

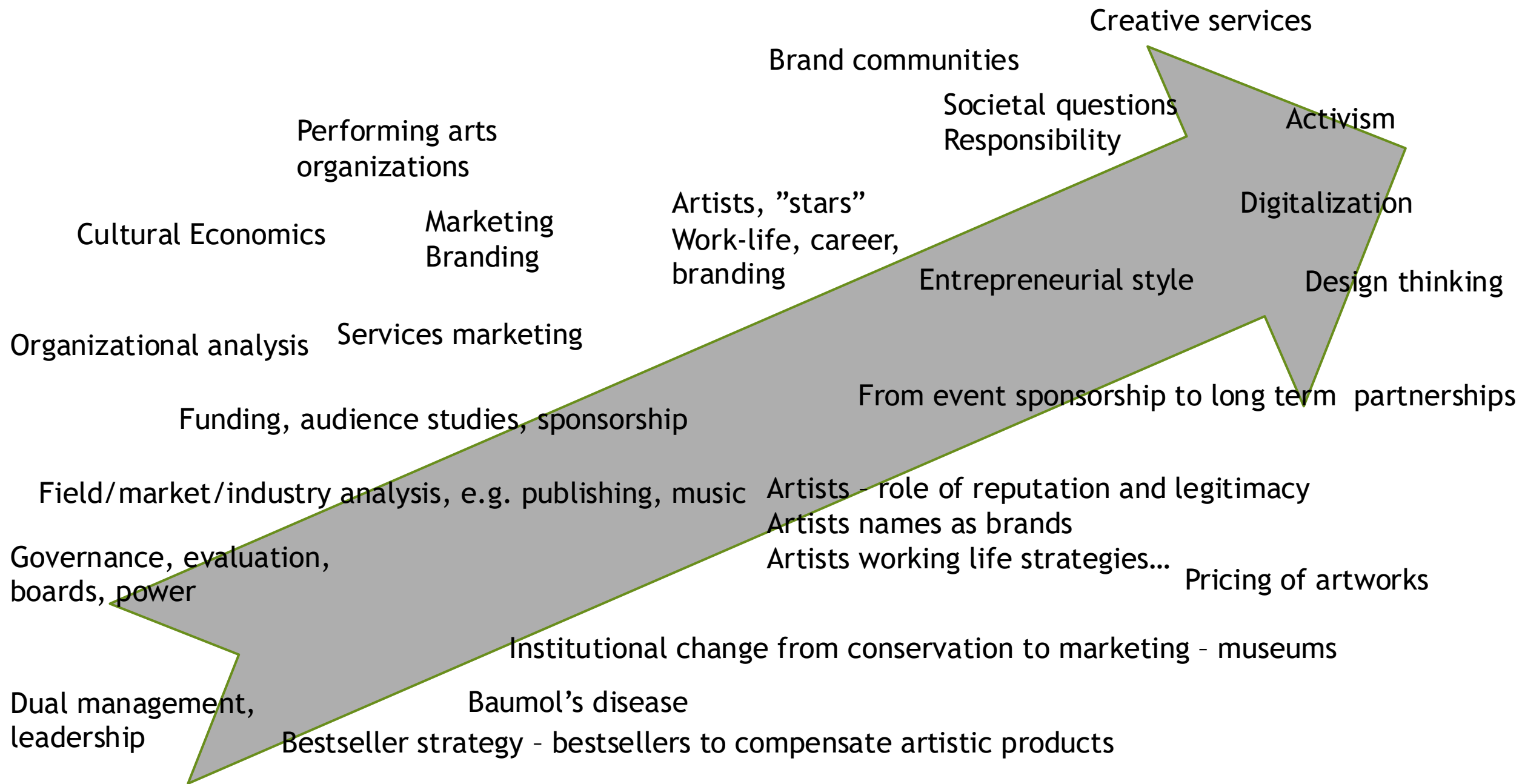
Art Manager

Multiple professional identities

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Building cultural managers – professional identity

Art manager

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Perspectives

- Art for art
 - Art for society
 - Art for communities
 - Art for wellbeing
 - Art for societal change, activism
- Art organizations, art agents, art policy
 - Art organizations, projects, free field
 - Art projects, cities/communities, 3rd sector organizations
 - Health sector / art sector
 - Emerging positions and freelancer, 3rd sector



Jyrämä and Känd in (2023) in Perspectives on Mentorship–Reinventing Mentoring in Arts and Creative Industries Management. Jyrämä, Annukka; Ranczakowska, Anna Maria; Kiitsak-Prikk, Kaari; Kiiv, Kai (eds) , Estonian Academif of Music and Theatre Press, 978-9916-9816-2-7

Learning a profession is also learning a professional identity

Wiles (2013) Dimensions

1. Desired traits; meaning the learnings, and knowledge passed on in the context of content of the curriculum,
2. Developing a sense of shared identity with other social workers by learning through experience and entering a community - viewed by the communities of practice framework (see Wenger 1998),
3. Displayed as a process of individual development or learning path.

Potential conflicts

- Expectations
- Pre-understanding on the profession
- Own values (individual identity)

Needs for new knowledge, skills, competences

Jyrämä and Känd(2023) in Perspectives on Mentorship–Reinventing Mentoring in Arts and Creative Industries Management. Jyrämä, Annukka; Ranczakowska, Anna Maria; Kiitsak-Prikk, Kaari; Kiiv, Kai (eds) , Estonian Academif of Music and Theatre Press, 978-9916-9816-2-7

Key skills and competences – hybridity of professional identities

“They (the students) can choose different roles: Strategic manager (rational, efficient and effective management), Cultural entrepreneur (risk-taking, visionary, realising new ideas; for example, those who want to start their own music ensemble or ballet company), Cultural educator and mediator (Culture for all/Audience Development), Artist (mindset of artist, managing as artistic creative act), Agent of social change (democracy building, wide understanding of culture; for example, managing community projects or building international connections).” (Annick Schramme, published interview, 2022)

“Sometimes, the connection with artists might diminish, and managers find themselves communicating with many other professionals more often than with musicians, actors, or other creatives. Therefore, the traditional identity of the cultural manager as mediator between art and audience remains, yet the “language” they would use in this role might be completely new.” (Kaari Kiitsak-Prikk 2022)

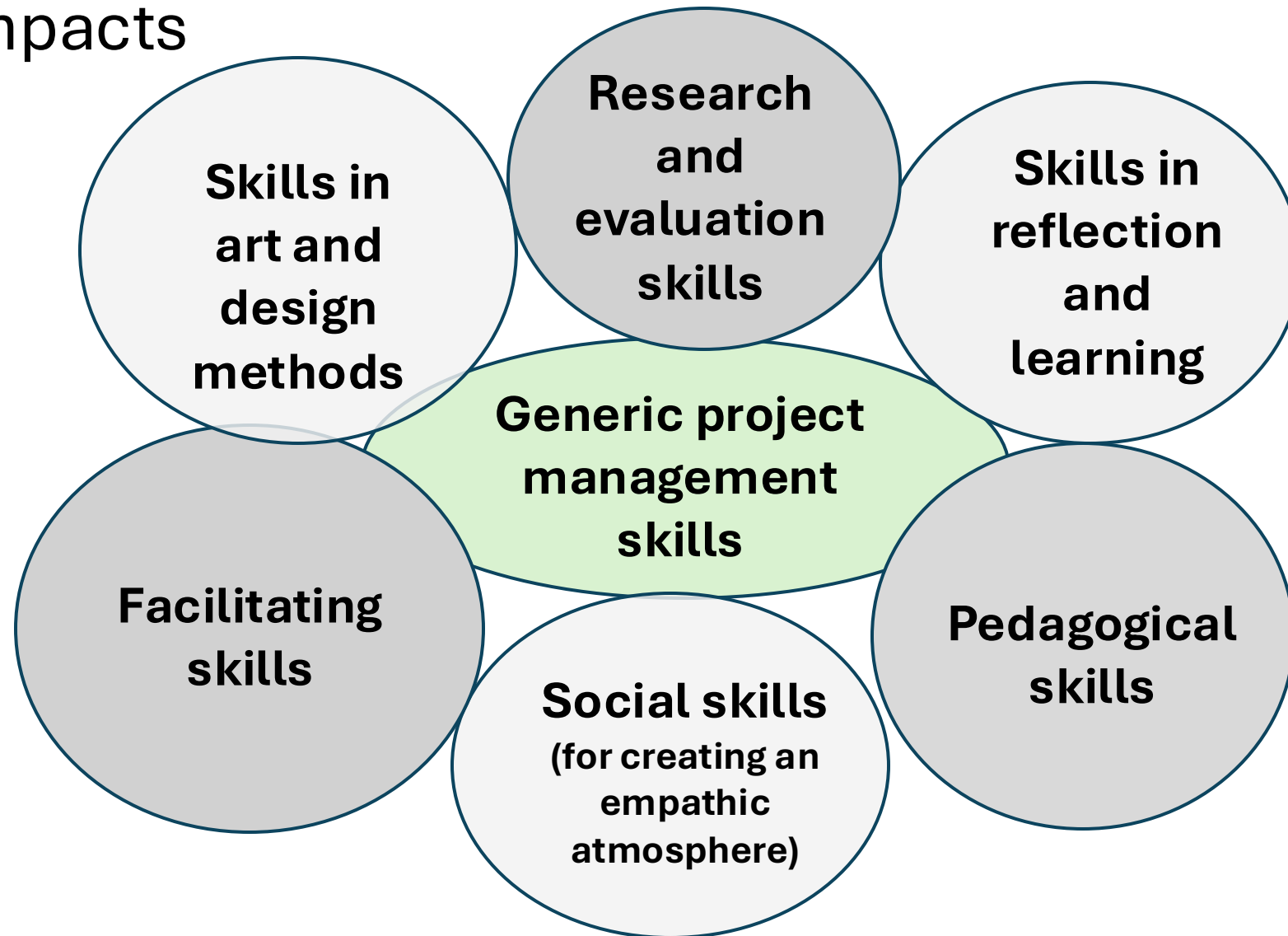
Managing the Arts 4 (2022) Editors-in-chief: Annukka Jyrämä, Kaari Kiitsak-Prikk. EAMT, Cultural Management MA, programme, Estonian Academy of Music and Theatre Publishing, 2022, ISSN 2585-4585, ISBN 978-9916-9816-0-3.

What kind of art managers we aim to educate...

- Complex problem solving, critical and analytical thinking, creativity and innovative mindset, leadership and social influence, emotional intelligence, service orientation, resilience, stress tolerance and flexibility (World Economic Forum 2020).
- Balancing practical managerial, business and entrepreneurial skills with leadership competencies, blending academic sensemaking, critical thinking and research-based reflection. (Kiitsak-Prikk 2022)
- Ability to understand different “languages” (Kiitsak-Prikk 2022)
- Developing self agency and activist mindset (Ranczakowska, 2022)

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Skills needed in managing art projects with societal impacts



Jyrämä and Äyväri 2015
Anttonen, R, Ateca-Amestoy, V.,
Holopainen, K, Johansson, T., Jyrämä, A.,
Karkkunen, a., Kiitsak-Prikk, K.,
Kuznetsova-Bogdanpits, K.; Luonila, M.,
Kölar, J-M., Plaza, B., Pulk, K., Pusa, T.,
Ranczakowska-Ljutjuk, A., Sassi, M., Stiller,
I., and Äyväri, A.(2016) Managing Art
Projects with Societal Impact. Study book
for Students, Stakeholders and
Researchers. Helsinki: Unigrafia

New and old professional identities

Leaders,
managers

Entrepreneurs

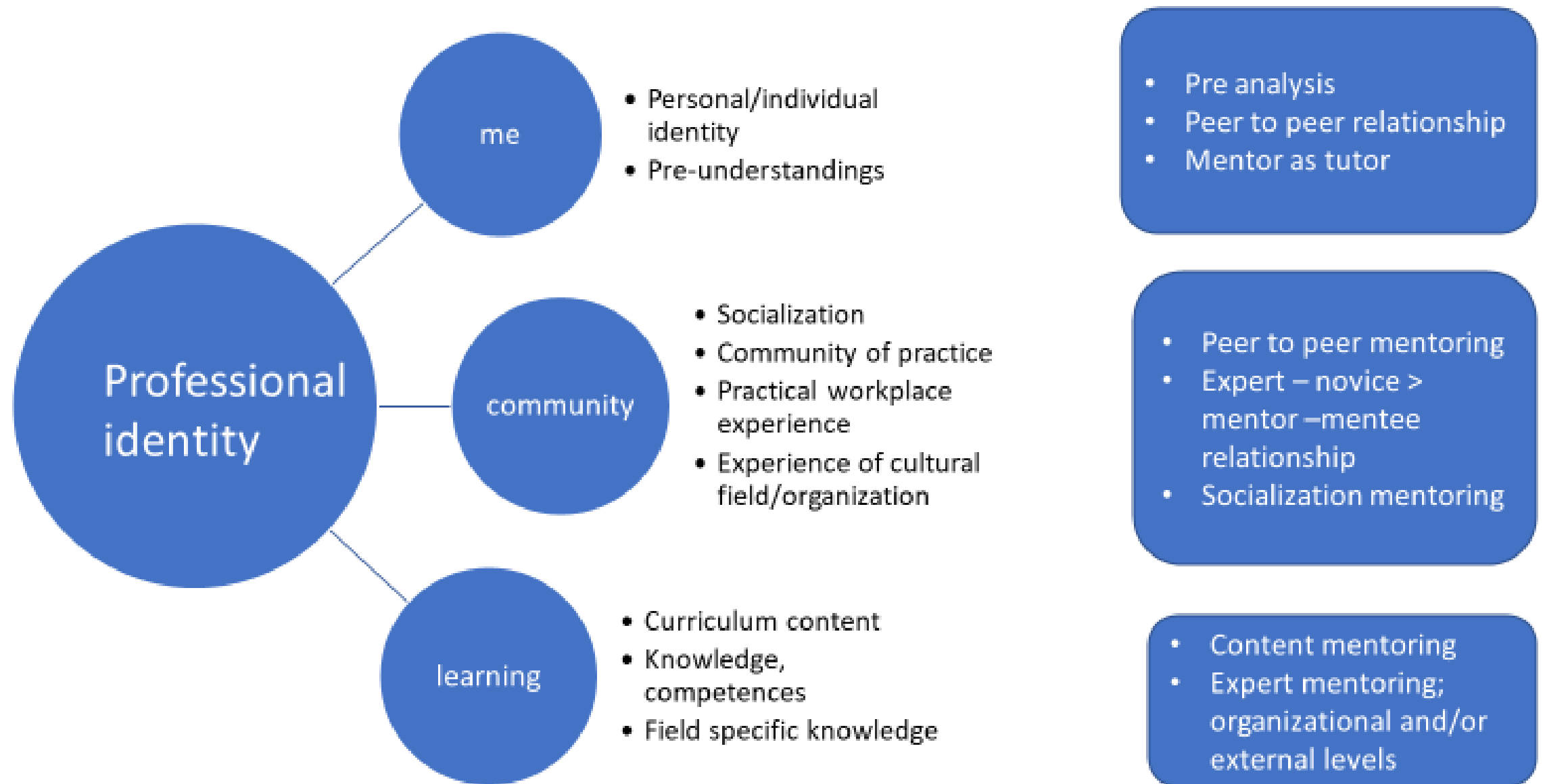
Mediators,
facilitators >
circle of
mediators

Role of Mentorship

Mentor – mentee relationship

- Mentee professional identity
- Mentor professional identity

- What kinds of potential future career choices are seen
- Gate opener - networks
- Value differences





And the future

- More complex global context
 - No longer internationalization as a clear goal, but navigating different restrictions, ethical dilemmas, safety and security...
 - Western logic, knowledge and traditions – knowledge of communities, indigenous people...
- Being in real and digital word simultaneously
 - Constant “presence” and dialogue
 - Understanding and using new technologies and tools
- Sustainability demands
 - Addressing the sustainability goals in strategic and operational levels
- Multiple roles for artists, audience, researcher
 - Co-creation, hybrid identities



Thank you