

**CULTURAL O-
HERITAGEN**

INTRODUCTION TO

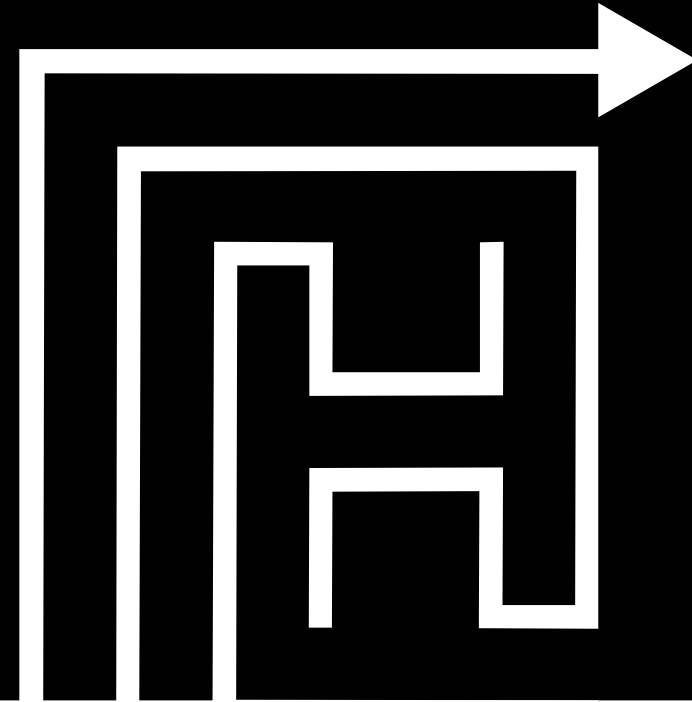
MANAGEMENT FOR ART ORGANIZATIONS

AUTHOR: MARIA LUSIANI



Co-funded by the
Erasmus+ Programme
of the European Union

**Why bothering with
management
when working with the arts?**



Management is not something «else than», or «up there», or «stranger to» artistic and creative work. It is connaturated to it.

Management is essentially about «getting things done», in any field, even in the arts.

But how?

4 functions of management

The success or failure of any creative work is related to how well it is managed.

Without proper **planning**, good **organization**, creative **leadership**, and some **control** the chances for success are diminished.



Management & the Arts, 5e, (c) Wm. Byrnes 2014



TABLE OF CONTENTS

01	Planning
02	Organizing
03	Leading
04	Controlling
05	Conclusions

This programme as been funded with support from the European Commission. The author is solely responsible for this publication (communication) and the Commission accepts no responsibility for any use that may be made of the information contained therein 2021-1-IT02-KA220-HED-000032050



Co-funded by the
Erasmus+ Programme
of the European Union

Planning

Deciding what is to be done,
determining objectives.

Recognizing the elements in the
world around that may pose new
opportunities or may be a threat.



Management & the Arts, 5e, (c) Wm. Byrnes 2014



Case study

The artistic director of ABC Opera reads online that state funds for art organizations to visit schools will soon be modestly increased.

A goal is established to seek some of this funding and implement a small touring program next year, because it relates to the organization's mission of bringing opera to the widest possible audience.

The staff researches the costs and benefits of responding to this opportunity.

A short term plan and the goals are drawn up and reviewed with the board. The board approves the idea and the company establishes a pilot program of touring.

Case study

Spots an opportunity
in the world around

The artistic director of ABC Opera reads online that state funds for art organizations to visit schools will soon be modestly increased.

A goal is established to seek some of this funding and implement a small touring program next year, because it relates to the organization's mission of bringing opera to the widest possible audience.

The staff researches the costs and benefits of responding to this opportunity.

A short term plan and the goals are drawn up and reviewed with the board. The board approves the idea and the company establishes a pilot program of touring.

Case study

Assesses strategic coherence with the theatre's mission, values, resources and capabilities

The artistic director of ABC Opera reads online that state funds for art organizations to visit schools will soon be modestly increased.

A goal is established to seek some of this funding and implement a small touring program next year, because it relates to the organization's mission of bringing opera to the widest possible audience.

The staff researches the costs and benefits of responding to this opportunity.

A short term plan and the goals are drawn up and reviewed with the board. The board approves the idea and the company establishes a pilot program of touring.

Case study

Decides what is to be done, determines an objective (a new touring program in schools)

The artistic director of ABC Opera reads online that state funds for art organizations to visit schools will soon be modestly increased.

A goal is established to seek some of this funding and implement a small touring program next year, because it relates to the organization's mission of bringing opera to the widest possible audience.

The staff researches the costs and benefits of responding to this opportunity.

A short term plan and the goals are drawn up and reviewed with the board. The board approves the idea and the company establishes a pilot program of touring.

Case study

Assesses the feasibility

The artistic director of ABC Opera reads online that state funds for art organizations to visit schools will soon be modestly increased.

A goal is established to seek some of this funding and implement a small touring program next year, because it relates to the organization's mission of bringing opera to the widest possible audience.

The staff **researches the costs and benefits** of responding to this opportunity.

A short term plan and the goals are drawn up and reviewed with the board. The board approves the idea and the company establishes a pilot program of touring.

Case study

Takes further decisions about specific actions for implementing the new objective

The artistic director of ABC Opera reads online that state funds for art organizations to visit schools will soon be modestly increased.

A goal is established to seek some of this funding and implement a small touring program next year, because it relates to the organization's mission of bringing opera to the widest possible audience.

The staff researches the costs and benefits of responding to this opportunity.

A **short term plan and the goals** are drawn up and reviewed with the board. The board approves the idea and the company **establishes a pilot program of touring.**

Case study

The process involves multiple actors in multiple roles: strategizing, assessing, proposing, reviewing, approving, operationalizing...

Planning is a collective performance

The **artistic director** of ABC Opera reads online that state funds for art organizations to visit schools will soon be modestly increased.

A goal is established to seek some of this funding and implement a small touring program next year, because it relates to the organization's mission of bringing opera to the widest possible audience.

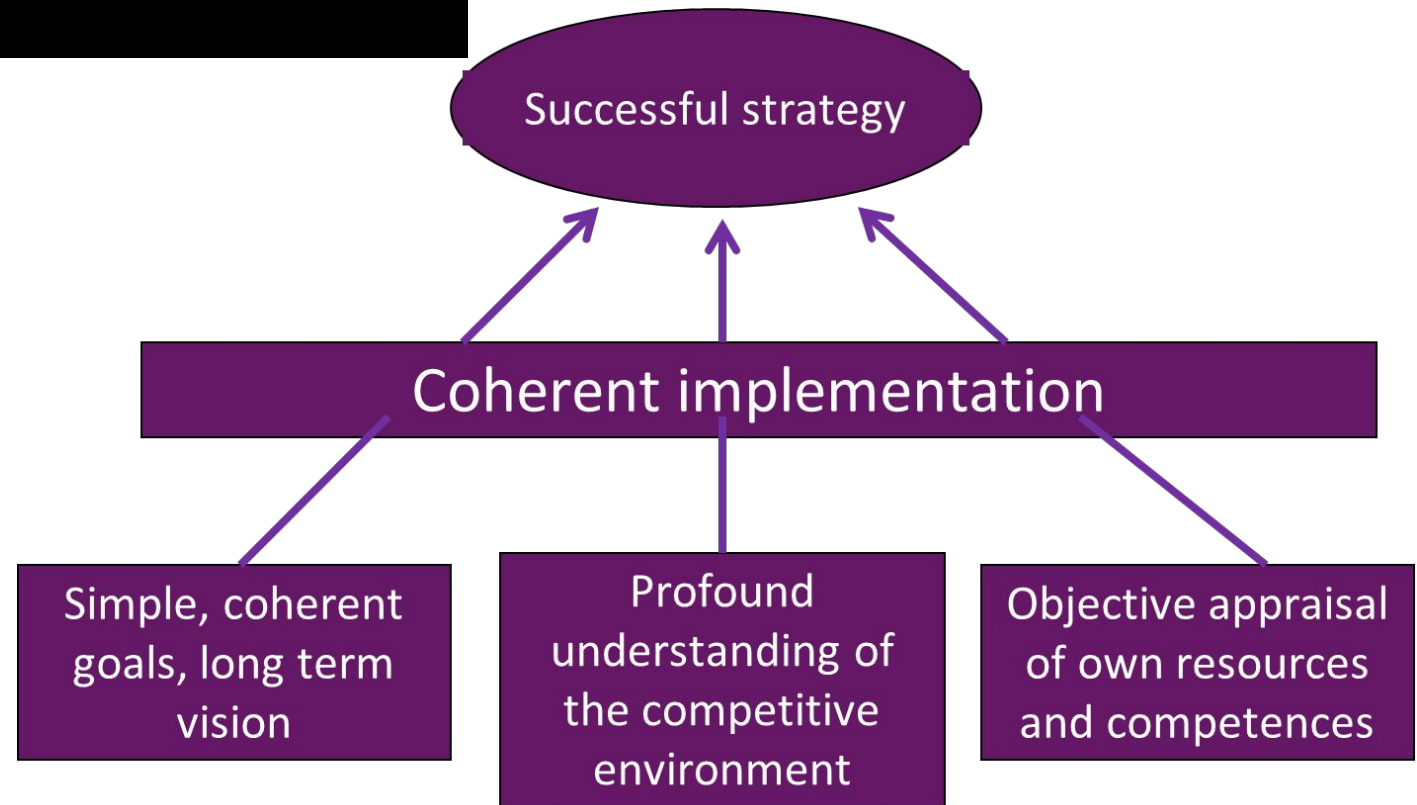
The **staff** researches the costs and benefits of responding to this opportunity.

A short term plan and the goals are drawn up and reviewed with the **board**. The board approves the idea and the company establishes a pilot program of touring.

What is planning?

«Look before your leap!»

- Envisioning a course of action
- Mapping it out
- Backing it with credible data, perceptive analysis and plausible assumptions



Giving thought in advance to **external factors** (profound understanding of opportunities/threats from the environment) **and internal factors** (own goals, vision, resources and capabilities) that underlie success/failure.

... And implementing!

Why planning?

To provide purpose and direction

“Mission” & “Vision” enhance future orientation. “Strategic intent” as emotional tension, challenges, ambition, to escape status quo inertia.

To support decision making

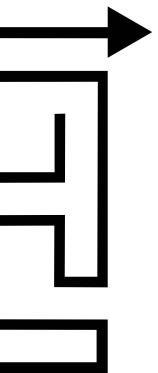
Human rationality is limited □ having a plan constrains the range of alternatives (simplifies decision making), pools together knowledge and inputs from different parties, enhances coherence of organizational actions

To coordinate

Strategy as a means of communication: it communicates identity, goals, competitive position to all employees.

Strategy as a means to involve: it allows creating consensus, exchanging ideas, becoming aware of potential conflicts

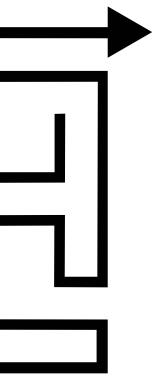
Strategy as the common reference point for dispersed actions and decisions that constitute organizational action.



How to plan?

1. Objective analysis of the external and internal environment (the organization and where it operates)
2. Formulation of a strategy that maximizes success opportunities
3. Implementation

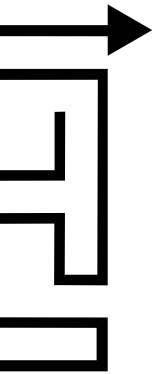
Through formal systems of analysis and planning



How to plan?

But... is it really so?

- There can be coherence, but not necessarily an explicit and systematic strategic analysis and planning
- That coherence can emerge incrementally and from a complex process of decisions and actions at different levels and at different moments

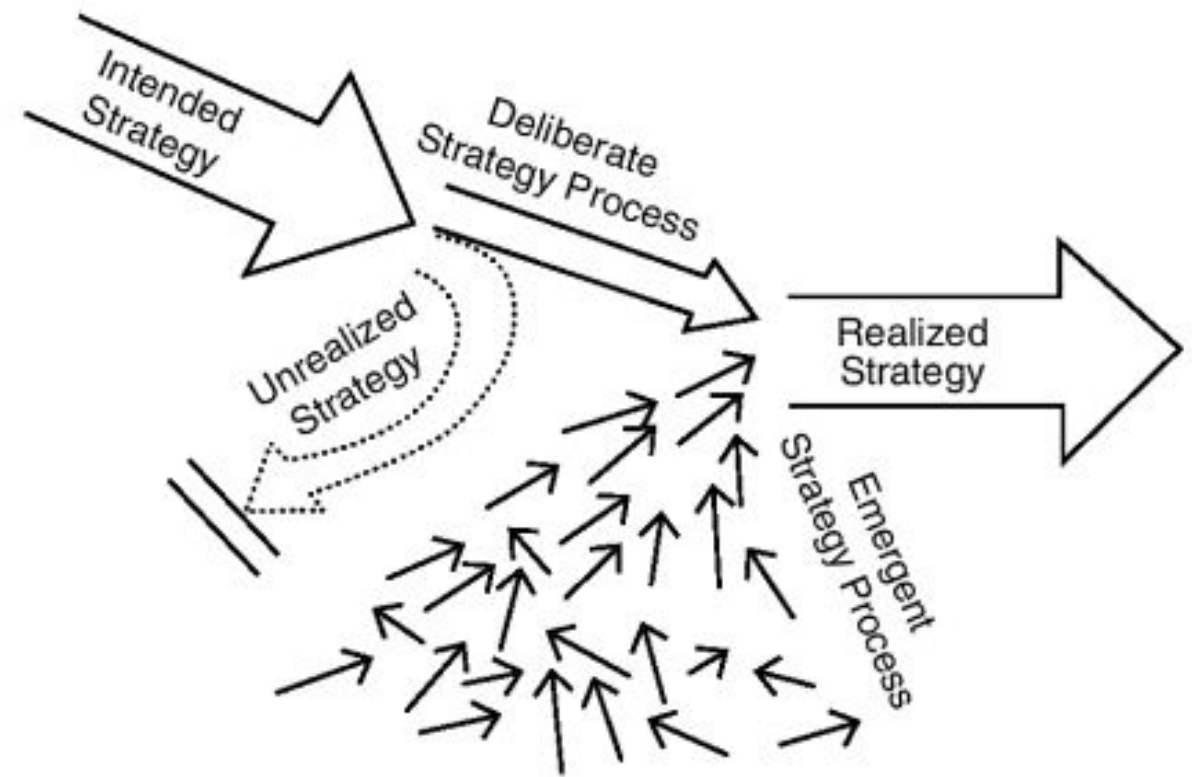


How to plan?

Intended strategy: conceived by the top management team. Rationality is limited and strategy is the result of negotiation, bargaining, and compromise.

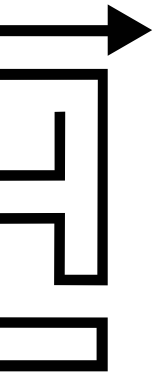
Realized strategy: the actual strategy which is implemented, could be only partially related to that which was intended.

Emergent strategy: decisions that emerge from the complex processes in which individual managers interpret the intended strategy and adapt to changing external circumstances.



How to plan?

- In most cases: a combination of deliberate and emergent strategies
- Broader strategic directions to set mission, objectives and targets...
- ... local discretion through incremental adjustments and experimentation on how to achieve those objectives
- Typically: the more turbulent/uncertain the environment, the greater the role of emergent strategies



02



ORGANIZING

Organizing

Deciding how it is to be done. Converting plans into a course of action. Getting the people and resources aligned, defining the details, creating a schedule and a budget, assigning tasks.



Management & the Arts, 5e, (c) Wm. Byrnes 2014



Case study

ABC Opera moves ahead with setting up an ad hoc touring department.

With the grant it obtains from the state, the company hires a director of touring and puts into place the details of the plan.

For the first year, the company will have a small group of 6 singers' tour to 10 schools to perform scenes and hold educational workshops.

Detailed schedules, contracts, and program evaluation methods are established.

Case study

Secures adequate human resources (people and tasks) for the new school touring program:

- Ad hoc department
- Ad hoc director
- Assigned singers

ABC Opera moves ahead with setting up an ad hoc touring department.

With the grant it obtains from the state, the company hires a director of touring and puts into place the details of the plan.

For the first year, the company will have a small group of 6 singers' tour to 10 schools to perform scenes and hold educational workshops.

Detailed schedules, contracts, and program evaluation methods are established.



Case study

Defines coordination mechanisms

ABC Opera moves ahead with setting up an ad hoc touring department.

With the grant it obtains from the state, the company hires a director of touring and puts into place the details of the plan.

For the first year, the company will have a small group of 6 singers' tour to 10 schools to perform scenes and hold educational workshops.

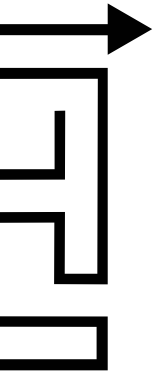
Detailed schedules, contracts, and program evaluation methods are established.

Organizing and people management

Whenever two or more individuals collaborate for a common purpose there is **organization**.

Organization may be formalized or informal, but it is essentially about **people**.

Indeed, to fulfill a mission, it is of utmost importance that the right people are **brought together, developed, rewarded, and kept**.



Challenges for art organizations

Having the right people is key to success, but...

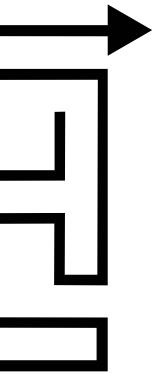
- Art organizations are labour intensive, passion-driven, value-based
- In art organizations the level of monetary compensation and benefits is often lower than in other industries (especially for managerial and administrative jobs)
- For artists/performers/designers/technicians: steady employment in the arts can be a challenge (they often hold second or third job, or mix seasonal, intermittent, part-time, contractor jobs)



Therefore: **people management** (both staff and volunteer management) is particularly crucial and delicate, and **requires extra care.**

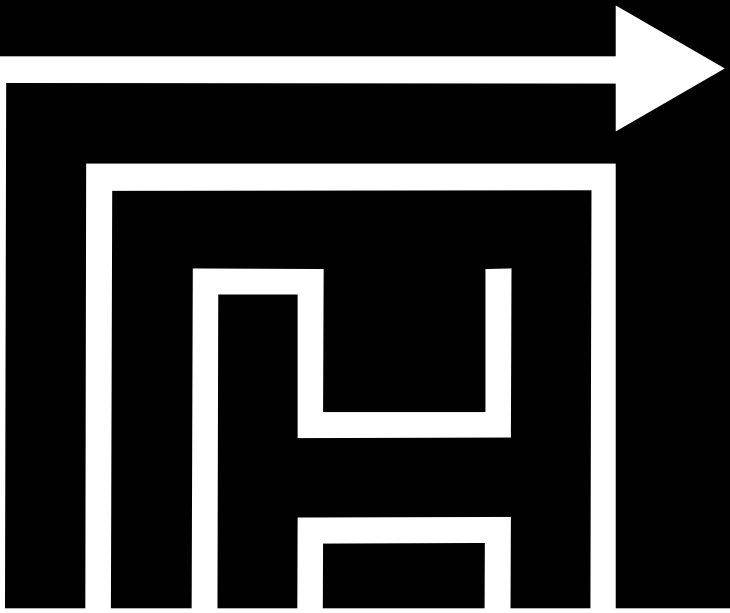
Maintaining and developing staff and volunteers

- Having dedicated and experienced staff and volunteers is key: the overall organization climate depends on the unspoken bond people hold with the organization and its programming.
- Career management and enrichment systems: even for small organizations! People need to see that they are learning and growing.
- Often responsible of multiple areas for budget constraints □ need non-monetary compensating mechanisms (time for networking, support to additional training, leaves of absence for outside study, solicit input about job, flexible work schedules...
- No recipes, but creative application of these ideas to promote a culture that places high value on people.



03

LEADING



Leading

Getting everyone in the organization to share a vision of and a commitment to what can be accomplished. NB: working with highly self-motivated and independent-minded people!



Management & the Arts, 5e, (c) Wm. Byrnes 2014



Case study

After ABC Opera touring staff is hired, the artistic director meets with everyone to clarify the project's purposes and goals.

The director provides an overall timetable and explains where this new operation fits into the organization. The company's mission is recalled, and a challenge is issued to make this a quality touring program.

Meanwhile, the leader of the tour group provides the day-to-day guidance needed to make the project a success.

Case study

Shares a vision

After ABC Opera touring staff is hired, the artistic director meets with everyone to clarify the project's purposes and goals.

The director provides an overall timetable and explains where this new operation fits into the organization. The company's mission is recalled, and a challenge is issued to make this a quality touring program.

Meanwhile, the leader of the tour group provides the day-to-day guidance needed to make the project a success.

Case study

Explains the vision

After ABC Opera touring staff is hired, the artistic director meets with everyone to clarify the project's purposes and goals.

The director provides an overall timetable and explains where this new operation fits into the organization. The company's mission is recalled, and a challenge is issued to make this a quality touring program.

Meanwhile, the leader of the tour group provides the day-to-day guidance needed to make the project a success.



Case study

Provides motivation

After ABC Opera touring staff is hired, the artistic director meets with everyone to clarify the project's purposes and goals.

The director provides an overall timetable and explains where this new operation fits into the organization. The company's mission is recalled, and a challenge is issued to make this a quality touring program.

Meanwhile, the leader of the tour group provides the day-to-day guidance needed to make the project a success.

Case study

Gives operational guidance

After ABC Opera touring staff is hired, the artistic director meets with everyone to clarify the project's purposes and goals.

The director provides an overall timetable and explains where this new operation fits into the organization. The company's mission is recalled, and a challenge is issued to make this a quality touring program.

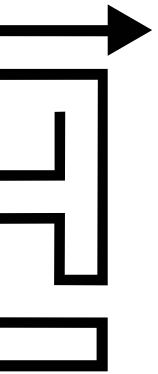
Meanwhile, the leader of the tour group provides the **day-to-day guidance** needed to make the project a success.

What is leadership?

The ability to **influence organizational direction** in relevant ways is leadership.

As such, it is often **produced in interactions** and it **may (or may not) coincide with formal leading roles** (e.g. artistic director, managing director, program director...).

Whoever has the capability of influencing others' courses of action is in fact **leading**.



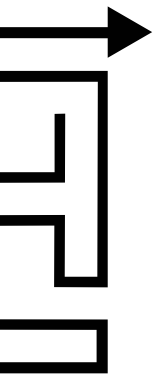
Leading in art organizations

Leading in art organizations is particularly demanding, because of the essential influence of values on organizational behaviour.

In art organizations two different logics coexist: one guided by artistic and aesthetic values and the other one based on business and managerial values (**art/business dualism**).

Working for an art organization requires a closer examination of **value alignment** among the people involved, and a cultivation and **profound understanding of all sets of values** involved.

Values do not exist in isolation, but are imprinted in organizational culture, enacted in day-to-day activities, evoked during decision-making.

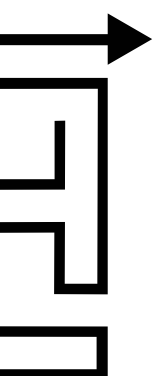


Dual leadership

Dual leadership has emerged as one way to manage the simultaneous imperative of artistic quality and financial sustainability.

It is a formal arrangement in which **two people with different value orientations have equal rank at the top of an organization.**

It is a common structure in art organizations, displaying an **artistic director and an administrative director**, and an internal dual structure of the organization that reflects the bifurcated view of the two leaders



For it to work, dual leadership however requires leaders' **commonality and complementarity of views, communication and trust**, so that the competing art/business logics can be managed by understanding alternative views and adopting different approaches.

04



CONTROLLING

Controlling

Monitoring how the work is proceeding, checking results and impacts against the goals, and taking corrective action, in case.



Management & the Arts, 5e, (c) Wm. Byrnes 2014

Case study

During the first 6 months, the artistic director reviews the activities of the ABC Opera touring company and finds that bookings are well below the number expected, singer turnover is high, and the budget for the year is almost gone!

Meetings are held to pinpoint problems and consider solutions. Staffing changes are made, and the project is now monitored more closely.

After a year, many of the problems have lessened, and the touring project is having a positive impact on the community.

Case study

Monitors in progress activities

During the first 6 months, the artistic director reviews the activities of the ABC Opera touring company and finds that bookings are well below the number expected, singer turnover is high, and the budget for the year is almost gone!

Meetings are held to pinpoint problems and consider solutions. Staffing changes are made, and the project is now monitored more closely.

After a year, many of the problems have lessened, and the touring project is having a positive impact on the community.

Case study

Measures and
assesses in progress
results

During the first 6 months, the artistic director reviews the activities of the ABC Opera touring company and finds that bookings are well below the number expected, singer turnover is high, and the budget for the year is almost gone!

Meetings are held to pinpoint problems and consider solutions. Staffing changes are made, and the project is now monitored more closely.

After a year, many of the problems have lessened, and the touring project is having a positive impact on the community.

Case study

Takes correctives

During the first 6 months, the artistic director reviews the activities of the ABC Opera touring company and finds that bookings are well below the number expected, singer turnover is high, and the budget for the year is almost gone!

Meetings are held to pinpoint problems and consider solutions. Staffing changes are made, and the project is now monitored more closely.

After a year, many of the problems have lessened, and the touring project is having a positive impact on the community.

Case study

Final performance
evaluation

During the first 6 months, the artistic director reviews the activities of the ABC Opera touring company and finds that bookings are well below the number expected, singer turnover is high, and the budget for the year is almost gone!

Meetings are held to pinpoint problems and consider solutions. Staffing changes are made, and the project is now monitored more closely.

After a year, many of the problems have lessened, and the touring project is having a positive impact on the community.

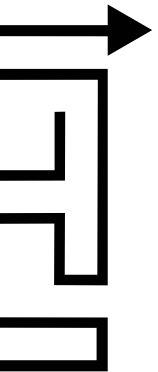
What is management control?

At the core of management control is an idea of **alignment between people's actions and the organizational goals.**

Management control is about ensuring that the behavior of employees is consistent with the organization's objectives and strategies. Whatever managers do to encourage, enable, or sometimes induce people to act in the organization's best interests is controlling.

Managers can control:

- **Activities** (what is conducted, how things are done)
- **Results** (what/how well those activities performed)
- **Values** (what are the drivers of people's action in the organization)

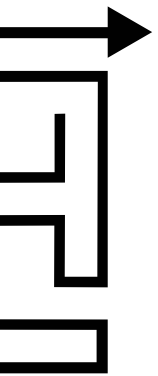


A focus on performance measurement

What is performance measurement?

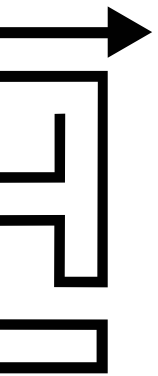
A continuous process in which targets and goals are defined and operationalized in measurable indicators

In art organizations performance measurement is both crucial and tricky.



Why is it crucial?

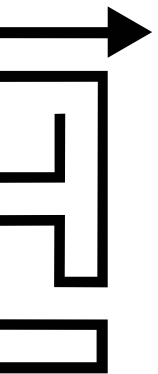
- A matter of **internal control**: it allows monitoring how the work is proceeding to keep the project afloat and coherent with the envisaged objectives
- A matter of **external accountability**: art organizations have the duty to provide accounts about what they are realizing to donors, public funders, business sponsors, general public
 - There are increasing expectations of measurement of results and impact
 - For legitimacy: they compete for resources and need to preserve their credibility and legitimacy



Why is it tricky?

Challenges in **defining performance** in arts organizations:

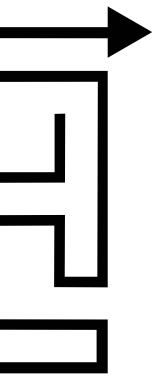
- What is performance in the arts? Also called organizational effectiveness. But this can mean different things to different people! Characteristics of merit, public, or semi-public goods, involving intangible individual and collective experiences.
- Context-related uniqueness of artistic accomplishments. Performance as a socially created notion that is hard to capture in measurable terms.
- Multidimensional nature of performance: artistic performance is one thing, economic performance a whole other thing, social performance yet another one.



Why is it tricky?

Challenges In **measuring performance** in art organizations:

- Can we quantify qualitative aspects? How? To which extent?
- Results of artistic projects may span over several years □ inability to generate timely and relevant information
- In art organizations there is often weak management commitment and lack of staff training on this. And yet controlling is such a crucial function for managing art organizations and realize their cultural mission



05



CONCLUSION

So what about management for the arts?

What does management have to do with art organizations? Everything!

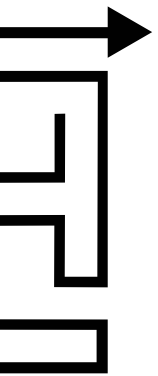
Art organizations are, in the first place, organizations.

As such, they are ensembles of individuals collaborating for a common, cultural purpose

They are (and must be) driven by a cultural mission.

But chances that the cultural mission is realized are higher with some dose of planning, good organization, creative leadership, and some control.

This is not something else from cultural work. It is how cultural work is done (and has always been done)



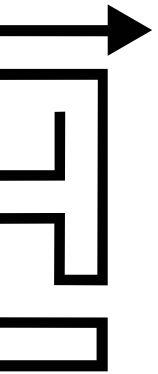
REFERENCES

Byrnes, W. (2014). *Management and the Arts*. Routledge

Grant, R. M. (2016). *Contemporary strategy analysis: Text and cases edition*. John Wiley & Sons

Mintzberg, H., & Waters, J. A. (1985). Of strategies, deliberate and emergent. *Strategic management journal*, 6(3), 257-272.

Anheier, H.K (2014), *Nonprofit Organizations: Theory, Management, Policy*, London, Routledge





www.culturalheritage.eu

Follow our journey

