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Team management and change management in the cultural and creative industries (CCIs)

Theme 2.5

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1. Understanding creative group dynamics

2. The specific nature of management in creative industries

3. What skills are needed to perform management functions?

4. Dealing with change

5. Leadership as a managerial ability

6. Cultural differences in managing people

Creative autonomy and freedom of individual initiative in the CCIs

Independent thinking and self-confidence

Self-discipline and perseverance

Curiosity and taking risks

Breaking rules

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The "experience" economy

CCIs are associated with people's increasing need for cultural identity and social empowerment, expressed in a symbolic form and communicated through the means of technology for gaining economic benefit from intellectual property, such as arts and crafts, fashion and design, advertising, architecture, film making, graphic and software design, music and performing arts, publishing, or traditional media.
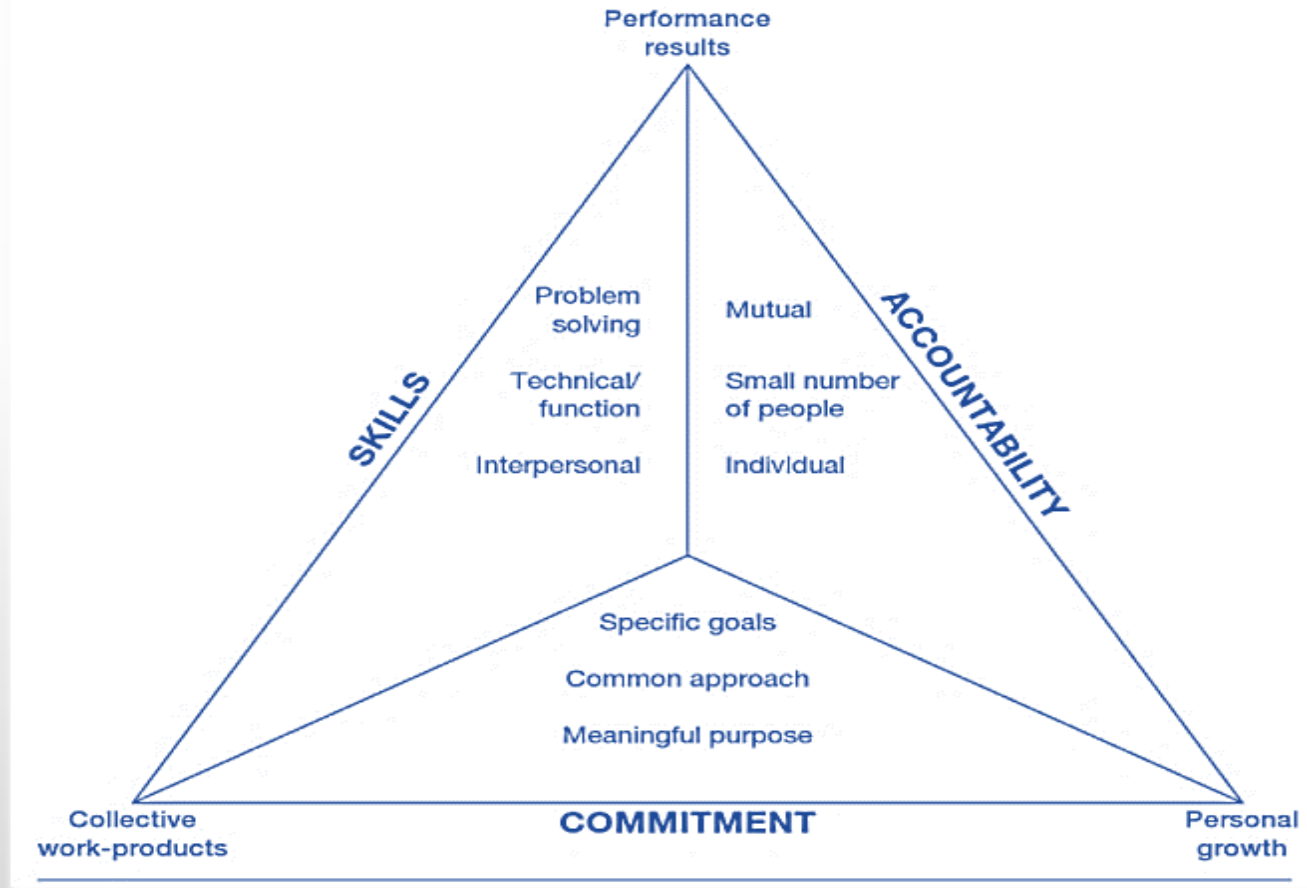
(Cerneviciute & Strazdas, 2018)

Understanding creative group dynamics

Forming - task orientation	Storming - emotional response to task	Norming - developing group cohesion	Performing - emergence of solutions	Adjourning - evaluation of work

- Traditional views of group dynamics
- People as the most important asset in creative companies - *possessing the very specific expertise and technical skills needed to organise, coordinate and control the production process, as well as make a profit from it*
- Collective efficacy - *collective efforts and a combination of various skills which cannot be possessed by a single person*
- Creative productivity – *achieved balance between individual artistic needs and performing management functions towards a common goal*
- Team tasks and roles - *tasks involving the production of a product; tasks related to generation of new ideas, and tasks focused on finding a solution to particular problems*
- Types of teams - *temporary teams and self-management teams in CCIs*
- Factors influencing creative team effectiveness - *main micro-factors: setting clear aims, freedom of personal initiative, sufficient amount of time and resources, feedback and support, opportunities to solve problems and coming up with new ideas*

Team basics to overcome the natural human resistance to taking responsibility for someone else's actions

The specific nature of management in creative industries
## *"Management is the art of getting things done through people." Mary Parker Follet*

- Managerial roles *- integrating the three key roles – decisional, informational, and interpersonal*

- What do managers do?

- Decide on a schedule of activities for completing particular performance tasks

- Prioritise and coordinate efficiently the organisation activities according to an existing plan

- Identify and select the right people for the right job positions

- Control information flow

- Provide feedback and measure performance

Planning

Organising

Staffing

Directing

Controlling

Managing creative teams

- Need for new and unique products

- Unpredictable demand

- Artistic nature of the products

- Self-managing staff (Berzins, 2012) in which team members see themselves as entrepreneurs and providers of intellectual work, holding the main responsibility for achieving organisational goals.

- Implementation of parallel functions related to the creation of a clear action plan before delegating tasks and balancing among the broad range of system elements, considering the importance of motivation and control at the same time.
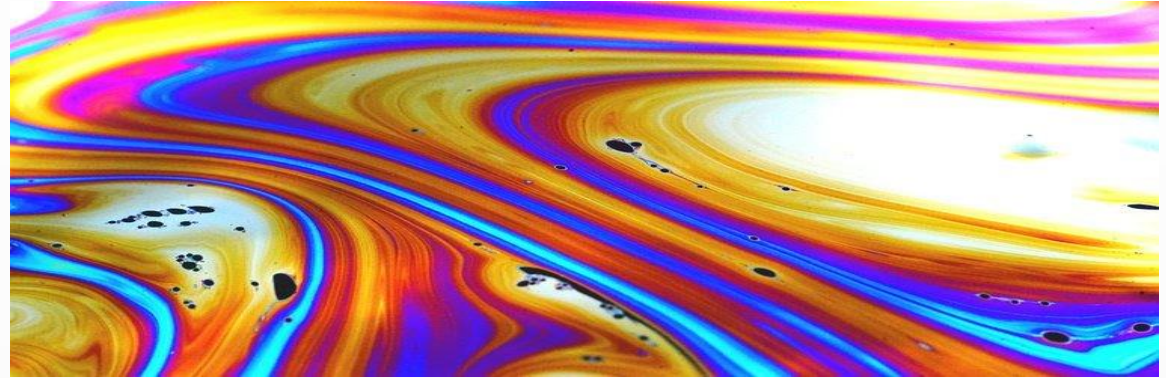
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Important managerial skills in cultural and creative enterprises

- Communication skills and an advanced ability to persuade, motivate and lead creative people, who tend to be more sensitive, emotional, self-expressive and more independent
- Special ability to balance between the artistic character of authors and their products, and the commercial aspects of the creative process
- Excellent ability to manage diverse teams of people from a variety of specialisation backgrounds, businesses and cultures
- Outstanding ability to manage several projects at the same time
- Excellent ability to make quick decisions and accept criticism in a competitive business environment

Dealing with change

The main threats:

- The global economic competition
- Deregulation
- Fast technological change
- The Covid-19 pandemic
- Constant tension around creative product demand
- Business failure
- Constant risk facing creative organisations

Fear of the unknown and resistance to change

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 and uncertainty
- Fear of losing a job, income or personal security
- Personal biases and prejudices

Achieving successful organisational change

• Achieving a balance between control of organisational processes and creative autonomy as an essential component of creative employees' satisfaction.

• Considering the presence of multiple cultures and a variety of artistic views in the process of information transfer, communication of ideas and task completion.

• Allowing a greater degree of freedom for encouraging innovative and original thinking, openness, risk taking and personal initiative.

• Creating a vision for change and communicating it broadly to team members, partners and customers will empower people to spread the organisational vision proactively.
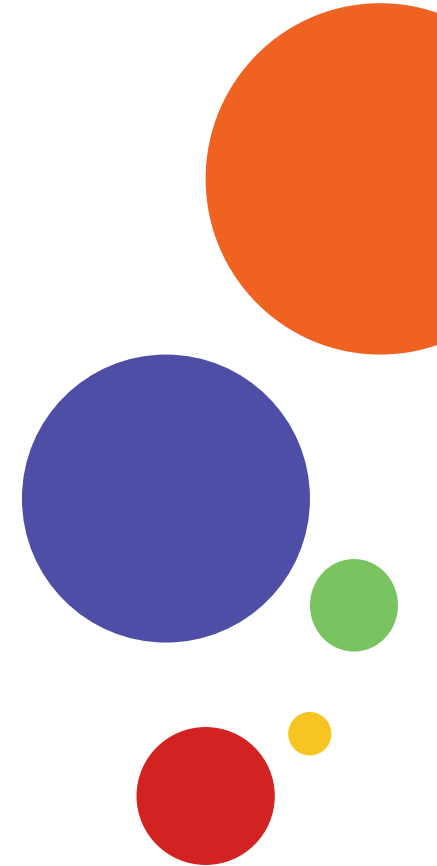
Leadership as a managerial ability

Manager

- Can act as a leader

- Expected to do the things in the right way

- Acts as a controller and supervisor

- Responsible for planning a change

- Has a supervising role

- Deals with organising and staffing

- Sets the work schedule

Leader

- Cannot perform a managerial role

- Should do what is right

- Innovates and creates

- Manages change

- Has an encouraging role

- Deals with communication and empowerment
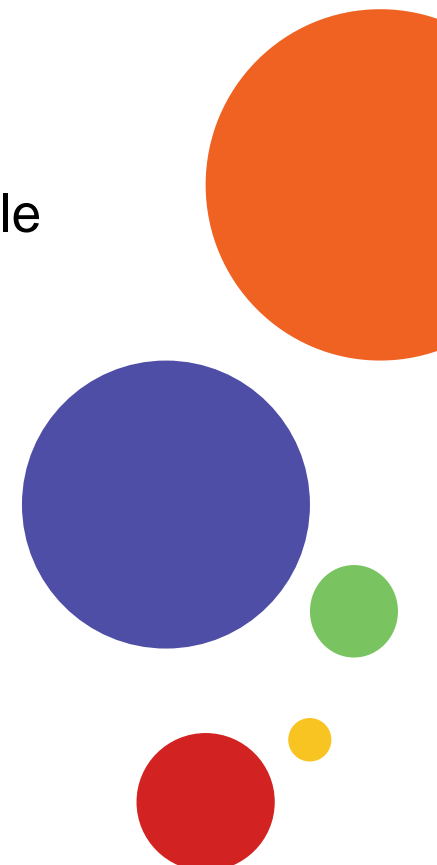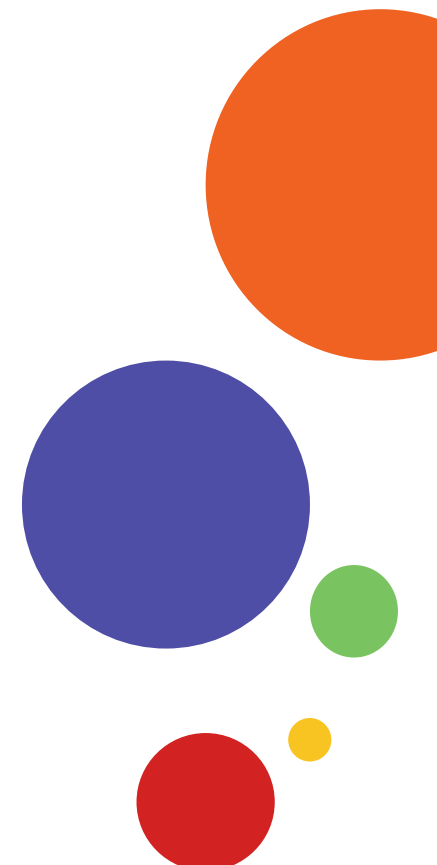
- Sets the direction

Creative leadership

- Leadership and management approaches should be adjusted according to the specific personality traits and learning preferences of creative people, taking into account their professional background and circumstances.

- Applying "Dual leadership", in which creative leader is promoting creativity and a managerial leader is dealing with marketing and commercial demands (Townley, Beech and McKinlay, 2009).

"The best leaders don't know just one style of leadership – they are skilled at several, and have the flexibility to switch between styles as the circumstances dictate" Daniel Goleman.

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Effective leadership styles for creative leaders

INTELLIGENT
HONEST
CREATIVE
CONFIDENT
DRIVEN
COURAGEOUS

- **Coercive** – a more autocratic style appropriate in emergencies when quick decision-making is needed
- **Authoritative** – demonstrating vision of the future and ability to motivate others, may be appropriate in change management
- **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 facilitate consensus in creative industries
- **Pacesetting** – leading by example to meet higher standards
- **Coaching –** encouraging, can be used to help people develop own strengths
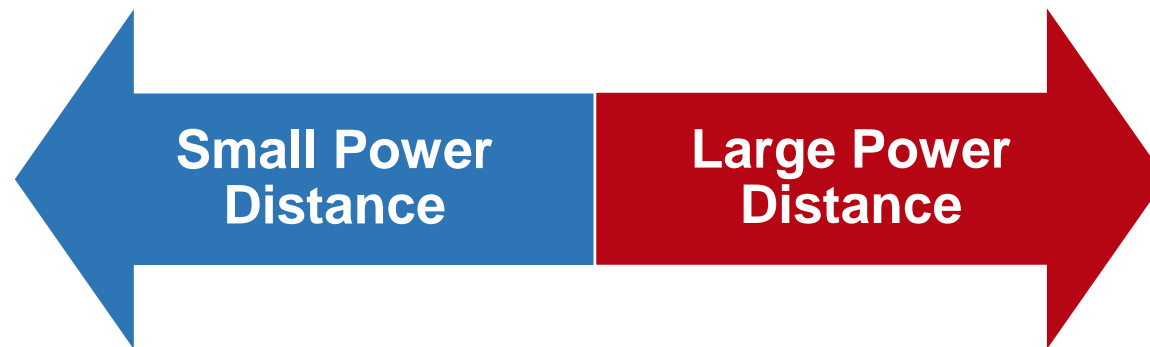
Cultural values system – dependence on authority

The extent to which the less powerful members of organizations and institutions (like family, school, workplace, community) accept and expect that power is distributed unequally.

Small Power Distance | **Large Power Distance**

Source: Hofstede et al., (2010). *Cultures and Organizations: Software of the Mind, Third Edition: Software for the Mind*, McGraw-Hill Education. *ProQuest Ebook Central*, p. 57 http://ebookcentral.proquest.com/lib/cardiffmet/detail.action?docID=6262353.

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Dependence on the group

Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after him- or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty.

Individualism   **Collectivism**

Source: Hofstede et al., (2010). *Cultures and Organizations: Software of the Mind, Third Edition: Software for the Mind*, McGraw-Hill Education. *ProQuest Ebook Central*, p. 82 http://ebookcentral.proquest.com/lib/cardiffmet/detail.action?docID=6262353.
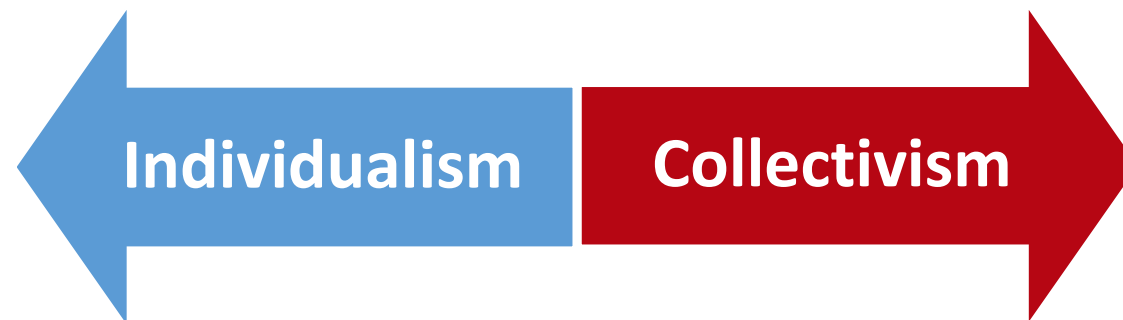
Cultural differences at the workplace

Large power distance & Collectivism

- *Superiors and subordinates consider each other as existentially unequal*

- *Hierarchical system is based on existential inequality*

- *Organizations centralize power as much as possible in a few hands*

- *Subordinates expect to be told what to do*

- *Superiors are entitled to privileges*

- *contacts between superiors and subordinates are supposed to be initiated by the superiors only*

- *The ideal boss is an autocrat or "good father"*

- *The employee will act according to the interest of this in-group, which may not always coincide with his or her individual interest*

Low power distance & Individualism

- *Subordinates and superiors consider each other as existentially equal*

- *Hierarchical system is an inequality of roles, established for convenience, and roles may be changed*

- *Organizations are flat and fairly decentralized*

- *Subordinates expect to be consulted before a decision is made*

- *Privileges to higher-ups are basically undesirable*

- *Superiors should be accessible to subordinates*

- *The ideal boss is a resourceful (and therefore respected) democrat*

- *Workers are supposed to act as "economic persons," or as people with a combination of economic and psychological needs, but anyway as individuals with their own needs*

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Similarities and differences between the project partner countries

- People in all countries will expect and accept power to be distributed unequally.

- The greatest hierarchical difference between higher and lower organisational levels will be found in Romania and Serbia, followed by Bulgaria, Portugal and Greece.

- Centralisation of work process and structure will follow a similar pattern in the five partner countries.

- Management will rely on superiors' instructions and formal decisions, and subordinates will expect to be told what to do.

- Relations between people at all levels will show more emotional features rather than rational.

- The leader will be seen as the good father and privileges will be accepted as a norm.

- Longer period of time is required to build trust and relationship in Serbia, followed by Portugal, Bulgaria and Romania, and the least collectivist Greece.

- In Greece, Serbia, Romania and Bulgaria, the most effective leader would be someone who is team-oriented somewhat charismatic and prefers to be more independent in decision making.

- In Portugal the primary importance is on Charismatic/Value-based approach, followed by Team Oriented and Participative leadership.

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Erasmus+ Programme
of the European Union

**FENICE: Fostering Entrepreneurship and Innovation in Cultural and Creative Industries through Interdisciplinary Education
is co-funded by the Erasmus+ Programme of the European Union.**

The project is an initiative of 5 academic and research institutions:

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