

Re:freshers - Plenary and Open Forum

Friday 9th July 2010

Chair - Shreela Ghosh	Free Word Centre & CLP Board Member
Mark Wright	People Create
Hilary Jennings	Freelance Consultant & Women 2 Watch Facilitator
Michael Day	Historic Royal Palaces
Melanie Abrahams	Renaissance One

Shreela: I'm delighted to see so many of you here actually because I thought Friday afternoon - one of the hottest, sunniest afternoons of the year - you are the hardcore, so congratulations. You're really knowledgeable and expert on leadership, and you're going to teach me a lot because I'm on the board, as Hilary said, I'm also an alumni, so several of you in the room I've workshopped with and it's been tremendous. For me it's been energising, and learning, and all of those things, good things. And because I haven't been able to come to very much of this refreshers thing I feel very privileged actually that I'm going to be talking to people who have followed the story through and so we're all going to learn together. I did manage to pop in yesterday morning to hear some of the keynote speakers and I took away some really important messages from that sessions. And those of you who were here yesterday will remember what Gary said, Gary Younge said. Do you remember he said something about you can't just get away with looking different. You have to act differently, and I think this is our collective mission. We are the next generation of leaders and we have to truly believe that leadership can be done in a different way to the way it's been done before, so looking different is not enough.

Fergal talked, Fergal Sharkey, that amazing impresario talked about the power of "we." I think that's how I would kind of summarise it, this thing about how collective action is important and the one voice. And finally Sarah Weir, that indomitable spirit, when she finished her talk by "We have to stand tall. In times of recession we have to get up and look around us and do that horizon scanning." So I'm definitely feeling empowered by the talks that I heard yesterday. So I'm now going to introduce the panel to you and there are some last minute changes, so I'm very grateful to two CLP partners who stepped in at short notice. So I'll start by introducing Hilary Jennings, who's at my very left. Hilary has been facilitating the Women to Watch programme recently, but she's actually been involved with CLP again through many of its programmes over the years, and Melanie Abrahams, who's right at the end, who's curated this session. So Melanie is a freelance producer and I'm certainly hoping to work with Melanie, as she does some amazing literature events, in my *Free Word* capacity.

Two beautiful men. As Mark said, you know, a rose between two thorns, whatever, clichés galore! Okay, Mark Wright. Mark Wright is a learning design consultant. And I asked him what he meant by that and he said that he likes designing. He likes the conceptual bit of putting together the programmes. And he is not a trainer, he is not a facilitator. That's the bit that he enjoys most. He has set up a company called People Create Ltd three and a half years ago and has had many clients in the commercial sector as well as in the third sector, including UBS, M & S, and he originally trained as a sculptor. That's really interesting. On my left I have my old friend Michael Day, the CEO of Historic Royal Palaces. Before that he was at the Jersey Museum Trust and he also teaches on the UA's prestigious museum leadership programme. Michael, as you heard from Hilary, is on the board, on the CLP board, but last year I had the privilege of actually working with him on a rather strange

project, and I watched the way that Michael took a bowl of spaghetti and turned it into something else. Actually, bowl is not the right description because it was a colander of spaghetti and it was leaking all over the place, and he turned it into a beautiful beef Wellington or something that was neatly packaged at the end of it, and that was a board development programme that we worked on, so that was very fascinating to watch that.

So let's start. Let's kick off with Mark. You're going to do a recap on refreshers.

Mark:

Yes, I was asked early on to think about what kind of session I might want to run as part of this programme and I came up with the idea of doing something about resilience. And it became clear through the workshop that we ran, that the question was asked - would we have been running this session two or three years ago? The answer clearly was probably not actually. But clearly there is an agenda that's appearing now about resilience being, suddenly it becomes one of those key words. It becomes one of those things that seems to be really, really important. I guess one of the things I was struggling with within the workshop was that the unfortunate connotation that somehow resilience is something that you only need when times are bad, that it's actually inherently a bit of a negative thing really. And so we started to explore the idea of resilience as being actually a kind of set of behaviours, or a set of values that you might have within yourself, or within your organisation, that aren't just part of the toolkit that you bring out when times are tricky. But actually it's an incredibly positive set of behaviours to have, the idea of even when times are good and the money's there, or people are there, or whatever. If you can still be of a mindset that you need to be challenging, you need to be bold, you need to be stretching, and that you are somehow being prepared and accepting, if you like, of failure and understanding how you can still get up and carry on. Actually that's a really healthy thing to be able to do even when times are good. But the point was clearly made that actually it's of more necessity now, I guess, than it might have been previously.

We talked a little bit about what some of the characteristics of resilience might be, whether that be on a personal level. Just purely a personal challenge and how we respond to change and to set back as individuals, but also more broadly how as organisations, how do we as leaders, create organisations that are resilient, and how do we get them to the point where they can respond to difficulty or respond to change without becoming something completely different, because I think one of the issues we often have is at what point does it snap, if you like, and become something that it shouldn't be or that it ... At what point does it stop being what it wants to be and is forced to be something else, whether that's a good thing or a bad thing. So we kind of explored that idea a little bit. We talked about focus and clarity, determination. And two concepts which I introduced - one about adaptive capacity, the ability. What is it that you need within an organisation to be able to adapt? And also the idea of self-organising capacity. The temptation I think when times are tricky is, as leaders we seem to feel we have the responsibility to take ownership and responsibility for everything to know what the right answers are. And I think one of the characteristics of a resilient organisation is one that can self-organise, where teams are able to be delegated to and can take responsibility for some of the consequences of their actions and things like that. Because if you push ownership out to individuals within an organisation, when everything in your head is telling you to take control of it, if you can push it out, you're much more likely to have a resilient organisation than one that relies upon you to make all the right decisions.

So we kind of started a conversation. It was slightly frustrating. We had two hours and we could have had at least three, so we didn't quite get to all of the places that we wanted to get to, but I hope that as a starting point it was a good opener, I think, in terms of a conversation about what resilience can be.

- Shreela: Thank you, Mark, and you stuck to your time. Very, very good.
- Mark: Did I?
- Shreela: Indeed. And can I just remind all the panellists that the sound quality in this room is maybe not as we might want it to be, so can you speak into the mic. Okay, next up is Laura from Amplified, and they've been with us throughout this, and Laura is going to do a recap on the social media use during this conference.
- Laura: Excuse me, I don't use PCs. This could be messy. As you can see, this is a live blog of this session, so this is going to keep refreshing throughout. I don't want all the panellists to look too much as they might worry about what they're saying! We will capture it. We've been wandering round the past few days and capturing things in all kinds of ways – words, photographs, videos, audio, whatever we can do really, so kind of there but not there observing, not really taking part. We mainly use free tools such as Twitter, Flickr, Scribble Live, which is here, Audio Boo and Vimeo. There's nothing that you couldn't do yourself for an event. This is supposed to be accessible and easy to use, and it's all free, which is wonderful. This is the page that we've been creating over the past few days. This also changes, the content changes on this daily – well, throughout the day in fact. So if we just scroll down ... In fact I might refresh this because it's probably changed in the past five minutes. We have all sorts of things pulled in from all our different places, so you'll see in a moment the Audio Boo, for instance ... Audio Boo is an audio application. On Wednesday evening ... I don't know if you can see it. Yes, on Wednesday evening with the 22 speeches of various leaders, we recorded all of those in their individual segments and uploaded them that night, so it's all kind of real time or near time uploading of things, so it's there for people who aren't here, who are in other sessions, and even at home. In fact I'm quite proud that we managed to get all of the speeches from the previous session up quite quickly afterwards as well so everyone can listen to those if they weren't here.
- We also have links to blogs that have been written. We have a little video, kind of photo slide show with some audio at the bottom as well. So please do look at this when you get home or later on. An interesting thing that happened earlier, because we were talking about the themes, replenish being one of the themes, the wellbeing session by Bev Morton earlier was very popular and some of the people who attended quite quickly after the session went up to her and asked if they could get the pdf's of her PowerPoint presentation and she of course said "Yes, that's fine." Someone had an even better idea and brought them to me, brought the PowerPoint presentation, so I exported as pdf's, we sent it to our web guy and we now have this on the Amplified page for everyone to look at. And this is on – it's called Slide Show, the application. You simply press play and you can go through it, so it's like having PowerPoint but it's embedded in the page. That was quite a nice example of people saying "Amplified are here. How can we use them? Here's an idea," and we just ran with it. We really liked that. We're here for that sort of thing.
- We have the Twitter page here. Amanda has been updating the UK CLP Twitter stream. That's a little while ago. Refresh. It's all changing so quickly, you see. So and this is also feeding into the Scribble Live page, so you might see things that you've just seen. That's what that is. I've got lots of links here. We've got our Flickr page as well, which is photographs, and there's a whole big group called CLP Refresher's Week. There's a whole set. There's more to add in because I haven't had time because I've been talking to you. We'll do that later. So there's lots of pictures throughout all the last two and a half days because we have the photos of speakers on Wednesday as well, so you might see yourself there somewhere. Have a look. And these live blogs, the one you saw on the screen before, that's the one that's currently open because obviously we're all here and it's still

happening, and we have lots of different live blogs from the other sessions as well, and so we have those that are closed, and those are accessible from the Amplified page. So this is from journeys and discoveries from yesterday. So again you just click onto that and you can scroll down and read all about it, and it's good for if you missed a session and you wanted to recap on something or if you wanted to share with someone else. If you want me to stop I can. I haven't got a watch on.

Shreela: That's wonderful.

Laura: Please just click on links, play around, contact us if you want. We're here for the rest of the day. Enjoy. Thank you.

Shreela: Thanks very much, Laura. I was only thinking that 'shucks, why didn't I go on there this morning and have a look,' and then I would have seen in near real time what was happening? Right, I think we'll go to Hilary next, so Hilary would you like to talk to us about ...

Hilary: What I've seen over the past two days.

Shreela: The themes, yes. I wasn't sure which of the R's, because there are these R words and I've forgotten which R it was.

Hilary: I think I'm Refreshers.

Shreela: Good.

Hilary: Yes, I've been here for both the days of refreshers and been at the sessions for Meeting the Challenge, Women to Watch, Networks, Wellbeing and the Leadership Reader, so a fairly broad spread of sessions. But I'd also like to reflect in terms of my involvement with CLP right from the very early days as well because I think it's interesting coming to this session and looking back that far at the process of development that's gone on during that time and how that's reflected here. And I'd like to draw out three things really. The first thing I'd like to draw out is what is really amazing in the depth and breadth of the sector's engagement with leadership development now, and I'm seeing that here. And I've seen that here over the two days of these sessions, and I don't think we'd have seen that five years ago if we'd held an event like this. I don't think we'd have seen the same engagement at the level that we have here. But I also think that we see that now when we look at some of the applications for recent programmes with cultural leadership programme. The standard of application comes in at a much higher level, so there's much ... It's a kind of baseline of understanding in the sector about the value and the toolkit needed for leadership development and I think that's very clear. And I think if we're looking at the words, the words that are highlighted in refresher's week, I think celebrate is what we should do in relation to that one.

The other thing I'd like to bring out is related to the word 'reflect' and it's come up time and time again in the sessions is the need for time to reflect. People talked about work/life balance. They've talked about wellbeing and the need ... you know, in order for us to be good leaders we need to look after ourselves, and that time to reflect seems to be a key component of that. So I think we should celebrate what we are and what we've learnt, but I think we should reflect on it as well and make sure that we don't lose that. And the third thing that's come out in a number of the sessions, and perhaps it's also come out when I've been going home and looking at my emails and getting emails particularly from the Women to Watch, a number of them saying 'things have come up, it's a difficult time.' 'The current economic situation, cuts.' These words are coming up time and time again, and people saying "I can't make it. I want to be there. I'm really sorry. I'm very apologetic. I can't be there" or even in the sessions questioning whether they should be here or

whether they should be back in their organisations, institutions, and tackling what they see as the issues that are coming at them. And there's almost a sort of slight rabbit in headlights feeling coming from the people. And I suppose what I'd like to say is that when you look at the opportunity to celebrate and the opportunity to reflect, we should be holding onto those two things and not losing sense of those because those are the things that are going to give us the resilience that's going to get us through the coming years. So I'd like to just conclude with that really, that reflection.

Shreela: Thank you, Hilary. I should have said that you will of course have time to ask questions of all the panel later, but we'll take the next two people. Michael, are you ready?

Michael: Yes, thank you Sheila. Slight confusion about these last two sessions. It appears now in the previous one I was masquerading as David Jubb, but I wasn't even aware of that at the moment when I was doing it! But I am here as me for this. And because I've said in the last session what I really want to say in terms of headlines about my own view of leadership, I'm going to put my CLP board hat on and just reflect on where this whole amazing thing has got to after its last few years of work.

When I started in a leadership role in this what now is called the cultural sector, but was simply the Museum sector back then, 25 years ago it was utterly inconceivable that these sorts of people could be having these sorts of conversations. I think it was probably conceivably even five years ago, so to have got to where we've got to now. And I think it's wonderful that this has not been called a conference, but a festival, a celebration of leadership and all the good things that that means.

CLP has done amazing things in bringing this sector together in raising the debate and people's learning about leadership, and inspiring people simply to have those conversations and to reflect and to learn, and I think most specially to incorporate the idea of diversity into the-, centrally into what leadership is about. Now here's the serious stuff. CLP's funding in its current round goes on until the end of this financial year, until March 2011. After that, CLP faces the same uncertainty that every other publicly funded cultural organisation in this country faces. So its future is as yet uncertain. Whatever happens though, the success of CLP over the last few years and its legacy won't depend just on what future funding and it gets and where it finds itself, but it will depend mainly on what each one of you and everyone who's been touched by a CLP event, or programme, or publication, during the last few years, what each one of you can do to take it on in the future. Each one of you, and that includes me as well of course, has an important thing to do to lead this great sector for what it can be in the future.

I was much taken by something that Sarah Weir said yesterday in her piece, which was just leaders need to stand up, stand up proud for what's needed to be done, and Mark's word 'resilience,' be resilient in the face of whatever is thrown at us, and all of us need to become advocates, and active advocates, not just speaking advocates, but active advocates for what CLP means. And if you can lead all these organisations well, if you can carry CLP's purpose and its values forwards in your professional practice, if you can sustain your networks and support each other then CLP's work will inevitably and successfully continue.

Shreela: Thank you very much, Michael. Melanie?

Melanie: Well, I've been involved in this project since January, which has been to work closely with CLP and the programme partners across the whole range of CLP programmes to make sure there's multiple involvement at this stage of CLP and to really look at what a festival might be, what it might comprise and how it might be kind of multifarious and kind of a representation of all the people, programmes and organisations that have been part of

CLP. So I think today in this room we can kind of see that. There's a whole range of programmes and people present that I've seen over the last few years and to me that's quite a joyful thing that we're here on Friday afternoon, and it's a kind of manifestation of the last two and a half days. I suppose another thing was we wanted to show the multiple contributors across the programmes. We wanted to show multiple viewpoints, which were shown on the Wednesday evening with the 21:21. So we had 22 because I can't count, but 21 perspectives across a whole range of different ages, so the youngest was 23, Yemisi Blake, to people that have been and viewed several decades of change across leadership and the arts. And for me I found that quite enriching, and the fact that it was quite short and punchy as well, I was able to kind of focus on what they were saying. Again, I think that's kind of the story of us, you know, kind of being able to witness different experiences. And I suppose many of us in this room also, alongside our jobs, have a kind of curator job, which is this idea of taking care of something or being able to weave things together in a kind of big picture way. And again I think that's kind of happened over the last two and a half days.

I suppose another thing is with regards to the resilience session I did that Mark led yesterday, there's been a lot of talk during the recession about things being done to us, you know, like the economy and all the changes kind of happen to us and being done to us as though we're sort of passive. And for me I think for a great many of us we also make things happen and we also do things, and we also 'happen' things. Things don't just happen to us. We happen things. And I think that was a kind of important thing to note this week that we are also shaping the framework of contemporary culture, you know, the fact that there are more of us around, across a whole range of different viewpoints and backgrounds, I think is testament to the way that the sector has grown. So it isn't just all doom and gloom, it's also about what we can do kind of moving forward. And in terms of Bev Morton's session this morning on wellbeing, she was talking about the difference between people who perhaps work in an institutional setting and perhaps feel stuck at times within that. And entrepreneurs who generally will find spaces, walk into them, inhabit them, she was talking about how these days as a practitioner we have to inhabit, not just the sort of role of working within our institutions, but also take on a kind of entrepreneurial ethos in terms of looking for gaps. And I think the other thing about this kind of environment is that there are gaps present and there are things happening, partly because of misfortune but also partly because of opportunity. So it's another way of how we might kind of turn our gaze to focus.

And just very quickly, in terms of what for me sums it up, I always harp back to a Maya Angelou quote, which is about - 'people will forget what you said, people will forget what you did, but they'll never forget the way you made them feel.' And I think for me there's been a lot of good feelings over the last two and a half days. There's been a lot of quite noisy sessions both during the sessions and in the breaks, which I think is testament to the fact that we've hopefully enjoyed ourselves!

Shreela:

I'm so glad Melanie ended on that word 'enjoy' because I was going to bring in that word because one of the things that ... Melanie gave me a quick update on what had been going on over the last two days and I was very encouraged to see that one of the questions in the Reconnect session Lola and Nimah asked is "What do you enjoy? Focus on the positive. What do you enjoy doing?" Grow them. By all means develop those other aspects of yourselves too which are about up-skilling yourself.

But let's focus on what we actually enjoy doing. I enjoy chairing things, so questions! Oh, they've all been answered, Hilary. It's been so brilliant the last two days. Alright, well I'm

going to ask Mark a question then. I don't want to hog the space. But how do you develop your adaptive capacity?

Mark: Adaptive capacity. In essence it's a posh word for being nimble and agile, and to some degree being unsentimental about things. One of the things we've talked about quite a lot was how arts organisations/cultural organisations are often very good at picking things up, projects, following money sometimes, but good at acquiring stuff, and not necessarily good at acquiring more people to do it but just acquiring more activity. Part of that makes you quite kind of, not necessarily sluggish, but it kind of gives you lots of stuff to think about, and adaptive capacity is maybe the ability to understand what needs to be shared.

Shreela: Let go.

Mark: What needs to go, which isn't about removing the core or the essence of what you're about, but about understanding what's actually critical and remaining as light as possible, so keeping your networks alive, keeping the ... one thing we talk quite a lot about is diversity but diversity of thinking – the idea that organisations with high adaptive capacity are those that are able to embrace different thoughts, different ways of solving problems, and that the responsibility of a leader is not to do all the thinking but to set a clear idea or a clear trajectory of where things need to go, so to create the parameters for the organisation, but then allow the individuals within it to dream about how it can be achieved, and using the diversity of people within it to make that happen, but not acquiring lots of stuff that keep you stuck to the ground.

Shreela: Thank you. I see a hand up there.

Yemisi: Thanks. My name is Yemisi Mokoulu and I've got an agency called Hatch Events and I'm very, very excited about the change because I've been dreaming of this moment to be able to change shape, but then I didn't realise that I'd be so sentimental about how I was before, and I'm really, really struggling because there are certain members of my network who I have to either almost ... I don't want to say demand them to change, but ask them to change, but they're not. And I don't want to let them go because before when we were on a different structure they were perfect, and I really feel that they could change, but there's this sentimental link and I just can't get over it, and it's really, really stopping me from moving forward.

Shreela: What advice have you got?

Mark: Well, again, one of the things you talked about yesterday was how different people respond to change and how you might engage different people in what needs to happen, and maybe I just need to put some stuff on this kind of, I don't know, this Twitterly tweet deck thing, whatever, but I'll put my slides up there. But there was something that we talked about, about how people ... what people need in order to be able to change. Some people actually don't want to be involved in big blue sky sessions with lots of post-it notes. They don't want to investigate and be curious about the change. They just need to be told ... to be given absolutely clarity about what needs to happen and to be told the rationale for it, and to be convinced that ... and for it to be framed in such a way that it fits with their mindset, and they'll be really happy to implement that change going forward. They are quite scared by the idea of the uncertainty and require you to give them some certainty.

So there's a whole ... We looked at four different kind of psychological make ups of how people respond to change, the idea of people who introvert that fear and other people who extrovert it because they need to talk to other people about it, some people who are decisive and jump to conclusion very, very quickly and those that are much more adaptive,

if you like, or curious about how things go. And we got to the point where we were saying that if you as an individual are leading change and needing to make change happen, if you have a team of people and you have a preference around how you want to communicate that change, don't be surprised if three quarters of the people in the room don't get it because you'll be talking to them in the way that makes sense to you but it might not be the language or the format that helps them get it. So one of the things we would have talked about more if we'd had the time will be about how you as a leader need to reshape and reframe change to try and draw people in to meet their needs so that they get closer to it. They get closer to the change. But don't assume they're all like you in terms of how they're going to take it.

Shreela: We all evolve at different rates. We're all individuals. Yes, Michael?

Michael: I mean it's a really material question for leadership as a whole and I said in my last piece that leadership is about change, and it's one of the big questions. Can I give you a couple of thoughts?

Shreela: Yes.

Michael: I mean the first one is it just depends on what you mean by change for people, and in the main, when you ask somebody to change, they often think it means they've got to change everything when actually they might only have to change a bit. So I think there's something in that. I think some people need to understand why. I think they have to understand what the new role is and to feel confident in it, and they have to have time to work out what that means for them and to think about why that might be difficult and just to kind of get used to it, and actually in brutal terms they have to understand the consequences of what will happen if they don't. I'm actually quite clear that one of the jobs of leaders is to spell out not only the hope that can come about from positive change but also this is what it means for you if you're not able to grasp it, and we'll give you all the support you need, so I mean I think there's a slightly tough edge to it as well, which we ought not to shy away from as we're kind of cuddling each other at this stage on a Friday afternoon.

Shreela: Yes, definitely no cuddles. Okay, over there.

Blu: Hello, my name is Blu, from Manchester. I've set up a company called Duba(?) Management. This question is in regards to one of the things I came to, one of the sessions I came to do was to do wellbeing and leadership today. One of the key factors that was brought through was taking entrepreneurship ethos. What I'd like to put to the panel is how challenging is it going to be for artists, practitioners and managers to take on entrepreneurship ethos within their work values and work practices?

Shreela: Okay. Who'd like to start? Hilary.

Hilary: I guess I'd like to reflect from almost from a perspective outside of the arts and cultural sector because I think when you spend time all together in a group you can forget how entrepreneurial as a sector you already are. The creative process itself has an entrepreneurial edge to it, so I think as a sector there is a flavour of entrepreneurialism within it anyway. I'm not saying that you then can sit back and say "Okay, that's fine. We're all fine." But I think you should take some confidence from that, that there are other sectors that that entrepreneurial way of working would be much more of a challenge.

Shreela: Melanie?

Melanie: I think it's maybe about having lots of examples of entrepreneurship where it occurs already because I think at the moment there's maybe a divide in language and perception

that sort of entrepreneurship is elsewhere and it's not necessarily within the sector. But I think there are lots of individuals and organisations who are very entrepreneurial. So I think it's just about showing examples of where that is in the every day, demystifying it. I think it's all about the normalisation of all of these things, of just being able to be many different ways but looking at what the indicators of success might be, and how we'd measure it, and how we'd be able to recognise it really. So I think it's just about more life examples.

Shreela: Any other?

Michael: I just think it's a brilliant question and I think it could repay at least three hours of sensible debate. And I've just got two or three things, because it's such a positive idea, and I think some people in this sector get a bit discomfited by it because it has that... it smacks sometimes as kind of commercial and it's not what we do because somehow we're 'pure', but actually that's a bit of a nonsense really because as an idea which might be to do with making money but might also be to do with just creating great things, I think it's a very positive idea. And I think we should be confident, as others have said, that it is something that we already do in this sector really well. I think we show amazing entrepreneurship in all the kind of co-creation of content that we're already doing. And the only other thing I'd say is that I think organisations find it easier to adopt that mindset if they can understand what it's for. So it's not just for its own sake. "Let's be entrepreneurial." "But why?" Let's be entrepreneurial because it's the point I was making in my previous session that if you're really, really clear on what your organisation is for and you understand how entrepreneurship would help you achieve that better than it's something that's easier to get your head around. I don't know whether that helps.

Shreela: Mark?

Mark: The only thing I would add to that is kind of reflecting back on the self-organising capacity thing is entrepreneurship is something, for me, it's something that is about an entire organisation being entrepreneurial. It's, again, not about the leader or the person at the top of the hierarchy or the person who owns the organisation to feel that they are the only one who needs to be entrepreneurial. For an organisation to truly respond to things, actually everybody needs to feel a sense of being able to influence their environment, to be able to imagine things done in a different way, and for me that's entrepreneurship, the ability to kind of see how things can be done differently. And I kind of work with a lot of organisations, not necessarily in the cultural sector but maybe more in the commercial world, where entrepreneurship is seen as being something that only happens in the sales department, and it kind of gets pushed over there and everybody else just gets on with delivery and stuff, and whatever it might be. Actually, for me it's a behaviour that's about imagination and about seeing things differently, and building networks and kind of just questioning what's going on around you. It's kind of a set of behaviours that aren't about making money necessarily but it's about adding value, you know. So in the ... It might be about making money, I don't know, but I think it doesn't have to be. We often take the word 'entrepreneurship' to be about making money, but actually it's about making value, you know, social capital, if you like.

Hilary: And just add to that quickly, I think also entrepreneurship is about finding spaces where there isn't necessarily access in the kind of mainstream, so I think there are lots of entrepreneurs who are very DIY and what they do is they find the kind of niches and they occupy them until they can perhaps move elsewhere and move more into the mainstream. So I think it's also about recognising that entrepreneurship is also about embracing diversity in all its forms.

- Shreela: So I'm getting the feeling it's a spirit, an attitude. It's an approach. It's not a thing. You had your hand up before.
- Female: I wanted to ask – I haven't been able to make all the sessions, it's Jenny from Take the Space – whether anything has come up about the impending cuts and leadership retention in particular and how we're going to ensure that people stay in the sector even though opportunities may be less, the opportunities for work etc. Has that come up at all or is there any opinion on that?
- Hilary: Yes, it came up very strongly in the Women to Watch session, not so much about retention. Someone did keep talking about leaving and making cakes, so I don't know whether that was because she was thinking of leaving and making cakes or whether she thought other people were going to flood away and make cakes. I'm trivialising it, but there was a very strong concern, but it seemed to be less about leaders leaving than the existing leaders coping with the situation and looking after the people that they felt responsible for. That was very much the tone of the conversation that I was picking up.
- Shreela: Did anything else come up about retention?
- Melanie: Not particularly. I guess there was a lot of query and exploration about it, but not necessarily any conclusions.
- Michael: No, there wasn't.
- Shreela: Okay. Jodie and William.
- Jodi: Thank you. Jodi Myers. There was some discussion in the session I was in this morning about a history, not even recent in the current climate, but it may very well get worse in the current climate about burnout and about people not being valued, not being retained. So I don't think this is just to do with the current economic climate, but it may become more acute. One of the things that I haven't heard, but haven't-, because I haven't been in every session-, that it slightly concerns me, Michael talked earlier this afternoon about looking yourself in the mirror and saying "I am a leader," and if you can't say that every day then maybe there is an issue. One of the things we've not talked about, and I'm beginning to think it's a bit of an elephant in the room, is I think it's extremely unlikely, but I'm interested in views from other people, that effective leaders will be liked all the time.
- And I think a lot of people have a real problem as they progress through their careers, and they may be in an institutional environment, a hierarchy of some sort in which they get more and more responsibility and find that there are more and more opportunities where they may have to make very difficult decisions, however collaborative a leader they are, that is going to put them in opposition to some views or some people. And I think that happens outside organisations as well for individual leaders. They have to make decisions. There are going to be times at which they're going to be unpopular. And I haven't heard ... we've talked an awful lot about very positive things over the last... we absolutely should, over the last few days, but we haven't talked about some of those really difficult or I haven't heard discussion of some of those really very knotty things. Sarah talked yesterday at the keynotes in the beginning about no ... Don't say no. Don't take no for an answer. I know she was making a point and I'd love to have that conversation in detail because I sometimes think that one of the most important lessons a person in a leadership role has to learn is when to say no, because no can be incredibly empowering.
- And we've all seen organisations who say yes all the time, get further and further away from their core mission and vision because they're saying yes to everything. And I think that can be quite difficult. And I'm reluctant at this stage in the afternoon to start talking about negatives, but I do think there are certain difficult leadership behaviours, and I

don't mean bad leadership behaviours – behaviours that are very difficult to make for caring, humane, all-embracing positive, creative leaders that will be quite unnatural to a lot of them, but they may have to engage with some of those behaviours in order to drive their practice or their organisation further.

Shreela: Well, that's a very good question and thank you very much, Jodi, for bringing that up because if we see this afternoon as the end of two long days and a bit of a massage, well, as Jodie says we do need to get into those kind of knotty shoulders. And one of the things I heard Sarah saying which I think as a woman I don't ... maybe it's not a gender thing, but Sarah also admitted to failures and mistakes, and I found that very, very refreshing. But anyway, so do you have to be liked? Do you have to be popular?

Mark: No, of course not. I'll just give you two takes on that Jodi. The first one is that the need for us all to feel liked, I think is part of the way we sustain ourselves as human beings, I suspect, and as a leader you have to be, I think, quite clear about how you are going to sustain yourself, and it's got to come from other places than being liked. And I think that all of us are going to get different sources of sustenance but we need to work out what they are and making sure we keep on replenishing ourselves, and we shouldn't include being liked as an inevitable source of sustenance. So, and that will be different from everybody else. That's the first thing. The second thing I was going to say was something I heard a guy a long time ago, a guy who ran a bunch of supermarkets in Jersey, say, actually, but I thought it was very wise, and he said "As a leader you have to make decisions dispassionately and implement them compassionately." And I think if you can do that, if you can separate out the passion and the emotion from the decision-making but ensure that you always implement with the greatest possible compassion then there's a way to square off your personal emotions in all of that.

Shreela: Other panel members? Hilary?

Hilary: Just one thing to add to that, I mean I totally agree, that some advice somebody once gave me which I found very useful was this idea of taking your ego out of the situation and seeing yourself in a role as in service of the organisation and allowing yourself to distance in a way, to distance your personality from that allows you to accept that you might not be liked because it's the role and that decision that's not liked, not necessarily yourself, so that gives you a bit of distance from that. I found that quite useful.

Shreela: Anybody else have any reflections on that particular question? We'll come to you in a minute.

Karen: Hello. My name is Karen Morrison and I just wanted to ask a question which is kind of related to what Yemisi was asking but also Jodi's also touched on, in terms of, I suppose as leaders we're all going to find ourselves or we are finding ourselves in interesting, complicated and maybe wobbly environments in terms of the economy at the moment. And I suppose my question is very much related to the difficulties or challenges that we find and how to have difficult conversations, I suppose. And in the sort of spirit of leadership and sharing our practice and knowledge, I just wanted to ask the panel how you prepare yourselves for having difficult conversations and maybe practically what do you do as well in that moment?

Shreela: That's a great question, and, as Karen said, I'd be really interested to hear from real life examples if anyone can be drawn out.

Hilary: I think the answer is in how do you rehearse those, taking the opportunity to rehearse the situation, to practice the difficult conversation, and I've certainly had the experience of using a coaching situation as an opportunity to rehearse a difficult position and put

yourself in the other person's place and rehearse it from that perspective. Now that's not necessarily going to make the conversation anymore easy, but it does give you some insights into how it might progress, so I think rehearsing those conversations first will get you some way to making them easier to deal with.

Mark: Yes, and linked to that, one of the things I sometimes talk about, some of you may well be familiar with the idea of hero's journey, but it's a storytelling model that we use quite a lot when I'm doing leadership development, and one of the components of storytelling is the idea of sirens, the idea of ideas, or opportunities, or tasks that need to be achieved that-, or that present themselves as being a very attractive ... the Greek mythology idea of a siren being somebody who would draw the sailors to the rocks and draw them to their doom. And the idea of sirens, for me sirens play a part within this idea of difficult decisions because I've become incredibly busy doing all kinds of other stuff when there are difficult decisions to make. My desk becomes incredibly tidy. I have filing cabinets that are very organised. All the stuff that I would never normally dream of doing gets done when I know I need to make an awkward phone call or I need to arrange a meeting with somebody in order to do something that's a bit tough. And as a consequence of the sirens that I'm very aware of and yet I still become very busy doing them is that I'm in danger of putting off that conversation to the point where it becomes such a big thing in my head and it becomes such an awkward ... It all becomes a bit rushed and all a bit last minute, and I kind of hate myself for doing it, but it all becomes a bit awkward at the end when I might have done it two weeks earlier but I didn't because of all the sirens that were kind of getting in the way.

And so I guess my only observation around that would be if you know you need to have those difficult decisions, have them as early as you can and rehearse them with somebody. I think what you're saying Hilary is absolutely valid, the idea of rehearsing it, practicing it, getting somebody to talk-, give you feedback on stuff is really good because otherwise when you have that difficult conversation it will be the equivalent of the stumble through if you're an actor. It kind of becomes awkward.

Michael: And just to add to that, a friend of mine often says to me it never gets better, only later. And so faced with a difficult conversation, have it. Don't put it off because it will never get any better, that's the first thing. I think the rehearsal thing, yes, of course, that's absolutely right. And be clear about what outcome you want. And you need to be really clear before you go on about what outcome you want. I know personally that in moments where conversations get difficult I'm inclined to want to come at people and say things, tell them what I think. And I try always to remember that the most effective thing to do is to ask another question, you know, because sometimes that's a much more powerful way to get to where you want and keep on thinking what question will really drive to the place you want to get to. And fourthly, just to remember that if you need and if it's appropriate, if you want to give feedback to people just make sure you're doing it on what you can see on the way they're behaving and what they're saying, not on what you believe they're intending, because jumping to conclusions about people's intentions always gets you into difficulties.

Melanie: Yes, as well as rehearsing, I normally anticipate what the worst case scenario will be because it won't get any worse than that, and either it will be diffused or I will get what I expect or anticipate. And another thing I do is really work out what it is I think that they want. And I don't necessarily voice that, but at least if you have it in mind what you want and what you think they want at least you're sort of coming at it hopefully from a point of clarity with regards to perhaps a win-win situation or some kind of compromise.

Shreela: And if you don't have a coach, who do you rehearse with?

Hilary: A trusted peer, a friend.

Shreela: So share the difficulty. And I was going to add one more thing to that really is that I'm very, very conscious of when I'm in difficult situations that my body language can get all funny. I sort of consciously practice how I say it and my tone of voice and things like that. William?

William: Hi, William Wong. This is an observation and question for the sector as a whole and also potentially for CLP, to which I'm very grateful, to take on an even more prominent leadership role. And I'd like to actually thank you Michael for pointing out that CLP is just like any other public sector body. It has its own funding model and structure to consider, and beyond March next year there are questions to be addressed, and sometimes as beneficiaries we tend to forget that.

I see huge disequilibrium around the world, and what I mean by that is within the UK and also part of continental Europe there is a lot of talent but not enough opportunities and definitely not enough money to get things moving, and in other parts of the world, for instance, the Middle East and East Asia, Hong Kong, Singapore, China and the like where there are not enough people to actually deliver all these lofty ambitions. And I'm wondering whether we can do more to export some of this. I feel very disheartened when I hear people say "Oh my God, I'm getting out of this country. What kind of country are my children growing up in? I need to get out now." And I feel quite sad hearing that, as I'm just jumping ship when something is not working. So rather than just.... we need to work abroad and I need to go to the British council for money, or if I want to do something amazing in the UK, Arts Council is the answer. I think we need to really step out of that old thinking mode. I just think business as usual is not sustainable. And I've seen some amazing work in the last four years, as captured in the Reader today, launched earlier. How can we share all that expertise, all these insights, more globally?

I think there's a thirst around different parts of the world for this. When I talk to some people in Europe, for instance, Italy, you would think it's a really cultural, beautiful country. Anything they ask me, "What do you mean by cultural leadership?" And in terms of all that intellectual discourse, and thinking, and practitioner's debate and so on, actually they are really way behind and actually say "You lot in UK are just up there," and let's be proud of that, all that achievement. I think there is a lot we could actually do more. And in a rather crude sense, I think there are people willing to pay for that expertise. So it's not just about doing new things, things for free, and always relying on volunteers' effort. So I hope to see you on the board on the CLP and other people like Clore, whatever, actually think beyond the UK and actually champion what we have developed together over the last four, five, six years as a shining role model. Not a kind of cultural imperialism but actually, if you like, sharing best practices and benchmarking and so on.

Shreela: Thank you very much, William, for reminding us, and I think this again links back to one of the points – well, actually all the keynote speakers yesterday talked about this idea that it is both a large and shrinking world at the same time and where we stand in relation to this process of globalisation and so on is very important. So there are new opportunities and that's what you're reminding us about. So we need to take this confidence. We need to take what we know and use it, apply it. Any other thoughts on internationalism?

Melanie: I'm not sure how to respond to that particular thing. I'll riff off someone else!

Mark: I have two observations on that from personal experience – one being as part of the work that we were doing for CLP for the leadership development days we set up a website for it

and we encouraged people to come and visit the website and apply, and as part of our kind of evaluation really of the process we kind of logged in that Google analytics thing, so you kind of then every now and again get reports to see who has been looking at your website because that's quite useful in terms of evaluating where the traffic is coming from and where people are applying and all that kind of stuff, and it just struck me ... I was amazed when I started looking at the analytics, the Google analytics reports that were coming out from the website at the number of people from around the world that were kind of just looking at stuff. And maybe I shouldn't be surprised by that. Maybe it's a generational thing, but I was just genuinely surprised that we had people from Australia, from South Korea, from the Ukraine, all kinds of people. They can't apply to this programme, but somehow there was something that they were interested in even for a short while. So we... I think to some degree the UK is still seen as being a thought leader in this area. I think we are - people still refer to the UK in terms of the cultural sector as a whole, but also this idea of proactive leadership development within the cultural sector is still seen as being something that's groundbreaking in a kind of global sense.

And the other observation I had I guess is because I did quite a lot of work in the corporate sector where, you know, UBS Investment Bank and Allianz Insurance and various other organisations like that, they just don't see themselves as countries. They have different maps, if you like, artificially drawn, maybe, but their mindset is completely different. They will see themselves as UK and Ireland or they will see themselves as EMEA, you know, near east and North Africa. They just have a different mindset around how they frame their work and how they share their ideas and all that kind of stuff in a way that maybe we don't here. We still see ourselves as a big ... Maybe it's a funding thing. We are Arts Council of England, so we're English and that's what we do, and there's Scotland and Wales, and if we export it we kind of export it like that, whereas if you work within the context of a multinational those boundaries are much more blurred I think.

Michael: Just one reflection. About four years ago I had an amazing experience. I was invited to go to Iran to do some of this stuff and I did a day or so's teaching for cultural leaders in Tehran, and there were some people from Afghanistan there as well, and I was talking about the kinds of things, and there was an enormous hunger to learn, and to debate and to think. Even in a society which is as controlling as that, there was an Ayatolla sitting at the back who was sort of imposing some kind of will over the whole thing. It was very strange. But there is a hunger. There really is a hunger, and there are universal lessons in this, and we should be proud of where we've got to. I think you're right about that. I'm not nearly as pessimistic, by the way, about the future of this country as you are, William.

Shreela: And also of course pointing out the bleeding obvious, we have the English language and that gives us an advantage, you know, in terms of our knowledge. I run a centre for the word and I'm focussing on translation because people publishing in English don't need anymore help, but there are plenty of other people who have interesting and important things to say that we're not actually hearing at the moment because we don't publish any books from elsewhere in the world, but I mean in this context it's a great advantage that we can take our language and other people speak it.

Melanie: I'd add to that though that as well as exporting I do think it's about exchange because just because we don't necessarily recognise certain languages operating, they might actually be practicing aspects of leadership really well and adequately, and maybe we could learn from the way that it's being done overseas.

Hilary: Just a reflection in terms of your journey that was referred ... that sometimes we think about the cuts like it was okay and now there are these cuts and it will be a disaster, but if

we start to think that 90% of countries around the world doesn't have this budget and we are such a privileged situation, you know, then you can watch on this that it was really good timing when we could build our resources and now we can kind of develop them in a different direction and just stop to see a problem in it because others make their way without such amazing budgets. Do you know what I mean?

Shreela: I think it's such a good point and I think it links to what Melanie has just said about exchange. We've got a lot to learn from elsewhere. Any others? Carol?

Carole : I think I'm still formulating a question, but I've got in my head something that came up in the session in Journeys and Discoveries yesterday afternoon which was brilliant actually. It was really exciting and I think Oliver Nyumbu who is almost like God in terms of the Powerbrokers fellowship group, which is most of this – well quite a few of us are here – he talked about, I think it was him actually but it might not have been, but he is God still. He talked about glocal, I think, global and local, and it just ... What William was talking about in terms of maybe a brain drain or being worried about what's going to happen to the UK, I actually feel the opposite. Coming back from doing a brilliant placement with the power brokers' programme in Brazil, I've come back with a different way of thinking about what is brilliant and precious about coming from the UK and have been able to benefit from an exchange which has really made me value cultural awareness in the workplace and cultural awareness in terms of the business making sort of decision process.

And I think for me it is very much about exchange, so I just wanted to say that again really. And the 'glocal,' I don't know if somebody could talk a bit more about what that actually means because I lost the thread of what Oliver was talking about. But it seems to me that global is local and local is global, and it also makes me think about Paul Boetang's speech yesterday about globalisation and the number 18 bus being his example over the last 20 years of what globalisation actually is in this city in terms of the changes and where we are, and who we interact with, and what we do, and what he's actually seen in terms of the, what's the word I'm looking for, the environment of the number 18 bus is totally different because of the changes in the world. And I think we have to really take on board those changes ourselves. In relation to what William was saying, we have to take those changes on ourselves and benefit from those exchanges that are happening now. It wasn't a question. It was just that ... Sorry, I was just thinking out loud.

Shreela: CLP has of course facilitated these fantastic international placements. And can I just have a show of hands? Are there many people here who have benefited from those? Yes, and me too. And it really opened my eyes. We've talked in this country for so long, and as Michael is sitting on my left here I can say this idea of this glass ceiling, and women not getting to the top in terms of the museums leadership and so on, and I chose to do my placement with Singapore's museums, and the first person I met was Chu Lin who's somebody ... I don't know what age she is, but she's a young woman and she's an absolute power house. And I thought, well, what are we going on about? Women can do this. Could we have the mic?

Blu: It's more of a statement continuing the conversation about, you talked about globalisation, our gifts and whatever. My thing was just adding to what has been said about the talent that exists within the UK itself. And a reference in point, I'm from the Moss Side area, before there was funding in the '60s in them areas people had done creative cultural work and positive change for a very long time before there was funding, and I'm adding that there's a lot of talent still within ... That's untapped yet. My brother was a dance hall promoter who got into the arts, who had done a lot of work for a long time, and it would be nice for them individuals to be brought to this type of forum to bring

their ideas because we were speaking earlier; we're about to hit the recession and we've been talking about creativity has to be one of the ways where individuals develop their communities through the arts, through leadership, which is going to come from very different ways, so I just wanted to add to the conversation a little bit about the whole individuals. There's a lot of talent from different cultural groups which had been untapped yet as well as going out, so just something to add really.

Shreela: Yes, thank you, because I mean just looking around this room there isn't a mirror and you can't see yourself, but this room, Michael talked about the fact that these conversations wouldn't have happened five years ago. In this room a conversation about leadership wouldn't be happening with these people five years ago. I'm really struck by the difference in this room and what a great celebration of difference because ... and I'm going to say just one word really about my friend Hilary Carty who leads this programme because I think she models a lot of these things and I've always said as a board member that when you happen to believe that something is natural and organic because diversity has been central to CLP not as an add on, because we have a leader who believes in it, who models that.

[Applause]

Shreela: Any other celebratory thoughts as we head towards the finish line? Come on, let's have some powerful statements.

Carole: Can I ask another question?

Shreela: Okay, Carole. This is your last!

Carole: My question has to be to Hilary actually about What has been the success in all of these years, the burning success? And maybe what is there left to be done? It has to be to Hilary.

Hilary Carty: I certainly count the last two days and evenings as part of the success. I think very much as Shreela has said, when you look across the floor Wednesday evening, when you look at the 21:21, and you see such a variety of voices, diversity in every sense, and you think about what a room of cultural sector leaders might have looked like five or ten years ago, I absolutely count that as success. I count it as success that people are voting with their feet and taking two hours a day/two days out of really quite tough times actually in managing institutions and projects to come and find the time to reflect. Again, that's not something that we would necessarily have felt that we could have allowed ourselves previously. So, that sense of replenish, of reconnecting - those themes from re:freshers and looking at building our resilience through alliances, looking at working with people who don't necessarily come from our sector, who come from different fields, who really do have different voices and opinions. That I see more of now than was necessarily there when CLP began. I mean I think that it's really important that CLP has been sort of flourishing, but things only flourish when the environment is right, and because you flourish doesn't necessarily mean that you tilled the soil, and I think it's really important that we see this as a culmination almost - no, that sounds too much like ending! - a flourishing, I prefer that one, a flourishing. But there's been lots of people putting stuff in to create the right environment. What I think I would love to see going forward is very much, as Michael said, for everyone to feel empowered, to feel as if you've got the baton. You've got the power to be authentic, your authentic self, to stand tall, as Sarah Weir said, but also to take this forward so that ... we had a fantastic comment in the session this morning about leading in uncertain times, and it was one of the participants who said she used to think that the cultural leadership programme was about making - creating the new kinds of leaders that would fit to the institutions, but actually what she's realised is that it's more about

changing the institutions so that these kinds of individuals can lead them. And I just thought, 'wow, absolutely!' It's about changing practice so that we fit more comfortably. Sorry, you didn't ask for a whole speech!

Shreela: Thank you.

Asif: Yeah, my name is Asif Khan. I'd like to bring it full circle. You spoke about the World Cup at the start of this presentation. Now cultural leadership ...

Shreela: I haven't told you who is going to win yet.

Asif: Not yet, but if there was a team England of cultural leadership, where would it finish in a world cup of Cultural leadership? And that's for each of the panel.

Shreela: We'd easily win, wouldn't we? We'd wipe the floor with them. Okay. I'm going to ask the panel for one last quick thought each and then sum up unless people have got something burning to say. No, okay. Melanie.

Melanie: That it doesn't stop here, that hopefully these conversations, and the connections, and the outcomes, and projects and all the other stuff kind of continues from here, like this is just the start.

Shreela: Mark?

Mark: A plea really, I think, a plea that you as leaders within your organisations encourage a culture of leadership within your organisations so that people as they join, at whatever age or whatever level in your organisation that they have the opportunity to lead and to adopt leadership as a behaviour rather than a job title because otherwise they'll get to the place where you are and then go "Crikey, suddenly I've got to start leading," whereas if you give them opportunities to practice, to try then actually you'll have much more strong robust leaders in the future because you'll give them time to rehearse and practice early on, so kind of give them ... find people opportunities to lead.

Michael: Leadership is a doing word, so go and do it.

Hilary: I'd just like to remind ourselves that we are only a small number of the many hundreds of people who have been touched by the cultural leadership programme, so we are a tiny ... I mean the tip of the iceberg would have implied that we're the top of the iceberg, but this is literally the tip of a huge iceberg of people who have been through this development process and shout out to all of those out there.

Shreela: Yes, I haven't done very much of that. I just want to say there's a big danger in the times ahead. Difficult times. Less money should not mean kind of poverty of thought, so we have to keep thinking big. And the other thing you know, because as Sarah Weir said yesterday, I too lived through two recessions before, and you know that the most dangerous place to be is the middle of the road, so forget about middle of the road thinking. You have to take risks. You have to innovate. You have to stay positive and remember what Samuel Beckett said, "Try, try again. Fail again. Fail better, pick yourself up, go for it."

[Applause]