FENICE
INTERDISCIPLINARY EDUCATION

Unit 2: Entrepreneurial Practice – Modelling a CCI enterprise

Theme: 2.5

Management: team and change management in the CCIs

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The training contents at a glance:

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1 THEME Overview

This theme will present the concept of team management. The definition of team and some general aspects of team culture will be discussed together with specific approaches for building and managing effective teams. Particular attention will be paid to the specifics of team management in the CCIs and the implementation of change management in times of global digitalisation and multiculturalism. The detailed contents refer to (i) understanding creative group dynamics, (ii) the specific nature of management in creative industries, (iii) the skills that are needed to perform management functions, (iv) dealing with change, (v) leadership as a managerial ability and (vi) cultural difference in managing people.

2 THEME Reader

I.   Understanding creative group dynamics

A creative entrepreneur may be able to handle all business tasks by him / herself at the beginning, however with the business evolving, there comes the need to cooperate or hire people who can help the venture succeed. Coping with business challenges depends on the composition of a team of individuals who are compatible with each other and share similar interests and attitudes to work. Therefore, selecting partners, hiring and managing efficiently employees can have a great impact on the entrepreneurial way towards failure or success.

🞣 *People as the most important asset in creative companies*

It is necessary here to emphasise the role of people as the most important asset in creative companies, which are often established as small or medium-sized businesses cooperating with each other in temporary partnerships or joint ventures.

Managerial roles may be much more challenging in CCIs than in other industries when considering the broader scope of management practices in cultural and creative industries - managing self, managing others, and managing objects require a successful composition of project teams in which the individuals possess the very specific expertise and technical skills needed to organise, coordinate and control the production process, as well as make a profit from it.

Innovative ideas and thinking serve as an imperative norm for marketing a creative product, however managers may often fail in the process of shaping a productive work group as they fail to see artists' subjective views and intentions, which places the focus on some likely conflict between the artistic and the managerial aspects of creative business projects. As management suggests *getting work done through people and group work*, there comes the question about how artists and creative people perceive themselves as a part of a group and being able to perform professionally within the frames of a traditional business model.

🔸 *Teams and collective efficacy*

Gathering people together in a group does not make up a team. Smaller or bigger organisations consist of groups in which people work together on a particular project for a particular time.

> "*A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable*" (Katzenbach and Smith, 1993).

Accomplishing more challenging and complex tasks needs collective efforts and a combination of various skills which cannot be possessed by a single person. Therefore, one of the manager's core qualities is based on the understanding of working together as a process involving learning, potential and performance from each individual team member in order to commit to the common purpose.

🔸 *Creative productivity*

Creative productivity is commonly discussed as a phenomenon, expressing the close relationship between an individual and his/ her environment. Creative ideas often originate from one single individual but are later developed and built into a product by a team of other creative minds sharing the value of novelty and usefulness. This view is supported by Gilson and Shalley (2004) who suggest that *team creativity is a collective process in which people engage emotionally and cognitively for the purpose of generating new and useful products and procedures*. Traditionally, artists are thought to be more sensitive, with interests driven by their intuition and introverted personality. As a result, management may face the difficult task to balance between individual artistic needs and creative potential on the one hand, and performing management functions towards a common goal on the other hand. Commenting on this kind of difficulty, it is worth mentioning that previous research demonstrates a much less productivity of creative groups in comparison to individual performance (Cerneviciute & Strazdas, 2018).

🔸 *Types of teams*

In the context of traditional management, several types of teams deserve greater attention for better understanding of the problems likely to arise in teamwork:

- *Permanent teams* measure a higher degree of cohesion and interdependence, which allows them to achieve the team objectives and generate profit for the company. At the adjourning stage of their team development, they stay together and transfer common efforts to the next task to complete. Examples of effective permanent teams can often be found in administration and human resources.
- *Temporary teams* exist within a short period of time and tend to dissolve after the adjourning phase. They usually consist of other groups' members or are taken on temporarily at the company to help with the work on a particular project.
- *Task-force teams* are formed in problematic situations when critical analysis and urgent solutions are needed.

- *Committees*, as another type of teams, are gathered together to organise various events, create strategies, evaluate performance and in most cases include experts with similar background and vision.
- *Work-force team* type can be described as a group of people, led by an appointed leader, whose main responsibility is to supervise, motivate, solve conflicts and direct the team towards a common goal.
- *Self-management team* is formed my members who are able to take the responsibility for their own decisions and actions, therefore there is no need for appointing a formal leader or a mentor.
- *Virtual teams* have gained greater importance in the past couple of years and more specifically during the Covid pandemic lockdown, when thousands of companies round the globe had to digitalise their operations and to serve their customers online. Together with some advantages, such as reducing costs and broadening markets, there also appeared some communication challenges concerning company management. Among them, building trust may be the most challenging issue, due to the lack of physical contact and face-to-face communication.

Creative individuals are known for investing own potential in several short-term projects simultaneously, which makes it difficult for managers to find the right people for positions which require particular qualifications and skills. Another specific aspect of management could be associated with the perceptions of employment and relationships within a creative team, where teamwork is seen more often as a partnership rather than a long-term contract for service, and hierarchical subordination is highly unlikely. These specifics suggest that temporary and self-management types of teams may be the most typical in the context of creative organisations.

🔸 *Factors influencing creative team effectiveness*

Depending on the type of the task assigned to the group, some important decisions should be made for composing an effectively performing team. These may include the appropriate number of people involved in the task completion or the variety of personal, social and professional backgrounds of team members. A study of productive group interaction and performance (McGrath,1984) suggests that the least active person in a team of three would be much more functional than a similarly engaged member of a group of ten.

> *The smaller the group the easier it is to build interdependence and trust, and coordinate individual efforts towards a common goal. It is suggested to create smaller sub-teams of up to 20 members when the group is facing more complex tasks that require a combination of a large variety of skills.*

Also, configuring an effective team will involve deeper awareness of the diverse personality traits, abilities, knowledge and skills needed to complete a given task. Choosing the best contributors needs an understanding of how individual qualities and professional competencies complement with those possessed by other members of the group in order to ensure success. For example, a team of graphic designers will require a blend of appropriate technical skills, teamwork skills, creativity and passion for design, presentation skills, time management and problem-solving skills, attention to detail, ability to accept criticism and willingness to adapt and change.

Collectively, a synergistic team shares a common goal and commitment towards achieving it. All the group members possess most of the skills needed for task completion and are willing to collaborate and learn from each other's mistakes. Work norms and standards are clearly established and understood, and team efforts are adequately appreciated. Leadership encourages individual decision making and creativity, maintaining a climate of mutual respect and support, active participation and timely feedback.

The main micro-factors that facilitate and motivate creative team work, according to previous research, can be seen in setting clear aims, giving freedom for personal initiative, sufficient amount of time and resources, feedback and support, opportunities to solve problems and coming up with new ideas. An additional group of "nourishing" micro-factors (Amabile, 2011), suggests that management practice should pay attention to individual recognition, building a sense of belonging and showing emotional support. In view of all the mentioned micro-factors, several important aspects could be highlighted as being the most significant in management of creative teams – assigning an interesting and challenging task, encouraging openness and *good relationships between team members, and independent decision making*. Also, managers should pay special attention to the need for establishing clear criteria for measuring creative performance and providing regular monitoring, as well as, bearing in mind the external environment factors that may affect team productivity in a negative way despite the favourable micro-factors.

II.   The specific nature of management in creative industries

Managing people in every field of social life will be associated with a process of leading different individuals with different skills and qualities towards a common goal. From a business perspective, achieving organisation objectives within a specific time frame requires sustained coordination of individual efforts through series of activities done by leaders and managers. Mary Parker Follett's well-known definition of management as "*the art of getting things done through other people*" places the focus on the primary importance of management and its main tasks to plan, organise, lead and control other people's efforts in a systematic way.

🞣 *Managerial roles*

To ensure a proper functioning of the organisational unit, a manager must integrate the three key roles – Decisional, Informational, and Interpersonal to connect people and information at different levels of organisations, in a unique way that could be metaphorically associated with a car engine.

Previous research in the specifics of creative industries has outlined five main groups of characteristics which can directly affect the associated management process: global innovations, the need for new and unique products, unpredictable demand, the artistic nature of the products, and self-managing staff (Berzins, 2012). *A common feature of cultural and creative industries that should be noted, is found in the absence of formally appointed manager status.* Instead, a self-management approach is implemented, or leadership is performed by a team member whose task will be to involve others in an intellectual work process. Each participant will tend to take responsibility for their own decisions and will perform their duties independently in response to the changing business environment. These characteristics suggest that creative organisations feature a specific form of organisation in

which team members will see themselves as entrepreneurs and providers of intellectual work, who hold the main responsibility for achieving the organisational goals.

⬧ *What does management do?*

One of the most popular classifications by Koontz and O'Donnell suggests five core functions which cannot be separated from each other and should be seen as inextricably intertwined:

Planning is a core function of evaluating the organisational goals and deciding on a schedule of activities for completing particular performance tasks. Systematic planning of future actions and resources is of primary importance in order to avoid risks and failure.

Organising involves the process of bringing together the right human resources, financial resources and materials needed for achieving a particular business goal. Prioritising and coordinating efficiently the organisation activities according to an existing plan, require an active management approach to delegating tasks and identifying needs.

Staffing as one major function of management, is associated with managers' abilities to identify and select the right people for the right job positions within the organisational structure. Organising and providing job trainings and opportunities for career development and promotion represent an essential aspect of the staffing function, along with evaluating and monitoring work performance.

Directing is about proper control over information flow, making sure that staff members know what and when to do a particular task. The modern concept of management draws on the idea that people do not only need to be informed in a clear way about their duties but also to be motivated by guided leadership.

Controlling serves as a feedback function for measuring performance and identifying deviations from the preset task and results. In this way, it spots mistakes and identifies actions towards correction of mistakes which are to be planned in the next cycle.

⬧ *Managing creativity*

Unlike traditional organisations, management in creative industries needs to consider a variety of factors affecting the process of management at the same time, including the unique nature of their products and the unpredictable demand, which makes the process of strategic decision-making more complicated. Implementing planning, organizing, staffing, directing and controlling tends to involve some parallel functions that come as a result from the specific character of creative projects related to the uniqueness of their products, time and funding limit, their measurable results and the constant interaction of all management functions for the successful completion of a project. Consequently, a manger has to create a clear action plan before delegating tasks and should be skilful in the process of task coordination and organisation, balancing among the broad range of system elements and considering the importance of motivation and control at the same time.

III.   What skills are needed to perform management functions?

Traditionally, a range of skills is needed to perform management functions successfully. Those qualities and abilities can be categorised in three broad groups: *technical skills, people skills and conceptual skills.* Training and supervising employees require knowledge and expertise in using different equipment, tools and digital technology at all levels of management. Estimating costs, budgeting, conducting market research or using social media for advertising products and services are few examples of technical skills. If the key managerial responsibility is to get things done by other people, then interpersonal skills and abilities to understand employees' needs, their expectations, strengths and weaknesses, and patterns of behaviour would be crucial for building trust and rapport, thus allowing effective communication and motivation for accomplishment. Providing regular feedback is also an important interpersonal skill for facilitating integrity and team cohesion. Conceptual skills include a holistic approach, attention to detail and quality, which allow managers to get a broad vision of the internal and external factors and to make prompt decisions.

⬥ *Building managerial skills and competences*

A fundamental property of management is dealing with people, which suggests an effective ability to gain respect and to build trust and successful relationships. However, it may be difficult to perform management functions such as controlling and directing for instance, and to be acting as a team member at the same time. Enhancing *communication skills and competences* is vital for coordinating the flow of information between different levels. Conducting meetings, writing emails and reports, talking on the phone and making presentations requires an ability to listen actively and to write and speak in a concise and convincing way. Demonstrating a positive approach, empathy and openness to team members' concerns and ideas can facilitate the creation of stimulating workplace. Well-developed *organisational skills* are essential for balancing between responsibilities associated with different management functions. Organising meetings and trainings, supervising team members' work to meet deadlines, performance appraisals and many other duties may be challenging for accomplishment. To deal successfully with work overload, managers need to delegate tasks to co-workers, however assigning a particular duty to a person who does not possess the skills needed for the task completion may be damaging for the overall team performance. *Planning for the future* and having a vision of the big picture together with attention to detail and current tasks relate to the ability to prioritise team activities in a way which increases productivity and profitability of the team.

Working under pressure and *making decisions on the move*, makes managerial job even more demanding with having to *solve problems quickly* and find creative and innovative solutions to ensure effective completion of tasks. An understanding of the market and the environment in which a business is operating is seen as a must-have skill by employers. Being aware of the company goals and mission, the specifics of the business sector and the external threats and opportunities for the business, makes *commercial awareness* an important aspect of a managerial profile. A competent manager is not only expected to make decisions and solve problems but also to *support team members and share his / her experience* through timely advice and knowledge, acting as a mentor or a coach, thus building trust and encouraging team members' desire for professional development and growth.

Important managerial skills in cultural and creative enterprises

- Communication skills and an advanced ability to persuade and motivate people are needed to build creative teams and transfer information in a clear and meaningful way.
- Special ability to communicate and lead creative people, who tend to be more sensitive, emotional, self-expressive and more independent.
- Special ability to balance between the sophisticated artistic character of authors and their products on the one hand and the commercial aspects of the creative process on the other hand.
- Excellent ability to manage diverse teams of people from a variety of specialisation backgrounds, businesses and cultures.
- Outstanding ability to manage several projects st the same time.
- Excellent ability to make quick decisions and accept criticism in a competitive business environment.

IV.   Dealing with change

Change management is commonly viewed as the application of a structured process and the use of leadership instruments for motivating and engaging people with the process of change and adopting new work approaches towards the desired business outcomes. Three main factors influence business activities in all regions of the world: global economic competition, deregulation and fast technological change. As a result, concentration of market power and economic stability of organisations are decreasing, while at the same time uncertainty in decision making is increasing.

Resistance to change

Any change in those already established practices can be threatening and have a disruptive effect on business performance as changes tend to raise fear of the unknown, associated with resistance among all levels of employees. Organisational evolution naturally involves different processes of change in terms of strategy, structure and work approach, however some of the most difficult changes relate to people and their capabilities, as well as to their values, beliefs and expectations. Team managers should bear in mind a number of reasons which can be in the roots of individual resistance to change:

- Degree of job satisfaction
- Perception of common goals and results
- Perception of potential risks
- Perception of impact on personal life
- Cultural differences in personal attitudes to change
- Cultural differences in perception of the uncertain future
- Fear of losing a job, income or personal security
- Personal biases and prejudices

Achieving successful organisational change

Technology is an example of a driver, leading to revolutionary changes, which forces leaders and managers to destroy the already aligned organisational structure, in order to create a new system that will better suit the next challenge. However, constant change may lead to frustration and fatigue among team members. Overcoming resistance to change requires adequate planning and coordination but first of all, it is building trust and confidence that will encourage active involvement of all participants in the process for creating an atmosphere of cooperation and acceptability.

Managers and leaders in cultural and creative industries need to consider the critical importance of the balance between the control of organisational processes on the one hand, such as planning, coordination and tasks delegation, for example, and on the other hand, creative autonomy and freedom of decision making as an essential component of creative employees' satisfaction. Another aspect that should be considered is the presence of multiple cultures within a particular organisational structure, associated with a variety of team members' artistic views, perceptions and expectations in the process of information transfer, communication of ideas and task completion. A greater degree of freedom is essential for encouraging innovative and original thinking, openness, risk taking and personal initiative. Seeking for certain predictability and routine in people's behaviour may suggest obedience and lack of creativity, therefore the right balance between control and creative autonomy should be found and maintained for overcoming change related problems and achieving better performance results.

V.   Leadership as a managerial ability

The leadership role is commonly associated with the process of guiding and directing others, while a manager's main responsibility is seen in controlling the work process and the staff members involved in it. A well-known differentiation between leadership and management places an emphasis on leaders who lead by example and managers who call for expectations:

- A manager can act as a leader while a leader cannot perform a managerial role.
- A manager is expected to do the things in the right way whereas a leader should do what is right.
- A manager acts as a controller and supervisor while the leader's role is to innovate and create.
- A manager is responsible for planning a change while a leader has to manage the change.
- A manager has a supervising role while a leader has an encouraging role.
- A manager deals with organising and staffing whereas a leader deals with communication and empowerment.
- A manager sets the work schedule while a leader sets the direction.

✦ *Creative leadership*

In smaller businesses, managerial and creative roles are often performed together, while leading the process of creativity and innovation in larger organisations is likely to build tension and constraints around management of commercial activities, where, an approach to "dual leadership" may be applied, in which a creative leader will promote creativity and a managerial

leader will deal with marketing and commercial demands (Townley, Beech and McKinlay, 2009). Overall, successfully leading creative people will require an ability to facilitate environment that promotes innovation and meets business demands, bearing in mind that professionals in the field have been found to have personality traits predisposing successful learning and personal development. Goleman (2017) suggests six effective leadership styles for creative leaders which can be used appropriately and carefully in a variety of situations.

- **Coercive** – a more autocratic style appropriate in emergencies when quick decision-making is needed. Considering the autonomous and independent character of creative work, if unnecessary used, this style may raise resistance and demotivation.
- **Authoritative** – demonstrating vision of the future and ability to motivate others, may be appropriate in change management when a new direction or goal has to be achieved.
- **Affiliative** – focuses on people, able to shape effective teams, can be useful when interpersonal problems arise.
- **Democratic –** promoting independent decision making, personal initiative and self-expression, can be inspirational and facilitating consensus in creative industries.
- **Pacesetting** – leading by example to meet higher standards.
- **Coaching –** encouraging, can be used to help people develop own strengths.

VI.   Cultural differences in managing people

Leadership and management may differ in the functions they perform, however the mutual impact they have on each other is dependent on the individual leadership or management style that is shaped and predetermined within a particular cultural context. The cultural differences have great influence on work dynamics, communication and employees' expectations, as they are projected upon the preferred organisational styles of management and leadership (Hofstede, Hofstede, & Minkov, 2010).

🞦 *Culturally different values*

People's *attitudes to power and hierarchy*, defined as *Power distance*, are expressed in the adopted leadership approaches to interaction with the team and performance of management functions. Highly hierarchical societies and organisations, Asian or Latin American for example, tend to maintain a high degree of formality and loyalty to the position of power. Group norms are clearly established in order to avoid confusion and failure to comply with rules. The Western views of power and hierarchy suggest a more flexible and horizontal structure of work organisation with an emphasis on relative equality between team members and their leaders, providing an opportunity for greater freedom for individual decision making and personal initiative.

Differentiation between culturally bound management and leadership *approaches to motivating people* can be found in the degree of avoiding uncertain and risky situations. The Middle Eastern countries, for instance, tend to measure a higher degree of avoiding uncertainty which has an effect on the process of decision making towards minimising negative outcomes and improving work performance and productivity. Conversely, the

English-speaking part of the world (the US, the UK, Australia) tends to measure a greater tolerance to uncertainty in decision making, encouraging individual participation in the process. Another cultural aspect that should be taken in consideration is the degree of *interdependence between the individual and the group*. In organisations where the *collectivist* views of loyalty and the importance of group achievements prevail over individual goals, managers and leaders should take into account that work tasks and competition will be less important than maintaining good relationships, while trust will be highly valued. On the other hand, the focus on individual goals and rights in *individualist* societies, will be associated with more intense competition between the group members in completing their tasks and much less emphasis on the importance of relationships. Also, a range of other factors affect significantly leadership and management styles, such as differences in time focus and time orientation, concepts of space, action and communication. Communication, as one of the most essential skills in leadership, has its own culturally based specifics that differ all around the world. Edward Hall's concept of *high and low context of communication* suggests that the environment in which the process takes place has an impact on the transmitted message. In high context cultures, characterised by a higher degree of group interdependence and loyalty to the position of power, the more meaningful information is encoded in body and non-verbal language, and the verbal part tends to be more implicit, indirect and carrying less meaning. Understanding of the conveyed meaning depends on already existing knowledge of the relationships and patterns of behaviour. In low-context Western cultures, meaning is exchanged in a more direct and explicit way, with limited use of non-verbals. The relationships and attitudes to power do not affect the encoded meaning to such an extent as in higher context cultures and understanding mainly depends on the verbal input. Ambiguity is avoided and the speech tends to be concise and clear.

Five Main Categories of Differences between High-context and Low-context Communication

	High context	**Low context**
Association	Relationships depend on long-time process of building trust. Strong differentiation between in-group and out-group. Centralised authority. Maintaining good relationships is more important than achieving work goals.	Relationship begin and finish quickly. Easier to enter inside an existing group. Work goals and results are most important. Decentralised structure. Decision making is not concentrated at the top.
Interaction	Intensive use of non-verbals – tone of voice, gestures, facial expression. Meaning is conveyed through the context (implicit). Actual words have less meaning. Disagreement is personalised and should be avoided.	Limited use of non-verbals. Meaning is in the exact words (explicit). Context is not that important. Focus is on rational solution and disagreement is depersonalised.
Territoriality	Space is shared. People can stand or sit closer to each other.	Space is private and people should be standing apart.
Temporality	Scheduling time is difficult as it interferes with people's needs. Many tasks can be done at the	Tasks are precisely scheduled. Preference for one task at a time.

	same time. Change is slow and time is a process.	Change is fast and results should be seen immediately. Time is money.
Learning	Deductive thinking – from general to specific. Learning happens through observation followed by practice. Group work is preferred.	Inductive thinking – from specific to general. Focus is on detail. Independent learning is preferred.

Source: 1.4.6 - Context of Cultures: High and Low. Retrieved from https://www2.pacific.edu/sis/culture/pub/context_cultures_high_and_lo.htm.

✦ *Cultural consequences in leadership and management*

Universally, most influential leaders have been found to be highly intelligent, eloquent knowledgeable, energetic and persistent. However, these attributes are perceived differently in different cultures, depending on various conditions associated with specific attitudes to power and hierarchy, group interdependence, decision making, motivation and others. These differences can be clearly observed in work context through particular preference for task orientation or orientation to relationships

On the other hand, more collectivist and higher-context organisations will require team-oriented leadership which facilitates collaboration and common purpose. Drawing on these differences in expectations for leadership approach, there should be mentioned some cultural differences in performing management functions. In higher power distance societies, planning tends to rely on an autocratic approach, without taking into consideration subordinates' opinions. The process of organising will be tightly controlled and centralised. Training and promoting staff members will be dependent on senior management and close supervision by personal control of superiors may be the most appropriate way to manage people.

On the contrary, in individualistic, lower power distance cultures, planning suggests a more participative action and integration of employees in deciding on the most appropriate approach to task completion. Individual autonomy in decision making will characterise the organisation of work processes with a relaxed view of particular normative pattern of behaviour. Direct disagreement with seniors and collaborating in developing and implementing work projects will be a part of the directing and controlling functions

Managers and leaders in cultural and creative industries should understand that neither high context or low context style of communication is better. Rather culturally specific attitudes to power and group interdependence can have a great impact on individual expression of initiative and perception of freedom and independence. Since innovative people need creative autonomy to complete their tasks, it can be assumed that creative industries in more individualistic and lower power distance society would be more adaptive to the fast changing and competitive business environment due to their specific high tolerance to risk, change and uncertainty, associated with the process of creativity and innovation.

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