

headhunters: a powerful agent in the search for new leaders

Heather Newill, Managing Director of AEM International, tells us why...

Headhunters have placed leaders in commerce and banking for decades and no global brand would consider making a senior appointment without using one to find them the best talent worldwide. But they are a relatively new service in the creative and cultural sectors and, inevitably, there is suspicion around what value they can add for not-for-profit organisations.

However widely distributed an advertisement is, it will never reach those who are not looking for a new job, those who do not consider the opportunity right for them, or those who do not have the confidence to apply for something that seems beyond their skillset. The benefit of using a Headhunter, or Executive Search Consultant, is that they will seek out these individuals, acting as an ambassador and powerful advocate for the client and provide immediate answers to a potential candidate's questions about the organisation, its culture, people, creative and financial status, which will then enable them to make an informed decision as to whether the opportunity would be the right career move. A call from a headhunter nearly always has a positive effect on the recipient, but it can also be immensely beneficial in raising the

confidence of individuals, often women or those from black and ethnic minorities, who may not have the self-belief that they are ready for a leadership role and are delighted to discover that they have been recommended to the consultant by their industry colleagues.

With the recognised need for further injection of talented leaders into the creative and cultural sectors, the use of firms employing researchers trained to think laterally in seeking out candidates with transferable skills will continue to help bring new talent into senior creative and cultural roles. More and more Boards, aware of the difficulties in attracting candidates with the right mix of skills to their top positions, are recognising the added value of using a specialist headhunter who understands their business to target individuals for them.



There is also growing evidence that many senior managers do not apply to advertisements and will wait for a headhunter to call them. Over the last five years, there are many examples of appointments made with the help of executive search that have had a direct impact on the stability, growth and success of creative and cultural organisations around the UK and so it is highly likely that, despite the additional cost, headhunters will continue to be engaged to help identify future leaders.

Although the principles of headhunting are the same in both the private and subsidised sectors, the process is very different. All search consultants use a basic methodology that involves getting to know the culture and values of the organisation they are recruiting for, giving them a clear idea of the kind of person who will best fit in; they then draw up a list of companies and individuals that match the specification provided by their clients; finally, through in-depth referencing and sourcing, they will identify the most talented people amongst them and then start their targeted headhunting calls.

Here the similarity ends. In private companies, the headhunter will present a number of suitable cvs to the Human Resources department, who will arrange for two or three candidates to meet in a one-to-one with their potential boss, before he or she makes a final choice. In the public sector, all appointments are required to be advertised and all applications, whether from headhunted candidates or not, are evaluated equally against a set of criteria within a transparent process that, for leadership roles, culminates in a panel interview usually conducted by the non-executive Chairman and members of the Board.

As Chairs and members of cultural sector boards can be professionals from the business world, they are sometimes unfamiliar with the rigorous recruitment practices demanded by the public sector. This is another reason why hiring a recruitment consultant can make a real difference for both the appointment committee and the candidates in ensuring an equal and transparent process, enabling both the organisation and the candidates to give their best, regardless of the outcome.

Offering career advice is a large part of the recruitment consultant's job. Headhunters need candidates on their database and are always



happy to hear from senior managers looking for new leadership opportunities. Even if they can't meet you in person, most headhunters will take time to talk through career options over the phone, so don't hesitate to send them your cv and book a call.

Heather Newill is Managing Director of **AEM International Ltd**. AEM provide an Arts Entertainment and Media Executive Search service, for artistic and executive leadership within the performing arts and global entertainment.
www.aeminternational.co.uk

There are a number of firms within the not-for-profit divisions offering executive search and selection to the creative and cultural industries. Here are a list of some of the key agencies taken from daily National newspapers.

Odgers Ray & Berndtson specialise in the recruitment of senior executives for the not-for-profit and creative and cultural sectors -
www.odgers.com

Veredus specialise in leadership within government and not-for-profit divisions -
www.veredus.co.uk

Saxton Bampfylde Hever place leaders in senior roles within a range of divisions including the creative and cultural sectors -
www.saxbam.com

Rockpools offer Executive Search and Selection for not-for-profit and local and central - government
www.rockpools.co.uk

CLP is creating a list of executive search and selection agencies for its website. For inclusion on this list, please contact Isobel Diamond
Isobel@culturalleadership.org.uk

CLP soundbites...

A snapshot of activities and reviews.
See www.culturalleadership.org.uk for full details.

Impact Unleashed

Over the eight week course which began on 11 October, participants will explore their effective use of voice and body to create impact, using the written word to greatest effect, building skills to effectively negotiate and influence and develop creative thinking skills. The finale of Impact Unleashed will involve participants undertaking a team challenge in association with M&C Saatchi. The next Impact Unleashed course will begin in January 2008.

Register your interest via info@culturalleadership.org.uk and see the opportunities page for further details.

CLP Networks

The New Work Network organised their second action learning event at Frieze Art Fair this month. The focus of the event was around 'working internationally' and included sessions with three speakers: Rose Fenton (founding Director of London International Festival of Theatre - LIFT), Andrew Chetty (freelance curator/ producer) and Simon Will (artist from Gobsquad, international theatre company based in Germany and the UK).

CLP is supporting a range of networks to enhance their leadership practice. CLP Networks meet in November to share their experiences and learning. See the CLP website for further details.

Dialogues on leadership

This groundbreaking series of debates, features a wide range of leaders from across the creative and cultural industries.

Realities and Revelations

10 November 2007, RSA, London.
Realities and Revelations will examine the expectations, burdens and pressures of leadership and provide an open discussion

Leadership as a 'Performing Art'

Hosted by the Southbank Centre's Creative Innovation Unit and supported by CLP, the 'Leadership as a Performing Art' workshop explored the idea of the artist as leader. Presented by top violinist and founder/leader of the Medici Quartet, Paul Robertson, and eminent Danish conductor Peter Hanke they facilitated discussion around effective leadership in the Performing Arts.

"I considered the day to be a truly creative and thoughtfully provocative exploration into the complex and rich world of Leadership as a 'Performing Art'.
Paul Robertson, Medici Quartet
See the website for the full article

Entrepreneurs as leaders

Look out for the series of 'Entrepreneurs in Conversation' events, which will be held later in the year.

Through hearing the options and challenges faced by key figures in our sectors, and their diverse solutions and responses, the series aims to provide inspiration to emerging cultural entrepreneurs around the UK. CLP networks and others will host open-invitation events bringing together inspirational entrepreneurs in dialogue with an invited audience.

around some of the key issues for cultural leaders.

Cultural leaders in a globalised world

23 January 2008, Liverpool
This critical debate explores current issues around globalisation, multilingualism and international cultural leadership.
See website for further details.

Freedom and Culture

CLP and Freedom and Culture present
Women Speak

Keynote speaker: Professor Angela Davis
How does inequality of opportunity affect women of African and Asian descent?
How do we live with and work through 'the burden of representation'?
Who else shares responsibility for the welfare of our communities?

The Women Speak debate is part of the International Creative Forum taking place on 10 November 2007. An international, stellar cast of artists, thinkers and cultural commentators will gather to perform, display, discuss and share their ideas on the significance of the bicentenary of the Parliamentary abolition of the slave trade.

For further information and a full list of the day's activities, go to:
www.freedomandculture.com

Concourse

5 February 2008, London

Concourse will be a one day professional development and networking event for independent specialists working in the creative and cultural industries.

Register your Interest at:
info@culturalleadership.org.uk

High Time: Leadership from a Disability Perspective

31 January 2008, London

The Cultural Leadership Programme in conjunction with DALI (Disabled Action Learning Initiative) presents a space for open dialogue, genuine enquiry and engagement for current and emerging disabled leaders with the creative and cultural sectors.

Register your interest at:
info@culturalleadership.org.uk

Creative Knowledge Lab

CKL is a digital resource, designed to support cultural leaders at all stages of their careers to develop and manage their leadership progression and potential.

Back in April, CKL invited 110 individuals, from a cross-section of creative professionals, to answer two simple questions:

One: Are you ready to understand more about your leadership style and impact on yourself, your team and your organisation?

Two: Are you ready to take your leadership and management skills to the next level?

In return we assigned individuals an ePilot programme suited to their needs with a bespoke 360 Degree one-to-one feedback session. All participants took an exit survey at the end of their pilot. The headline results were:

eAssessment:

- 92% stated they would recommend this type of eAssessment to colleagues.
- 75% agreed the knowledge gained from the assessment will have an immediate impact on their leadership capabilities.

- 86% found no difficulties with using these online assessment tools.

eLearning:

- 78% agreed that the online learning material was beneficial for professional development
- 55% stated that the online learning material was precisely suited to an emerging leader in the creative industries and cultural sector
- 73.2% would recommend this type of learning to a friend or peer.

'On a personal level the training has given me confidence and the pleasure of learning something in new areas that I believe are fundamental for the organisation's well-being. Thank you for providing this opportunity.'

ePilot participant

Email Helen.hutchinson@ccskills.org.uk, Creative & Cultural Skills Web Producer, to find out more about the use of eLearning and eAssessment for creative and cultural leaders.

powerbrokers

leadership pathways

Powerbrokers: Leadership Pathways programme aims to provide creative professional leadership development opportunities and support-based initiatives which will cater for a broad range of leadership experience. Through structured courses, action learning sets and networking groups.

Four learning and development initiatives, including two pilot programmes get underway this autumn:

1 strategic specialist skills: leadership and management development days

Run in association with City University, these one-day courses have been designed to develop specialist skills and broaden thinking around leadership and knowledge. The three stand-alone days will focus on increasing competencies such as managing upwards and governance, leading in changing culture, financial leadership, fundraising strategies, communications and media skills, plus finding one's voice as a leader. Taking place in Manchester and London, the courses commence in November 2007 and run through to February 2008.

2 tracking for success/powerbrokers action learning sets

Running from December 2007 to May 2008, this exciting pilot offers up to 25 leaders the chance to work on their professional and

career development over an intense six month period. *Tracking for Success/PALS* will deliver a focused approach to examining and exploring solutions around coping with leadership dilemmas; leading change and maintaining cultural capital; negotiating and building successful partnerships and delivering messages with impact and influence. The sophisticated on-going facilitated and self-monitoring process, coupled with peer review tools will help define what success will look like for the participating leaders.

3 CEO & Chair intensive executive development

These opportunities are available in two parts: A short series of intensive one-day workshops where CEOs and Chairs will share good practices and discover fascinating regimes for healthy leadership. The first of these is in Birmingham on 7 December 2007 and the second will follow in February 2008 in London.

A series of executive breakfasts, connecting senior leaders from the both the commercial and cultural sectors forming a powerful platform to spark sharp debate, forge new contacts and build executive leadership skills. These development events will be run in association with Caret Consulting, with the participation of the Birmingham Post, BBC (English Regions) in Birmingham (January 2008) and Standard Chartered Bank in London (Spring 2008).



Photos: © Annaliese Comelab

4 powerbrokers: leadership pathways awards

The fourth leadership pathway offers individuals with the most outstanding potential to shine as role models of excellence in leadership, the opportunity to receive a tailored programme which will include a financially-supported Award. The goal is to provide a well-rounded package of support for professional career and leadership development. Applications for 25 spaces will be made available to motivated leaders who have defined a career progression route or leadership trail and are looking for strategic guidance and advice, including facilitated learning, development, mentoring, and coaching. After a short period of assessment Awards will be made to selected participants who have demonstrated outstanding potential as leaders.

All elements of leadership pathways are either free to attend or to participate in.

If you would like more information or further details on any of the above programmes, please contact Beverley Mason at leaderpathways@yahoo.com 020 8255 8733

powerbrokers international leadership placements

An eclectic range of international placements across the cultural and creative industries, set in dynamic culturally diverse environments in places such as New York, the Caribbean, South and West Africa and South East Asia.

Powerbrokers International Leadership Placements will be aimed at BME creatives as well as those in managerial areas of the sectors. Encouraging 'learning through doing' with some of the industry's most respected leaders and organisations.

The first round of placements will be advertised in November 07. Register your interest at info@culturalleadership.org.uk

heritage, legacy & leadership: an international symposium

This groundbreaking symposium will deliver a crucial and dynamic international exchange to explore the issues, thinking, experiences and practices needed to support innovative leadership in the heritage sector. With contributions from a line-up of distinguished speakers, the symposium will create a thought leadership platform with the strategic objective of stimulating, championing and recognising the role and impact of diverse cultural voices on the British heritage landscape.

Doudou Diène, the United Nations Special Rapporteur on contemporary forms of racism, will give the Keynote Speech, focussing on issues of Cultural Heritage and Cultural Pluralism. For more information and to apply to attend this free symposium on 22 February 2008, London email: heritage.leadership@london.gov.uk

on-line directory of BAME consultants

The GLA Mayor's Commission on African and Asian Heritage and Cultural Leadership Programme are joining forces with the Museum's Association to compile an on-line directory of black, Asian and Minority Ethnic (BAME) freelancers, sole traders and consultants, working on issues of cultural diversity within the cultural heritage sector including: museums, libraries, archives and the built environment.

The aim is to highlight the breath, range and expertise of BAME freelancers and practitioners working on issues of cultural diversity in the cultural heritage sector. For further information and to register your interest email: info@culturalleadership.org.uk

CLP 'peach' placements

CLP are delighted to offer a further cohort of 'Peach' Placements, which will begin this autumn. Once again, there are an eclectic range of work based opportunities for emerging and mid-career leaders.

The Cultural Leadership Programme and London 2012 are delighted to be offering four unique 'Peach' Placements to extend leadership practice and experience working on the 2012 Cultural Olympiad. (Each placement will be guided and supported by the Culture Team at London 2012).

- **Youth Cultural Associates**
(2 placements) to fully interrogate the voices and aspirations of young people, advocate and create methodologies to ensure an intrinsic blend throughout all aspects of the cultural Olympiad.
- **Disability Cultural Associates**
(2 placements) to scope the issues and landscape of opportunities to maximise the integration of the highly regarded UK disabled arts sector within the Olympic and Paralympic cultural programmes.

"Working as a freelance operative in the cultural sector, the Cultural Leadership Programme provides an excellent way for me to develop my existing skills and to increase my understanding of the sector in a challenging, yet structured way."

Mo Lovatt

The Swallows Project, South Africa, mentored by Peter Stark, Director

We are also pleased to be working with the British Council and Tate Britain to offer the following placements:

- **Diversity & Internship Research Associate - Tate Britain**
6 months placement commencing January 2008
Up to £15,000
- **Cultural Broker – British Council**
6 months placement commencing early December 2007
Up to £15,000

More information can be found at www.culturalleadership.org.uk/opportunities

"The placement has been a unique experience for me and immeasurably beneficial. It has been a privilege to work with a group of enormously talented and inspiring individuals on a festival which sets out to break boundaries".



Kriss Russman
Manchester International Festival, mentored by Ruth Mackenzie, General Director

Photo: © Sallyann Kleibel

'peaches' are reaching out...

Following the success of previous 'Peach' Placements, working with leading creative and cultural organisations, CLP are looking for further stimulating and challenging placements opportunities. We are particularly interested in hearing about opportunities outside London, that enable emerging and mid-career leaders to develop their leadership skills, behaviours and practice through the

experience of working with established leaders on innovative projects and initiatives.

CLP is also looking for leadership development opportunities in organisations and businesses outside the creative and cultural sectors. So if you think you have a possible placement for a cultural sector professional, please contact Nicola Turner, CLP Project Manager, email: nicola@culturalleadership.org.uk

CLP opportunities

Leadership Development Days

Leadership Development Days are a series of intensive development days for emerging and mid career leaders in London and regionally, happening in November and December. Designed to support and enhance the leadership potential of black, Asian and ethnic minority people, disabled people and those working in micro-businesses (1-5 staff) in the cultural and creative industries.

London 1 November

Glasgow 6 November

Birmingham 7 November

Manchester 14 November

Newcastle 6 December

Leeds 17 December

For a full list of days taking place across the UK or to apply for a course, please go to:
www.leadershipdevelopmentdays.org.uk

Dynamics of Leadership Coaching 2

After the first successful set of Dynamics of Leadership Coaching days, CLP will now be running Dynamics of Leadership 2. To sign up for one of five Introduction Days in Leadership Coaching Skills, which will be followed by an accredited Foundation Course in Leadership Coaching Skills, go to:

www.culturalleadership.org.uk/workbasedopportunities/dynamicsofleadership

Impact Unleashed

Impact Unleashed is already taking bookings for the January intake and would be delighted to receive applications. The Programme begins on 17 January for 9 sessions.

Impact Unleashed is a unique course combining commercial and creative training techniques. It is designed to inspire, energise and stimulate individuals by helping them to unlock their creativity and develop their potential.

This is a powerful learning opportunity for managers from any sector (with approximately 6+ years' experience).

For further information please contact Linda Griffiths on 020 7940 6425 or email linda.griffiths@AandB.org.uk

Discovering Voices 2

Due to the huge success of the first workshop held in September, the Developing Entrepreneurs as Leaders strand of the CLP will be repeating the Discovering Voices Workshop at the ICA during the week commencing 14th January 2008.

Upon completion of the first workshop in September, an enthused participant from a cultural organisation commented:

"The course will make a massive difference to my life and the way I navigate through my professional and personal narrative"

For more information including full agenda and application process, please email maria.georka@ica.org.uk

The closing date for applications is: 28 November 2007.

School for Social Entrepreneurs

Following the success of the London programme, CLP is now supporting a number of places on the School for Entrepreneurs learning programmes for individuals outside London, setting up and building cultural projects.

Register your interest at info@culturalleadership.org.uk

Clore Short Courses

Clore short courses are taking place across the UK from November to April 2008.

For full details and an application form please go to: www.cloreladership.org

18 - 20 November 2007, Coombe Lodge Somerset

20 Jan - 1 Feb 2008, Ashridge Business Centre, Hertfordshire

24 Feb - 7 March, Longhirst Hall, Northumberland

6 April - 18 April, Coombe Lodge, Somerset

For general information on the Cultural Leadership Programme visit:
www.culturalleadership.org.uk