Cultural management leadership in turbulent times

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Outline

- **Arts and culture in turbulent times**

- **Challenges for contemporary cultural management**

- **From creativity to innovation in the cultural field**

- **Team management in plural forms of leadership**

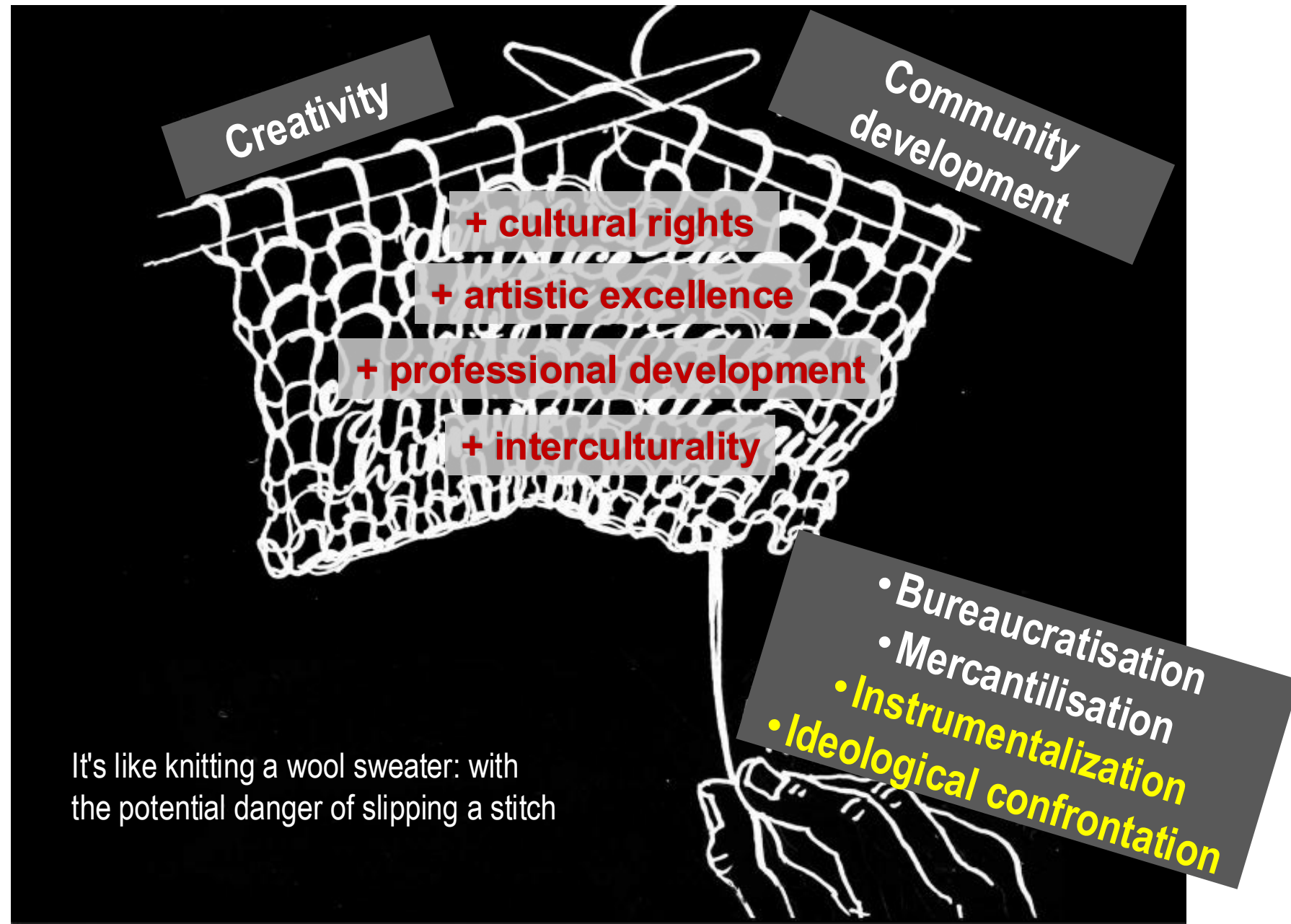- **Planning leadership succession: the legacy**

Powerful drivers of change impacting the Cultural sector

- **Social dynamics**: loss of shared social references and values in more selfish, heterogeneous and multicultural societies, political polarisation, demand for participation versus individualistic consumerism …

- **Geopolitical dynamics**: return to hard power and disregard for cultural cooperation, loss of global influence of the European perspective, decolonisation demands …

- **Political, regulatory and governance framework**: bureaucratisation, requirement of higher transparency and accountability, higher instrumentalization of cultural action by political populism …

- **Climate change**: green and blue challenges, environmental sustainability, circular economy …

- **Digitalisation and artificial intelligence shift**: user demands, formats, professional skills, new ways of accessibility to education …

- **Tourism dynamics**: mutual instrumentalization, different views (narratives, sustainability, managerial logics -commission logic versus public good logic-, …), diversification of tourist demands …
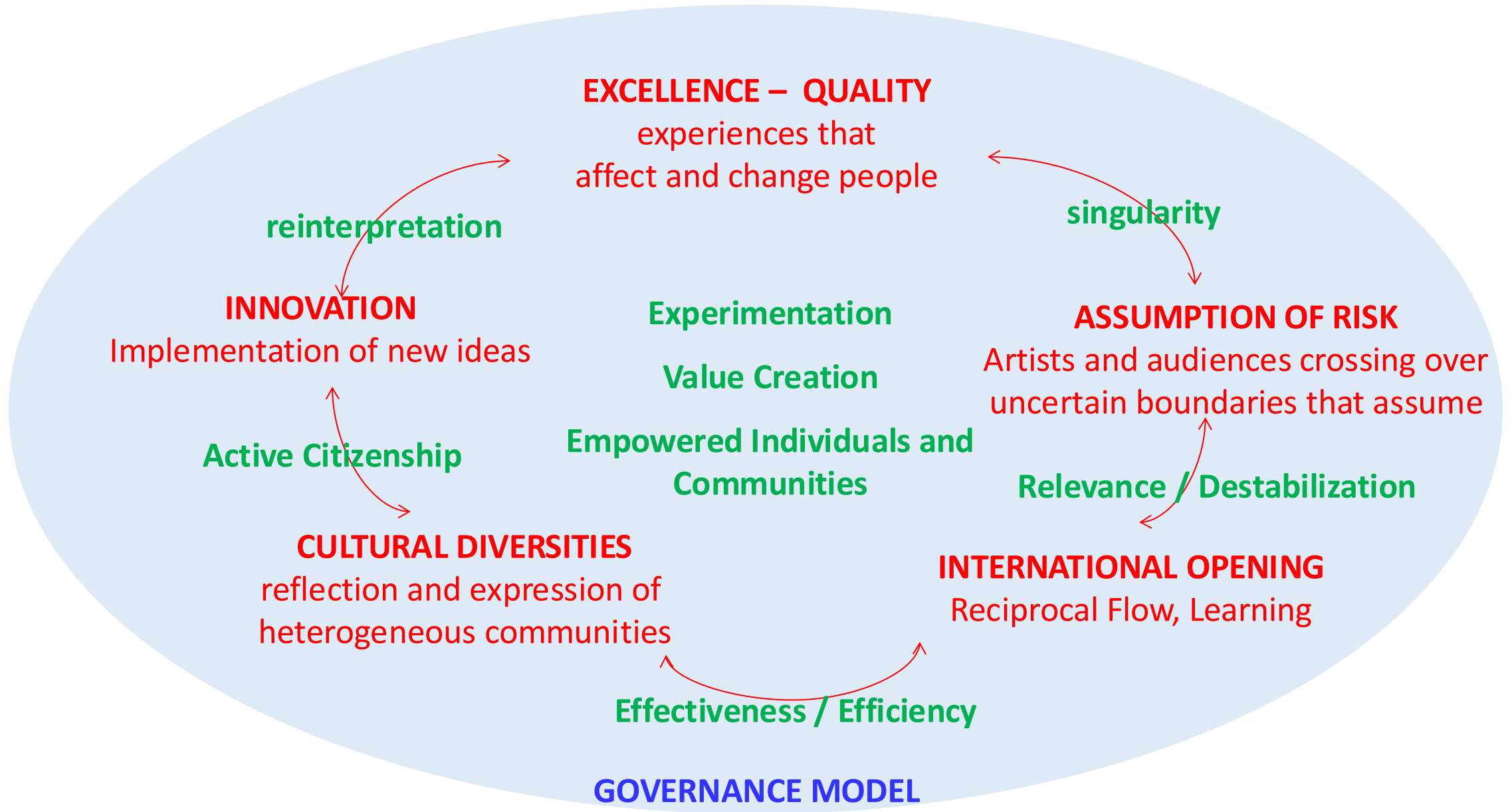

The crazy cultural manager

Making seemingly contradictory challenges compatible

Creativity

Community development

+ cultural rights
+ artistic excellence
+ professional development
+ interculturality

It's like knitting a wool sweater: with the potential danger of slipping a stitch

- Bureaucratisation
- Mercantilisation
- Instrumentalization
- Ideological confrontation

5 key challenges for contemporary cultural management

EXCELLENCE – QUALITY
experiences that
affect and change people

reinterpretation

singularity

INNOVATION
Implementation of new ideas

Experimentation

ASSUMPTION OF RISK
Artists and audiences crossing over
uncertain boundaries that assume

Value Creation

Active Citizenship

**Empowered Individuals and
Communities**

Relevance / Destabilization

CULTURAL DIVERSITIES
reflection and expression of
heterogeneous communities

INTERNATIONAL OPENING
Reciprocal Flow, Learning

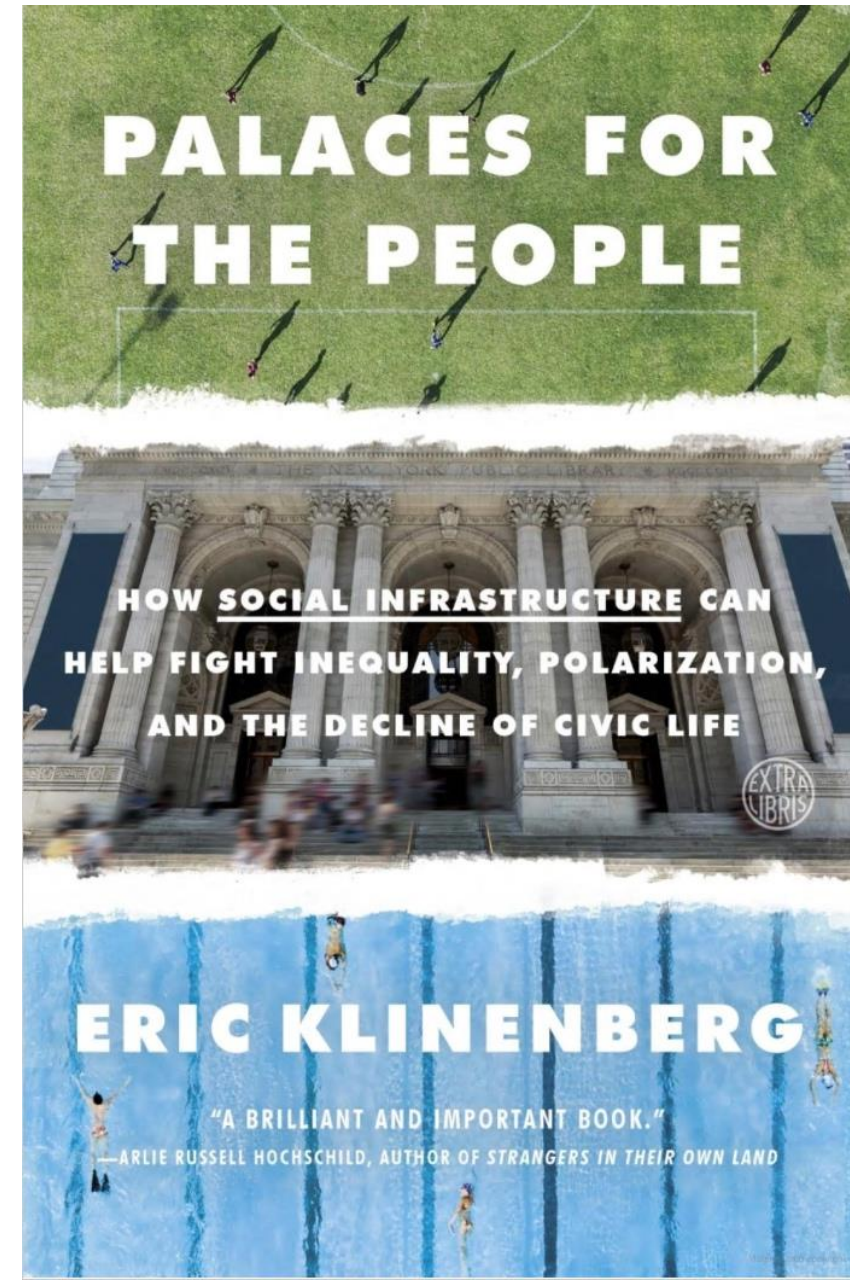**Effectiveness / Efficiency**

GOVERNANCE MODEL

Cultural venues: a key social infrastructure

➢ **Libraries, theatres, galleries, museums or art centres are much more than spaces devoted to reading, artistic diffusion or heritage preservation**

➢ **We must transform the *palaces for the people** into fundamental elements to build a more active, egalitarian and cohesive society: labs for current citizens drived by professional artists / curators!**

"while social infrastructure alone isn't sufficient to unite polarized societies, protect vulnerable communities, or connect alienated individuals, we can't address these challenges without it"

How to innovate and get out of comfort zones to achieve this goal?

Klinenberg, E. (2018) *Palaces for the People: How To Build a More Equal and United Society*, New York: Broadway books.

PALACES FOR THE PEOPLE

HOW SOCIAL INFRASTRUCTURE CAN HELP FIGHT INEQUALITY, POLARIZATION, AND THE DECLINE OF CIVIC LIFE

ERIC KLINENBERG

"A BRILLIANT AND IMPORTANT BOOK."
—ARLIE RUSSELL HOCHSCHILD, AUTHOR OF STRANGERS IN THEIR OWN LAND

Innovation is a difficult and risky process

Most creative ideas do not materialize for a combination of reasons:
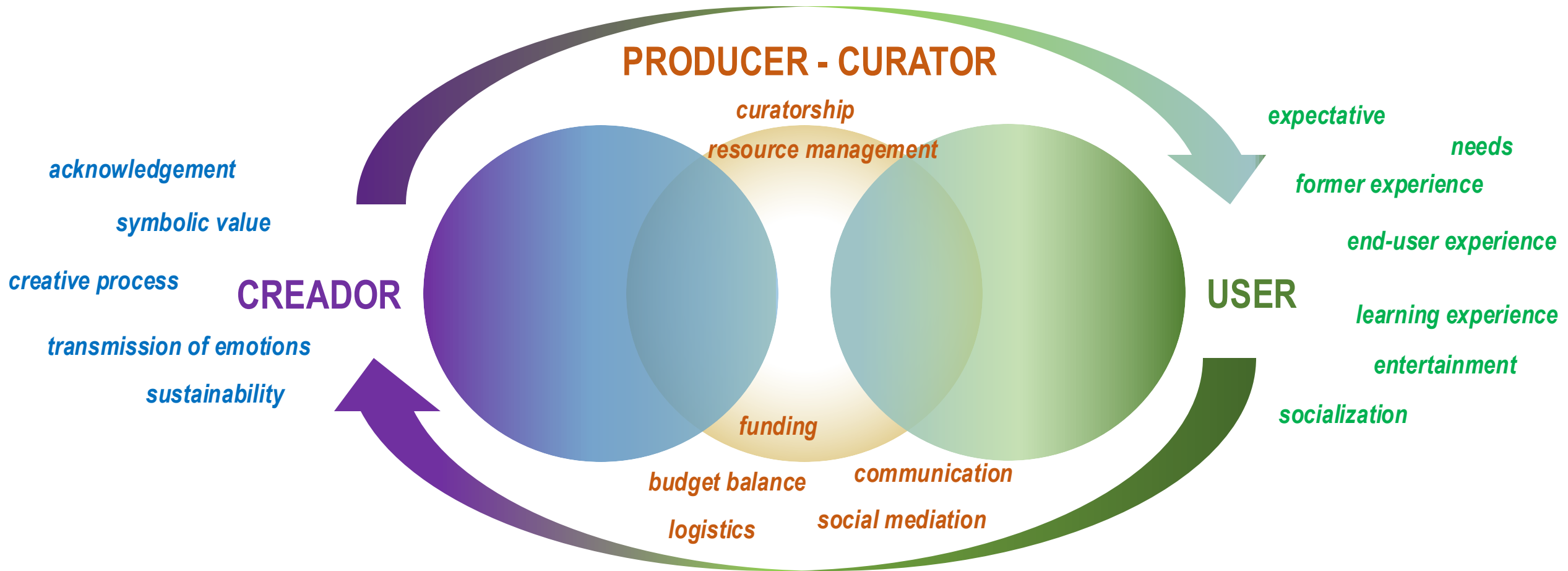
- **Adverse social, political, economic context**

- **Lack of material resources for its development, implementation and dissemination**

- **Technological gap between the idea, its productive materialization and its social acceptance**

- **Creators' incapacity to transform their creativity in products or real processes.**

In the cultural sector characterized by great creativity, there are specific difficulties to implement sustainable ideas due to:

- **Over-supply and self-exploitation of artists**

- **High risk and limited financial resources**

- **Lack of management skills (Marcella & Rowley 2014)**

- **Fragmentation in small and medium-sized enterprises (Jones et al. 2004), with self-employed workers or in a part-time status, and innovation being vital for their survival (Caves, 2000; Stam, De Jong & Marlet 2008)**

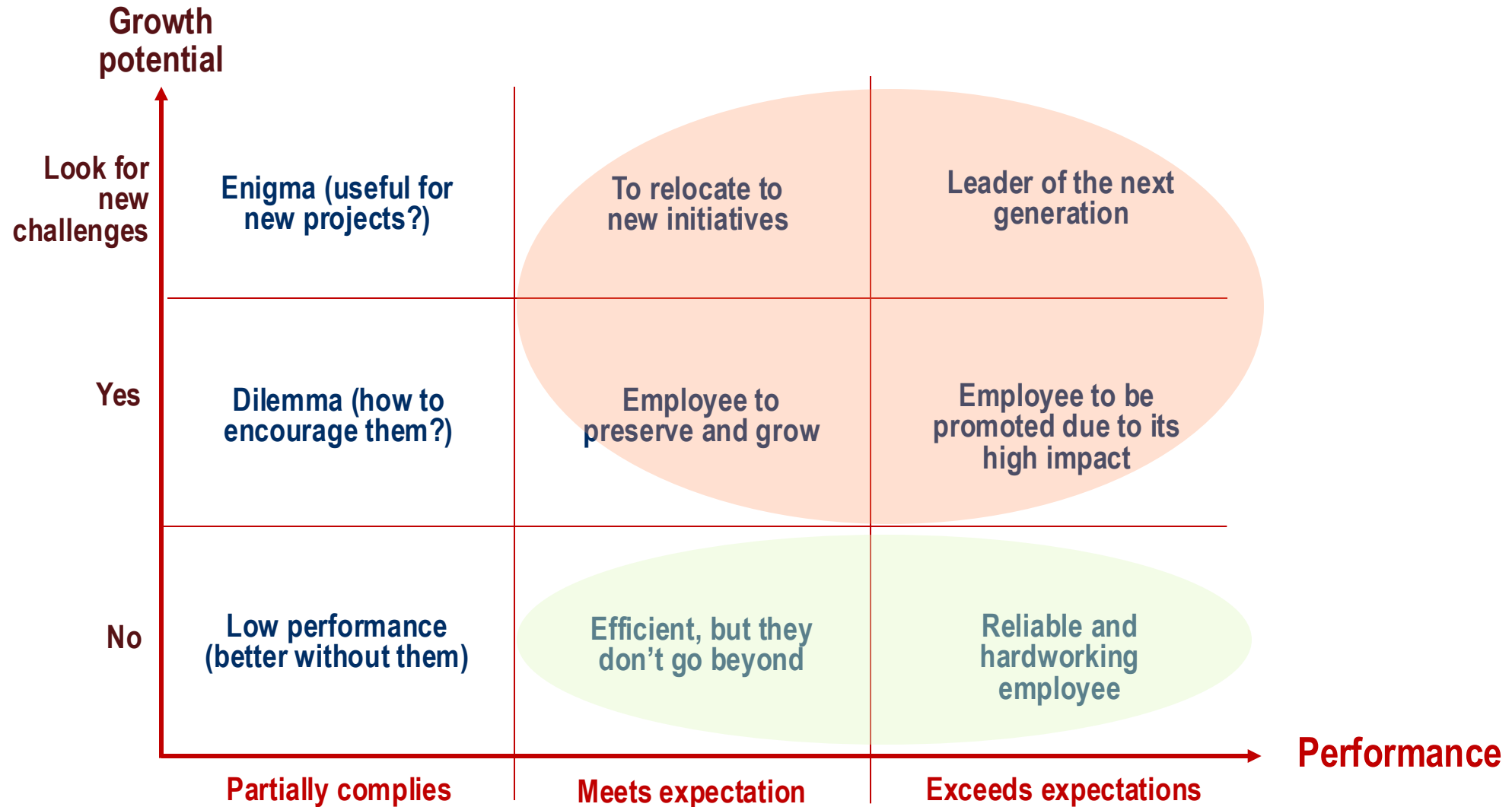# From creativity to innovation in the cultural field

PRODUCER - CURATOR

curatorship
resource management

acknowledgement

symbolic value

creative process

CREADOR

transmission of emotions

sustainability

funding

budget balance

logistics

communication

social mediation

USER

expectative

needs

former experience

end-user experience

learning experience

entertainment

socialization

4 AREAS OF INNOVATION:
- ➤ **Artistic / heritage concept**
- ➤ **Meaningful experience**
- ➤ **Functionality / format**
- ➤ **Governance and management model**

4 Areas of innovation in the cultural sector
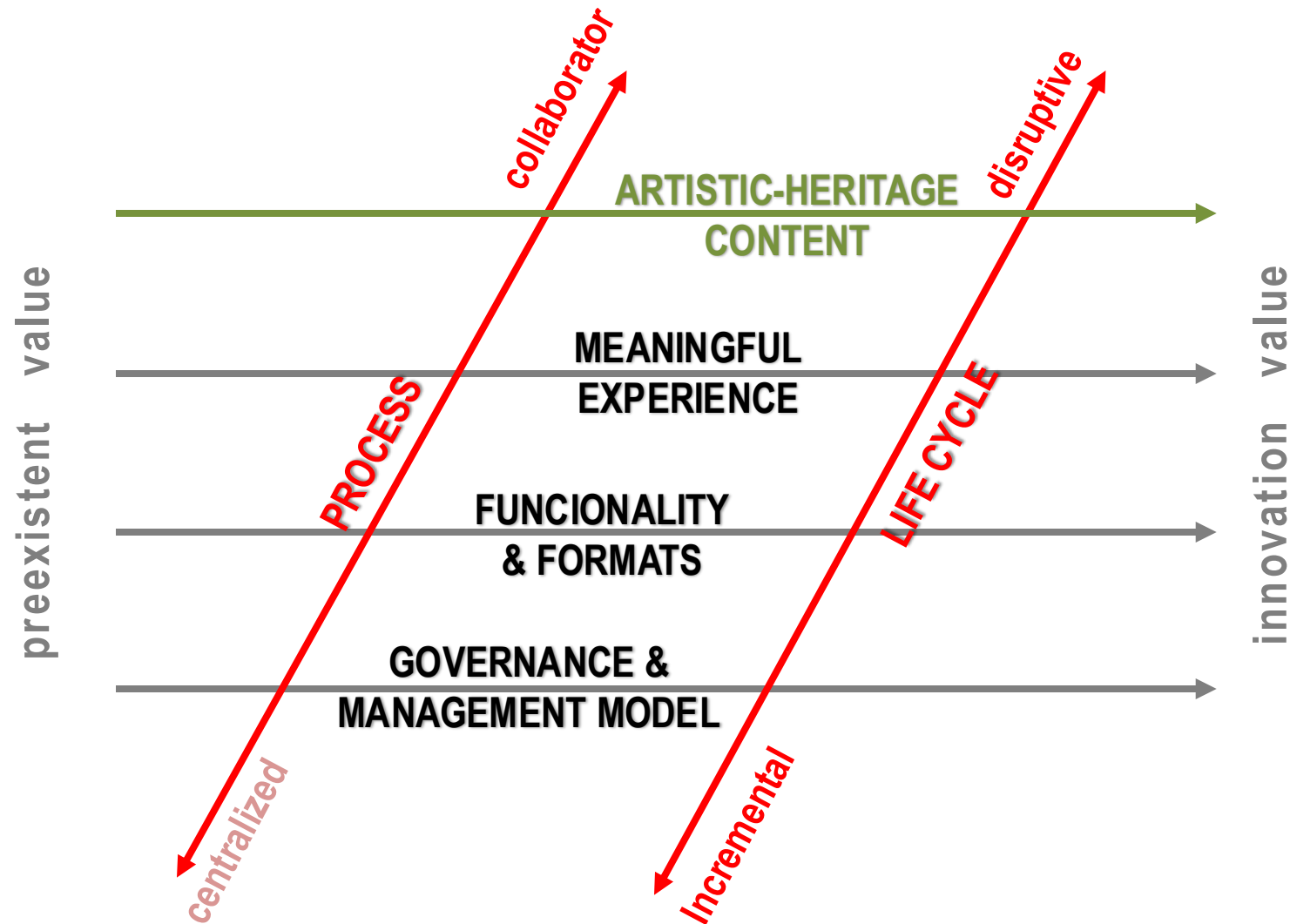
Team members need to be encouraged to take risks and innovate!

Performance and potential of available professionals

Growth potential (vertical axis)

Growth potential	Partially complies	Meets expectation	Exceeds expectations
Look for new challenges	Enigma (useful for new projects?)	To relocate to new initiatives	Leader of the next generation
Yes	Dilemma (how to encourage them?)	Employee to preserve and grow	Employee to be promoted due to its high impact
No	Low performance (better without them)	Efficient, but they don't go beyond	Reliable and hardworking employee

Performance (horizontal axis)

- Staff capacity of adaptation to current and future needs and challenges (both in-house and subcontract staff)

The cultural sector needs leaders able to:

- **Inspire and transmit values and commitment**

- **Empowering others to innovate, sharing doubts and learning together.**

- **Surround them with talented, curious, open to learning, committed and enthusiastic people; not afraid of risk but who accept failures with humility and respect for the team, the organization and the community, to avoid future mistakes.**

- **How to retain talented figures, capable of attracting other good professionals? ... but also let it fly (when new projects and dreams arrive) so that from other projects continue to be nodes in our cooperation networks? Talent attracts talent!**

- **Manage big egos - common in , taking care of the rest of the team and get the best out of each one?**

- **Manage people with grievances, fixed knowledge, not very competent, who blame others, take refuge in the norm, flee from risk and personal commitment, or wielding acquired rights. Mediocrity attracts mediocrity!**

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Concept	Definition	Analytical perspective	Focus and emphasis	Contributions
Distributed Leadership	A leadership approach whereby responsibility is dissociated from formal organisational roles, and people at all levels are given the opportunity to influence the overall direction and functioning of the organisation. (Bolden et al., 2011)	• How to diffuse leadership away from the organization's apex to develop leadership practises throughout the entire organisation.	• Focus on understanding and explaining the role and nature of distributed leadership and how the approach can contribute to organisational change. • Emphasis on how leadership as a practice is developed interactively and situations where it is enacted (organisation as unit of analysis)	Bolden, 2011a; Bolden, 2011b; Spillane and Diamond, 2007
Shared Leadership	A dynamic, interactive influence process among individuals in groups for which the objective is to lead one another to the achievement of group or organizational goals or both (Pearce and Conger, 2003).	• How leadership responsibilities are shared or divided among project team members through either formal designation or interactive emergence.	• Focus on leadership as an emergent group-based phenomenon where influence is dispersed and configuration is horizontal, whereby group members take on tasks usually handled by designated or elected leaders. • Emphasis on room for individual action within the dynamic frame provided by group dynamics.	Pearce, 2004; Pearce and Conger, 2003; Müller et al., 2017; Zhu et al., 2018

Concept	Definition	Analytical perspective	Focus and emphasis	Contributions
Co-Leadership	A leadership constellation where a group of two, three, or more people situated or pooled at the top leads an organisation (Alvarez & Svejenova, 2005; Denis et al., 2012)	• How co-leadership constellations can be considering effective managerial structures, adept at navigating intraorganizational complexity, and balance competing tensions.	• Focus acknowledging that leadership constellations can have more than two people, and that these constellations are plural in nature, e.g., leadership can be shared, distributed, or combined in different ways. • Emphasis on the characteristics of the organizational context within which co-leadership takes place. These settings are defined as having multiple (organisational) objectives, diffuse power structures and knowledge-based work processes (Denis et al., 2007)	Alvarez and Svejenova (2005); Denis et al., (2012); Sergi et al., (2017); Reid and Fjellvær, (2022)

Concept	Definition	Analytical perspective	Focus and emphasis	Contributions
Dual Leadership	A management structure in which two leaders of equal standing divide the top management position and functions between them so that each is responsible for different organizational domains. (Fjellvær, 2010)	• How leaders relate to one another to achieve organisational goals and avoid conflict	• Focus on potential for conflict and how to avoid it. Largely premised on leader being mandated or appointed by a board. • Emphasis on competing logics (e.g., tension between art and commerce)	Reid and Karambaya 2009; 2016; Fjellvær, 2010; Gibeau et al., 2016
Managerial Shared Leadership	A constellation with a few individuals being mutually responsible for the tasks (administration, leadership towards goals and organising working conditions for others) included in holding a managerial position. (Döös and Wilhelmson, 2021, p.717)	• How leadership in practice either emerges within or is being imposed upon a constellation of any number of managers sharing responsibilities.	• Focus on how leadership constellations are structured rather than the number of people and their relationship with one another. • Emphasis on both how these structures relate to organisational aspects (equality (of standing), work tasks, and organisational units).	Döös and Wilhelmson, 2021

Planning the succession process of a cultural entrepreneurship leader

Attributes:	BEFORE	DURING	AFTER
	Awareness >>>	*Planning >>> Implementation >>>*	*Outcome*
VALUES		*Transition the values of the organisation*	
KNOWHOW & SKILLS	*Pool of creative talent attracted by charism of founders*	*Preserve talent attraction* *Professionalisation of management*	
GOVERNANCE	*Capital and decision in the hands of founders* *Reinvestment of benefits*	*Search of new partners (internal / external)* *Buyout agreement with family founders*	*Realignment of the governance model*
REPUTATION	*Connected to the charismatic founder*	*Capitalise the symbolic value*	*Exploit the legacy*

Hartelijk dank!

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