

# Dealing with growth

....the challenges of success

# Agenda 2:00 - 5:00

Growth

Change

Knowledge & networking

*Break*

From practitioner to manager

Structures and management

*Break*

Resilience

Time Management and planning

Evaluation

# Growth

“**Staggering growth** in creative industries sector revealed, as new website is launched” Arts Council England

“Creative Industries worth **£8million an hour** to UK economy” DCMS

Growth of almost 10% in 2012, **outperforming all other sectors** of UK industry

Accounted for **1.68 million jobs** in 2012, 5.6 per cent of UK jobs

“By 2025 the UK will become the global ‘creative services hub’, the Creative Industries Council has predicted, as it was also revealed £8 million an hour for the UK economy is generated by the sector.”

# So what do we mean by 'growth'

We're not tech start ups

Growth - consolidation

Growth - resilience

Growing up

# Growth

Growth probably means you're doing something right

# Change

With apologies to Shakespeare

“...some achieve change, and some have change thrust upon them”

# Change

Good change management looks like good leadership

Not a separate discipline

There are tools (and people) who can help

People don't resist change, they resist being changed





<http://www.kotterinternational.com/the-8-step-process-for-leading-change/>

# Change

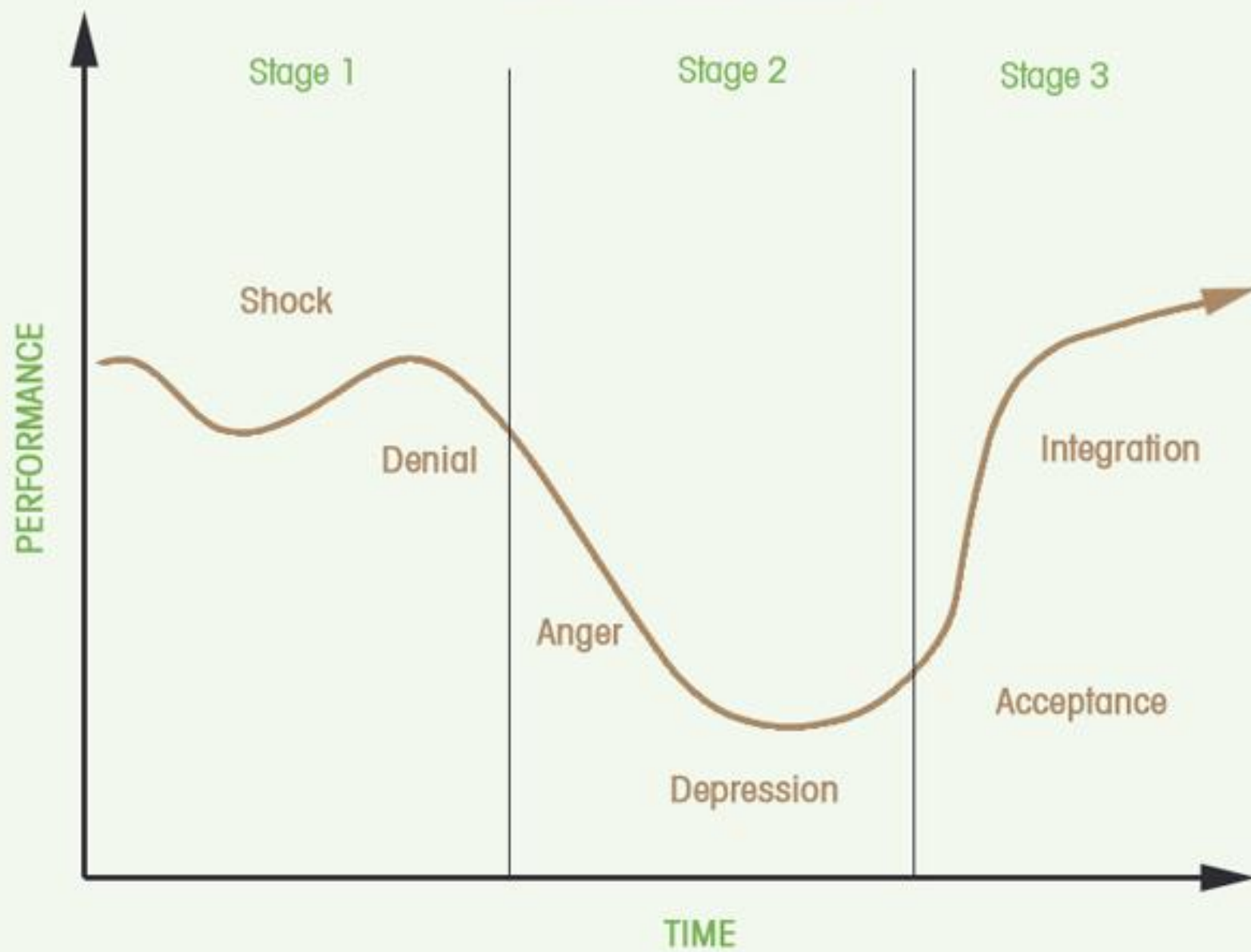
Establish a need for change that drives everything

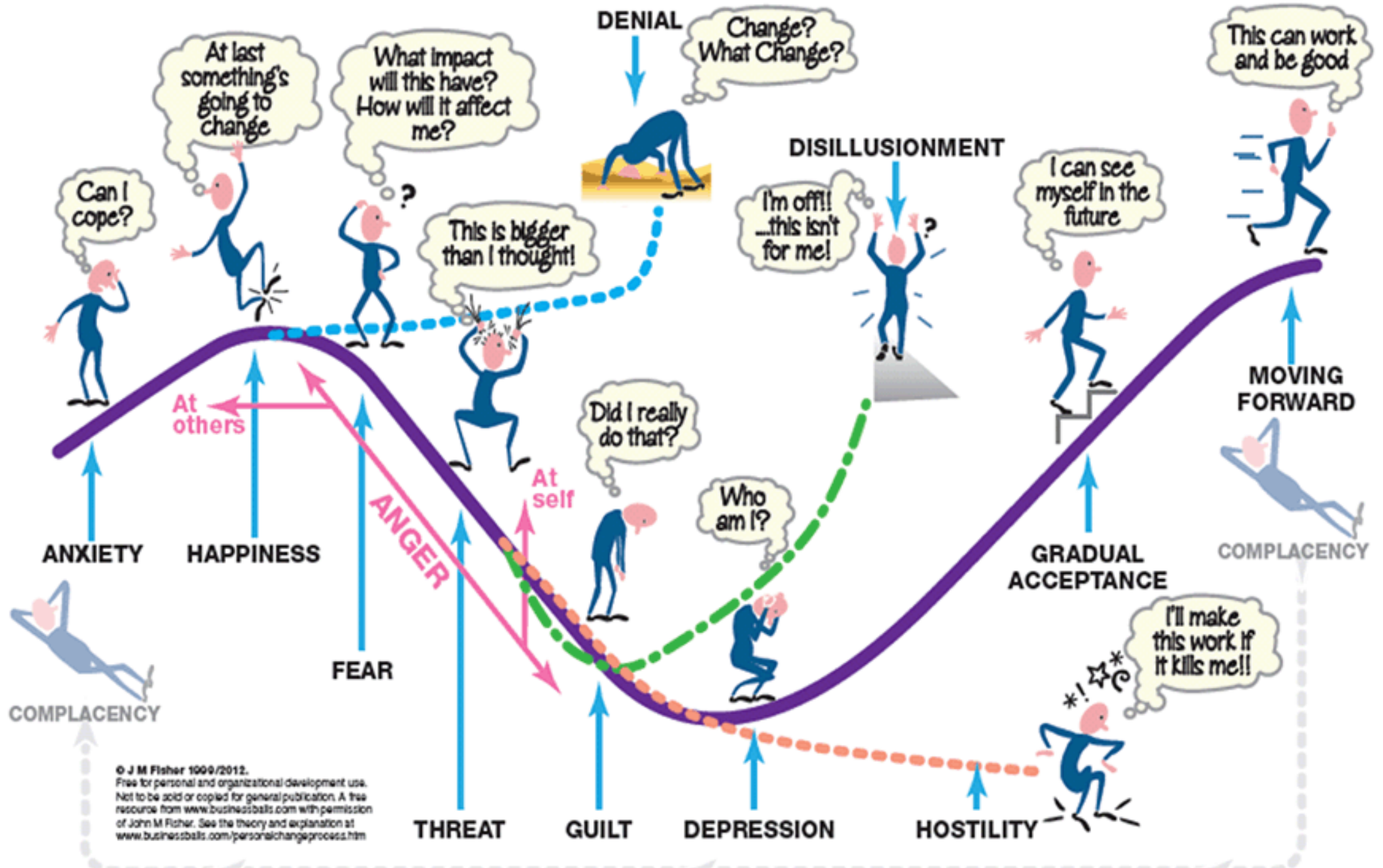
Develop a shared vision

Planning and executing change

Align your infrastructure (make it fit for purpose)

## THE CHANGE CURVE





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 resource from [www.businessballs.com](http://www.businessballs.com) with permission  
 of John M Fisher. See the theory and explanation at  
[www.businessballs.com/personalchangeprocess.htm](http://www.businessballs.com/personalchangeprocess.htm)

# Knowledge

You cannot grow without knowing where you are going  
Need to keep learning and sharing

What do you need to know

Keeping an eye on the bigger picture

Being strategic

Networking

# Knowledge

The bigger picture now and in ten years time

Where do you sit?

Where do you want to be?

Where is the info?

What is the info?

Who is sharing?

Avoid information overload, be selective

Must find time for it – NOT an optional extra

# Networks and networking

- Power of social media, but also off line contacts and connections
- Find collaborators and partners – going to be more and more important
- Where do you gain your inspiration and nourishment from – this is by no means all about SALES

Networking isn't "not-working"



# From practitioner to manager

Stepping up (growing up?)

Managing growth effectively is all about making sure you have the resources to deliver as demand increases..... and the time to spot any potential problems before they bring the house down.

# From practitioner to manager

Facilitative leadership

Leading not telling

Enabling not doing

Trust

Manage **yourself**

# Getting the structures in place

All the right skills and all the right people

- Management
- Governance
- Staff
- Trustees
- Skills

# Management

Your board can support you if you:

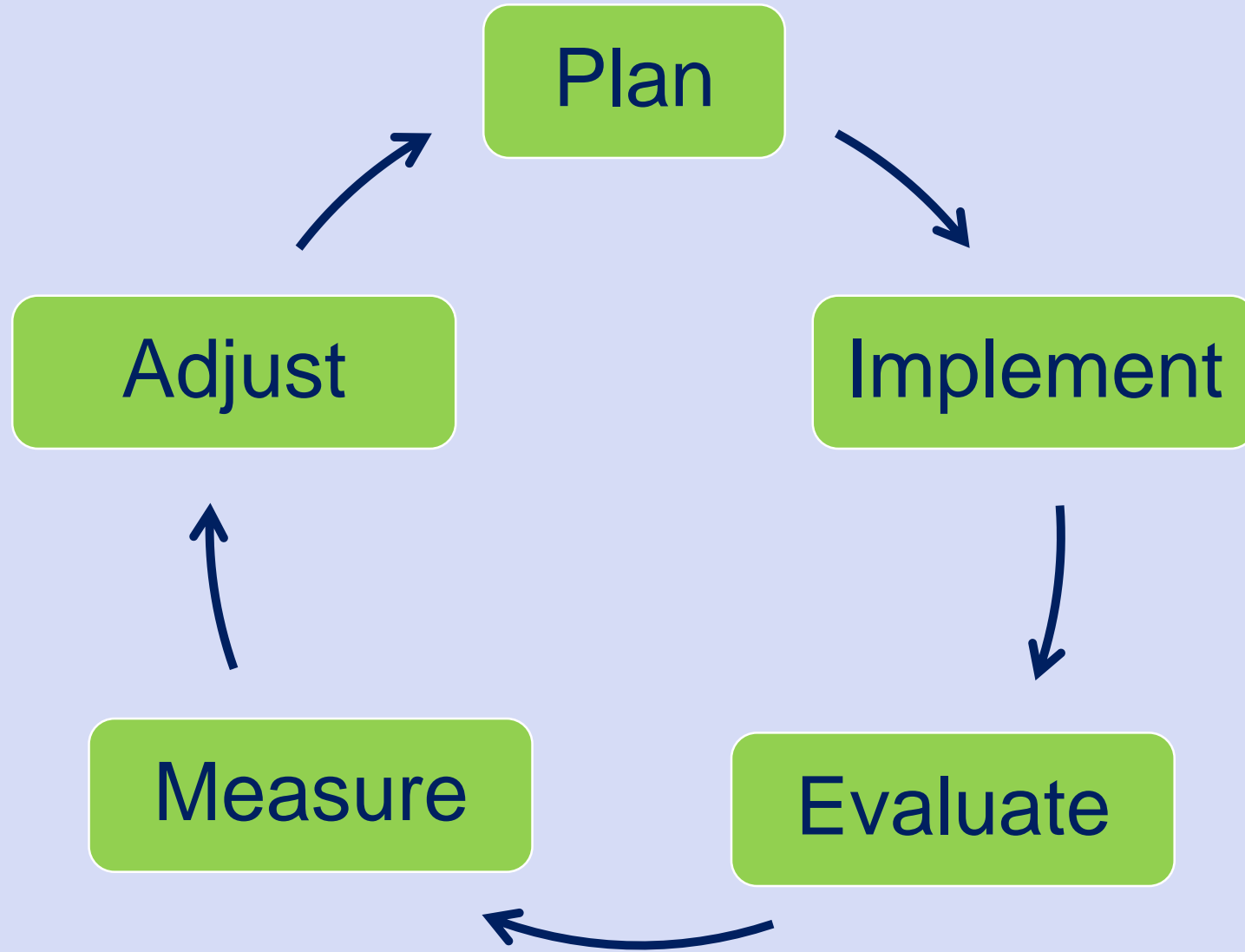
- Have a clear vision
- Have a plan that gives you the steps needed to get there
- Set milestones to keep the focus
- Develop a strategy to share out the tasks

# Governance

Purpose of the board (beyond their legal remit)

- Hold you to account
- Keep you on track
- Advocacy
- Assist with fundraising
- Skills and expertise
- Critical friends

Support NOT delivery



# Staff

Appoint managers/staff

Let them do their job

Stop interfering



# Governance

Recruiting to your board

# Resilience

Personal and organisational – intertwined

Get what you need - in support of the organisation's needs

# Resilience

“Adaptive resilience is the capacity to remain productive and true to core purpose and identity whilst absorbing disturbance and adapting with integrity in response to changing circumstances.”

Mark Robinson, Making adaptive resilience real July 2010

[http://www.artscouncil.org.uk/media/uploads/making\\_adaptive\\_resilience\\_real.pdf](http://www.artscouncil.org.uk/media/uploads/making_adaptive_resilience_real.pdf)

# Time management and productivity

- Using the business plan decide what you need to do
- Don't put off the hard stuff
- Slot in time for networking, planning, reflection, conversations
- **Delegate**
- Look at the pattern of your days
- Most people are productive for maximum of 45 mins at a time
- Take proper breaks
- Have a change of scene

# Planning and not Panicking

What makes a good project plan?

Realistic

Time bound

Well resourced

Time set aside

Start at the end & 'back cast' - work out what needs to be done by when

What needs the input of others

What skills are needed and who has them

# Evaluation and reporting



# Evaluation and reporting

Evaluation starts with your vision and goals – your plans and strategies

Putting strategy into action – we covered this

Now all about HOW are you planning to keep on track? The board need it

Having processes for every aspect of the business, plus a well thought-out system for monitoring that they are working, are essential to make sure the quality of your offering is maintained

A good board should be helping you with this

Virtuous circle to inform planning – but also to help you make the case for investment and funding

# Evaluation

Vision

External environment

Artistic aspirations and programme

Participation and engagement

Organisational capacity and capability

Business model

<http://www.artscouncil.org.uk/selfevaluation/framework/>



# Evaluation

- The whole purpose of self-evaluation is to provide the understanding and evidence needed to make the best possible plans for the future.
- The process can be enjoyable, demanding and revealing.
- Whatever the experience turns out to be for you, it should help you to be wiser about your organisation, with greater clarity about what you are aiming to achieve and why.