

Cultural Leadership

Sånga-Säby, May 20 2008



Nätverkstan

- Based in Göteborg
- A projectbased organisation within Education, Book-keeping and subscription services, Media Workshops. Surveys and development projects
- Small-scale cultural field and civil society
- Not-for-profit
- 15 staff members
- International networks: Encatc, Nurope, European and World Social Forum

Cultural Leadership

In 2007 started a survey with partners in UK
funded by Stiftelsen framtidens kultur.

Main questions...

- What is the status of leadership in Swedish Cultural Field?
- Study the British Cultural Leadership Awards
- Are the Awards an interesting concept for Sweden?

How did we do?

Interviews Swedish leaders in culture	Interviews Research and Education
Interviews UK Awardees	Interview one host Awards
Consultancy UK experience	Swedish Perception Study
Research, literature and reports	

Swedish Cultural Leadership

- Leaders and leadership – a neglected role
- Lack of structures and investments in our leaders
- Few possibilities to develop leadership
- Important and difficult role, constant changing structures
- Lack of outward looking leaders

Any different from other fields?

- Major objective is usually **human, social** and **aesthetic** development. **Ideabased** organisations.
- Difficult to **evaluate** human values
- A **combination** of skills necessary, both aesthetic knowlege and business economy. Many theatres devide this role.
- Production of Art is geered by **production** rather than consumption. Difficult to communicate.
- Do not follow the logic of rationality and competition. High level of **risktaking**.

Other factors....

→ Globalisation. New international arena.
Multicultural society.

→ The situation for Arts changing. New cooperations?
Instrumentalisation? Entrepreneurship?

→ New political situation. National Cultural Policy.
New fundingmodels. Projectbased.



Competencies needed...

Intercultural competence and **international** networks

Deal with **uncertainty**

Knowledge of **political processes** on all levels

Cultural Leadership Awards

“It became necessary to construct an award that was technical, visionary, self-directed, supported (i.e through mentorship) and gave the awardees direct experience of having to deliver in a different culture without being the most powerful person at the table”

- Innovative leaders at strategic level with an outward looking attitude
- Impact on both organisational and societal level
- More holistic leaders with a greater openness to innovation, creativity, risktaking, international outlook
- At least 50% will lead major initiatives within 2 years

Cultural Leadership Awards

- Awards for individual leadership development
- Nominations. Application process.
- Spend 3-6 months abroad at a major initiative, work with an exceptional leader.
- Mentors
- Evaluation and concluding seminar

A Swedish Leadership Award?

“It is not until you have felt the ice-wind sweeping behind your neck...”

- Leaders have a key role. They are not the sole person, but important for strategic development.
- It is a lack of possibilities to develop leadership
- You need experience and possibilities to reflect on those experiences.
- Needs to be individual
- International outlook and out of the “comfort zone”

A Swedish Leadership Award?

Do a pilot with a total of
18 leadership awards.

“Att leda konsten in i framtiden?
Om en idé för utveckling av ledarskap
inom kulturlivet”

www.natverkstan.net

www.culturalentrepreneur.se

www.kulturverkstan.net