CULTURAL LEADERSHIP

Annotated bibliography

SHIFT CULTURE

SHARED INITIATIVES FOR TRAINING

IMPRINT

SHIFT IS A COOPERATION PROJECT OF THE FOLLOWING PARTNERS:

TRANS EUROPE HALLES

European Music Council
A Regional Group of the International Music Council

International Music Council

FACE

IETM
International network for contemporary performing arts

ON THE MOVE

ELIA

ECA
EUROPEAN CHORAL ASSOCIATION

emcy

SHIFT CULTURE
SHARED INITIATIVES FOR TRAINING

THIS IS SHIFT

The 17 Sustainable Development Goals (SDGs) were adopted by all UN Member States in 2015 and are the "to-do list" for the entire world until 2030. The aims of these SDGs "are to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere". Although culture and arts have not been integrated as an explicit goal, we believe that the cultural and creative sectors have a key role in shaping the transition to more environmentally, socially and economically sustainable societies without leaving anyone behind. Culture and arts are fundamental and transversal in their capacity to support behavioural changes and mobilise collective engagement. As we still demand culture and arts to be integrated in the international agenda post 2030, its role can already be integrated by promoting knowledge to citizens as well as being a tool of the successful implementation of all the 17 SDGs and its targets.

The project SHIFT - Shared Initiatives For Training, co-funded as "Strategic Partnership" by the Erasmus+ Programme of the European Union - was initiated by 9 cultural networks:

- European Choral Association – Europa Cantat - ECA-EC
- ELIA - globally connected European network for higher arts education
- European Music Council - EMC
- European Union of Music Competitions for Youth - EMCY
- FACE
- International network for contemporary performing arts - IETM
- International Music Council - IMC
- On the move - OTM
- Trans Europe Halles - TEH

These networks recognised the need to join forces to work on the global agenda of the 17 UN Sustainable Development Goals and its leaders wished to improve their capacity for giving guidance to their teams, organisations and members. It was asked how to tackle the global challenges recognised in the SDGs such as climate change, gender equality and inclusion of minorities.

Although these challenges are not new and have been part of the work of the SHIFT partners for a long time, it was agreed by the participating organisations that these topics were not yet taken from a leadership point of view. Three SDGs have been selected as starting point to activate change and increase the cultural sectors' awareness on the sustainable goals:

• SDG 5: Gender Equality
• SDG 10: Reduced Inequalities
• SDG 13: Climate Action

Even though the partners have decided to focus on three SDGs, there is a clear connection between these SDGs. Working on achieving one goal will have a positive impact on others such as good health and well-being (3), decent work and economic growth (8), sustainable cities and communities (11), life below water and on land (14 and 15)...

At the same time, the partners are aware that there might be conflicting recommendations to achieve the different goals. To give a very simple but vivid example: One graphic style might be particularly eco-friendly because it would use a very small amount of ink and be produced with less energy, but the same style might not be barrier-free and might be difficult to read for people with visual impairments. All the recommendations therefore have to be contextualised and used with high sensitivity.

The overarching work on cultural leadership has enabled the partners to develop and discover various ways of leading and supporting change to achieve these goals. It was crucial to give tools to leaders to be able to weigh out values and find a path making sense for their organisation, at the time of taking the decision while being aware of different other paths possible.

The partners are happy to share with you the researched and developed material on the four themes of SHIFT: cultural leadership, environmental sustainability, gender and power-relations and inclusion. **Enjoy!**

This publication is part of the cultural leadership package.
Cultural leadership is a broad concept that can be interpreted and practised in different ways. It can be seen twofold, firstly as the act of managing organisations in the cultural sector and secondly as leading through cultural lenses. There is no unique definition of what a leader should be and if the cultural sector needs a particular managerial strategy. Each individual, civilisation, community is bound to have a different set of cultural experiences and history and will equally need different ways of achieving a common project whether it is to lead an organisation or to achieve a goal. The project SHIFT will attempt to give guidance on ways of leading an organisation in the cultural sector. The results of the SHIFT research will present an annotated bibliography with relevant resources on the topic and an online manual that will put together different approaches of cultural leadership. The work on cultural leadership within the SHIFT project aims to enable cultural leaders to accompany change in their organisations and contribute to achieve the UNDGs.

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CULTURAL LEADERSHIP

The main goal of the collection of resources is to explore the concept of Cultural leadership by adopting a community-oriented understanding. Going beyond the idea of the leader as the sole enactor of change, the project understands change as a transformational process that can be kickstarted by innovation entrepreneurs in touch with the organisational community.

The collection of resources focuses on different dimensions of this understanding of cultural leadership. Leaders have to root their efforts of change not only in normative ideas and ideal states, but also on the analysis of the current state of their organisation. The collection presents ideas of what cultural leaders are and could be, but also it introduces a series of methodological and analytical tools useful to understand their organisations.

The first section introduces the concept of cultural leadership, through examples and experiences of cultural leaders, reflections on the shifting meaning of the concept and cultural policies fostering cultural leadership. In the second section, we introduce resources focused on co-development and co-creation methodologies, that can support the work of leaders in the cultural sectors. The third section presents the topic of Participatory governance, from which cultural leaders could learn in order to renew the governance of their cultural organisations and assume new leadership positions. The fourth section, as an appendix of the previous one, introduces the benefits of digital tools for participatory governance. The following sections (fifth, sixth, seventh) focus on the internal organisational aspects of cultural leadership. Leaders guide cultural organisations, and need therefore to understand how organisations can change and how their internal processes unfold. Organisational learning, in particular, is crucial to make organisations evolve and grow. The last two sections (eighth and ninth) focus instead on the external and internal impacts of cultural organisations, supporting cultural leaders in the evaluation of internal activities and the external social impacts.

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CULTURAL LEADERSHIP: CONCEPTS, PRACTICES AND MODELS

Perspectives on Cultural leadership – FIKA project (2016)

Author(s): Dalborg, K. & Löfgren, M.
Type of resource: Printed publication
Type of content: Organisational models
Language: English
Keywords: Leadership; Personal development; Small cultural organisations
Web link here ➲

Perspectives on Cultural Leadership is not a manual for cultural leaders. The writers involved do not possess identical views on what cultural leadership is or does, and the book by no means covers all the areas of expertise that a cultural leader ought to be familiar with. Rather than aiming to be all-encompassing, the book seeks to open up discussion by offering thought-provoking perspectives on some of the waters that cultural leaders these days are obliged to navigate. The volume draws attention to the challenges and opportunities cultural leaders are faced with, and also to the hidden knowledge held by those working in the field. In particular, the volume focuses on the leaders of smaller cultural organisations that in some cases are relatively new and that aim at generating social, cultural and artistic value.

Narratives by cultural changemakers - FIKA project (2016)

Author(s): Dalborg, K., Löfgren, M. & Sven Rånlund
Type of resource: Printed publication
Type of content: Profiles of leaders
Language: English
Keywords: Leadership; Personal development; Narratives
Web link here ➲

Narratives by Cultural Change Makers collects interviews with ten prominent cultural leaders from different parts of the world. Active in different countries, in different types of organisations and with different art forms and types of culture, they tell us about life and work, education and training, professional experiences, success and setbacks, dilemmas and solutions.

Despite their differences - partly due to external factors but also because of the individual qualities and beliefs of the interviewees - they have much in common both in terms of the challenges they face and their ways of dealing with them. They understand the conditions under which art is created and artists operate. The ability to lead and develop your own organisation, irrespective of its size, depends on an understanding of artistic creativity. Several leaders talk about how they exploit their creativity in their day-to-day work, as if their leadership role provided scope for a type of art all of its own. These stories offer inspiring examples for the readers to test against their own experience.

Leaders stories. Conversations with leaders in the European independent cultural sector (2014)

Author(s): José-Luis Rodriguez, Ludvig Duregård
Type of resource: Printed publication
Type of content: Profiles of leaders
Language: English
Keywords: Leadership; Personal development; Independent cultural sector; Trans Europe Halles
Web link here ➡

The aim of Leaders Stories is to put together the experiences of some leaders working in the independent cultural sector in a way that can be inspiring for other cultural professionals. Leaders Stories will introduce you to some of the main topics in Leadership from a very practical and action-based approach based on the personal experience of 11 leaders of independent cultural centres from Scandinavia and Latin-Europe. The interviews in this publication are meant to highlight the great diversity of independent cultural centres around Europe as well as their varied governance models, decision-making processes, the strong drive of the people behind them and the uniqueness of their leaders. Leaders Stories' interviews cover a wide range of topics. They start with the particular situation of each leader and the circumstances that brought them to a leadership position in their centres. The leaders talk about their personal motivations, their professional backgrounds, their leadership styles, their values and some of them even share some of their favourite management tools. Leaders Stories is the result of several connected leadership projects led by Trans Europe Halles since 2008.

Cultural leadership. State of the arts (2019)

Author(s): Martin Zierold, Dirk Schütz, Kristin Oswald (eds.)
Type of resource: Printed publication
Type of content: Research
Language: English
Keywords: Leadership; Organisational practices; Community
Web link here ➡

Cultural Leadership is the object of a growing chaos of perceptions and understandings. This special issue of Arts Management Quarterly offers a useful introduction to the topic. Its curators aim at exploring the concept by offering an international perspective, beyond western academic conceptualizations and into the experiences and circumstances of arts institutions and cultural professionals in different countries and arts sectors. The publication explores Cultural Leadership through the individual and personal approaches of practitioners and researchers grounded in concrete working realities, professional biographies and regional contexts. All contributions independently point in a similar direction: the center of attention turns away from the visionary leader and towards a community-oriented understanding of shared leadership that does not have to be neutral or universal, but is aware of its subjectivity and dependence on group identities and values. It is a new figure, adaptable, able to foster relationships, share power and forgive failure. As such, leadership is not a position, but a practice that can build shared beliefs, assumptions, structures and practices towards a desired future.

Unpacking leadership: the X file. Relational aspects of leadership practices in a citizen initiated cultural organisation (2020)

Author(s): Liene Jurgelāne
Type of resource: Case study
Type of content: Research
Language: English
Keywords: Leadership; Organisational practices; Community; Networking
Web link here ➲

This Master thesis in Anthropology offers a grounded and detailed perspective into the practices of leadership of citizen-initiated cultural organisations. Focusing on the Institut for (X) organisation in Aarhus, Denmark, the research aims at unpacking the concept of leadership through the lens of practices, looking at practices that shape the nature, direction, and change of the specific organisation, and the relationships these practices are embedded in. As in other resources of this collection, this research explores leadership beyond the visionary leader and towards a processual, relational and collective understanding.

Considering leadership through the practices shaping the nature, change and direction of the organisation from the perspectives of the members of the organisation, the research found that the most frequent leadership practices are the ones ensuring connectedness among the members of the organisation, keeping the organisation alive and growing, and trying to influence societal change. These practices are related to and influenced by history, external actors, and core assumptions and ideas that people at Institut for (X) hold. An overall conclusion is that leadership is largely about adaptation and change by Trans Europe Halles since 2008.

Changing cultures. Transforming leadership in the arts, museums and libraries (2018)

Author(s): Sue Hoyle, Kirstie Hewlett, Laura Jones, Alex Talbott, Ruth Hogarth & Benedict Wilkinson
Type of resource: Digital publication
Type of content: Research
Language: English
Keywords: Leadership; Organisational culture; Learning; Networking; Innovation
Web link here ➲

This report, commissioned by Arts Council England, aims at understanding the current landscape of leadership in the arts, museum and libraries sector, and to survey the support available for leaders to address challenges of innovation and change. It presents the results of a research on how leadership is being developed in these sectors, considering the changes in the environment for leadership in recent years, the skills, attributes and behaviours required for leadership in the next ten years, the ways in which leaders are being developed, the main outcomes of leadership interventions and the ways in which leadership development is being evaluated.

The results of the research offer useful insights about the qualities and skills needed today in cultural leaders, such as being able to know yourself, to build relationships, to embrace change and innovation and to be responsible. The research identified four core mechanisms through which leaders are developed: organisational culture, structured learning, relationship-based development and networks. The document also illustrates the learning lessons that could be drawn from other sectors and the impacts of leadership programmes on individuals, organisations and the sector in general. The report finally discusses the challenges of evaluating change in behaviors and organisations. The report offers a good introduction to the landscape of how cultural leadership is developed in the arts, museum and libraries sectors in the UK, offering good insights for the other cultural sectors in other countries.

A cultural leadership reader (2010)

Author(s): Sue Kay & Katie Venner, with Susanne Burns & Mary Schwarz; Creative Choices
Type of resource: Digital publication
Type of content: Research
Language: English
Keywords: Leadership; Personal development; Race; Organisational practices
Web link here ➡

In the last years, literature on cultural leadership has emerged, but it exists in occasional articles, practitioners' private journals and academic essays. This reader aims at making the reflections of cultural practitioners more visible and accessible. The publication collects a series of articles by scholars and practitioners. At the front you will find a commentary that sets the context for leadership and leadership development in the sector and reflects on all the contributions, identifying themes that help organise and make sense of how to think about cultural leadership. In the following chapters practitioners write about their experiences of leadership within the cultural sector.

Through their reflections, we recognize that there are many ways of exercising, experiencing and indeed 'writing' cultural leadership. Thinking about how people had learned to lead, the authors asked people about books or experiences that had helped inform their leadership practice. Aiming at hosting a range of different voices and perspectives, they also asked a small number of academics to offer their reflections on cultural leadership. In the sixteen chapters of the volume, invited authors explore the relations between leadership and race, relationships, partnerships, improvisation, practical knowledge, crisis, and so on, offering a wide and rich perspective on the topic.

IFACCA cultural leadership in the 21st century (2017)

Author(s): Laaksonen, A, 2017, Cultural Leadership in the 21st Century, D'Art Topics in Arts Policy, No. 52, International Federation of Arts Councils and Culture Agencies, Sydney, NSW
Type of resource: Article
Type of content: Research
Language: English
Keywords: Leadership; Case studies; Global perspectives
Web link here ➡

This revised edition of the Discussion Paper for the 7th World Summit on Arts and Culture looks at the concept of cultural leadership from different perspectives, considering the broader question of how culture can, or does, play a leadership role in driving positive societal change. The first two parts of the paper presents answers to broad topics such as: the nature of cultural leadership, its changes over time, the role of leadership, the governance of vision and purpose, and so forth. In the first part, the document hosts six perspectives on cultural leadership, from as many world regions. In the second it presents the results of three surveys on the topic: one of national arts agencies (arts councils and ministries of culture including IFACCA members); one involving the general public (particularly the cultural sector); and one of organisations and institutions that provide training for leadership for the cultural sector. In the third part the report presents ten case studies to explore the models, methods and programmes provided by various organisations to develop cultural leadership. Ultimately, this report is an interesting source of data and reflection about cultural leadership from all over the world.

The construction of cultural leadership (2017)

Author(s): Jonathan Price. On The Edge Research, UK
Type of resource: Article
Type of content: Research; Policies and programmes
Language: English
Keywords: Leadership; Organisational practices; Civil society; Entrepreneurship; Training; Policy
Web link here ➡

This theoretical and policy paper reflects critically on the development of cultural leadership as an area of expertise at the crossroads of culture, education and management over the last 15 years. It illustrates how cultural leadership became a key concept in cultural policy and training in the UK during the early 2000s. It attracted significant public and private investment and remains a major focus for development programmes, now internationally, despite significant changes in sectoral needs and context. The paper pays attention to key inclusions and exclusions, employing Arendt's theory of action to critique fundamental assumptions. A tendency to privilege organisational leadership is challenged by considering the social and aesthetic dimensions of cultural practice alongside corresponding influences from other spheres of action which complicate the notion of autonomy in cultural production. To define cultural leadership is therefore to engage with culture's place in civil society. The paper distinguishes three dimensions of cultural leadership: entrepreneurial (centring on the interests and operational success of a project or organisation, at whatever scale of operation); generous (prioritising the needs of the cultural form or sector, extending efforts beyond individual or organisational interest); and public cultural leadership (relating to wider societal influence and involvement in the public realm). The paper concludes discussing the implications for practitioners, training providers and policy makers.

What is cultural leadership?

Author(s): British Council
Type of resource: White paper
Type of content: Policies and programmes
Language: English
Keywords: Leadership; United Kingdom; Programmes; Training
Web link here ➡

This report, drafted by the British Council, discusses the concept of Cultural leadership within the UK context. It provides a brief introduction, enumerates the challenges of cultural leadership, the interventions being developed in the UK, and provides a series of resources on: leadership programmes for arts and cultural professionals; development of independent agencies; thought leadership in arts and culture; innovation and entrepreneurship; help for under-represented groups. The document illustrates the approach the British Council has sought to identify, celebrate and develop a new generation of cultural leaders around the world through a programme of international work placements, courses, fellowships, workshops and forums. It concludes by listing the fellowships and training for cultural leaders, as well as the initiatives supporting leaders around the world.

Cultural leadership now and then (2019)

Author(s): Artsmanagement
Type of resource: Digital publication
Type of content: Profiles of leaders
Language: English
Keywords: Leadership; Diversity; Organisational practice; Governance; Management
Web link here ➡

Cultural leadership is a shifting and evolving concept. In this interview Hilary Carty, one of the most prominent voices in cultural leadership in the UK and abroad, discusses the changes in cultural leadership, the relationship between governance and diversity as well as trends in leadership training for the cultural sector. The interview traces the evolution of cultural leadership through Carty's personal experience as cultural manager in the UK. According to the author, cultural leaders are today in charge of organisations in shifting environments, and have acquired a public profile. In the last decade, the understanding of cultural leadership has shifted towards a multi-disciplinary figure, expert in a set of different cultural sectors. Society is also recognizing the influence of issues such as diversity and populism for cultural leadership and cultural organisations.

Exploring leadership like a gardener (2019)

Author(s): Anabel Roque Rodríguez. Artsmanagement
Type of resource: Digital publication
Type of content: Organisational models
Language: English
Keywords: Leadership; Organisational practice; Community; Care
Web link here ➡

This article, by Anabel Roque Rodríguez, provides reflections on the role of cultural leaders within communities. The author approaches the topic of cultural leadership proposing the metaphor of "leadership as gardening". She argues that good leaders are not only status-oriented vision developers, but also mentors who see potential and trust their teams to find new ways. Cultural leaders need to understand the interdependence of culture, ethics and life, avoiding to add to oppressive structures and remaining rooted in substantial values. Leaders also have to be sensitive to the cyclical seasons of people and organisations, recognising the ups and downs of individuals and teams and acting to foster evolution and recovery. The author suggests a redefinition of leadership framing it within its own community, as a role truly effective only when it connects and absorbs criticism from collaborators. Ultimately, Rodríguez argues that leadership, as a dynamic concept, means to care for the people, for the organisation, its mission, and sustainable future.

IncrediBOL

Author(s): Municipality of Bologna
Type of resource: Website
Type of content: Policies and programmes; Media and events
Language: English, Italian
Keywords: Leadership; Italy; Cultural policy; Cultural and creative industries
Web link here ➲

INCREDIBOL! is a programme promoting creative and cultural activities in the Emilia-Romagna region. The programme is coordinated by the Municipality of Bologna and supported by the Emilia-Romagna Region in conjunction with public and private actors. The programme has received multiple awards at national and international level.

The Municipality of Bologna launched the programme in 2010, in order to support the Cultural and creative industries (ICC). The ICC sector plays a more and more important role in Emilia-Romagna, not only in terms of economic development and job creation, but also in terms of social innovation, urban rehabilitation and life quality improvement. The Emilia-Romagna Region acknowledged its importance by including this development strategy within the broader 'smart specialization strategy' 2014-2020, underscoring its potential and launching new policies and supporting actions.

The INCREDIBOL! programme offers multiple calls and grants, as well as guidance, training, and consulting services for the region ICC sector. It offers a recurrent call to promote the creation of start-ups in the creative and cultural sector; a recurrent call to foster the internationalisation of regional creative companies; a consulting desk service; a list of premises and venues owned by the Municipality of Bologna and given on loan to cultural entities and creative professionals; organisation of free workshops, public meetings, networking and b2b events, etc; special and pilot projects and participation in European projects, networks and international activities about ICC.

Cultural policy from Amsterdam to Žilina (2008)

Author(s): Viera Michalicová and Kristína Paulenová
Type of resource: Digital publication
Type of content: Policies and programmes
Language: English
Keywords: Leadership; Slovakia; Netherlands; Cultural policy; European Cultural Foundation, Civic participation.
Web link here ➲

The Cultural Policy from Amsterdam to Žilina project aimed at initiating a comprehensive process related to the development and implementation of the principles of strategic planning in cultural policy making so as to provide the citizens of the region of Žilina, Slovakia with diversity, quality and availability of cultural activities.

This report summarises the phases of the project (research, methodology and implementation) with extensive attention on the final policy document and on project results.

The three-year project was a joint enterprise of the Slovak Foundation – Center for Contemporary Art and the European Cultural Foundation in Amsterdam. It was carried out in cooperation with the Department of Culture at the Office of the Žilina self-governing region (SGR), with the financial support of the Social Transformation Programme (MATRA) of the Netherlands Ministry of Foreign Affairs. The project was based on experience of the European Cultural Foundation's Policies for Culture programme in South East Europe and included policy experts and capacity trainers from the programme's international network. The region of Žilina is the first case where the Policies for Culture programme principle of civic participation in the development of local cultural policy was tested in the context of the enlarged European Union.

This report offers a useful insight on programmes aimed at the development of cultural policies with local administrations.

2

CO-DEVELOPMENT AND CO-CREATION METHODOLOGIES

Co-creation methodology (2001)

Author(s): Artway of thinking
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies
Language: English
Keywords: Co-creation; Interdisciplinarity; Innovation; Complexity
Web link here ➜

This methodological brief, outlined by the Italian association "Artway of thinking", outlines the relevance and main aspects of co-creation methodologies. It details its seven principles of the methodology and its four phases (analysis (observation), concept generation (co-generation), restitution (action) and integration). Co-creation methodology is part of a vision that prefers cross-cultural and interdisciplinary teamwork as a contemporary response to the reading of the complexity and production of innovation. It operates in and for the culture of cooperation.

It acts to decrease the participants' stress (dispersion) and increases the effectiveness (focus) of the work. The methodology reveals the connecting moments of creative thinking and group dynamics by building a process of elaboration shared by the individual and the group, at once being sustainable by the environment. Co-creation methodology looks at the person and their ability to create and innovate: it is a part of the transformative engine within the dynamics of a group in action.

Civic design (2018)

Author(s): Civic Innovation School
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies; Projects
Language: English, Spanish, Italian, French
Keywords: CivicWise; Civic design; Co-design
Web link here ➜

This Civic Design publication is conceived as a compilation of projects, reflections and research that have been carried out around the Civic Design course since its first edition in 2015, supported by the Civic Innovation School, the CivicWise network academy.

The book offers a comprehensive presentation of the Civic Design methodology, based on the development of collaborative dynamics to generate collective solutions for the community wellbeing. It combines different disciplines, such as service design, urban planning, industrial design, architecture, policy making, and many more.

This method can support cultural leaders in the design and development of processes of collaboration with multiple stakeholders and citizens for the improvement of cultural, artistic and social services in their territory. The mobilisation of these local actors can lead to the activation of forms of collective intelligence.

Civic practices (2017)

Author(s): Pablo Sendra, Maria João Pita (eds)
Type of resource: Digital publication
Type of content: Projects; Tools, Techniques and strategies
Language: English, French, Greek, Italian, Portuguese, Spanish
Keywords: Community; Civil society; Leadership; Impact; Diversity; Inclusion; Global perspective
Web link here ➲

Looking at cultural leadership beyond the inside of an organisation, we can explore ways in which cultural organisations can be leaders in their local contexts. They can be so when they successfully engage with their territory to offer good cultural services and empower their communities. Having clear this goal, we can engage with this CivicWise publication to look for inspiring spaces, projects, methodologies and researches that can be adapted to improve the level of leadership of cultural organisations.

The aim of this CivicWise publication is to compile initiatives, claims, campaigns, actions, projects, pieces of research, methodologies, participatory and co-design processes that are happening all over the world. The main targets of this global CivicWise project are the production of collective intelligence, as well as the development of teams, ensuring at the same time results that reveal openness, diversity, inclusiveness and glocal crossings.

Design for innovation. Co-creation design as a new way of value creation (2014)

Author(s): Kristina Dervojeda, Diederik Verzijl, Fabian Nagtegaal, Mark Lengton and Elco Rouwmaat, PwC Netherlands, and Erica Monfardini and Laurent Frideres, PwC Luxembourg
Type of resource: Digital publication
Type of content: Research; Tools, Techniques and strategies
Language: English
Keywords: Value creation; Co-creation; Innovation; Entrepreneurship
Web link here ➲

This European Commission report presents a general perspective on co-creation design from a business innovation approach. It offers an introduction to co-creation in the broader field of businesses and companies, from which cultural organisations can transfer relevant knowledge.

The report explores the effects of co-creation design, evaluating results such as new products and services, an increased competitive advantage, new customers and a larger market share. Co-creation design is a design approach where a multitude of stakeholders is actively involved in the design process. It is increasingly used by companies (cultural and non-cultural) across Europe, generating widespread effects. The report illustrates the emergence of

co-creation in European businesses, detailing the different types of co-creation processes and their differences with other production methods. It details the socio-economic relevance of co-creation, between market potentials, co-creation benefits, client perspectives, customer experience, participation requirements and incentives, investment barriers, levels of authority of co-creation strategies on company actions. The report explores the drivers and obstacles to initiate co-creation processes, between competition, customer empowerment, engagement strategies, funding, legal and community-building limitations. The document finally presents suggestions for policy reform at the EU level.

How to lead design thinking (2019)

Author(s): Christian Bason and Robert D. Austin
Type of resource: Article
Type of content: Tools, Techniques and strategies; Research
Keywords: Design thinking; Leadership; Innovation; Organisational change; Organisational practices; Facilitation
Web link here ➜

Design thinking has been widely promoted as a framework useful for organisations, institutions and teams to develop new design concepts. This article aims at discussing the difficulties of implementation of this approach, and the role of leaders external to the design team in guiding this shift. Team members may in fact be used to be told to be rational and objective, looking for pragmatic and rapid solutions; they have difficulties in being open to iterative prototyping, testing, revisions and failures: in short, to divergent thinking. On the basis of empirical research on more than two dozen of major design-thinking projects, the authors explored the actions of senior executives to understand which practices that can foster and support design thinking projects towards success. They identified three categories of such practices: leveraging empathy, encouraging divergence and navigating ambiguity, and rehearsing new futures. With the first, they suggest leaders not only to support design-thinking projects, but also to actively support employees in distress for the shift of work method; with the second they encourage leaders to take the space and time to allow diverse new ideas to emerge and be discussed; the third refers to the importance of conveying to employees that "failed" prototypes represent progress, enabling the tryout of different options and providing the time and resources necessary. The article concludes suggesting leaders the posture of coaches, inspiring their teams to achieve success, hand-holding when necessary but drawing back when a team hits its stride.

Using design thinking as a leader

Author(s): AJ Juliani
Type of resource: Article
Type of content: Tools, Techniques and strategies
Language: English
Keywords: Design thinking; Leadership; Innovation; Facilitation; Organisational change
Web link here ➜

This blog post by A.J. Juliani offers a divulgative introduction about design thinking. Design thinking is in general a framework of cognitive, strategic and practical processes guiding the development of design concepts, such as projects, policies, organisational models, solutions, and so forth. In particular, design thinking has been proposed as a method for the development of innovations. The article illustrates the main approaches to design thinking, presenting their different phases. On the basis of personal experiences of design thinking, it presents a variation of the design thinking framework, called LAUNCH. The author illustrates this framework exposing the role, importance and difficulties of leadership in the development of design thinking for the improvement of organisations. Finally, the article presents the case study of the adoption of design thinking on a small issue to illustrate the effectiveness of the method to think out of the box and to reframe issues.

d.school starter kit

Author(s): Stanford d.school; Seamus Yu Harte, Tyler Winick, Scott Doorley, Vicky Chung
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies; Training course
Language: English
Keywords: Design thinking; Toolkit; Facilitation; Learning; Digital tools
Web link here ➤

Continuing the introduction to the tools and instruments of design thinking, this presentation outlines an online curriculum for facilitators of design thinking processes, complementing previous preliminary and general resources on the topic. Developed by the experts of the Stanford d.school, it is made for people who want to introduce design to students in their classes or colleagues in their workplace. These facilitators are the "lead learners", as they guide others in learning about design thinking. They are assisted by two d.school instructors - Laura McBain and Louie Montoya - through informative and instructional videos, adapted to be delivered over Zoom.

This online intro to design supports leads learners in exposing others to a medley of design abilities, methods, and mindsets. It guides to the discovery of what design looks like in the real world, as well as to 'what design is' by doing partner activities and discussions. In three hours it will be possible to learn over 20 concepts and tools that will help apply human-centered design. Participants will acquire mindsets, abilities and methods that will influence their work.

Design thinking bootleg (2018)

Author(s): Stanford d.school; Scott Doorley, Sarah Holcomb, Perry Klebahn, Kathryn Segovia and Jeremy Utley
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies; Training course
Language: English
Keywords: Design thinking; Toolkit; Facilitation
Web link here ➤

This Design Thinking Bootleg, developed by the Stanford d.school, offers a set of tools and methods for design thinking. It collects a series of insights and guidelines to be used in practice and useful to refresh our knowledge of this design method. These instruments are useful for the most practical aspects of design thinking, to escape the slumps of ideation, coordination, management, that designers and leaders can find in action. It was developed by teaching team members, students, as well as designers from around the world.

The bootleg is a deck of cards. Each of them presents practical examples and heuristics useful for action and inspiration in design thinking processes, both at individual and collective level. Each card of the Bootleg is relevant for one or more of the five components of design thinking: empathise, define, ideate, prototype, test.

Designscapes toolbox (2018)

Author(s): Kirsten van Dam, Service Design Lab at Aalborg University
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies
Language: English
Keywords: Design thinking; Innovation; Urban innovation; Toolbox
Web link here ●

Cultural leaders could benefit from the adoption of a design approach as it would support them in processes aiming at identifying, framing and addressing problems. Design generally harnesses divergent and convergent thinking through a series of tools, methods, techniques and activities such as research, user participation and (user) testing, rapid and frequent prototyping, development and visualisation / materialisation techniques.

Designscape is a Horizon 2020 project aiming at exploiting the generative potential of urban environments in European Cities to encourage the uptake and further enhancement and up scaling of Design enabled Innovations by existing enterprises, start-up companies, public authorities and agencies, and other urban stakeholders.

As part of this research project, this toolbox collects 15 methods and tools for design processes of innovation in teams and organisations. The toolbox is human-centered and participatory, it is iterative, it fuels convergent and divergent thinking and it uses a variety of tools and methods. It has a suggestive and educational approach, focused on urban issues, and explores the effectiveness of design approaches.

The toolbox presents the 15 methods and tools, describing their content, their relevance, its innovativeness, presenting examples of application and additional resources. It also guides readers in the selection of the most fitting instrument for the goals of their design processes.

Competendo

Author(s): Competendo team
Type of resource: Website
Type of content: Tools, Techniques and strategies; Research
Language: English
Keywords: Facilitation; Civil society; Leadership; Learning; Co-creation
Web link here ●

Competendo is an open source toolbox for facilitators active in civic initiatives. This rich website offers a useful set of resources to develop a cultural leadership skill-set, improving the capacities of facilitating actions within the organisations and with the audience. Developed by DARE, Ideas Factory, MitOst, SKORO, Südwind, and Working Between Cultures, Competendo is committed to developing better learning spaces for civic competences and empowerment. The toolbox offers and shares experience, methods and inspiration for competency based learning in communities, schools, organisations, and non-formal groups or institutions. It offers concepts and programs for designing holistic learning spaces understood as a cooperative effort between NGOs, informal groups, citizens' networks and formal education institutions. The online toolbox is divided in four parts: Understanding (Theory about empowerment, competency based learning and facilitation); Before (Planning goals, content, methods. Organising seminars. The facilitation mindset); During (Concrete training techniques and methods from different fields of education); After (Evaluation and documentation of learning processes. Identification and description of learning outcomes). Each part offers instructions and resources to guide the reader in learning and facilitating organisational processes.The toolbox presents the 15 methods and tools, describing their content, their relevance, its innovativeness, presenting examples of application and additional resources. It also guides readers in the selection of the most fitting instrument for the goals of their design processes.

3

PARTICIPATORY
GOVERNANCE

Participatory governance under the lens (2020)

Author(s): Francesco Campagnari
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies; Research
Language: English
Keywords: Self-Organisation; Participatory governance; Cultural Centers; Citizens initiative
Web link here ➤

This paper explores the concepts and practices of participatory governance, focusing the discussion on cultural centres initiated by citizens and artists.

The author provides analytical tools for participatory governance by summarising debates, presenting a clear analytical approach for assessing participatory governance, and illustrating its use in the evaluation of the level of participation in the participatory cultural space,

Espace Imaginaire.

The topic is multidimensional in its approach, demonstrating the benefits of participatory governance from the perspective of citizens and public administrations alike. Overall, the publication is an approachable introduction to a subject of significant relevance to the cultural sector at this point in time.

Origins of spaces. Participatory governance toolbox

Author(s): Origins of spaces consortium
Type of resource: Website
Type of content: Tools, Techniques and strategies; Organisational models
Language: English
Keywords: Participatory governance; Methodology; Implementation
Web link here ➤

Partners from five European countries worked together for three years, sharing their existing know-how and exploring new practices related to CoWorking ecosystems, generating a shared toolbox. Among these guidelines, the toolbox on participatory governance focuses on deepening democratic engagement through the participation of citizens in the processes of governance within the state or local community. The idea is that citizens should play more direct roles in public decision-making or at least engage more

deeply with political issues. This digital and multimedia resource illustrates participatory governance through four modules: "about participatory governance" provides a brief introduction of the topic; "Center ROJC" presents the case of the participatory governance structure of Community Center ROJC in Pula, Croatia; "Methodology and development" offers techniques and practical tools to implement participatory governance; "Learning from success" presents additional cases and examples of participatory governance.

Participatory governance of cultural heritage (2018)

Author(s): Report of the OMC (Open Method of Coordination) working group of Member States' experts, 2018
Type of resource: Printed publication
Type of content: Research; Tools, Techniques and strategies
Language: English
Keywords: Heritage; Participatory governance; Governance; Innovation
Web link here ➜

This report is the result of a collective effort by experts from 27 Countries requested by the Council of the European Union to identify 'innovative approaches to the multilevel governance of tangible, intangible and digital heritage which involve the public sector, private stakeholders and the civil society', in the framework of the Work Plan for Culture 2015-2018. This report seeks to move the concept of the participatory governance of cultural heritage from simply an abstract notion to concrete action, in other words how participation can be put to practical use in the ordinary and everyday governance of cultural heritage. The handbook focuses on providing step-by-step advice on how to create the necessary preconditions for the participatory governance of cultural heritage, support the process and ensure its sustainability. The report is primarily of interest for cultural heritage professionals and institutions, but other interested parties, such as politicians and policy-makers, will also find parts of it useful. The volume is structured around an Introduction, Historical background of the concept of participatory governance, Analysis of best practices, Recommendations on developing participatory governance in cultural heritage, Policy recommendations and Further readings.

Do it together. Practices and tendencies of participatory governance in culture in the Republic of Croatia (2018)

Author(s): Dea Vidović
Type of resource: Digital publication
Type of content: Research; Organisational models
Language: English
Keywords: Participatory governance; Governance; Independent cultural centres; Croatia; Case studies
Web link here ➜

The volume presents the results of the research project 'Approaches to Participatory Governance of Cultural Institutions', funded by the Kultura Nova Foundation with the aim of exploring the existing and emerging practices of participatory governance in culture in various socio-cultural centres in the Republic of Croatia. The volume links participatory governance with reflections on contemporary democracy. In that respect, participatory governance in culture and, in general, participation practice is seen as one of the solutions to improving the quality and level of democracy of a cultural system and to securing a better quality of implementation of cultural democracy.

The main research questions were: What is the role and nature of participatory governance in general and particularly participatory governance in culture? What participatory approaches can be found in Croatian cultural policy? In line with the questions, the general objective was to lay foundations for better understanding of the nature and role of participatory governance (in particular in the Croatian context). Empirically, the research explored seven case studies comprising seven different models of participatory governance of socio-cultural centres in Croatia.

The volume is structured around an Introduction, Presentation of key concepts, Discussion of the results of the research, with the presentation of policies and regulations for participatory governance in culture in Croatia and analysis of participatory governance models in socio-cultural centres, Case studies.

Varieties of participation in complex governance (2006)

Author(s): Archon Fung
Type of resource: Article
Type of content: Research
Language: English
Keywords: Participatory Governance; Governance; Democracy; Civil society; Policy
Web link here ➡

The multifaceted challenges of contemporary governance demand a complex account of the ways in which those who are subject to laws and policies should participate in making them. This theoretical article develops a framework for understanding the range of institutional possibilities for public participation for public administrations, but its reflections can be adapted to cultural organisations. Mechanisms of participation vary along three important dimensions: who participates, how participants communicate with one another and make decisions together, and how discussions are linked with policy or public action. These three dimensions constitute a space in which any particular mechanism of participation can be located. The article develops an alternative to the broadly cited "Ladder of participation", introducing a "Democracy cube" to analyse participatory action. This approach can be used by cultural organisations to design and assess participatory processes to engage with audiences, to collaborate with key stakeholders, to create participatory governance structures within their own organisation.

Urban commons. Learning from Italian experiences (2017)

Author(s): Daniela Patti
Type of resource: Article
Type of content: Policies and Policies and programmes; Organisational models
Language: English
Keywords: Commons; Italy; Participatory governance; Civil society; Bologna; Napoli; Turin; Policy
Web link here ➡

This article introduces the topic of Urban commons. In the last years, the topic of Urban commons has taken centre stage in discussions about the participatory governance of cultural and civic spaces. In particular, the Italian experiences of urban commoning have been at the forefront of experimentation in terms of policy and projects. The article defines what commons are, describes the reasons why Italy has been a hotbed for experimentation in the last years, and illustrates the translation of the concept of commons from natural resource management to urban commons. Through the exploration of the different policies on Urban Commons by the municipalities of Bologna, Turin and Naples, the article outlines the different governance structures adopted in the different italian cities. These different experiences and approaches can serve as models in other cities in Europe for public administrations to adopt similar policies and for organisations to implement similar governance models.

Generative commons

Author(s): Generative Commons Consortium
Type of resource: Website
Type of content: Projects; Research
Language: English
Keywords: Co-creation; Innovation; Institutional collaboration; Participatory governance; Commons; Digital tools
Web link here ➡

Generative Commons (gE.CO) is a Horizon 2020 Coordination and support action aimed at creating a platform for bringing together and supporting formal groups or informal communities of citizens who manage fab-lab, hubs, incubators, co-creation spaces, social centres. These innovative practices are considered generative commons, because they are based on sharing and collaboration between citizens. They also establish a new partnership between public institutions and local communities, setting forth new models of governance based on solidarity, inclusion, participation, economic and environmental sustainability.

gE.CO built a consortium of experts to support these experiences in the scalability of their models across their diverse legal and economic frameworks and in generating a dialogue with public administrations. The project objectives are to: i) bring together generative commons using a digital platform for collaboration that will map citizens' initiatives as well as those public institutions engaged in new forms of partnership with local communities. This way, generative commons and public administration can finally be connected in a new network able to promote the exchange of good practices and legal solutions; ii) evaluate a group of pilot cases in order to understand which socio-economic, cultural and legal factors make self-organised experiences sustainable and public institutions helpful for their development; iii) use the results of the evaluation for scaling up sustainable generative commons and innovative local policies: best practices, recommendations as well as legal solutions will be developed for supporting the emergence of new generative commons through shared, public and open access contents.

Commons transition and P2P: a primer (2017)

Author(s): Michel Bauwens, Vasilis Kostakis, Stacco Troncoso, Ann Marie Utratel
Type of resource: Digital publication
Type of content: Organisational models; Research
Language: English
Keywords: Commons; P2P; Commons transition
Web link here ➡

The Commons is a concept and practice that has been steadily gathering increased attention and advocates. It has often been proposed as an alternative model for cultural organisations. In order to understand this model, this primer offers an introduction to cultural leaders. It explains the potential of the Commons together with Peer to Peer (P2P) to form a system based on the needs of civil society and its environment. This offers a viable alternative to obsolete, centrally planned systems or to market economies. It looks at how basing civil society on P2P dynamics and Commons practices could enable a more egalitarian, just, and environmentally sustainable society.

Basing civil society on P2P dynamics and Commons practices could enable a more egalitarian, just, and environmentally stable society; this is the aim of a Commons transition. The P2P Foundation, with its particular focus on the relationship of the Commons and P2P practices, is supporting this transition by sharing knowledge and developing tools to create common value and facilitate open, participatory input across society. This short primer explains the Commons and P2P, how they interrelate, their movements and trends, and how a Commons transition is poised to reinvigorate work, politics, production, and care, both interpersonal and environmental.

4

DIGITAL TOOLS FOR PARTICIPATORY GOVERNANCE

Digital democracy. The tools transforming political engagement (2017)

Author(s): Julie Simon, Theo Bass, Victoria Boelman and Geoff Mulgan
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies; Organisational models
Language: English
Keywords: Digital tools; Participatory governance; Democracy
Web link here ➡

This paper shares lessons from Nesta's research into some of the pioneering innovations in digital democracy which are taking place across Europe and beyond today. The aim was to address two main questions: How and to what extent are digital tools being used by parliaments, municipal governments and political parties to engage citizens to improve the quality and legitimacy of their decision-making? What can be learned from recent digital democracy initiatives about how to get the most from digital tools and create an effective platform for participation? The case studies look at initiatives which aim to engage citizens in deliberations, proposals and decision-making. While the paper mostly focuses on the role of digital democracy for parliaments, local governments and parties, the cases and the lessons it draws are also useful for the digitalisation of the participatory governance of cultural organisations. The report is structured in: introduction, presentation of the concepts of digital democracy, case studies, identification of criterias of quality of digital democracy processes, assessment of the impact of digital democracy, future evolutions of digital democracy.

Decidim: Political and technopolitical networks for participatory democracy (2018)

Author(s): Xabier E. Barandiaran and Antonio Calleja-López
Type of resource: Article
Type of content: Policies and programmes
Language: English
Keywords: Digital tools; Barcelona; participatory governance; Decidim
Web link here ➡

This article introduces Decidim, a digital infrastructure and platform for participatory democracy, built entirely and collaboratively as free software. Decidim is a web environment that allows anybody to create and configure a website platform to be used in the form of a political network for democratic participation. The platform allows any organisation (local city council, association, university, NGO, neighbourhood or cooperative) to create mass processes for strategic planning, participatory budgeting, collaborative design for regulations, urban spaces and election processes. It also makes possible to connect traditional in-person democratic meetings (assemblies, council meetings, etc.) with the digital world: sending meeting invites, managing registrations, facilitating the publication of minutes, etc. In addition, Decidim enables the structuring of government bodies or assemblies (councils, boards, working groups), the convening of consultations, referendums or channelling citizen or member initiatives to trigger different decision making processes. The text provides the definition of what Decidim is, the features of the platform and its functional architecture, the social contract that defines the guiding principles of Decidim, the main examples of use of Decidim, the role of Decidim in democracy and social empowerment, its political, technical and techno-political dimensions, and the reasons behind Decidim in contemporary democracy. Decidim has been used by cultural programmes and organisations for participatory processes, assemblies, strategic planning.

5

ORGANISATIONAL CHANGE AND EVOLUTION

Employee participation in organisational change (2016)

Author(s): Wendy Hirsh
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies; Research
Language: English
Keywords: Participatory governance; Organisational change; Leadership; Toolkit
Web link here ➡

This two-part series of articles provides useful reflections for leaders on the role of employee participation in organisational change. The articles are based on solid scientific literature and direct professional experience of the author, Wendy Hirsh. The first article focuses on the general concepts of participation, organisational change and the relations between the two. It provides a participation framework in order to support leaders of change in aligning their intentions for participation, the envisioned role of participants and the appropriate participation methods. The second article overviews practices and methods leaders can experiment for organisational change processes with a participatory approach. After a brief series of general tips, it provides a series of detailed descriptions of the fitness of each method of participation: surveys, interviews, observations, brainstormings, and working groups. Experimentation with the different methods will allow the leaders of change to understand their ability in each of them and their fitness for their desired outcomes. Overall, these articles provide a useful set of concepts, tools and techniques for participatory approaches towards organisational change.

Choosing strategies for change (2008)

Author(s): John P. Kotter and Leonard A. Schlesinger
Type of resource: Article
Type of content: Tools, Techniques and strategies; Research
Language: English
Keywords: Organisational change; Strategy; Implementation; Participation; Facilitation
Web link here ➡

In this article, dating back to 1979, the authors provide practical and tested ways to manage change, based on the analyses of dozens of successful and unsuccessful organisational changes. They describe various causes for resistance to change and outline a systematic way to select a strategy and to set specific approaches for implementing an organisational change effort. As leaders often know, efforts to implement organisational change often encounter resistance: the article outlines four common reasons why people resist change: a desire not to lose something of value, a misunderstanding of the change and its implications, a belief that the change does not make sense for the organisation, and a low tolerance for change. The resistance of potential opposers can be dealt with through different methods, with consequent advantages and drawbacks: education and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and cooptation, explicit and implicit coercion. The article also guides leaders in their choice to design their strategies for change according to situational factors. Finally, the authors provide key advice for leaders in order to improve the chances of success of their processes of change.

Ed Schein: Shaping culture (2018)

Author(s): Aga Bajer, Edgar Schein
Type of resource: Podcast
Type of content: Tools, Techniques and strategies; Research
Language: English
Keywords: Organisational culture; Organisational change; Leadership; Innovation
Web link here ➲

Edgar Schein is one of the leading organisational scholars and the developer of the Organisational Culture Model. According to Schein, organisational culture is divided into three distinct levels of visibility: artifacts and behaviours, espoused values, and basic underlying assumptions. Organisational culture influences the way organisations behave, affecting in particular the "taken for granted" aspects of coordination and collective operations. It is therefore important for cultural leaders to understand the culture of their organisations, in order to trace the presence of eventual issues or distortions.

In this podcast interview, Edgar Schein touches several topics about organisational culture, ranging from the key attributes of a successful culture, how to determine whether to worry about a team's or organisation's culture, the circumstances in which culture is particularly important for an organisation, what people in organisations pay most attention to when it come to culture, when it makes sense to evaluate culture, what changing a culture really entails, whether small, light-touch interventions can be effective in changing culture and what a leader should do when they want to see more of a coaching or innovation culture in their organisation. Along the conversation, Schein also introduces concepts relevant for leaders such as Humble Leadership.

The Old Mutual cultural transformation toolkit (2012)

Author(s): Old Mutual Group
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies
Language: English
Keywords: Organisational culture; Organisational change; Internal organisational processes; Leadership; Facilitation; Toolkit
Web link here ➲

Old Mutual is an African financial services group. In 2020 this financial organisation has embarked in a process of cultural transformation, recognising that people want to work in organisations that empower and support them in realising their potential. This process has been developed by leaders internal to the organisation, through strategies and shared actions.

While this toolkit refers to the actual experience of Old Mutual and is designed for its internal cultural change, it also aims to share these exercises to a wider audience, and to support (culture) leaders and their teams in a development process. The document focuses on the easiest exercises to manage, supported by suggested background reading. The toolkit is therefore a valuable resource for cultural leaders pushing for a cultural change in their organisations.

The document guides cultural change through different sections: building mindsets and capabilities, how to transform your leadership, building meaningful team meetings, debriefing the annual assessment results, working with organisational assessments, and working with leadership assessments.

Holacracy: A radical new approach to management (2015)

Author(s): Brian Robertson
Type of resource: Video
Type of content: Organisational models; Tools, Techniques and strategies
Language: English
Keywords: Innovation; Institutional collaboration; Participatory governance; Commons
Web link here ➔

In this TEDxTalk, Brian Robertson briefly introduces the concept of Holacracy. Starting from his own experience as CEO and through his efforts of experimenting with alternative organisational systems and structures, Robertson discusses Holacracy as a new way to interact in organisations to answer environmental complexity. This system is rooted in the autonomous actions of the members of the organisation within a framework of clear rules and without a management hierarchy.

Holacracy shifts some key aspects of organisational management: from static job descriptions to dynamic roles; from delegated authority to distributed authority; from large scale re-organisations to rapid governance interactions; from alignment via politics to transparent rules, set in a constitution.

During his presentation, Robertson describes the practical aspects of Holacracy, its functioning and the relations between autonomy, rules, boundaries, connections and governance processes. Through this system, Holacracy allows the development of an emergent and undetermined order, constantly changing, helping organisations and their members express their purpose and answer to complexity.

Introducing the Holacracy practitioner's guide (2017)

Author(s): Chris Cowan
Type of resource: Blog
Type of content: Organisational models; Tools, Techniques and strategies
Language: English
Keywords: Holacracy; Participatory governance; Toolkit; Complexity
Web link here ➔

In his [TEDxTalk](#) about Holacracy, Brian Robertson introduced the main concepts of the Holacracy model for organisations. As we saw, this model is a participatory governance model for organisations, based on shared authority, rules and autonomy, that fosters the ability of organisations to cope with complexity.

However, the implementation of this model in organisations takes a lot of effort and time in order to be successfully integrated in the organisational culture. In order to support organisations in this process, Chris Cowan collected on this webpage a library of practical coaching and guidance tips, suggestions and clarifications.

Among other categories, the page collects resources about Holacracy's core assumptions, basics, tactical meetings, governance, power shifts, self-management, coaching, facilitation, implementation, relationships, and general introductory themes.

6

ORGANISATIONAL LEARNING

Approaches for organisational learning: A literature review (2018)

Author(s): Dirk Basten and Thilo Haamann
Type of resource: Article
Type of content: Research; Organisational models
Language: English
Keywords: Learning; Organisational culture
Web link here ➡

Learning in organisations is crucial to keep the organisation effective and responsive. A learning organisation is able to cope with shifts and changes in its context. This paper provides a good and comprehensive introduction to the topic of Organisational Learning. Organisational learning (OL) enables organisations to transform individual knowledge into organisational knowledge. Organisations struggle to implement practical approaches due to the lack of concrete prescriptions. The authors of this paper performed a literature review to identify OL approaches and linked these approaches to OL theories. They synthesised 18 OL approaches across three domains: people (seven approaches), processes (nine), and technologies (two). Furthermore, they suggest two directions for future research. Their mapping guides organisations in the design of learning processes to improve long-term performance. Although relying on a single approach is unlikely to comprehensively enable OL, their mapping facilitates the combination of several approaches aligned with organisational culture and processes.

Introduction to learning organisations (2017)

Author(s): Sprouts
Type of resource: Video
Type of content: Organisational models
Language: English
Keywords: Learning; Organisational culture; Evaluation; Personal development; Innovation; Leadership
Web link here ➡

This short video presents and provides graphic examples of the main aspects of learning organisations. A learning organisation encourages personal mastery and cultivates open feedback to see problems and opportunities on all levels. Most of learning organisations share six characteristics: they cherish open culture, encouraging members to share information, admit mistakes, exchange criticism, find causes for failures; they design and implement feedback loops, for instance with surveys, audience development strategies, customer reviews, team evaluations and reflection sessions; they promote personal mastery, encouraging members of the team to become experts in their field; they plan for intelligent fast failures, experimenting imperfect solutions welcoming failure, in order to test the viability of new and innovative ideas; they steal best practices, learning from the positive or negative experiences of partners and competitors; and they cultivate a common vision, having clear shared goals and regulations in the whole organisation. The short introduction provided by this video helps cultural organisations in grasping the main concepts of learning and can guide them in understanding how to shift towards this model of organisation.

Growing through change: A how-to for leaders of learning organisations (2017)

Author(s): Yves Givel, TEDxSHMS
Type of resource: Video
Type of content: Tools, Techniques and strategies
Language: English
Keywords: Leadership; Learning; Organisational practices; Care and Empathy; Innovation; Toolkit
Web link here ➡

In this TEDx presentation, Yves Givel suggests a way forward for organisations to face uncertain and complex worlds, making the argument for a shift towards learning organisations through mindfulness practices. Learning organisations are characterised by strong leadership, flat organisational structures and by a drive to bring more flexible and innovative work practices in the workplace. However, in order to make these organisations thrive, leaders have to adapt, changing their mindsets more than their skillsets: but how can they create an environment where colleagues can try out new things, speak up and challenge the status quo? Leaders' mindsets have to include: empathy, being able to listen to others and feel with them; supporting a culture of experimentation; welcoming safe failure, prototyping and developing processes of early failure. In order to foster these mindsets, Yves Givel suggests simple mindfulness practices for leaders to implement in their life and in their workspace.

Is yours a learning organization? (2008)

Author(s): David A. Garvin, Amy C. Edmondson and Francesca Gino
Type of resource: Article
Type of content: Tools, Techniques and strategies
Language: English
Keywords: Learning; Organisational practice; Leadership; Diversity; Innovation
Web link here ➡

This article presents a comprehensive, concrete conceptual framework for assessing learning within an organisation. Through these concepts, it will be possible to measure the learning that occurs in a department, office, project, or division—an organisational unit of any size that has meaningful shared or overlapping work activities, making assessments across areas within the organisation (how, for, example, do different groups learn relative to one another?); and to look deeply within individual units. Organisational learning is understood in relation to three building blocks: a supportive learning environment, concrete learning processes and practices, and leadership behavior that provides reinforcement. Each block and its discrete subcomponents, though vital to the whole, are independent and can be measured separately. The first block (A supportive learning environment) is assessed through four characters: Psychological safety, Appreciation of differences, Openness to new ideas, Time for reflection. The second block (Concrete learning processes and practices) explores the actual processes and practices of learning in the organisation. The third block (Leadership that reinforces learning) observes the level of support that leaders commit to hearing alternative viewpoints and feedback. Following the presentation of each block, the authors present four principles to move forward: leadership alone is insufficient; organisations are not monolithic; comparative performance is the critical scorecard; learning is multidimensional.

7

INTERNAL ORGANISATIONAL PROCESSES

Organising and the process of sensemaking (2005)

Author(s): Karl E. Weick, Kathleen M. Sutcliffe, David Obstfeld
Type of resource: Article
Type of content: Research
Language: English
Keywords: Organisational practice; Organisational change; Sensemaking; Organisational culture
Web link here ➲

Managers, professionals and change agents in cultural organisations, like in many other profit or non-profit organisations, are today dealing with increasing environmental complexity. They are often confronted with questions like: How to adjust a growing organisation, without falling into the bureaucracy trap? How to become more capable of adapting to new circumstances? How to overcome existing barriers to performance, innovation and growth? How to become an organisation more fit to human beings, and achieve higher engagement? How to produce profound change, without hitting the barrier?

In this presentation, the author argues that in order to address these issues, these organisations should develop towards forms robust for complexity, as well as fit for human beings. You will learn about concepts that allow you to design entire organisations for complexity, regardless of size, age, industry, country or culture. In particular, the presentation introduces organisational models based on team-based organisations, networked organisations, as well as core organisational design principles and system-thinking approaches.

Organise for complexity (2012)

Author(s): Niels Pflaeging
Type of resource: Slideshow
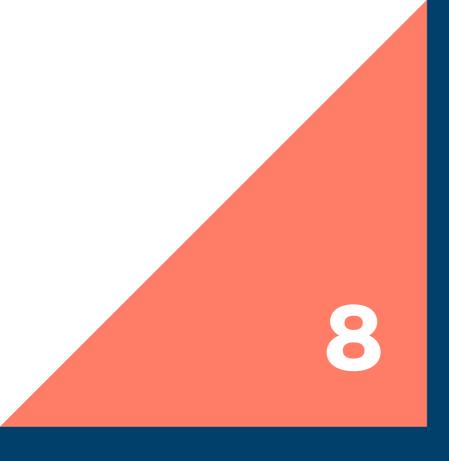**Type of content:** Organisational models
Language: English
Keywords: Complexity; Organisational practice; System-thinking
Web link here ➲

This article presents a comprehensive, concrete conceptual framework for assessing learning within an organisation. Through these concepts, it will be possible to measure the learning that occurs in a department, office, project, or division—an organisational unit of any size that has meaningful shared or overlapping work activities, making assessments across areas within the organisation (how, for, example, do different groups learn relative to one another?); and to look deeply within individual units. Organisational learning is understood in relation to three building blocks: a supportive learning environment, concrete learning processes and practices, and leadership behavior that provides reinforcement. Each block and its discrete subcomponents, though vital to the whole, are independent and can be measured separately. The first block (A supportive learning environment) is assessed through four characters: Psychological safety, Appreciation of differences, Openness to new ideas, Time for reflection. The second block (Concrete learning processes and practices) explores the actual processes and practices of learning in the organisation. The third block (Leadership that reinforces learning) observes the level of support that leaders commit to hearing alternative viewpoints and feedback. Following the presentation of each block, the authors present four principles to move forward: leadership alone is insufficient; organisations are not monolithic; comparative performance is the critical scorecard; learning is multidimensional.

8

IMPACT ASSESSMENT

Europeana impact playbook (2017)

Author(s): Europeana Foundation
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies
Language: English
Keywords: Leadership; Toolkit; Heritage; Evaluation
Web link here ➲

The leadership and effectiveness of cultural organisations are strictly linked to their ability to generate and design positive social impacts, understood as changes that occur for stakeholders or in society as a result of certain actions or activities. But while impact assessment is a field attracting a lot of interest, it can still be a daunting and complex topic to approach.

This playbook, designed by Europeana for museums, libraries, archives or other institutions active in cultural heritage, introduces the theme to cultural organisations and their leaders, helping them articulate motivations for impact and practically show how to conduct impact assessment.

The document targets non-academic audiences, but it also contains links and additional resources for readers interested in more in-depth understandings of impact. It guides the reader through different types of activities, in order to provide information about how cultural work relates to the issues and opportunities in the environment in which the cultural organisations operate.

Impact assessment is structured in different phases: Phase I refers to what kind of information is valuable to capture and how to find it out. Phase II is the actual data collection. In Phase III that data is analysed in order to find relevant narratives that will lead - in Phase IV - to the evaluation and planning for improvements. The playbook is divided in separate documents for each phase. Phase I and II have already been published, while III and IV are under development.

Managing art projects with societal impact in a nutshell (2016)

Author(s): Riikka Anttonen,Victoria Ateca-Amestoy, Kaisa Holopainen, Tanja Johansson, Annukka Jyrämä, Anne Karkkunen, Kaari-Kiitsak Prikk, Kristina Kuznetsova-Bogdanovitš, Mervi Luonila, Juko-Mart Kõlar,Beatriz Plaza, Kätlin Pulk, Tiina Pusa, Anna Ranczakowska-Ljutjuk, Marge Sassi, Ira Stiller and Anne Äyväri
Type of resource: Digital publication
Type of content: Research; Tools, Techniques and strategies
Language: English
Keywords: Management; Interdisciplinarity; Toolkit; Learning; Policy; Leadership
Web link here ➡

In the last years, the arts and art projects are increasingly required to demonstrate their influence and impact on society, not only within the arts and among their actively participating members but within communities and society at large. The Managing Art Projects with Societal Impact project has been created to increase the level of knowledge and competence of cultural managers who engage in managing and mediating art projects with societal impact. The published study book by the project Managing Art Projects with Societal Impact meets the demand for developing specific management skills by discussing the intersections of art, society and impacts and their relation to different policies, as well as identifying the central managerial aspects that are relevant to increasing the societal influence of the arts. This guide, based on the contribution of the project's study book, presents some tools and models with illustrative cases and examples, which seek to reflect diverse reader experiences, learning methods and ideas for managing art projects with societal impact. In particular, it focuses on the definition of different kinds of impacts of the arts, the influence of policies, the role of ethics, the requirements in management, the need for leadership and the necessity of evaluation of generated impacts. The topics presented here are discussed in more detail with references in the publication: Managing Art Projects with Societal Impact, Study Book for Students, Stakeholders and Researchers.

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EVALUATION

Participatory action research and evaluation

Author(s): Organising engagement
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies; Research
Language: English
Keywords: Participatory governance; Evaluation; Leadership; Learning; Inclusion
Web link here ➔

This publication introduces the topics of participatory research, participatory action research and participatory evaluation. Leaders can embrace these practices in order to foster positive relations within their organisations and with their territory.

Organisations need to learn in order to match their actions and the feedback from their environments. Evaluation and research processes are crucial steps in learning processes, as they provide direct and explicit information. Participatory approaches to evaluation and research intentionally include the people and groups who are most affected by an inquiry in the design and execution of the process. Participatory forms of research and evaluation help to ensure that the methods and findings reflect the perspectives, cultures, priorities, or concerns of participants. Because students, parents, community members, or other stakeholders are given active roles in a participatory research or evaluation process—and therefore roles in producing new knowledge or insights about their school, organisation, or community—participatory research is a foundational and widely used strategy in organising, engagement, and equity work.

Look, i'm priceless! Handbook on how to assess your artistic organisation (2017)

Author(s): Vassilka Shishkova
Type of resource: Digital publication
Type of content: Tools, Techniques and strategies; Organisational models
Language: English
Keywords: Learning; Toolkit; Organisational practice
Web link here ➔

Evaluation is a key element in the development of learning organisations. This process allows leaders and members of the organisation to define, measure and investigate the effects and impacts of arts organisations. This toolkit aims to guide you through the key steps of evaluation. This toolkit can help you to design, carry out and use the evaluation, identifying the risks and traps along the way, and to control the process. The authors allow the readers to decide whether the focus of the evaluation will be 'innovation', 'participation', 'vibrancy', 'inclusion', 'artistic excellency' or anything else readers might consider important. The first part of the toolkit provides an insight in the general principles that structure the evaluation process; the second part lists and explains the various tools to choose from for the evaluation; the Annex includes a blank template, and a visual summary of the self-evaluation process. The text includes external as well as internal links, to relate theory with practical examples and tools. Resources are abundant. The toolkit addresses both organisations able to commission evaluation to external experts and organisations willing (or obliged to) conduct evaluation in-house. To ease the read, the parts that refer specifically to in-house evaluation are highlighted.

ACKNOWLEDGEMENTS

The European Commission's support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

The views expressed in this publication are those of the authors and not necessarily of the publisher or editor.