

Supporting the growth of Organisation Development, Culture Change and Organisational Transformation skills and practices within a community of freelance cultural workers of colour.

Outline

Create a skills sharing and development programme for, with and by freelance cultural workers of colour who have experience of, or ambition to, support cultural organisations to transform, shift their cultures and develop new ways of working. The programme will be shaped by freelance sector workers of colour, and is likely to include; peer learning, skills sharing, masterclasses, Organisation Development theory, Change Management principles and tools, topical resources that support change in areas such as governance, artistic practice, engagement, civic role, recruitment, inclusive culture, co-creation, business planning, management style, mission and vision development and innovation. We anticipate that the programme will engage a range of 'client' organisations across scales, artforms and geographies who will enable live, impactful work with participants.

Partnership of equals

We imagine a partnership of equals – with instigators Suzanne Alleyne and Richard Watts forming an initial partnership to explore and develop the programme, and then as other cultural workers become engaged, the partnership of equals emerges into a co-created programme of shared learning.

Investing in conditions of parity

We recognise that systemic inequalities mean that parity does not currently exist, and our work together seeks to explore and develop practices and platforms that enable parity in our work together – reflecting our OD work within our own structures as well as projecting those values and intentions in the organisations and individuals we seek to support.

Platforms to enable parity

We recognise that there might be three levels that we are thinking about;

How we shape our strategic programme together with parity – we need to shape our programme ideas together in ways that respect differing perspectives and ensure that we acknowledge and manage out imbalances. We seek to develop ways of shaping the programme that reinforce rather than diminish the parity we do manage to achieve.

How we create infrastructure of parity – we need to think together about the legal entity, how funds are gathered and held, how budgets are built and monitored, how work is overseen and managed. We seek to do all of this consciously, and ensure parity is designed into our working structures and processes.

How we deliver day to day activities with parity – we need to ensure that as we deliver projects the roles are defined, distributed, rewarded, enabled and supported with parity in mind. We seek to manage ourselves and others with a focus upon parity and while noticing what additional conversations, processes or oversight might be needed to ensure that.

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Research and Development

Engagement with potential collaborators and contributors

- We seek to understand the need and desire for the programme by engaging with cultural workers of colour to understand their perspectives, potential contributions and needs as well as exploring the conditions/relationship/environment that they would desire to enable them to realise their ambitions in this area. We seek to understand the potential scale of need and demand. Suzanne to lead on this area, having started to create a longlist.

Engagement with potential funders

- We seek to understand the funders who might be interested in this initiative and the basis upon which they might be interested in supporting the programme, as well as the scale of support we might be able to attract. Suzanne and Richard to share leadership on this area.

Engagement with potential organisations

- We seek to understand the ambitions for change that cultural organisations have and their interest in working within this programme to create live environments for practitioners to expand and develop their OD skills and impact. Richard to lead on this area.

Three levels to our programme dedicated to Cultural workers of colour

The Executive Network for existing established OD and Change Practitioners

- This level of the programme is predominantly a skills-share model with learning sessions, co-coaching and intra-cohort support for a group of people with shared objectives and complementary skills and experiences.
- Dedicated Peer Academy Website hosting tools, resources and profiles
- SLACK channel to support discussion
- Platform to amplify impact?
- Provision of mentoring and masterclasses (for professional fees) to the Developing level
- Potential members of this cohort might include; Gaylene Gould, Hilary Carty, Samenua Seshar

The Development programme for aspiring OD and Change Practitioners

- This level of the programme as predominantly about teaching established practitioner thinking, tools and resources in order to upskill the group, and support the implementation and embedding of these new skills and practices in a practical live environment.
- Dedicated Peer Academy Website hosting tools, resources and profiles

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- SLACK channel to support learning sessions
- You Tube platform to host learning content
- Masterclasses and teaching from Executive Network members
- Potential members of this cohort might include; Annette Corbett, Joon Lyn Goh, Raidene Carter, Vicki Igbokwe, Sade Banks-Brown, Sandeep Mahal,

The Organisational Leaders programme

- We might see the programme as being predominantly about supporting existing Exec Directors, Artistic Directors and Participation Directors to hone their OD perspectives and skills for use within their organisational leadership.
- Designed for ED, AD, PD post holders of colour within the cultural sector who aspire to become more literate in OD perspectives and interventions.
- Dedicated Peer Academy Website hosting tools, resources and profiles
- SLACK channel to support learning sessions
- You Tube platform to host learning content
- Masterclasses and teaching from Executive Network members
- Potential members of this cohort might include Kully Thiarai, Kenneth Tharp, Tarek Iskander, Sara Wajid, Natasha Bucknor, Fin Kennedy, Natalie Ibu,

The hosts programme

- We might see this element of the programme as being for the leaders of host organisations (who might or might not be people of colour)
- We expect host organisations to come to the programme with a wide variety of OD challenges and provide paid work to participants on the development programme.
- The leaders and managers of these organisations get free access to a programme of professional development sessions (mirroring the programme we deliver to Leaders of colour above)
- We might see the programme as being an iterative combination of the three models outlined above.
- Dedicated Peer Academy Website hosting tools, resources and profiles
- SLACK channel to support learning sessions
- You Tube platform to host learning content
- Masterclasses and teaching from Executive Network members
- Potential members of this cohort could include; National Trust, Knee High Theatre, Coventry City of Culture Trust, National Theatre Wales, Common Wealth, Tamasha, London Sinfonietta,

Delivery considerations

- We imagine that people make it work might host the project, administer the behind the scenes work and manage the production of learning materials, resources and experiences.

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- We imagine that the cohort will be hosted, supported and guided by people of colour, led by Suzanne Alleyne (?)
- We imagine that the freelance cohort will be paid to learn and develop together
- We imagine that the programme will be accessible to people from across the UK, and that appropriate access support will be available to enable an equality of experience
- We imagine that professional care and support (including coaching and therapy as required) will be in place to ensure that participants' needs are addressed as they emerge through the learning process
- We imagine that the majority of the programme will be delivered online where that is possible
- We will explore organisational platforms (budget holders/decision making processes/leadership practices) that reflect the equity and values of the programme