



Updated 23 Feb 2021: amends highlighted in yellow

## Cultural Leadership Programme

### Recruitment Pack

Transforming Narratives' Cultural Leadership Programme is open to artists, creative and cultural practitioners, managers, administrators, policy makers and academics from Birmingham, Pakistan and Bangladesh, who wish to develop their skills as cultural leaders.

The programme takes place between April and November 2021.

Participants will:

- Develop the skills, knowledge and experience they need to hold managerial and/or leadership roles within the cultural sector
- Learn about and develop their ability to work across different international cultural contexts and artistic disciplines
- Develop their understanding of the challenges and opportunities for cultural leaders working in the UK, Pakistan and Bangladesh
- Have an opportunity to work with the TN Creative Producers on the development and delivery of new creative projects in Bangladesh, Birmingham and Pakistan

### Programme of work

The Cultural Leadership Programme has two distinct phases. All 24 participants are expected to contribute actively to each element.

#### **Phase One: Action Learning Sets (May to July 2021)**

Our Cultural Leadership Programme starts with an online discussion forum consisting of four x two hour long webinars. These will be supported by the sharing and consideration of research material, including readings and media.

You'll be asked to join an **Action Learning Set**. In a small group of six participants, you will work together under the guidance of an expert facilitator to:

- Develop an understanding of key concepts around cultural leadership
- Explore the challenges facing leaders today

This will all be done with a specific focus on the development and delivery of international work across borders.

### **Phase Two: Workshop Programme (September to October 2021)**

The heart of the Cultural Leadership programme is a carefully structured series of workshops, where you, and your group, will meet and work intensely with all the other participants. This is an exciting opportunity to take part in activities where you will be able to:

- Gain a clearer understanding of cultural leadership,
- Develop your skills and acquire knowledge,
- Explore the scope for project ideas and future international collaborations

There will be a themed workshop each fortnight, followed by a two hour reflective seminar the following week.

These workshops will:

- be around 6 hours long
- consist of lectures, creative exercises and seminars
- address a key issue (such as Forms of Leadership, the Artist as Leader, Civic Leadership and Business Leadership)

Contributions will be drawn from creative professionals and academics from across the globe, as well as from leading organisations around Birmingham and the West Midlands, Pakistan, and Bangladesh.

There will also be contributions from leading arts organisations around Birmingham and the West Midlands, Pakistan and Bangladesh. Participants will be able to establish professional links to arts leaders and established practitioners.

Each Action Learning Set will be asked to develop a project for presentation to a final plenary session convened by Cultural Central with participation from the British Council and others who've contributed to the programme.

Each participant will then be offered a one-to-one coaching session with a professional coach at the end of the programme.

**Phase three: Optional addition - Working with TN Creative Producers (November 2021 – Feb 2022)**

You will also have an opportunity to work actively with TN Creative Producers to develop longer term project ideas that can be taken forward within, and potentially outside, Transforming Narratives.

This will be a chance to apply learning, work as part of a delivery team between UK, Pakistan and Bangladesh and potentially to realise a project developed through the course of the Cultural Leadership Programme, through working with the TN Creative Producers, the TN team and our partners.”

This is an optional addition to the leadership programme, and not a requirement.

## Dates for the programme

The programme will be a combination of action learning sets (two hour webinar), workshops (up to six hour sessions) and seminars (two hour sessions).

It will cover a total of up to 80 hours, with additional optional one to one coaching and time to work with the TN Creative Producers.

Month	w/c:
May 2021	17 <sup>th</sup> : Introductory session (up to 2 hours) 31 <sup>st</sup> : Webinar – Action learning sets (2 hours)
June 2021	14 <sup>th</sup> : Webinar – Action learning sets (2 hours) 28 <sup>th</sup> : Webinar – Action learning sets (2 hours)
July 2021	12 <sup>th</sup> : Webinar – Action learning sets (2 hours)
August 2021	No dates
September 2021	6 <sup>th</sup> : Workshop (up to 6 hours) 13 <sup>th</sup> : Reflective seminar (2 hours) 20 <sup>th</sup> : Workshop (up to 6 hours) 27 <sup>th</sup> : Reflective seminar (2 hours)
October 2021	4 <sup>th</sup> : Workshop (up to 6 hours) 11 <sup>th</sup> : Reflective seminar (2 hours) 18 <sup>th</sup> : Workshop (up to 6 hours) 25 <sup>th</sup> : Reflective seminar (2 hours)
November 2021	One to one coaching
November 2021 – Feb 2022	(Optional) Opportunity to work with TN Creative Producers

These dates are indicative and subject to availability of all concerned.

## Application and recruitment

We're looking for a total of 24 emerging and established participants from Birmingham (UK), Pakistan or Bangladesh, who have experience of, or an interest in, the arts or creative industries.

For UK applicants, this is open to people who identify as being of Pakistani, Bangladeshi or Kashmiri heritage, living and/or working in Birmingham.

Each participant will join one of two strands:

**Established leaders:** Open to applicants with between five and ten years professional experience as a practitioner, manager, producer, policy maker, academic, or other professional arts and cultural interest, and who already hold positions of responsibility for the development and delivery of projects or programmes of work. Applicants may have established their own organisations or projects.

**Emerging leaders:** Open to applicants with up to five years professional experience in the arts or creative industries. This can be as a practitioner, manager, producer, policy maker, academic, or other professional interest. Applicants without professional experience will be considered based on their creative potential, demonstrated through the application process and their informal portfolio (such as website, blog, Youtube channel, sketches etc) We envisage that applicants who are emerging leaders are hoping to take on leadership roles in the next few years and already likely to be managing projects.

For emerging leaders, participants will be selected on their creative potential - so if you're relatively new to this, we welcome your application. We are searching for motivated participants with talent, enthusiasm and a determination to succeed. We would expect applicants to have led a project and would ask them to describe this work and how they led it.

Participants in either category don't need to have had any formal training or possess particular qualifications. Selection will be based on an informal 'portfolio' (which could include a YouTube channel, a project or links to previous published or unpublished work, for example) and statement of interest, rather than a professional CV. We are particularly interested in working with emerging young creatives, with less than five years' professional experience.

If you're not sure whether you would be best suited for the emerging or established strand of the cultural leadership programme, you may wish to consider:

- Number of years practicing - if it's less than five years we'd strongly suggest you apply as an emerging cultural leader.
- Number, range and quality of professional contracts, exhibitions held or work publicly available - established leaders will have significant achievements to draw on
- Partnerships and networks built in your career. Again, we expect established leaders to have the capacity to draw on a wide range of professional contacts

## Cultural leadership briefing session

We hosted briefing sessions to give a background on the programme. To read through the presentation, go to:

[https://www.transformingnarratives.com/cultural\\_leadership](https://www.transformingnarratives.com/cultural_leadership)

### How to apply

Application to the Cultural Leadership Programme is by video and/or written response. Applicants should choose the project strand they wish to apply for (e.g. Emerging or Established leader).

Each applicant needs to provide

1. A two page CV (including links to relevant work / informal portfolio e.g. website, blog, Youtube channel, sketches etc)
2. Video or written response to the below information (this must be sent as a link – see details below)
3. Completed equal opportunities form

For the **Established Leader** strand, please provide a video (maximum five minutes) or a written response (maximum 1 side of A4, point 10), outlining:

- Your career and relevant life experience
- Why would you like to be part of this programme?
- A 'wicked' problem that you are currently facing as a cultural leader (i.e., a problem that is extremely hard to resolve – see FAQs for a more detailed definition)

For the **Emerging Leader** strand, please provide a video (maximum five minutes) or a written response (maximum 1 side of A4, point 11), where you explain:

- Your career and relevant life experience
- Why would you like to be part of this programme?
- What do you hope to get out of the programme for your own professional development?

To apply, send your application (CV, video/written response and relevant monitoring form) with the subject line:

**'CLP application – emerging (stating if you are based in Birmingham / Pakistan / Bangladesh)'**

OR

**'CLP application – established (stating if you are based in Birmingham / Pakistan / Bangladesh)'**

to [transformingnarratives@culturecentral.co.uk](mailto:transformingnarratives@culturecentral.co.uk) by Thursday 4 March, 12pm (GMT).

Don't forget to provide your contact details including name, address, email and contact number in your CV.

**Please note - videos must be provided as a link – attachments will not be accepted. Please see below format guidelines.**

If you feel you have any barriers in applying or require additional support to apply, please email [transformingnarratives@culturecentral.co.uk](mailto:transformingnarratives@culturecentral.co.uk) and someone will get back to you.

### **Application Notes:**

Applications must be in English.

Video applications must be submitted via a web-link (Vimeo or YouTube only) in the box below. When submitting a video answer please ensure the following:

1. Your video is **private**
2. You have included in the box below the relevant **link / password** to access it.
3. We can see and hear you clearly (filming yourself on your phone is fine). Videos can be portrait or landscape but please do not hold the camera whilst filming.
4. Please include your name and contact details in your covering email.

### **Recruitment Decisions**

Recruitment is a competitive process. There are only 24 places available on the Cultural Leadership Programme.

A panel made up from Transforming Narratives partners in the UK, Pakistan and Bangladesh will assess applications against the following criteria:

- Applicants' experience and relevance to the level is applied for
- Applicants' motivation and likely contribution to the programme
- The potential long-term impact of participation in the programme on the applicants' career
- A consideration of a "wicked" problem identified and its relevance to the cultural leadership programme (Established Leader)
- Have they shown an ability to turn ideas into realisable projects (Emerging Leader)
- The balance of art-forms / types of creative practice / variation of practice
- Creativity and innovation

There will be eight participants from each country, who will be split equally between established and emergent groups.

Interviews will be held during the week of 15<sup>th</sup> March

We will let applicants if they have been successful by 1<sup>st</sup> April 2021.

## **Contact and further questions**

Refer to the FAQs below or contact us at **[transformingnarratives@culturecentral.co.uk](mailto:transformingnarratives@culturecentral.co.uk)** with any questions that you have.

If you'd like to join one of the briefing sessions on Tuesday 23<sup>rd</sup> February, register by following the link on To book, follow the links on [https://www.transformingnarratives.com/cultural\\_leadership](https://www.transformingnarratives.com/cultural_leadership)

## FAQs

### Who is eligible?

The programme is open to emerging and mid-career participants from Birmingham (UK), Pakistan or Bangladesh, who have experience of, or an interest in, the arts or creative industries. UK applicants must live or work in Birmingham and identify as being of Pakistani, Bangladeshi or Kashmiri heritage.

There are two strands:

**Established leaders:** Open to applications with between five and ten years professional experience as a practitioner, manager, producer, policy maker, academic, or other professional interest, and who already hold positions of responsibility for the development and delivery of projects or programmes of work. Applicants may have established their own organisations or projects.

**Emerging leaders:** Open to applicants with up to five years professional experience in the arts or creative industries. This can be as a practitioner, manager, producer, policy maker, academic, or other professional interest. Applicants should be hoping to take on leadership roles in the next few years, and may already be managing projects.

Participants must be able to speak and read English.

We are looking for people with experience of the widest possible range creative arts, media production or other forms of relevant practice. Applicants may be employed in a large organisation, such as a University, Museum or Gallery, or they may be creative entrepreneurs with their own practice.

### How many places are available?

There are 24 places on the Cultural Leadership Programme. Eight are available for participants from Bangladesh, Birmingham and Pakistan. There will be twelve participants from in the Established and Emergent Groups.

### How are places allocated?

Applications will be reviewed by Transforming Narratives, Culture in Flux and the British Council. Where necessary, interviews will be held in the week of 15<sup>th</sup> March and the intention is to let all applicants know a clear decision by 1<sup>st</sup> April 2021.

### Do I have to pay to be part of the Cultural Leadership Programme? Will my expenses be covered?

No, participation in the Cultural Leadership Programme is free; there are no course fees. However, we ask that participants can commit to the full programme.



### **Do I have to contribute to all the activities?**

Yes, this is an integrated programme and participants need to work together in their online groups across the full programme. The second phase is a series of workshops and the focus is a carefully constructed programme of work designed to support all the participants and lay the foundations for long term collaborations between them.

### **How will the distance learning element work?**

Participants will need to provide or have access to their own internet enabled device. We would expect this be a tablet or a computer.

Reasonable adjustments for access needs will be provided for. Please detail any specific access requirements in your application.

### **How much time do I need to commit?**

The first phase of the programme requires approximately two hours per week plus time reading and preparing contributions.

The second phase of four related sessions will involve up to six taught hours in the first week and two in the second. Participants will be expected to devote research time to exploring the issues addressed in the supporting material provided for each session.

Participants will need to work together in their groups on the development of a project which will be presented in the final session.

### **What are Action Learning Sets?**

Action Learning is a process where a small group works on real life challenges using their collective knowledge and skills to produce fresh ideas and reinterpret familiar concepts. It follows a process of reflection, learning, planning and action. An Action Learning Set will typically involve around five to seven people. It is not about members giving advice or trying to provide answers. The focus is on learning from experience. Success is dependent on openness and commitment from all members of the Action Learning Set.

### **What are Wicked Questions or Problems?**

A wicked question or problem is one that is difficult or impossible to resolve because of incomplete, contradictory or changing requirements that are often difficult to recognise. There is no single, simple solution or answer and they can seem impossible to solve. Classic examples of large scale wicked problems included poverty or homelessness.

### **What is Transforming Narratives?**

Transforming Narratives (TN) is a ground-breaking project that supports creative and cultural practitioners and organisations in Birmingham, to engage in exchange with artists and organisations in cities in Pakistan and Bangladesh. It is managed by Culture Central, supported by Arts Council England and delivered in collaboration with The British Council.

[www.transformingnarratives.com](http://www.transformingnarratives.com)