

cultural leadership programme board sets the pace

Leaders from across the creative and cultural sectors met at the first in a series of Dialogues on Leadership to debate the key challenges and issues for leadership in the 21st century.

Discussions were led by Baroness Lola Young with Board members of the Cultural Leadership Programme (CLP) and more than 100 people from across the sectors meeting at Rich Mix in London on 15 November. Simon Tait reflects on the issues raised:



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The first Dialogue met with a very positive reception and has set the pace for the Cultural Leadership Programme, managed jointly by Arts Council England, Creative and Cultural Skills and the Museums, Libraries and Archives Council.

The CLP was launched in June with a £12 million Treasury grant and will focus on work-based opportunities, a creative knowledge laboratory, intensive leadership development, powerbrokers for diversity, best practice for governing bodies, and entrepreneurs as leaders.

CLP Director Hilary Carty saw the Dialogues as a means to address some of the challenges of cultural leadership and to help future leaders “find the footholds to climb the ladder of opportunity”.

Baroness Young said future Dialogues would address a range of issues, such as how cultural leaders could have a bigger voice in the wider sphere, how the pressures and burdens on cultural leaders could be evened out, what cultural leaders’ role would be in the global world, and what cultural leadership would be in 2020, eight years after the Olympics. More issues would emerge through the Dialogues.

CLP chair David Kershaw, who is also Chief



Executive of the advertising agency M&C Saatchi, said the cultural world was the greatest stimulant for change in society, "but if we don't start managing change, we will fall back". Lessons should be shared across the cultural and commercial industries, and cultural leaders should be highly entrepreneurial, seizing opportunities for vigorously promoting issues such as diversity.

Lord Smith of Finsbury, the former Culture Secretary and Director of the independent Clore Leadership Programme begun three years ago and which runs the CLP's new short courses, said the programme has proved that there was a rich seam of talent. "What CLP is going to be about is nurturing that talent to carry it forward," he said.

Based at Nottingham Playhouse, Gemma Emmanuel-Waterton, Eclipse Theatre Producer and one of the new generation of cultural leaders raised the issue of working independently.

"You are on your own, escalating your vision, and it can be very lonely," she said. "We need to create meaningful networks - gathering, mentoring, buddying - and a key



Photos: © Lara Platman

challenge is for organisations to be open to risk taking and new ways of working."

Representing the museums sector, Graham Fisher, Chief Executive of Museums, Libraries and Archives Council, London, said museums needed to be continually watchful of "what drives your customer", and responding to changes in society. Perceptions of the importance of collections alter as the demographic of visitors changes with increasing diversity. Museums also need to feel less dependent on public funding, and align with other sectors of the cultural economy in developing different ways of generating income.



Michael Lynch, Chief Executive of the South Bank Centre, said that the issue of governance and the balanced relationship between an arts organisation's executive and its board was vital.

Baroness Lola Young endorsed Mr Lynch's remarks, highlighting governance as a priority for the sector. Both welcomed the focus on Governance as one of the key strands of the Cultural Leadership Programme.

And one of the first problems for new cultural leaders, said Gemma Emmanuel-Waterton, was knowing that they had a writ in the cultural community that went beyond their immediate responsibilities, both as a leader and, in her case, a producer. "When are you established and when have you stopped emerging?" she asked. "At the moment I think of myself as Gemma Emmanuel-Waterton, emerging cultural leader."

a personal view from David Kershaw, Chair, cultural leadership programme

In his opening remarks, David Kershaw re-affirmed his strong belief that cultural leadership and therefore the Programme was vital to our society. He shared "some very personal perspectives on what I think some of the big leadership issues are in my own world of a commercial creative business.

"Whatever particular field we all operate in, business, politics, the voluntary sector there is one undeniable truth, as a society if we don't stimulate, energise and manage change, then we will inevitably fall backwards. As others force the pace of change across all our worlds, so the pressure to reinvent becomes even more intense.

"Culture itself is a hugely significant stimulator of that required change. A rich, inventive, rule-breaking cultural sector is a sure sign of a healthy, successful society. "I would contend a vibrant cultural sector, requires great cultural leaders. It is the experience of those of us who work in cultural and creative industries that those who 'do' can 'do' much better if they are given high quality leadership.

"It requires a leadership which is as diverse as society itself, brilliantly informed, trained and while mindful of good governance is highly entrepreneurial in respect of both how resources are generated and the cultural activities themselves. And it's exactly to these requirements that the strands of the Cultural Leadership Programme have been designed."

David questioned how to preserve the excitement of a start-up organisation as it grows more successful and established. "Any of you who've been involved in a new venture will have experienced that thrill of starting with a blank sheet and the amazing energy that generates. It is the energy and mentality of a child who asks 'why' and thinks 'why not'. But the trouble is the organisation becomes an adult and what was fresh becomes a habit. But the new kids on the organisational block through their freshness will re-position you as a dinosaur. So you have to find a way of constantly re-inventing yourself. It probably won't be about reinventing the big picture but it certainly should be about radical new ways of painting it. "



networking leaders

The Cultural Leadership Programme has funded 14 networks through its Work-based Opportunities strand.

The Leadership Network Day, held at Rich Mix, on 15 November brought representatives of many of these networks together for the first time. It was an opportunity to share early learning, to look at areas of cross network development, to discuss the Cultural Leadership Programme's approach to evaluation and how the wider network might develop.

The day was facilitated by Rose Fenton, former Director of LIFT and Tessa Brooks, Independent Consultant in the field of leadership and author of the CLP's scoping report on Coaching and Mentoring.

After a brief introduction by Hilary Carty and a presentation by Tessa Brooks which developed some thinking around leadership, more personal experiences were offered.

Geraldine Collinge, Director of Apples and Snakes and a member of Friendly Literature Organisations (FLO), gave a highly personal take on the formation of her network. FLO has moved from being a group of friends leading literature organisations to a more structured network which would allow its constituent individuals and their organisations to share their ideas and develop their leadership skills through individual programmes of development.

They have already benefited from a retreat which enabled FLO members to understand their leadership needs. She spoke about the responsibilities of moving from being a self generated network to being funded and how this changed the dynamic of the network, bringing a sense of a wider responsibility for sharing the learning.

Sharing his experiences of being part of the Liverpool Hub, Director of the Bluecoat, Alastair Upton described the formation of the network, which had developed out of the networks behind the successful European Capital of Culture 2008 bid. The CLP funding had enabled them to create a laboratory for cultural leadership. The network, which included a diverse range of leaders from directors to senior managers, now met regularly and had targeted coaching as one of the early leadership development priorities.

The afternoon was spent in the discussion of the overall evaluation strategy of the Programme and a presentation by FPM's Kevin Ford, about the approach of the two Library Future Leaders networks. Nicola Turner, Manager for the CLP Work-based Opportunities strand, stressed the importance of finding creative ways in which to make evaluation an integral part of the activity of the networks. The day concluded with a keen appetite for future exchange of ideas and approaches.

dialogues on leadership

Baroness Lola Young charts the aspirations for an ambitious programme of debates:

From museums and archives, to art galleries and theatres, in the public and private sectors, the question of leadership has leapt up the agenda. I welcome the Dialogues as a means of capturing the thoughts, reflections and issues that concern our leaders at this important time.

Working in partnership with key think-tanks and media partners, the Dialogues on Leadership will be a groundbreaking series of debates featuring a wide range of leaders

from across the cultural and creative industries as well as others outside the sector. A variety of topical subjects will be explored, with the emphasis on reflecting the broader issues and subjects that affect our society today and for the future.

Varying in structure and content, each session will examine provocative perspectives on the session's theme. Interactive web debates will enable a substantial number of people to comment on the issues raised. The series will culminate in a collection of essays that interrogate and reflect on the role of leaders from the cultural and creative industries and their impact in our contemporary, globalised world.

new ideas

the dialogues

Are we European yet?

We're supposed to be part of Europe but has membership of the EU had an impact on our skills and professional outlook? The first Dialogue in the New Year will look at what cultural leadership means across Europe and examines the case for a pan-Europe cultural leadership approach. Are there perspectives and issues for mutual sharing and development? Is there now or likely to be a 'European' solution to key challenges? Ilona Kish, Director of the European Foundation for Arts and Heritage based in Brussels has been invited as a headline speaker.

In the public arena

This session will examine the relationship between cultural leaders and contemporary politics. Can the culture be truly embedded in society's 'core script' if we don't have a voice on the big issues? What sorts of relationship are possible without compromising personal and organisational values?

Realities and revelations

This session will examine the expectations, burdens and pressure of cultural leadership. 'BME', women and people with disabilities who are also leaders experience pressure as a result of being seen as representative of specific communities: is it possible to lessen/challenge this 'burden of representation'? Do leaders in the cultural sector experience specific problems or is leadership the same no matter which sector you work in? This session aims to be a frank, open discussion of some of the key issues for cultural leaders in England, removing the public façade and getting to grips with the realities of a professional life that sometimes makes people 'go home and cry'.

Cultural leaders in a globalised world

Working internationally has often meant operating within a North America - European

axis. Factors as disparate as the economic growth taking place in India and China, the buying power of Japanese and Russian millionaires and Britain's dogged failure to become multi-lingual mean that we may not be in a good position to adapt to the changes in the world order that are currently taking place. What can we learn about intellectual, political, critical leadership - where in the world are the models for this advancing our work to be found? Can we build on diasporic connections?

Beyond diversity 1 & 2 (in association with Powerbrokers critical debates)

The issue of diversifying Boards, organisations and sectors has risen to the top across the cultural and creative industries. Beyond the moral imperative for equality of opportunity, beyond the economic argument of reaching the 'black' pound, how are diverse leaders tackling the challenges of leading our 21st Century organisations? Beyond Diversity seeks to penetrate the shell of heritage-based commonalities and explore the diverse approaches to leadership of key leaders from BME backgrounds. Beyond Diversity 1: Man Talk. Beyond Diversity 2: The Women Speak.

Beyond diversity 3

Rights... Responsibilities... Access... Opportunity... Profile... Reward... Beyond Diversity 3 charts the issues, aspirations, challenges and strategies of cultural and creative leaders with disabilities.

Vision 2020

It is eight years after London has hosted the Olympics - what has changed about the cultural and creative industries and how have our leaders adapted to those changes? Do we even think about leadership in the same terms?

The seminars will be scheduled across England to take place throughout 2007 - see the website for latest details.

“peach” opportunities

Leadership placements with key organisations and leaders

A number of “Peach” placements for emerging and mid career leaders are being offered by the CLP to provide opportunities for working alongside the top creative and cultural leaders across the sectors.

Amongst organisations hosting the first set of placements are: **Manchester International Festival, Akram Khan Dance Company** and the **Royal Shakespeare Company**.

The placement with Manchester International Festival will bring invaluable experience of supporting the creative process alongside the complexity of mounting an international cultural festival.

Ruth Mackenzie, General Director, Manchester International Festival states: “I’m really keen to offer the Manchester International Festival as a learning

environment for future leaders. The medical profession boasts teaching hospitals where skills are embedded through practice in real environments. We can easily replicate this model in the cultural sector where live experience lies at the heart of our world. I’m delighted to be first off the mark with these great opportunities to support the next generation of leaders.

Farooq Chaudhry, Producer, The Akram Khan Company welcomed the chance for this leading international dance company to offer a placement: “I know from first hand experience how valuable it is to learn on the job in this way. Shadowing and then doing with guidance and coaching from experienced leaders provides really tangible benefits that can only strengthen one’s leadership portfolio. Our placement really is a ‘peach’ as it offers the opportunity for an entrepreneurial individual to support the realisation of a major collaboration with the National Ballet of China for the end of 2007 and beginning of 2008.”

the six strands

The Cultural Leadership Programme focuses in six areas:

1 work-based opportunities

There has been an enthusiastic response to the invitation to establish further networks with over 130 applications submitted at the December 1 deadline - a testament to the high demand for leadership development across the cultural and creative industries. The

CLP will only be able to respond to a number of these exciting proposals but we hope that the energies and ideas that came together in marshalling the proposals can be harnessed for continuing exchange and cross sectoral liaison in the future.

Decisions will be made and communicated before Christmas 2006.

Coaching and mentoring

The CLP’s development of coaching and mentoring provision is underway and further details will be available in the next Bulletin. Broadly this will centre around advocacy - making the case for coaching and mentoring across cultural and creative sectors; information, advice and guidance for cultural leaders - from what is coaching to practical steps to finding a coach, action research and a number of opportunities for leaders to develop coaching and mentoring skills.



Photo: Nilu Izadi

2 creative knowledge lab

The recruitment of the team who will deliver the Creative Knowledge Lab is well underway with Alex Lockwood, Managing Editor and Tara Robinson, Content Manager already in post. The team are already working to build strategic partnerships with other bodies with complementary remits.

The initial development phase of the Creative Knowledge Lab will kick off with two web-based leadership-led projects to be launched in the New Year. Opportunities will be available in early 2007 for future and current leaders to take part in e-learning and online assessment pilots as well as participation in an active leadership learning network that will build long-term relationships across the creative industries.

3 intensive leadership development

The first three courses of 2007 - Henley Management College in January, Coombe Lodge, Somerset in February and Longhirst Hall, Morpeth in March are all now fully booked. Booking is now open for a further five courses in 2007. Details of these and of the Clore Fellowship scheme, for which booking opens on January 8, are available at www.cloreleadership.org

Twenty-two practitioners from the cultural sector have joined Unilever's in-house team to take part in two pilots for Catalyst... Unleashed. This creative leadership development programme has offered the opportunity for a business-arts collaboration in learning.

The CLP is in consultation with Unilever and other commercial organisations regarding more partnerships of this nature in the coming year.

4 powerbrokers

The response to the tenders for the Leadership Development Days has been significant with proposals received from the length and breadth of the country. The process of evaluating the tenders has begun and the shortlisted organisation will begin work immediately on appointment to finalise arrangements for the year ahead.

Photo: Nilu Izadi



5 governance

Mission, Models and Money (MMM) is presenting six roadshows to test drive the Code of Governance and look specifically at trustee responsibilities in relation to artistic risk, the business model and the relationship between trustees and the executive.

Tenders have now been released for the provision of a governance development programme, ensuring its relevance to the cultural sector. The successful tender will be required to demonstrate that it is responding to the needs of the sector and fills a gap in existing provision. The deadline for submitted tenders is 18 January 2007. See website for details.

Two pilot projects have been launched to road test the development of the Carver Policy Model. This concentrates on a policy development approach to governance and ensuring the respective roles of the governing body and the executive team are clearly defined and understood. Experienced facilitation will be provided and the focus is on how governing bodies can play a more strategic and outward focused role.

6 developing entrepreneurs as leaders

The CLP is working closely with Creative and Cultural Skills to research and develop priorities for the Entrepreneurs strand. This will include a short mapping exercise, intensive dialogue with existing entrepreneurs from the creative and cultural sectors over January and February and wider discussion with bodies concerned with entrepreneurship, from within and outside the creative and cultural sectors.

new leadership opportunities

“Peach” Opportunities - CLP Placements

The CLP is offering an eclectic and dynamic range of placements across the cultural and creative industries for emerging and mid-career leaders, encouraging ‘learning through doing’, with guidance and support from some of the industries’ most respected leaders and organisations

Focus:

Emerging to mid career leaders who want to develop their skills in a work environment through shadowing a leader and undertaking key projects with guidance and support. The objective is to ‘learn through doing’ and the expectation is that the transition from shadowing to delivering will be a quick one.

Placements are for a period of around six months with up to £15k to support each proposal. Applications will be by CV and short statement. **Full details of the first Placements will be posted on the Cultural Leadership Programme website: www.culturalleadership.org.uk in early January 2007.**

Access All Areas: Creative & Cultural Skills on the road

The Cultural Leadership Programme is participating in five Creative & Cultural Skills Roadshows taking place around the country in 2007. Access All Areas is open to people working in creative and cultural industries, and education and training providers offering or planning to offer training to the sector.

The event includes seminars on Creative Apprenticeships and the industry’s Sector Skills Agreement, and a Creative Skills Expo which will run throughout the day.

The Sage, Gateshead - 23 January
The Playhouse, Nottingham - 8 February
Cardiff Millennium Centre, Cardiff - 6 March
The Waterfront, Belfast - 13 March
Rich Mix, London - 28 March

To book a place at **Access All Areas** email events@ccskills.org.uk and confirm which date and venue you would like to attend. Or visit www.ccskills.org.uk

Governance Development Programme

Tenders have been released for the provision of a governance development programme (GDP), ensuring its relevance to the cultural sector. The aim is to effect a significant contribution to strengthen governance in the cultural and creative sectors, enabling governing bodies to continuously develop.

The main tasks will be to:

- Devise, develop, plan and deliver an inspirational and well-constructed GDP
- Produce a practical programme which can be upgraded or enhanced following the lessons learnt from the GDP, within the allocated budget
- Provide a timeline, milestones and action plan to enable the successful delivery of the GDP
- Provide an appropriate evaluation of the GDP

The successful applicant will have primary responsibility for delivering the GDP and will need to devise a strategy for managing the programme, all external suppliers and consultants, and the needs of the participants.

Closing date for applications is 18 January 2007. For further information visit the CLP website.

For general information on the Cultural Leadership Programme please access the website www.culturalleadership.org.uk

Wider sector information is available from the Delivery Partnership websites:

www.artscouncil.org.uk
www.ccskills.org.uk
www.mla.gov.uk