



hochschule für musik und theater

**KMM**  
HAMBURG

Fachverband  
Kulturmanagement

## Call for Papers

11. Annual Conference, Association for Arts Management  
(Fachverband Kulturmanagement, Germany/Austria/Switzerland)  
**Hamburg, January 17-20, 2018**  
University of Music and Theatre Hamburg,  
Institute for Arts and Media Management (KMM)

## Cultural Leadership and Innovation

### Utopias, Strategies and Challenges of Arts Management

The term “cultural leadership” has gained increasing attention in the discourses of cultural management and cultural policy, as well as in the curricula of international study programmes and higher education programmes. In many of these contexts, “cultural leadership” is presented as a force for innovation and transformation of organizations and societies.

The 11th Annual Conference of the Association for Arts Management (Fachverband Kulturmanagement for Germany, Austria & Switzerland) takes this observation as a starting point for an interdisciplinary, international gathering of researchers and practitioners in the field of arts management. The conference focusses on two different aspects, reflecting two different readings of the concept of “cultural leadership”: Firstly, “cultural leadership” is often used as a (usually not clearly defined) term for management and leadership processes in cultural organizations in general. Secondly, the term can also refer more broadly to processes of cultural development and cultural exchange on a bigger social or even international scale, for example in the context of cultural diplomacy.

### Focus Area 1:

#### Cultural Leadership in organizations and projects

Arts management research and teaching often focusses on large-scale organizations such as museums, theaters, orchestras, festivals or big players of the creative economy in the music and film industries. However, in many practice fields of arts management small organizations and freelancers form the majority. The conference takes a broad view of leadership in arts management, covering all artistic spheres and institutional forms ranging from large organizations to informal initiatives, projects and network structures.

In this context, a comparative view seems promising: While concepts such as “distributed leadership”, “post-heroic leadership”, or “democratic organization” have long been discussed in general leadership research, most major cultural organizations – particularly in the German-speaking world – are still dominated by a traditional understanding of leadership that is hierarchical and focused on the central figure of the artistic director. In terms of innovation, this traditionalist perspective can be critically questioned. Increasingly the basis for innovation is seen as a co-creative process, with ideas emerging from the bottom-up without the need for rigid hierarchical structures. Thus, fundamentally conservative organizational cultures and leadership styles in arts organizations could be seen to run counter to pleas for greater innovation in the field, something which has been raised for years by cultural policy makers, protagonists in the arts management field and audiences. On the other hand, smaller organizations, informal initiatives, or even

start-ups in the creative industries might provide examples of an avant-garde for artistic and social innovation, and could give the impetus for new leadership cultures and more courageous approaches towards innovation even in traditional organizations.

Thus, what can arts management research contribute to the subject of leadership in cultural organizations (of all types and sizes)? Which models of leadership seem appropriate for the different organizational types? How can meaningful changes of the traditional structures that have grown over decades in organizations be implemented? How - if at all - can “cultural leadership” be taught and learned? What case studies can be instructive for research, teaching and practice? These are a sample of some of the questions that can be explored within this focus area of the conference.

## Focus Area 2: Cultural Leadership for society and international cooperation

In the second focus area, the term “cultural leadership” is read as emphasizing the broader goal of empowering persons, organizations, or networks to take a leadership role in society as a whole, as well as to promote international cultural, social and political co-operation. Such an understanding can be found, for example, in the British discourse of “cultural leadership” for the “cultural sector” as well as in projects at EU level in the context of cultural diplomacy activities. In this context, too, the term “leadership” rarely seems to be well-defined: In what conditions can people, organizations or networks assume such a “leadership role” and how can “cultural leadership” be understood within the context of international co-operation, when for example assumptions of superiority by Western states have long been discredited? In light of the numerous social and cultural challenges at the local, regional, international and global level, what can be the contribution of arts management in general and “cultural leadership” in particular in addressing contemporary crises? To what extent can the concept of “cultural leadership” be a help or a hindrance to innovation in research, teaching and the practice field? How can research help to answer these questions? What degree of value-oriented normativity can or should interdisciplinary research and teaching have in this context? What role should cultural leadership play in teaching? What case studies exist in the practice of arts management and cultural policy - and what are the expectations of these fields towards academic research and teaching? Yet again, these are merely examples of the kinds of questions, which can be discussed in this focus area of the conference.

## Utopias, Strategies and Challenges

The subtitle of the conference is intended as a transversal theme for both focus areas. Is the desire for new forms of leadership in cultural organizations a utopian ideal? Or could new forms of leadership contribute to the development of entirely new utopias for organizations or even societies? How can such utopias be translated into strategic practice and what is the value of the concept of strategy in the context of cultural leadership and innovation? Finally, there is the question whether some - utopian as well as concrete strategic - expectations of new forms of cultural leadership might carry the risk of overburdening arts management. In times when cultural policy focusses primarily on the social and economic value of arts organizations, one might ask whether cultural management is able (and willing) to perform the roles which it is ascribed by policy makers. Possibly, concepts such as “cultural leadership” might have implications which

are not even compatible with more fundamental values of the artistic and cultural spheres. These and other skeptical and critical perspectives are equally welcome at the conference.

## Research, teaching, dialogue with the practice field

The conference aims to focus equally on the academic tasks of research, teaching and dialogue with practitioners in the field. We will offer formats for the discussion of (empirical as well as theoretical) research projects, for exchange on questions of curriculum design/ learning processes and conversations with arts management practitioners across all artistic forms, from large institutions to informal initiatives, projects and network structures. The conference is open to presenters of completed as well as ongoing projects. We are particularly interested in a pluralistic, transdisciplinary exchange, including the integration of international perspectives and those of experts in the field. In addition, alternative conference formats (such as Open Spaces, Roundtables, Workshops, Master Classes, etc.) will be integrated in addition to the established conference formats (lectures & panels).

## Submit a proposal

Individual presentations, proposals for panel discussions (90 minutes) as well as suggestions for workshops or other - experimental - formats are welcome for the conference.

For individual contributions (presentations), the proposals should consist of an abstract with max. 2,500 characters plus a brief biography. For workshops, panel discussions or other formats an abstract of max. 2,500 characters for the overall format as well as further abstracts on the individual contributions (if applicable) and short biographies of contributors should be submitted. The conference is open for contributions in English and German.

**Deadline: *extended to* June 18, 2017.**

**Submissions should be sent to: [cfp@culture-conference-2018.de](mailto:cfp@culture-conference-2018.de)**

The selection of proposals is carried out in a joint review process by the conference team and the advisory board. Notifications of acceptance and rejection shall be made by 31 July 2017.

**Conference Chairs** Prof. Dr. Martin Zierold, Prof. Dr. Reinhard Flender

**Conference Advisory Board of the Association for Arts Management** Prof. Dr. Volker Kirchberg (Leuphana University, Lüneburg), Leticia Labaronne (ZHAW School of Management and Law, Winterthur), Prof. Dr. Martin Lücke (Hochschule Macromedia, Berlin), Prof. (FH) Dr. Verena Teissl (FH Kufstein Tirol)

**Contact** [info@culture-conference-2018.de](mailto:info@culture-conference-2018.de)

**Website** <https://www.culture-conference-2018.de>

**Association for Arts Management** [www.fachverband-kulturmanagement.org](http://www.fachverband-kulturmanagement.org)

## Keynote Speaker

- ❖ Prof. Dr. Andreas Reckwitz, Professor for Comparative Cultural Sociology, Europa-Universität Viadrina (Frankfurt / Oder)
- ❖ Amelie Deuffhard, Artistic Director *Kampnagel* (Hamburg)
- ❖ *more tba*

## SAVE THE DATE 1

### Study Trips in Hamburg on Saturday, January 20, 2018

After the conference, on Saturday 20 January 2018, study trips will be offered to select cultural organizations in Hamburg, which will give an insight into the diverse cultural landscape of Hamburg and open up further possibilities for networking among the conference participants. More information will be posted in autumn 2017 at the conference website.

## SAVE THE DATE 2

### 1. Arts Management Student Conference

19-21 January 2018, Hamburg, Germany

Following the annual conference, students from the University of Music and Theatre Hamburg, Institute KMM, and the Leuphana University Lüneburg will be hosting the First European Student Conference on Arts Management in Hamburg, together with partners from across Europe. The conference opening will take place on Friday as a joint event with the annual conference of the Association for Arts Management. On Saturday, open discussion and panel formats will be offered. Participants of the Annual Conference will also be invited to participate in the student conference. For more information, see: <http://www.ams-conference.com>