	Non-binary	
Race*	59%	25%	16%		62%	24%	14%	
	White	Black	Asian		White	Black	Asian	
Change Pathway	41%	21%	21%		49%	24%	21%	
	Social Entrepreneur	Charity Champion	Movement Builder		Social Entrepreneur	Charity Champion	Movement Builder	
	10%	7%			3%	3%		
	Corporate Changemaker	Public Sector Leader			Corporate Changemaker	Public Sector Leader		
Lived Experience	78%	13%	9%		77%	13%	10%	
	Yes	No	Not Sure		Yes	No	Not Sure	
Eligible for Free School Meals	34%	39%	21%		31%	53%	12%	
	Eligible	Not eligible	Not a UK student		Eligible	Not eligible	Not a UK student	
	6%				4%			
	Don't know				Don't know			
Identify having a Disability	15%	85%			11%	89%		
	Yes	No			Yes	No		

Note: Excludes "prefer not to say" responses

\* Race was asked as a multi-select question (i.e. if you identify as mixed-race - select all that apply).

# WHAT THE APPLICANTS SAY

“

The 3 days really made me think on a deeper level about my leadership. I learnt so much from my fellow finalists and will be continuing those connections in the coming weeks. I don't think I have ever been connected with so many exemplary leaders.

” **CLAIRE, FINALIST**

“

The selection process alone was a catalyst for profound change. Being surrounded by exceptional leaders creating ocular change is a privilege and it's an experience I won't forget. The kindness and encouragement shown by every member of the group gives me hope that the can and will be something for all of us to look forward to.

” **MARIE, 2020 FINALIST**

“

From the start, the focus was not on how to separate us, but on what brings us together - big ideas, hunger for change, and commitment to do whatever it takes. The Festival created a space for all of this and more, encouraging strangers to explore not only our successes but our vulnerabilities and struggles to create lasting connections.

” **2020 APPLICANT**



# DEPTH OF IMPACT

Create a brave learning space that enables Fellows to develop and apply the practices of bridging differences, building trust and navigating the unknown.

**OBJECTIVE:** The Fellowship increases a Fellow's capacity to bridge our divides, build trust and take on long-standing problems of injustice - grounded in the practices of moral leadership.

## INPUTS



# DEPTH OF IMPACT

## INCREASE IN LEADERSHIP ABILITIES

**95%** Fellows state that their abilities as a leader have increased as a result of the Fellowship



Since starting the Fellowship, I believe I am more confident, more unapologetic, more intentional & more assertive of myself and my work.

**]] TALIA KENSIT, YOUTH REALITIES**

## INCREASE IN ABILITY TO ACHIEVE GOALS

**84%** Fellows state that their abilities to achieve goals have increased as a result of the Fellowship



I am now able to look at things holistically. Before the program, I had my head down doing the work albeit making progress but I didn't pay much attention to the bigger picture. A leader needs to have a clear picture of where he is headed in order to leave others there.

**]] DURO OYE, 2020 CHANGE**

## INCREASE IN ABILITY TO ACHIEVE SOCIAL IMPACT

**74%** Fellows state that their abilities to achieve impact have increased as a result of the Fellowship



Through the Fellowship I have been connected to people that I only would have dreamed of meeting - which has helped me to bridge divides and access more opportunities for deprived communities.

**]] MARCELLUS BAZ, SWITCH UP AND NOTTINGHAM SCHOOL OF BOXING**

# WHAT THE FELLOWS SAY

Kevin is the Chief Executive of City Year UK, an education and social action charity that supports 18 to 25 year-old volunteers to undertake a year of community service in schools.

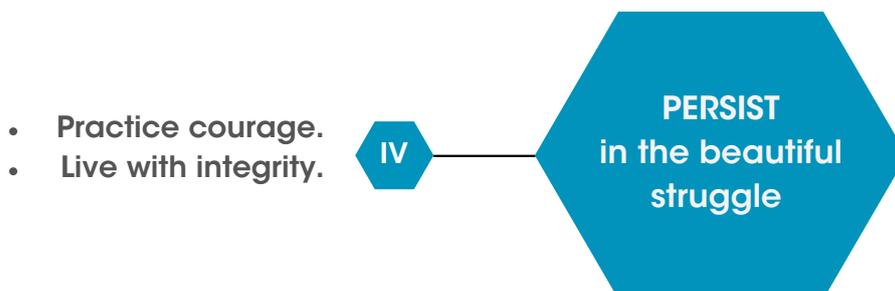
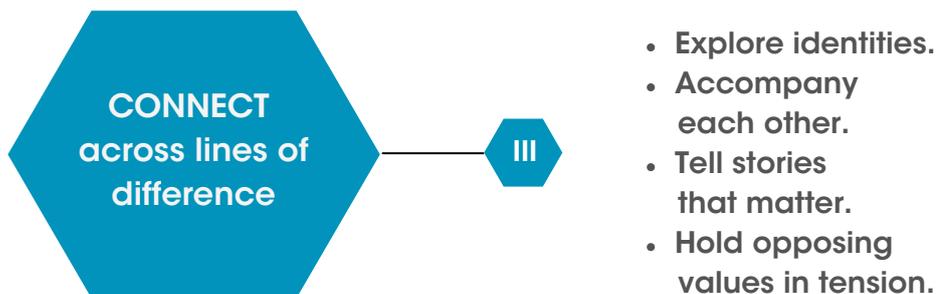
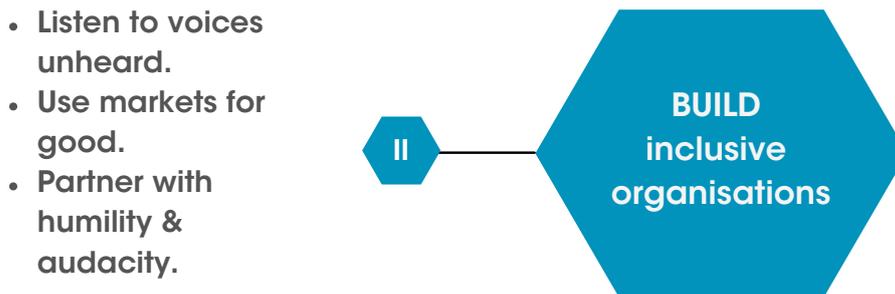
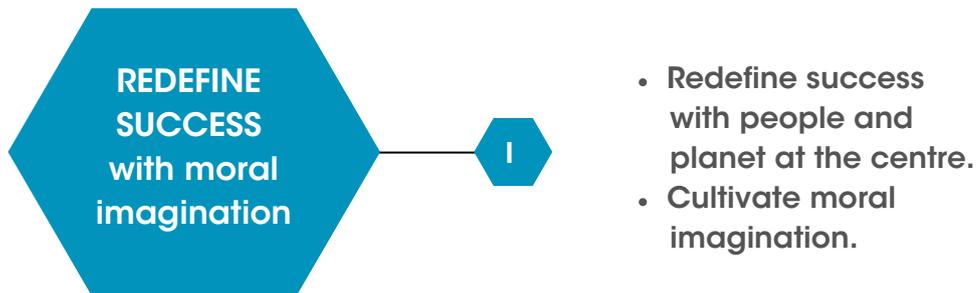


**KEVIN MUNDAY**  
UK FELLOW  
CEO of City Year UK



# DEPTH OF IMPACT

The impact evaluation of our programmes is grounded in the 12 practices of moral leadership. These 12 practices serve as the foundation of our work, and of the learning products and programmes we develop.



# DEPTH OF IMPACT

## I) REDEFINE SUCCESS with moral imagination

% of Fellows say that the Fellowship experience has helped them build...

**68%**  
Strongly Agree

**100%**  
Agree

A deeper understanding how my work fits within the larger interdependent system

**100%**  
Agree

Clarity of purpose, and why I have been called to this lifelong work

**100%**  
Agree

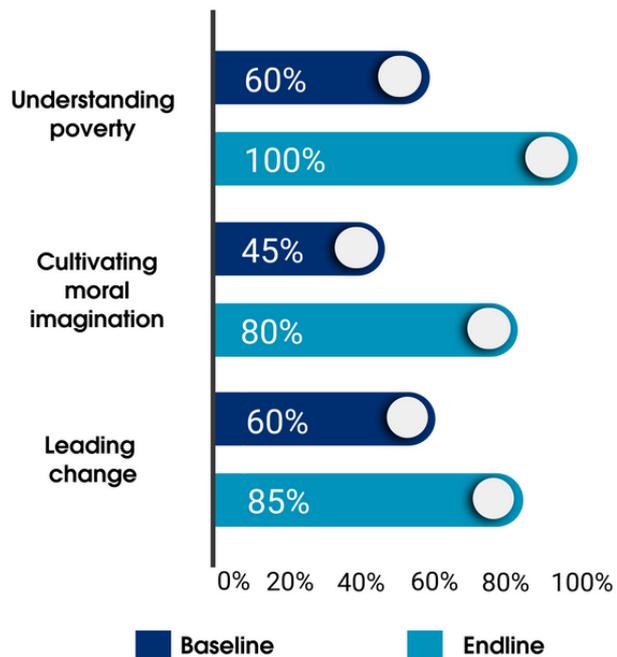
A deep understanding of poverty/injustice and its connection to power and influence

**100%**  
Agree

Ability to design effective solutions that grow the impact of my organization/initiative(s)

In addition to the above, we have also compared how the Fellows stated their overall level of competence before and after the Fellowship.

% of Fellows that stated they are highly competent in this specific area:



My time with the Fellows has helped me realize that too often we are pushed down a single-story narrative, an oversimplification that serves the status quo.

**]] ABADESI OSUNSADE, HUSTLECREW**

# DEPTH OF IMPACT

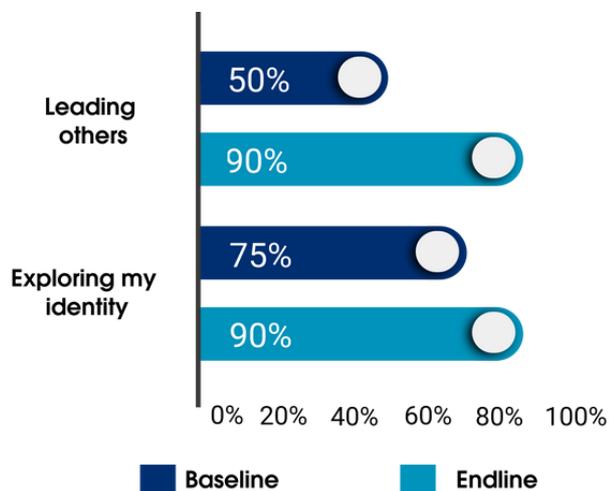
## II) CONNECT across lines of difference

% of Fellows say that the Fellowship experience has helped them build...

<b>84%</b> Strongly Agree	<b>100%</b> Agree	Ability to bridge divisions and work across lines of difference such as politics, class, sector and race
<b>74%</b> Strongly Agree	<b>100%</b> Agree	Ability to lead others in order to create collective action and long-term change
	<b>100%</b> Agree	Comfort in having my own beliefs questioned, challenged and disrupted
	<b>100%</b> Agree	Ability to embrace competing goals and navigate difficult choices that are in tension
	<b>100%</b> Agree	Ability to publicly articulate my vision in a way that mobilizes others to action and lead change

In addition to the above, we have also compared how the Fellows stated their level of competence before and after the Fellowship.

% of Fellows that stated they are highly competent in this specific area:



It was hugely valuable and insightful to learn alongside such a varied group of people. It made me think hard about and question all sorts of things. One overall takeaway for me was how important it is to be 'in touch' and understand 'others' - and how hard we/I have to work to make this current and real.

**]] ADAM GRODECKI, FORWARD INSTITUTE**

# DEPTH OF IMPACT

## III) BUILD inclusive organizations

% of Fellows say that the Fellowship experience has helped them build...

**100%**  
Agree

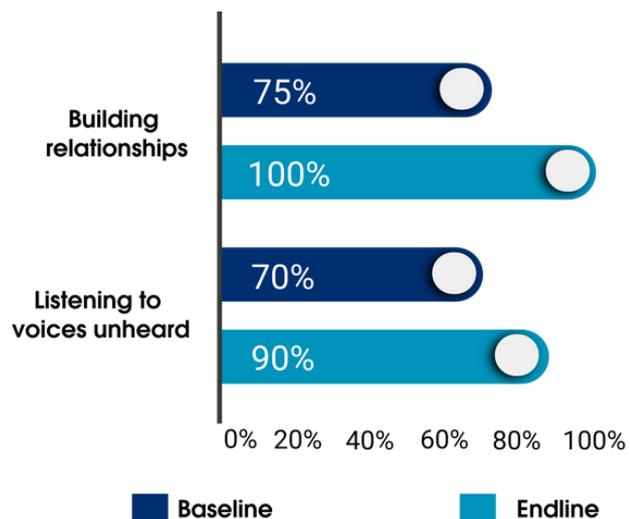
Ability to intentionally build and sustain relationships that serve a collective goal

**100%**  
Agree

Ability to listen to unheard voices, connect with what the world looks like from their perspective, and feel equipped to make decisions with the vulnerable

In addition to the above, we have also compared how the Fellows stated their level of competence before and after the Fellowship.

% of Fellows that stated they are highly competent in this specific area:



Since joining the Fellowship I am a better listener, more reflective and more inclusive. This has been noticed by my peers and the people I work with on a daily basis.

**]] YASMIN KHAN, STAYING PUT**

# DEPTH OF IMPACT

## IV) PERSIST in the beautiful struggle

% of Fellows say that the Fellowship experience has helped them build...

**89%**  
Strongly Agree

**100%**  
Agree

Recognition and articulation of my own leadership strengths and weaknesses, values and biases, privileges and vulnerabilities

**79%**  
Strongly Agree

**95%**  
Agree

Courage to stand up for my values, even when it risks conflict or disappointing my "own people"

**100%**  
Agree

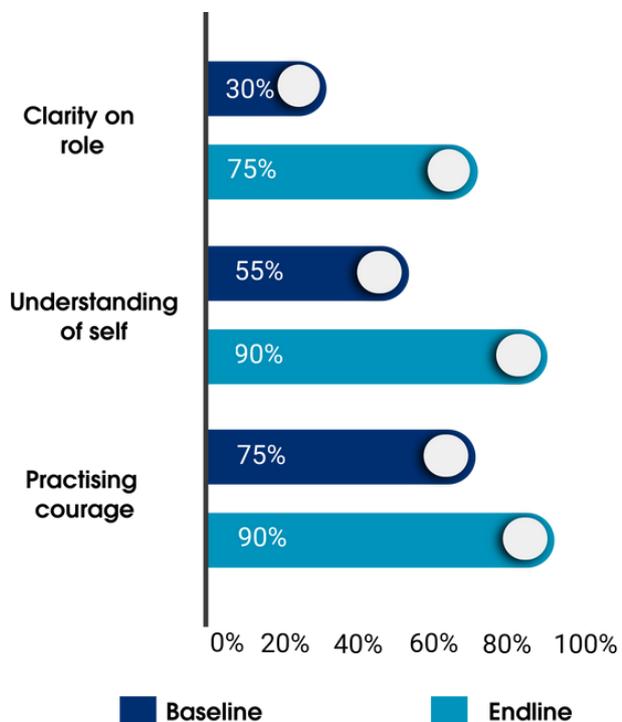
Clarity on the role I need to play in order to take my impact to the next level

**100%**  
Agree

Ability to hold uncertainty, take risks and embrace the unknown

In addition to the above, we have also compared how the Fellows stated their level of competence before and after the Fellowship.

% of Fellows that stated they are highly competent in this specific area:



Change is never easy, nor is it comfortable - you have to really want it but the Fellowship is helping me commit to being the change I want to see.

**DURO OYE, 2020 CHANGE & 2020 FELLOW**

# WHAT THE FELLOWS SAY

Natalie is the Programme Delivery Director for Black Thrive, working in partnership to dismantle the structural barriers that create and sustain mental health inequalities for Black African and African-Caribbean communities in Lambeth.

**NATALIE CREARY**

UK FELLOW

Programme Director at Black Thrive



**CLICK TO PLAY**

**NATALIE CREARY - 2020 FELLOW**  
**PROGRAMME DELIVERY DIRECTOR FOR BLACK THRIVE**

# DEPTH OF IMPACT

## APPLICATION OF CONTENT

### POLARITY MANAGEMENT

Building the ability to lead effectively when opposing but interdependent and equally important values are in tension, grounded in Barry Johnson's work.

**70%** of the Fellows stated they found it extremely useful, and on average have used it **3-4 times** over the last month



In leading a group of trustees and staff to refresh our theory of change, we mapped the polarities to better understand the tensions at play between supporting students' emotional learning and/or academic learning. Together, we explored how it didn't have to be a binary choice and it was accepted that the theory of change should focus on developing both.

**]] KEVIN MUNDAY, CITY YEAR UK**

### AUTHENTIC VOICE

Building the ability to articulate a hopeful vision, speak across lines of difference, move others into action, grounded in Marshall Ganz's work.

**87%** of the Fellows stated they found it extremely useful, and on average have used it **more than 5 times** over the last months



The Fellowship has helped me better communicate my personal story, and the Acumen community has allowed me to shape and mold my story so as to be a bridge to others. I am not only clearer of mind in the mission I'm pursuing, but also am far better equipped to be able to take people with me using the power of story.

**]] EIFION WILLIAMS, CIRCULAR ECONOMY WALES**

## ADAPTIVE LEADERSHIP

Building the capacity to catalyze and embrace the gradual and meaningful process of creating change, grounded in Ron Heifetz's work and adapted with Adaptive Change Advisors.

**80%** of the Fellows stated they found it extremely useful, and on average have used it **3-4 times** over the last months



Standing on the Balcony', this is a session that will stick with me forever. Starting the program I was mostly on the dance floor and only visited the balcony on the weekends. Now with a growing team and can spend more time on the balcony, the Fellowship showed me how to do this without the fear of everything crumbling.

**]] DURO OYE, 2020 CHANGE**

## IMMUNITY TO CHANGE

Building the ability to identify and challenge hidden assumptions and patterns of behaviour that may be standing in the way of meaningful change, grounded in Lisa Laskow Lahey and Robert Kegan's work.

**75%** of the Fellows stated they found it extremely useful, and on average have used it **1-2 times** over the last months



I have highly valued the connections with other leaders and the ability to explore tools like Immunity to Change outside our professional working environments to work through personal and professional challenges with peer support.

**]] ELOISE NUTBROWN, SCOTTISH CONVENTION OF LOCAL AUTHORITIES**

## GOOD SOCIETY READINGS

The deepening of core values and understanding of social change in a broader historical context, modelled off The Aspen Institute.



Good Society Readings provided space for deeper exploration and understanding of self. The first few days I noticed how I was feeling quite uncomfortable, and through the trust we built as a cohort in earlier sessions I was able to work with the discomfort and challenge myself

**]] JOHN HARRISON**

# DEPTH OF COMMUNITY

Connect Fellows with a community that accompanies, deepens and sustains, supports and challenges over a lifetime of driving change.

**OBJECTIVE:** Fellows belong to a lifelong community that amplifies and sustains, supports and challenges - in service of accompanying each other to create lasting change.

The Fellowship experience has helped me build...

**94%**  
Strongly Agree

**100%**  
Agree

A trusted community who are able to challenge and support me

**89%**  
Strongly Agree

**100%**  
Agree

A wide and diverse professional network

**83%**  
Strongly Agree

**100%**  
Agree

Connection to a global movement, through which I can learn and share with

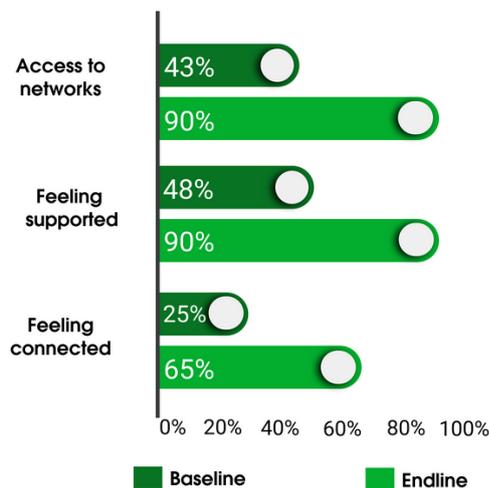
**78%**  
Strongly Agree

**100%**  
Agree

Connection and support in my life-long leadership journey

In addition to the above, we have also compared how the Fellows stated their level of competence before and after the Fellowship.

% of Fellows that stated they have high support in this specific area:



The cohort was such a brilliant bunch of people. I want to stay connected and can see calling on them for support in years to come.

**FATIMA IFTIKHAR, ECONOMY (ECNMY.ORG)**

# DEPTH OF COMMUNITY

## Beyond the fellowship year

The journey of a Fellow only begins with the first year of the Fellowship. We know that the path to breaking the status quo of poverty and the mastery of moral leadership is a life-long one, and seek to orient the design of our Fellowship experience around the full duration of that journey. The Foundry is Acumen's community of Fellows, designed to accompany builders from around the world by connecting them with the resources and relationships to amplify the impact of their work.

## COHORT ACCOMPANIMENT

Fellows continue to meaningfully support each other in a range of ways...

How often have you turned to a member of your cohort or the Acumen Academy Community for the following areas of support?

### SHARE



**100%** knowledge and expertise

**95%** networks and contacts

**79%** funding and talent opportunities

### SUPPORT



**95%** peer consulting and feedback

**79%** emotional support during challenges

**68%** organisational support

### COLLABORATE



**47%** collaborating with each other's organisations

**11%** become a board member/ advisor to other's organisations



I need to be challenged more, so that when I go out into the world my mission resonates, speaks, connects. The cohort has become that place of support and challenge.

**LUCY LOVEDAY, RESILIENT YOUNG MINDS**

# DEPTH OF COMMUNITY

## ACUMEN ACCOMPANIMENT

The UK Acumen Academy team are building out a range of opportunities, locally and globally, to support and amplify the work of Fellows.

### Access to strategic support with Bain & Company

Over the year we matched 4 Fellows to 1-on-1 strategic support with Bain & Company. Further, the Bain & Co team have also provided 2 strategic workshops for the cohort focused on 'effective decision making' and 'strategy 101'.



It was not just the strategic expertise that I benefited from with Bain & Company, but being taken seriously by people in positions of power was a real confidence boost in a world where we're constantly challenging the status quo.

**MARIE YATES, CANINE PERSPECTIVES**

### Access to expert networks with Alphasights

AlphaSights provides on-demand access to business expertise across all industries and geographies. Fellows have the opportunity to connect with a dynamic network of industry experts that can provide them qualitative and quantitative market insights, industry expertise, and execution support.



Through AlphaSights we were introduced to four education sector leaders, who shared their knowledge on how best to engage with schools. It gave us great new insights into the outcomes schools need right now, as well as how to best partner with them. We are using our findings to inform how we scale our programme next year.

**KEVIN MUNDAU, CITY YEAR UK**

# DEPTH OF COMMUNITY

## Access to mentors with Human Learning Library

Human Learning Library supports social leaders looking for business advice and mentorship. Based on Fellows' needs, they are matched with one of their experts, for free, to help them solve challenges and scale fast.



The Acumen Academy team connected me with the Human Learning Library, and I was matched with Andrew Evans, the CEO of Smart pension, a Financial Services Company. Andrew was a pleasure to engage with; genuine, empathic, funny, and very incisive. He very quickly understood my business challenges and provided sound advice to give me a greater perspective on the solutions required. Andrew also showed great generosity of spirit in sharing his contacts.

**FINTAN CONNOLLY, TAKETEN**

## Access to amplification networks

Over the Fellowship year we also matched Fellows to a range of other communities and networks, such as the LEx movement and Greenwood Place, based on their needs and in service of amplifying their work.



Acumen Academy helped connect our organization to Island Capital in the height of lockdown. The Island Capital team was amazing and raised £5k of short-term relief funding and two of their senior members joined as mentors to our young people. This was hugely beneficial, and the relationship continues today with their team offering strategic support to help us scale our impact.

**DURO OYE, 2020 CHANGE**



“

I really valued being surrounded by like-minded folks and peers working on challenges who could empathize with my struggles and personal journey. It's been great to learn more about who I am as a leader as others grapple with the same questions other members of the cohort are also asking.

” **ABADESI OSUNSA, HUSTLECREW**

“

There are just too many examples of how other Acumen Fellows have supported me. As a small example, I often received messages from Fellows just checking in to see if I am OK.

” **NATALIE CREARY, BLACK THRIVE**



“

It was amazing to work with another Fellow, Last, in order to learn more about parents in refugee and asylum seeker communities. This has been built into a whole new strand of work on listening to marginalized parents.

” **TOM HARBOUR, LEARNING WITH PARENTS**



# AMPLIFICATION OF LEADERSHIP

So that together, we can role model a new definition of success.

**OBJECTIVE:** Together, Fellows role model a new definition of success - shifting from valuing money, power and fame to human flourishing and dignity - which empowers, inspires and embeds the ethos of moral leadership across their communities, organisations and institutions.

Fellows continue to share their learnings in a range of ways...

**45%**  
are Actively Exploring

Training my organisation, partners or community in the Fellowship content

**33%**  
are Actively Doing

Facilitating learning discussions with my organisation/partners/community

**45%**  
are Actively Doing

Providing mentorship to individuals in my organisation, partners or community

Fellows have shared Fellowship leadership content with over ~560 other people outside of the cohort

# AMPLIFICATION OF LEADERSHIP

## POLARITY MANAGEMENT

On average, each fellow shared this concept with around **5-9 others**



I often implicitly used the polarities concept with my colleagues, highlighting the polarities in our work and the tension we must hold.

**]] NATALIE CREARY, BLACK THRIVE**

## AUTHENTIC VOICE

On average, each fellow shared this concept with more than **10 others**



This was a highlight for me of the year. I had to ask myself and be able to convey the WHY. And in doing so I was able to capture powerful stories using film for our pilot project.

**]] LUCY LOVEDAY, RESILIENT YOUNG MINDS**

## ADAPTIVE LEADERSHIP

On average, each fellow shared this concept with around **5-9 others**



I use adaptive leadership often, to build a collective understanding in our organization or sector, and around accountability, in fact, I used it yesterday used to discuss the needs for the collective understanding of support for Inward Investment and how this should be delivered in an open, fair and transparent way.

**]] YASMIN KHAN, STAYING PUT**

# WHAT THE FELLOWS SAY

Marcellus is the Founder & CEO of Switch Up CIC and Nottingham School of Boxing. The two organisations utilise sport, mentoring, and counselling to transform the lives of young people and transition them into employment, training, and further education.



## MARCELLUS BAZ

UK FELLOW

Founder & CEO of Switch Up CIC  
and Nottingham School of Boxing



[CLICK TO PLAY](#)

MARCELLUS BAZ - 2020 FELLOW  
FOUNDER AND CEO OF SWITCH UP CIC

# AMPLIFICATION OF IMPACT

And build solutions that create a more just, inclusive and sustainable world.

**OBJECTIVE:** Fellows are building initiatives and models of working that bridge our divides and place dignity at the centre.

The following impact data is not, and can not, be attributed directly back to the Fellowship, and we appreciate that measuring the impact of complex change is not simple - especially when shifting narratives, and the below is too reductive. We also appreciate that "bigger" is not always better, and by rewarding only what we can measure, we often perpetuate systems that fail to honour what we value most.

## Impact of Fellow's initiatives

372,000	Lives impacted by Fellows' initiatives
287,000	Number of beneficiaries of Fellows' initiatives
500	Jobs created by Fellows' initiatives
5,900	Number of volunteers of Fellows' initiatives
40,500	Young educated by Fellows' initiatives
11,100	Individuals trained by Fellows' initiatives
1,200	Organisations supported by Fellows' initiatives
600	Partnerships built by Fellows' initiatives

# AMPLIFICATION OF IMPACT

Fellows' have grown the impact of their role during the Fellowship year...

**63%**

of Fellows secured new funding from new sources



**68%**

Of Fellows secured new funding from existing sources



**74%**

Of Fellows hired new team members



**74%**

Of Fellows developed new partnership(s) to expand impact or financial sustainability



We have listened, believed and acted to protect those most at risk of harm. We have secured additional funds to deal with the Covid Pandemic and we have changed over 21,000 lives.

**DURO OYE**

Fellows' initiatives are building partnerships, replication and systemic change...

## PARTNERING FOR IMPACT

Fellows partnering with schools or universities

**68%**  
Actively Doing

Fellows partnering with local or national governments

**47%**  
Actively Doing

**21%**  
Actively Exploring

Fellows partnering with nonprofits or social enterprises

**95%**  
Actively Doing

## REPLICATING IMPACT

Fellow actively encouraging others to replicate your idea or have open-sourced your idea

**53%**  
Actively Doing

**37%**  
Actively Exploring

Fellows actively involved in building new ecosystems or communities of practice

**42%**  
Actively Doing

**32%**  
Actively Exploring

Fellows having their idea replicated by independent groups

**32%**  
Actively Doing

**21%**  
Actively Exploring

## SHIFTING SYSTEMS

Fellows shifting mindsets, narratives or societal norms

**89%**  
Actively Doing

Fellows shifting public policy

**42%**  
Actively Doing

**53%**  
Actively Exploring

Fellows shifting industry norms

**42%**  
Actively Doing

**32%**  
Actively Exploring

Fellows shifting market dynamics or value chains

**37%**  
Actively Doing

**26%**  
Actively Exploring

# WHAT THE FELLOWS SAY

Last is the founder and CEO of Inini Initiative, a social enterprise that promotes community cohesion by supporting asylum seekers, refugees and migrants to navigate their new social terrain.

“

After completing the Fellowship year, the most prominent change is in my confidence. With this confidence, people are now stopping to listen to what I, and the refugees and migrants community, have to say. When I first joined the program I struggled to challenge stakeholders; whilst I had the courage to approach them I was never sure if I was doing it appropriately or effectively. With support from the cohort, I now feel more competent in challenging key stakeholders in order to drive change and minimize the barriers to integration for my community. In the face of daily challenges, the Acumen Fellowship has taught me how to become more resilient and thrive.

”

**LAST MAFUBA**

UK FELLOW

Founder & CEO of Inini Initiative



# APPENDIX

## HOW WE MEASURED OUR IMPACT

Data was collected across our baseline, midline & endline evaluation surveys across the Fellowship year.

Baseline data includes 21 of 22 selected 2020 cohort members, and endline data includes 19 of the 21 Fellows who completed the programme.

As part of our impact evaluation work, we aggregate this data to better understand the impact of the Fellowship and our Fellows across the globe. We do not use this data at the individual level, nor is it designed for comparison across Fellows.

We recognise that leadership self-assessment is messy and far from perfect (for example, the time since you last ate will have an effect on how you answer the question), and over time we hope to move to an action-based assessment.

## OUR DIVIDED KINGDOM

Sources from page 4, "Why focus on leadership":

1) WPI Strategy group 2016 report, 2) The Independent, 3) Gini coefficient measure of income inequality, 4) ONS wealth and assets survey July 2014 to June 2016, 5) Inequality Briefing - 2010-2016, 6) This is a crisis: Facing up to the age of environmental breakdown, The Progressive Policy Think Tank 2019, 7) ONS, 8&9) Edelman Trust Barometer 2018, 10) Updating ethnic contrasts in deaths involving the coronavirus (COVID-19), England: 24 January 2020 to 31 March 2021 11) YouGov, 12) The Sutton Trust, Elitist Britain 2019 The educational backgrounds of Britain's leading people, 13) Equality and Human Rights Commission

# APPENDIX

## UK 2020-21 FELLOWS



Thank you to our learning partners - the UK cohort of 2020-21. Your determination to create a world based on dignity continues to fuel us with courage and hard-edged hope.

Abadesi Osunsade  
Adam Grodecki  
Duro Oye  
Eifion Williams  
Eloise Nutbrown  
Fatima Iftikhar  
Fintan Connolly

Guppi Bola  
Jenny Thea Sealey  
John Harrison  
Kajal Odedra  
Kevin Munday  
Last Mafuba  
Lucy Loveday

Marcellus Baz  
Marie Yates  
Natalie Creary  
Saba Ahmed  
Talia Kensit  
Tom Harbour  
Yasmin Khan

Meet the UK Fellows [HERE](#)

# APPENDIX

## UK OUTREACH & SELECTION PARTNERS

A hearty thank you to our outreach & selection partners who helped us find and select the 2020-21 cohort of Fellows.

60 decibels  
A Million Realities  
ACOSVO  
Acumen Global Staff & Fellows  
Alphasights  
Ambio-n  
Ashoka  
Big Change  
Black Studies Academics  
Bog Society Capital  
Bytes  
Clore Social Leadership  
Dark Matter Labs  
EY  
Fair Education Alliance  
Finance Innovation Lab  
First Port  
Foundervine  
Girl Dreamer  
Greenwood Place  
Impact Hubs  
In House Records  
Integrati Capital  
Joffe Trust  
JP Morgan  
  
Tudor Trust  
UK Community  
Foundations  
UnLtd

Lankelly Chase  
Leaders Quest  
LEx Movement  
LSE Marshall Institute  
Mitsubishi Corp  
New Constellations  
One Young World  
Pioneer Post  
Power to Change  
Prospect-us  
Queen Commonwealth Trust  
Rank Foundation  
School of Social Entrepreneurs  
Skoll World Forum  
Social Club  
Social Enterprise Acumen  
Somerset House  
Superbeing Labs  
Sutton Trust  
Telescope  
TERN  
The Brilliant Club  
The Cares Family  
TNLCF  
TSIP  
  
Winston Churchill  
York CSV  
Young Foundation

And many many other champions across the UK

# APPENDIX

## UK FUNDING PARTNERS

Thank you to our funding partners for believing in this team and enabling us to do our work. None of this would have been possible without the generous support from our UK funding partners & friends.



# Segelman Trust



Garfield Weston  
FOUNDATION



 The Mitsubishi Corporation Fund for Europe and Africa

**And individual supporters.**