

# WHAT IS RESILIENCE ANYWAY?

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A review of literature, the 'state of the nation' and views of the future to 2030

More than 1100 online responses and more than 100 in-person contributions

Commissioned by Arts Council England (all views our own)

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Co-author, *What is resilience anyway?*

**Golant Media Ventures**

Innovation for creative and cultural enterprises

 the audience agency

# WHAT IS GOLANT (MEDIA VENTURES)?

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An innovation agency working across the cultural, creative, public and third sectors

- Innovation and digital
- Resilience – enterprise & new business models
- Evidence-based decision-making – and data
- Design thinking – experience design, user-centred design

Since August 2018, the enterprise arm of The Audience Agency



# WHAT IS THE AUDIENCE AGENCY?

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A UK-wide charity

- Arts Council England Sector Support Organisation
- providing sector intelligence and audience insight to Arts Council Wales, Creative Scotland and its funded organisations

Purpose

- Helping the cultural sector to build reach, relevance & resilience through research and insight
- Giving the public a voice in shaping a vibrant, relevant culture

Audience Finder – the largest cultural engagement dataset in the world

# WHAT IS RESILIENCE?

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Your answers first

Speed writing exercise...

# WHAT IS RESILIENCE?

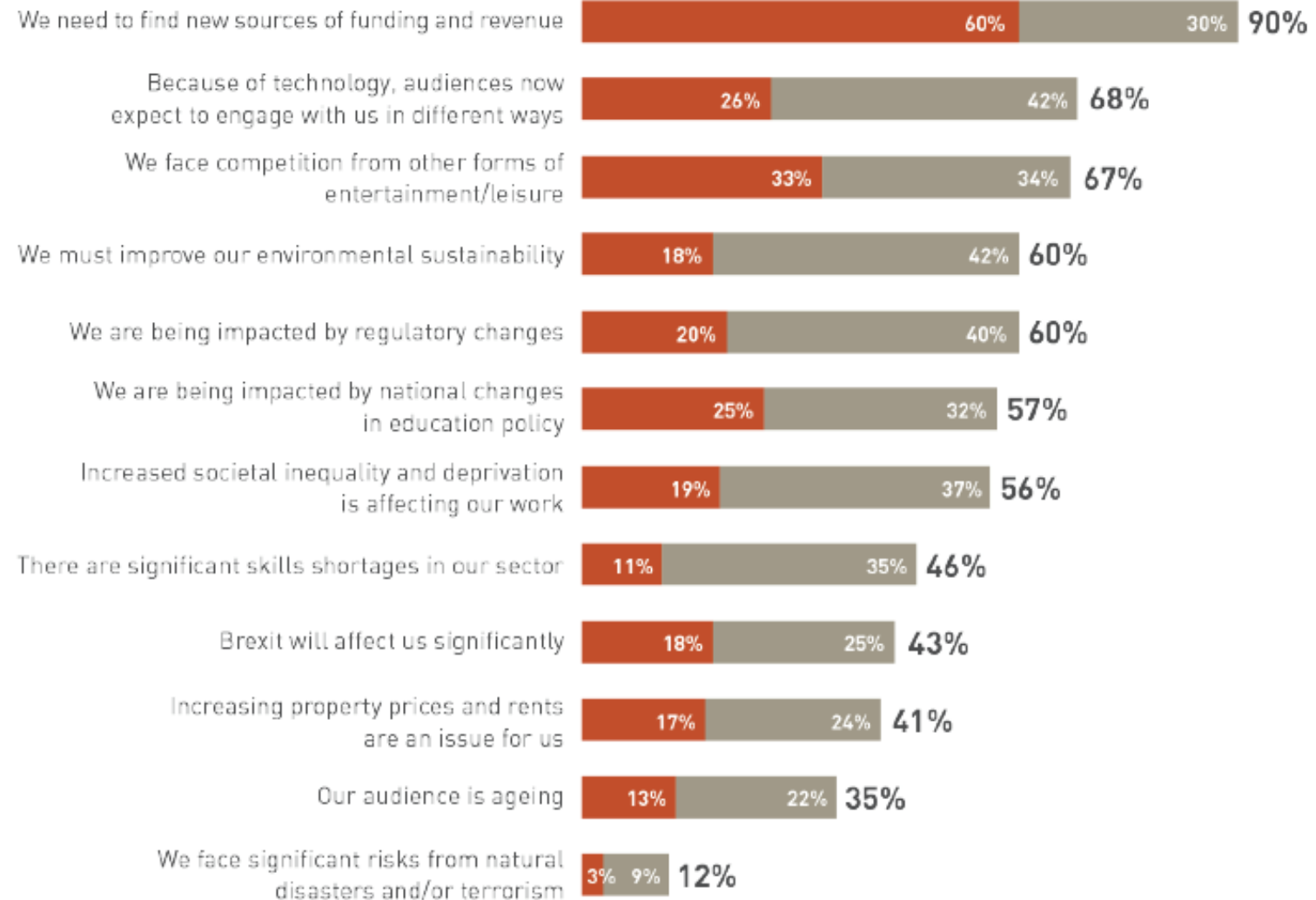
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Being able to respond effectively to changes, threats, shocks and opportunities

With two paired meanings:

- “Bouncing back” – survival, endurance, strength, returning to prior state, preserving core mission and goals (more negative)
- “Bouncing forward” – thriving, evolving, prospering, developing mission and goals in light of changed circumstances (more positive)

# RESILIENCE TO WHAT?



# RESILIENCE OPERATES ON MULTIPLE LEVELS

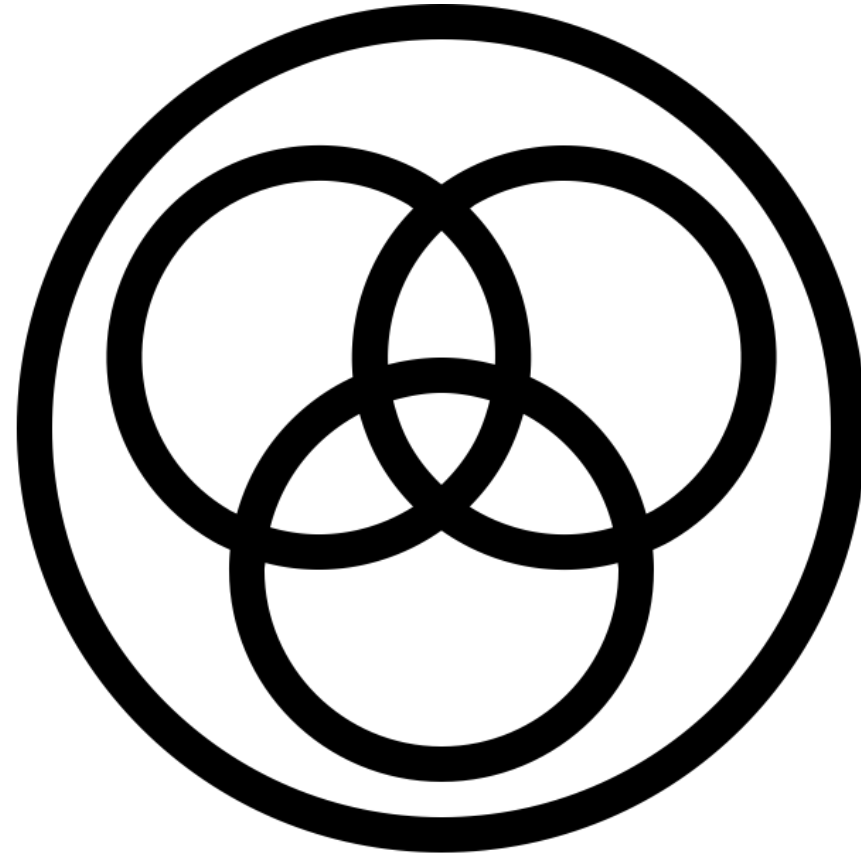
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Created by sandra  
from Noun Project



Created by Joris Hoogendoorn  
from Noun Project

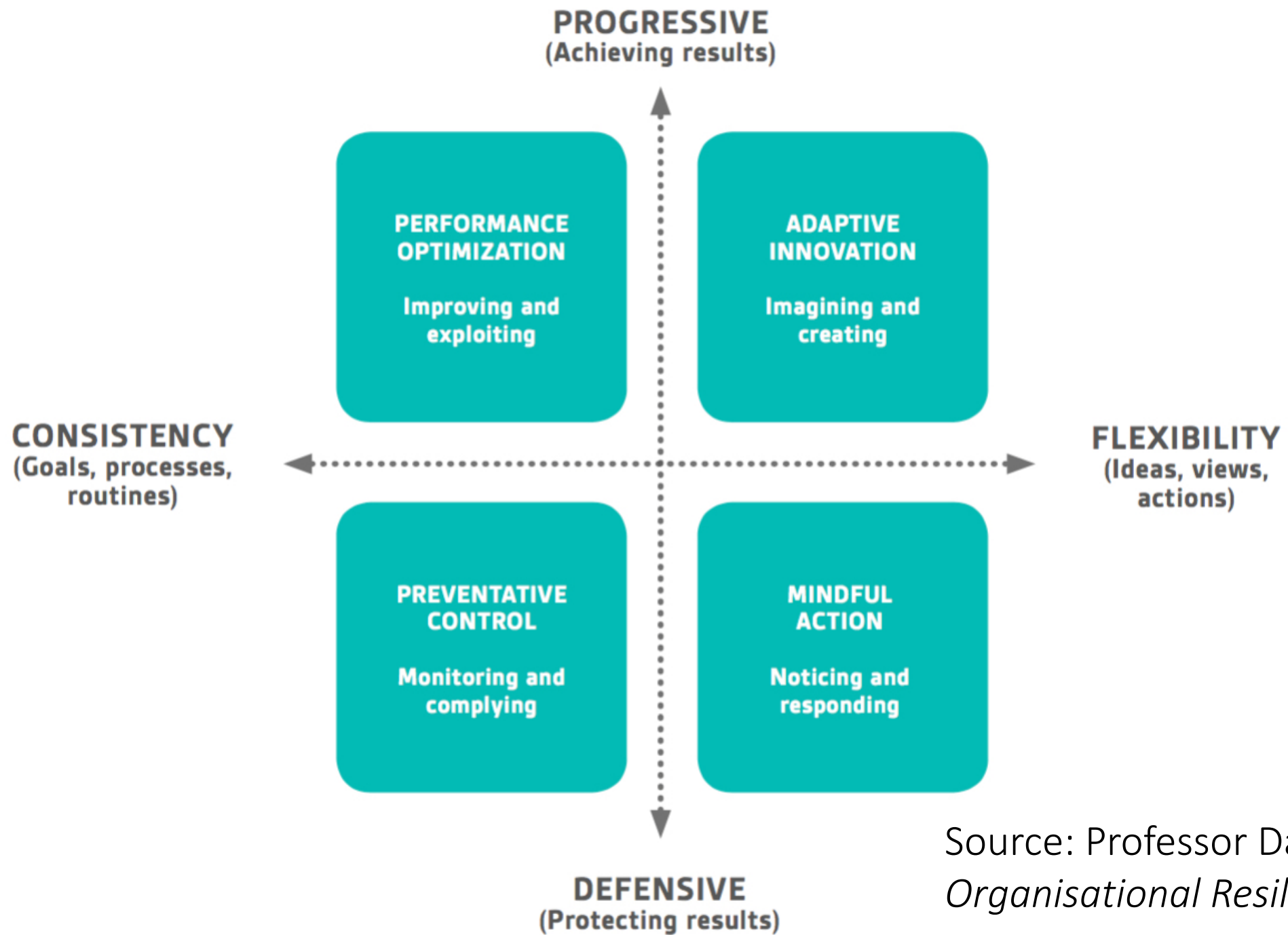


Created by Rflor  
from Noun Project

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Source: Professor David Denyer  
*Organisational Resilience*

# INTEGRATIVE/DISINTEGRATIVE

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“Performance and growth requires consistency, efficiency, eliminating waste, and maximising short-term results. Performance driven organisations tend to have clear boundaries, goals and performance measures, clear relationships between individuals, teams and organisations, strong systems that ensure consistent repetition, and a task oriented culture.”

“Adaptation requires foresight, innovation, experimentation, and improvisation. Adaptive organisations tend to have strong learning and knowledge management systems, flexible structure and an idea oriented culture.”

Source: Annabel Jackson Associates, *Ideas on conceptualising resilience* (2010)

# CAN YOU SPARE SOME CHANGE?

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EmcArts, *Somewhere Becoming Rain: Adaptive Change is the Future of the Arts*

- Organisations have shared assumptions and paradigms about the world – but these are also the traps they get stuck in
- “Achieving innovation... depended not on seeding the field with new ideas, but on addressing the endlessly recurring hurdle of how to get traction for the best of those ideas.”
- “The confusion between creativity and innovation leads to the false belief that innovation, like lightning, strikes uncontrollably and randomly, and therefore cannot become a genuine institutional capacity.”
- Attempts to innovate get eroded by “busyness” very quickly – unless embedded in a “robust program framework”

# Responding to change

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- “Understand and be quick to respond to technological changes”
- “Responsive - to changes in the external environment”
- “How it responds to change - ability to think the unthinkable, more than just “new ideas”
- “Looking outside its day-to-day to the wider world and the changes happening there”
- “Has the capacity to learn about external changes and can share these across the organisation”
- “Keeping pace with changes in the external environment (e.g. digital change?)”

# What else...?

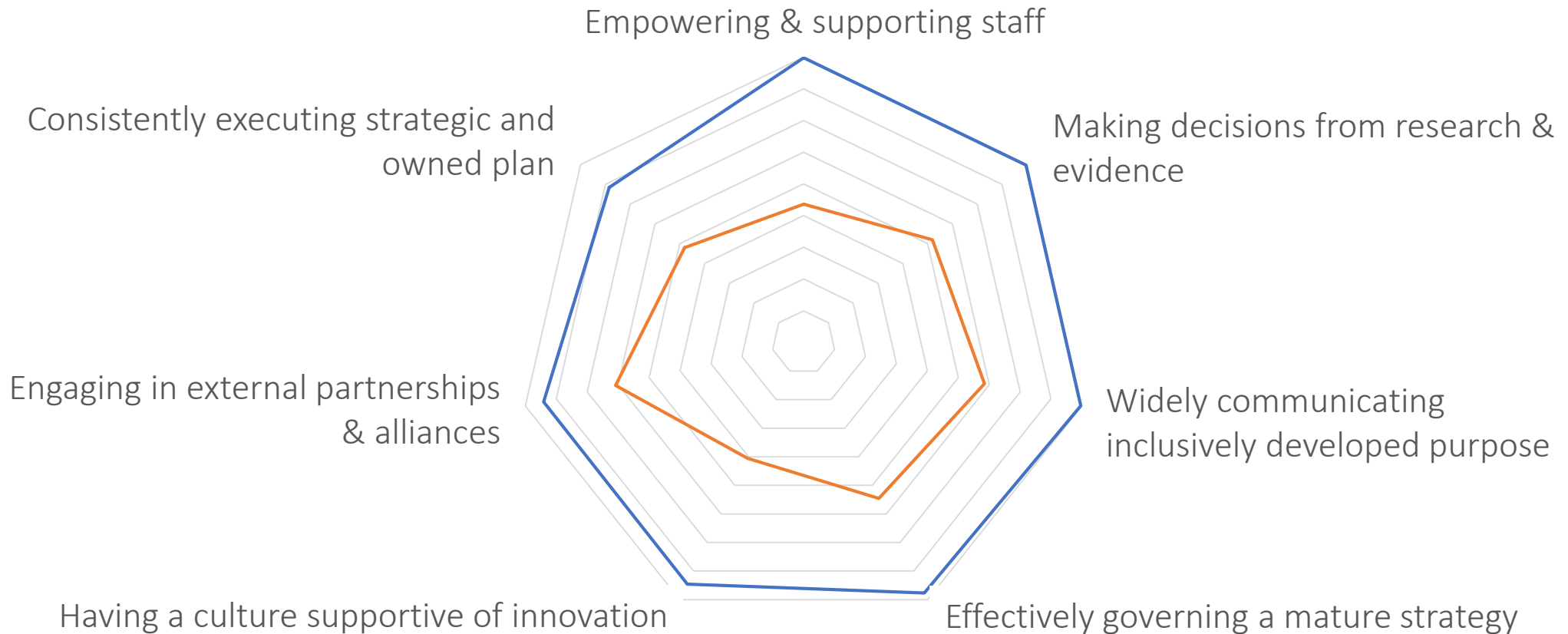
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- “Ability to say no to Artistic Director”
- “Strength to stick to artistic or social purpose despite funder demands”
- “Is not afraid to challenge funders/policy makers”
- “Questioning the inbuilt assumptions of powerful players in the sector”
- “Guts”

And for what it’s worth:

- “Most of the [behaviours you suggested] are the kind of arts-bollocks spoken by people who like to talk about resilience!”

# BEHAVIOURS THAT BUILD RESILIENCE



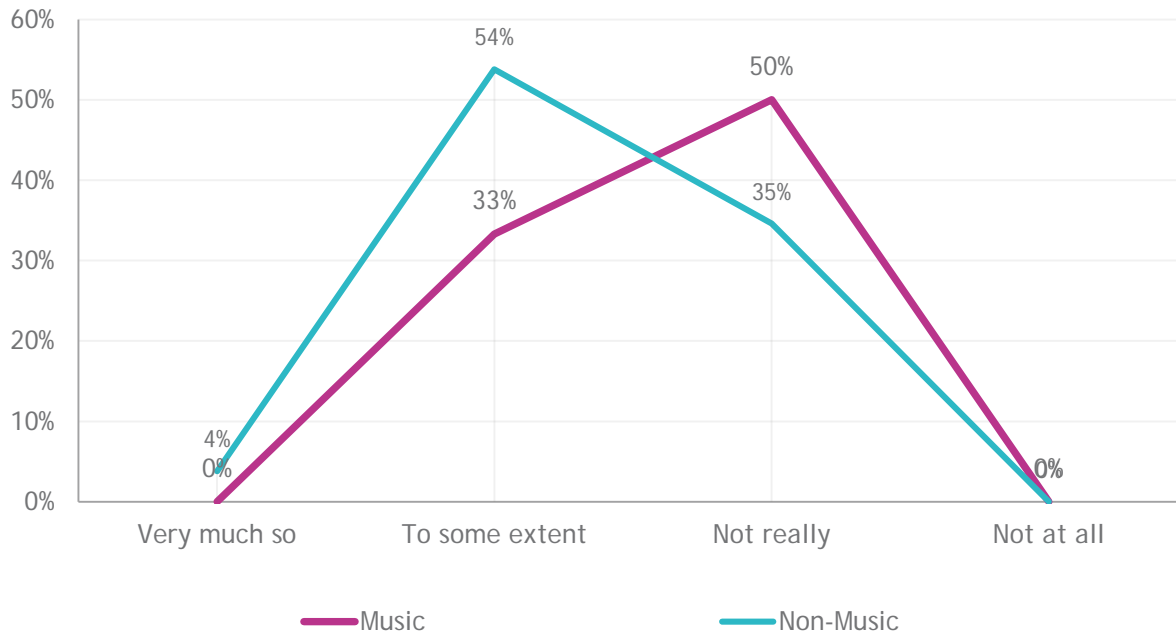
Key: ● Importance ● Adopted in own organisation ● Adopted in sector

# BEHAVIOURS THAT BUILD RESILIENCE

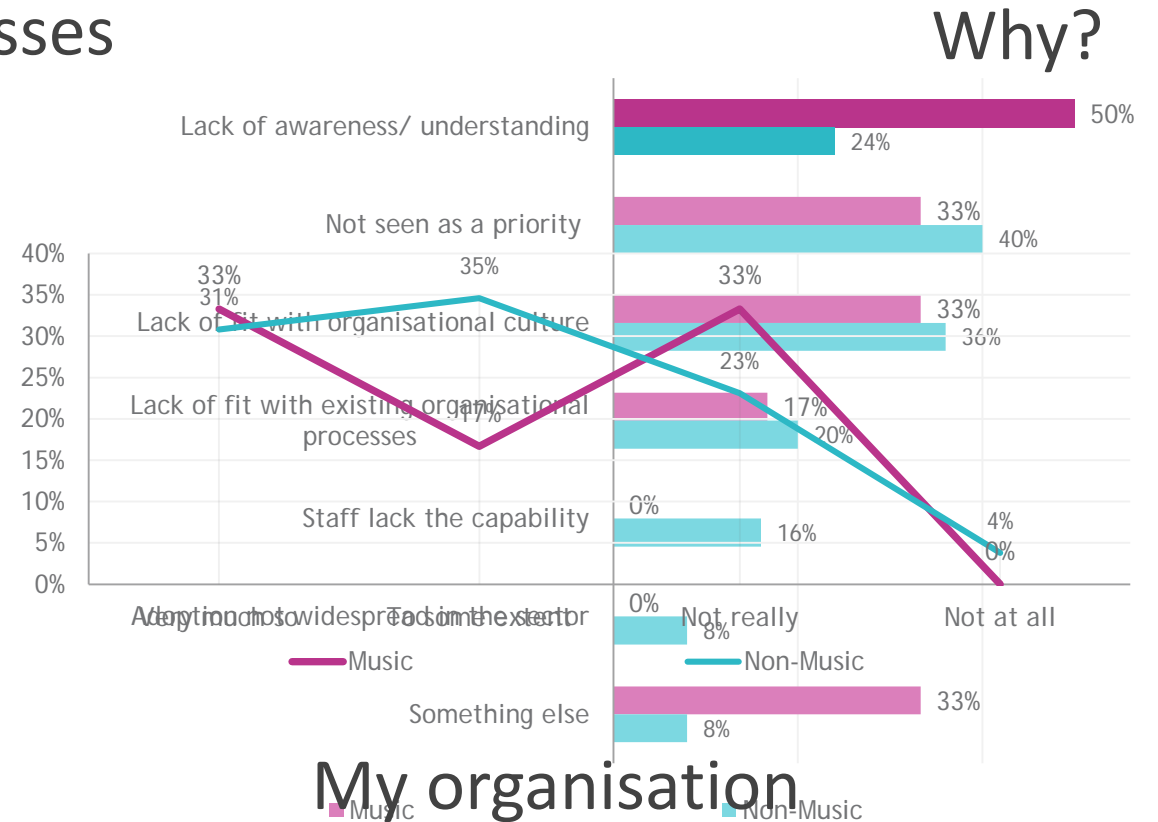
RESILIENT BEHAVIOURS	HIGH IMPORTANCE	HIGH ORGANISATION ADOPTION	HIGH SECTORAL ADOPTION
Respond to the needs of audiences, customers, visitors, users...	83%	32%	14%
Make the most of assets	83%	30%	9%
Allocate resources to staff development	66%	18%	3%
Diverse portfolio of product offerings, services and income streams	61%	38%	10%
Take part in a range of networks	58%	54%	30%
Consistent processes	35%	31%	3%

# WHERE IS MUSIC DIFFERENT?

## Creating and following consistent processes



### Other organisations

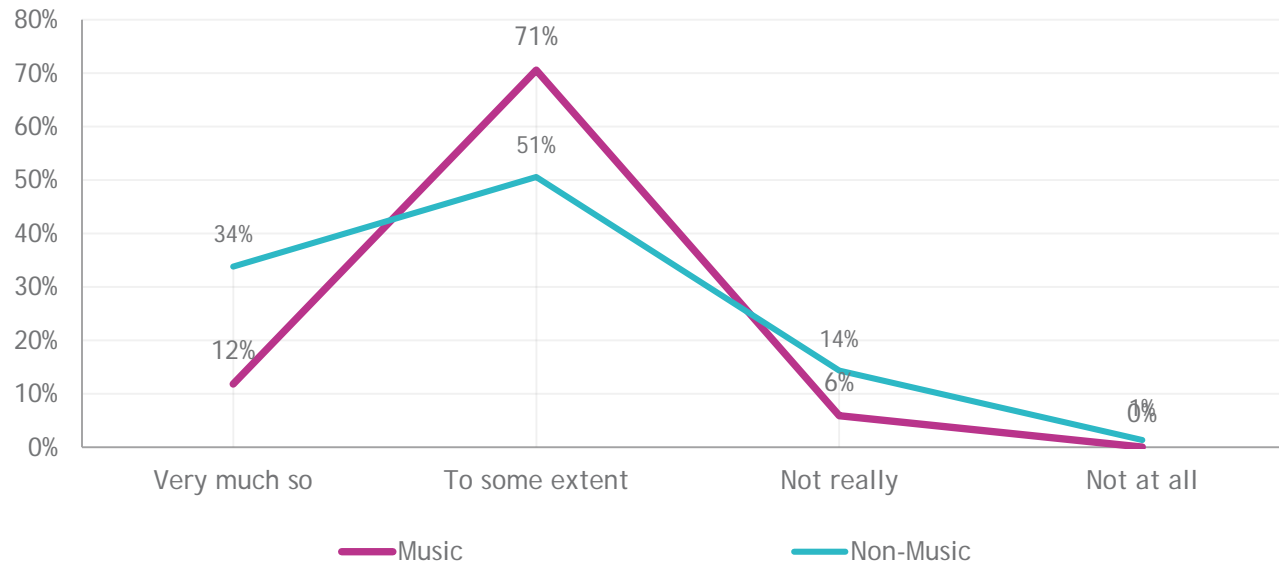


### My organisation



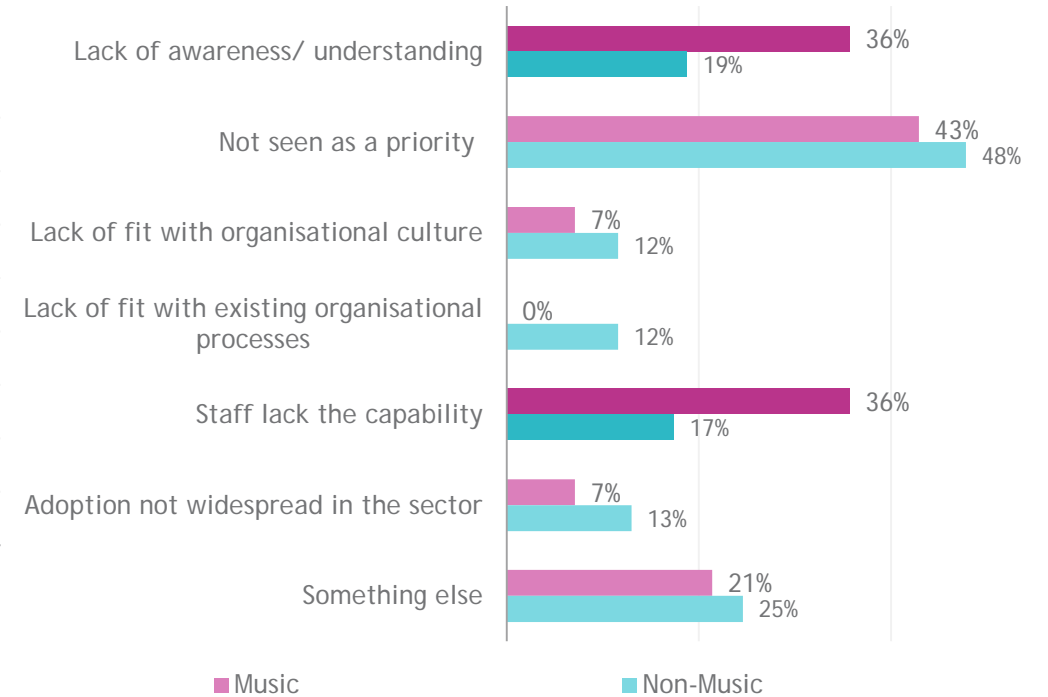
# WHERE IS MUSIC DIFFERENT?

## Taking part in a range of networks



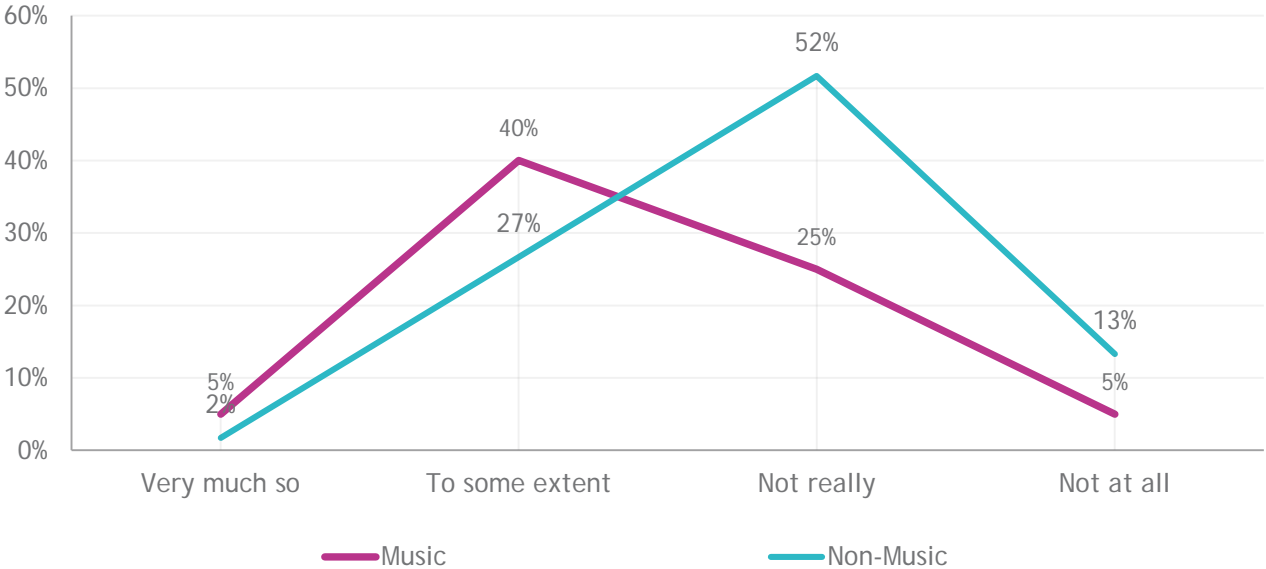
## Other organisations

## Why?



# WHERE IS MUSIC DIFFERENT?

## Allocating resources to staff development



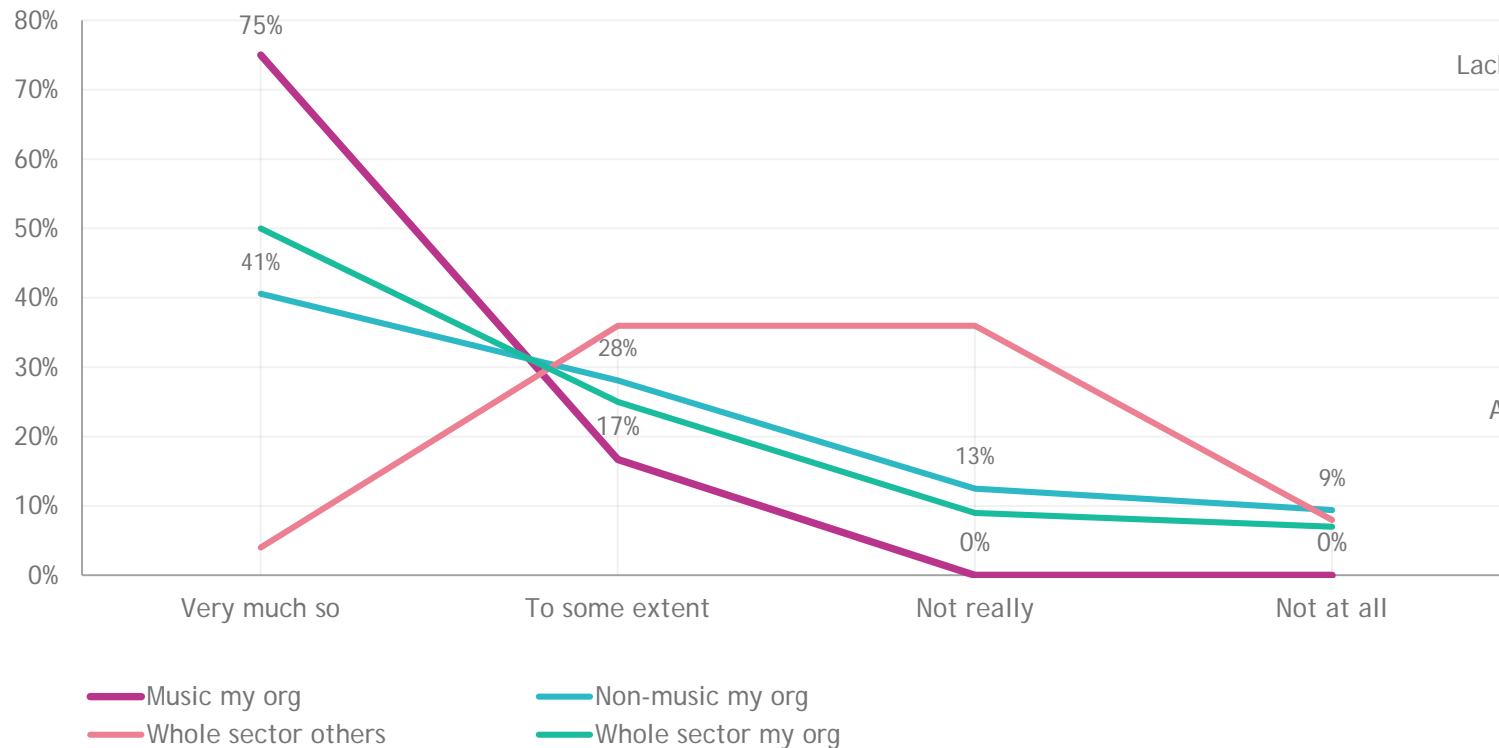
Other organisations

Why?

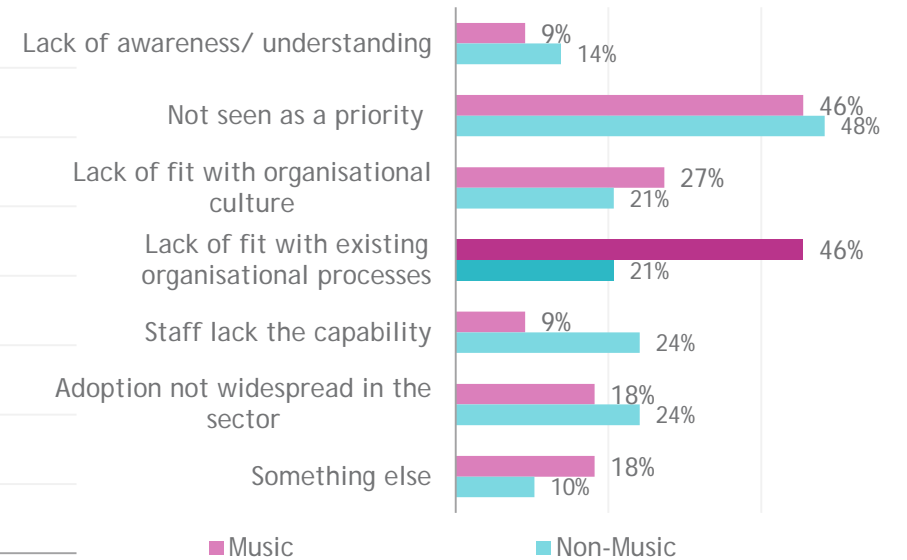


# WHERE IS MUSIC DIFFERENT?

## Making management accessible to staff



## Why?

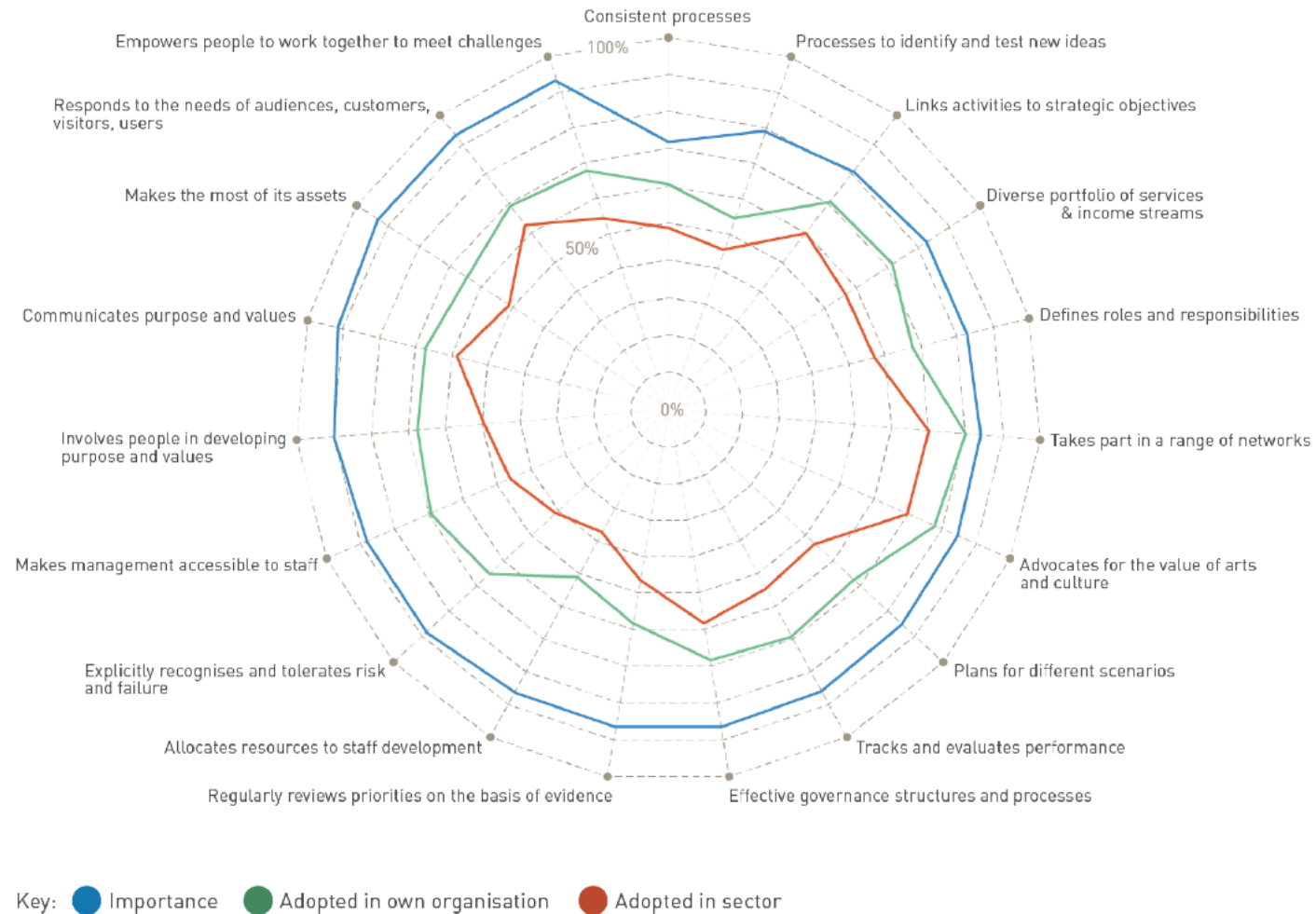


# DIFFERENT UNDERSTANDINGS OF RESILIENCE

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- Senior staff (CEO/Director/Senior Management/General Manager) far more likely to think resilient behaviours adopted in their organisation
  - ‘Creating and following consistent processes’ – 60% of senior staff said this had very much been adopted, compared to only 22% of other staff.
- Senior staff more likely to be 'very familiar' with resilience (47% v 27%)
- Staff in non-profit organisations more likely to be 'very familiar' with resilience (37% v. 30%)
- Staff in large organisations much more pessimistic about their organisation's adoption of certain behaviours – and not all about the difficulty of working and collaborating at scale

# SELF-ASSESSMENT OF BEHAVIOURS



# LONG-TERM THINKING

Resilience is about the future

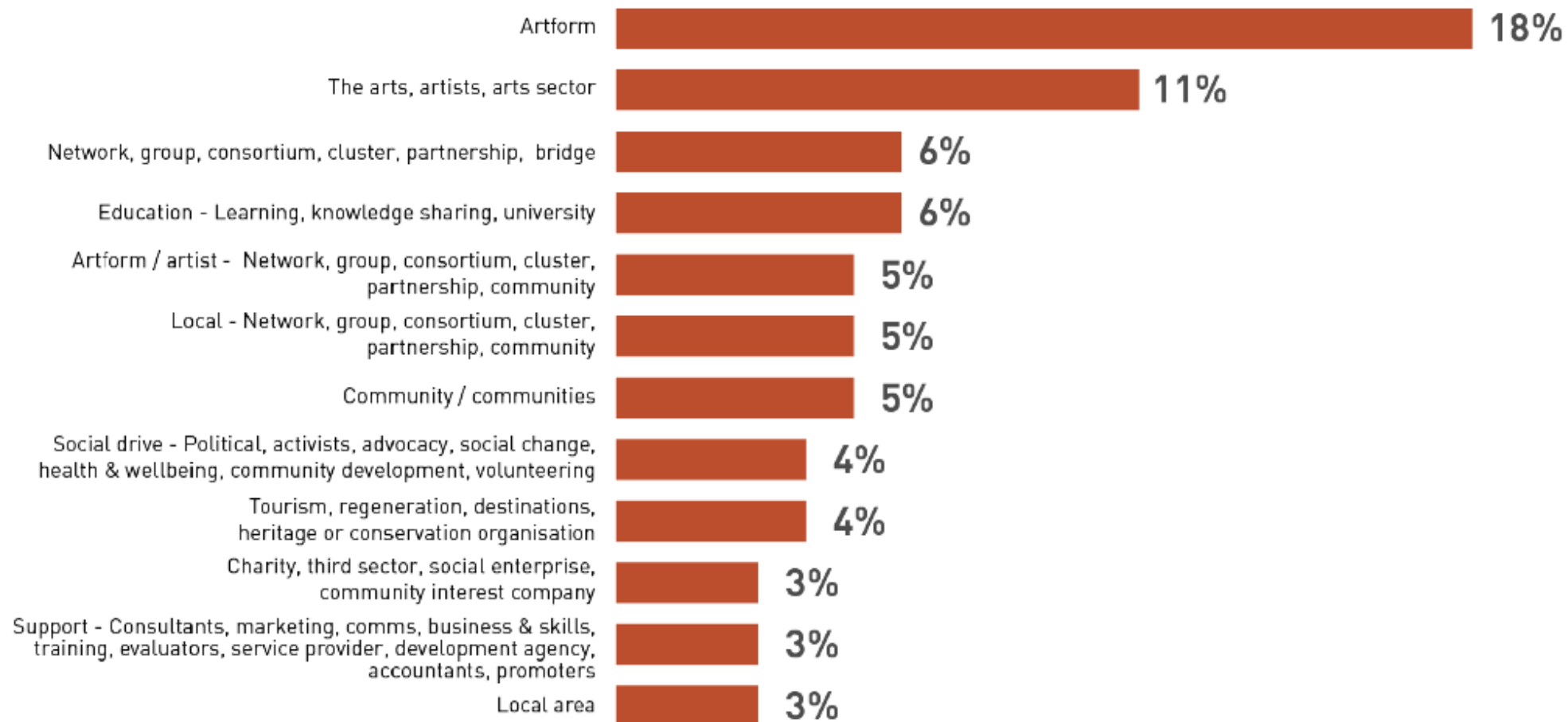
We recommended

- regular horizon-scanning for the sector
- developing scenario planning capacity in policymakers/leaders

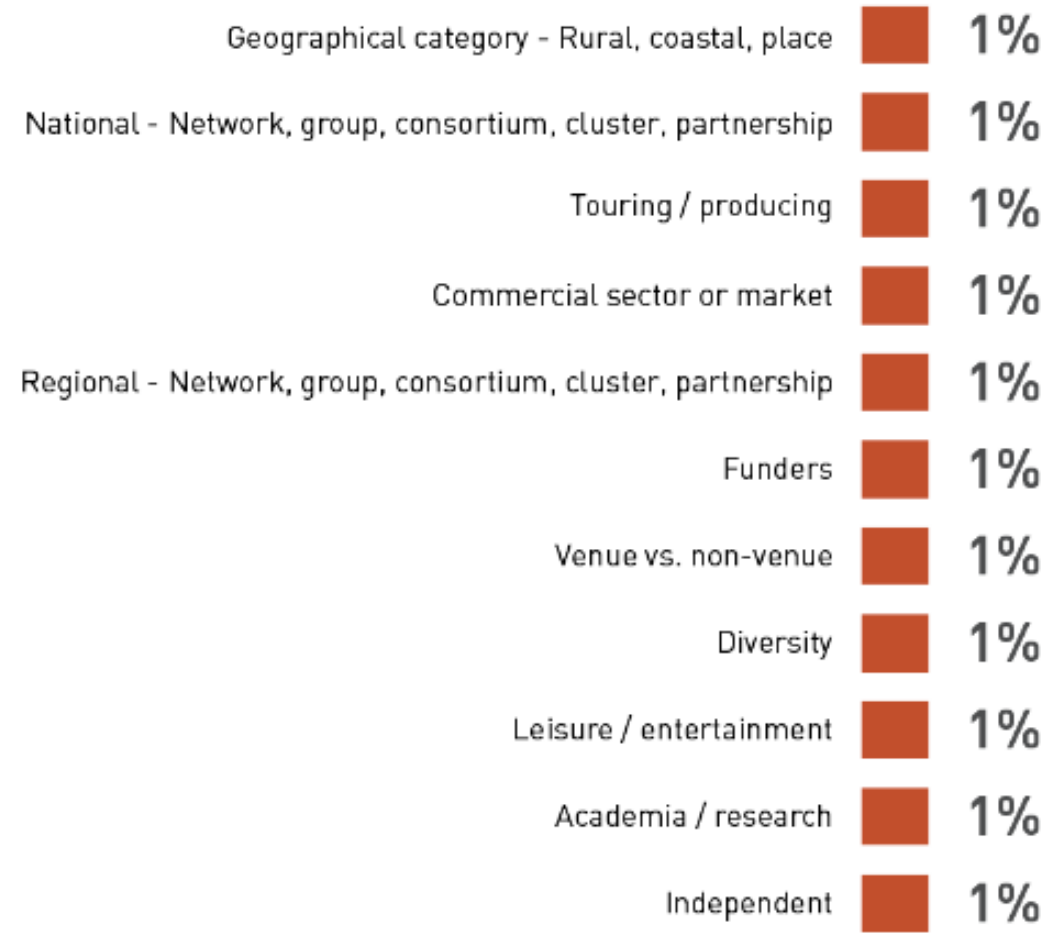
Combined score	Ranking	Topic
20.00	1	Brexit
19.00	2	Changes to behaviours/habits/society resulting from digital technologies
12.00	3	Climate change/environmental sustainability
12.00	4	Rise of populism/extremism/religion
6.00	5	Austerity and breakdown of capitalism
5.33	6	Changes to payment mechanisms
5.00	7	Growth/rise of experience economy
4.33	8	Antibiotic resistance

Most significant external factors impacting on cultural sector, *What next for resilience?* A conference of 70 leaders from the cultural sector, Birmingham, Jan 2019, in association with Culture Central and Birmingham Hippodrome

# WHAT IDENTITY GROUP ARE WE IN?



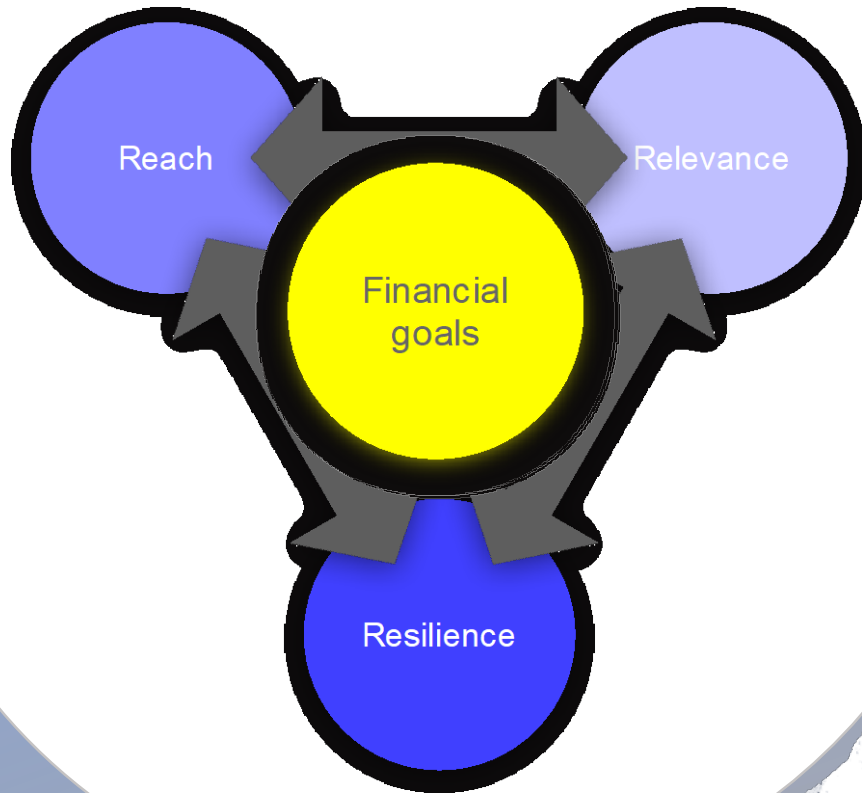
# WHAT IDENTITY GROUP ARE WE (NOT) IN?





# THE 3 RS – A HOLY TRINITY?

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Resilience **depends** on reaching people and providing relevant experiences, services and products

But without resilience you don't get **continued, long term** achievement of reach and relevance (and thereby mission)

And you don't get to be resilient **just** by having a bold mission, artistic excellence, experienced by many, delivering public benefits...

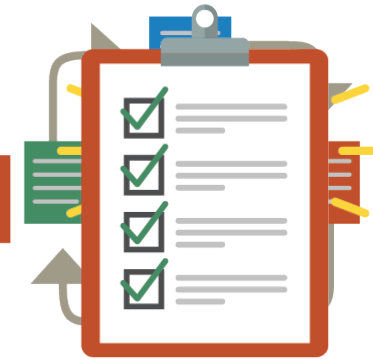
# DOING THE BORING STUFF

Reducing costs in ways that don't reduce resources or impact  
 Investing in innovation – decision-making, strategic focus & pruning strategically working and systems  
 Shared services, procurement, resources, systems

Smart use of digital and data beyond marketing, e-commerce & the art

54%

12%

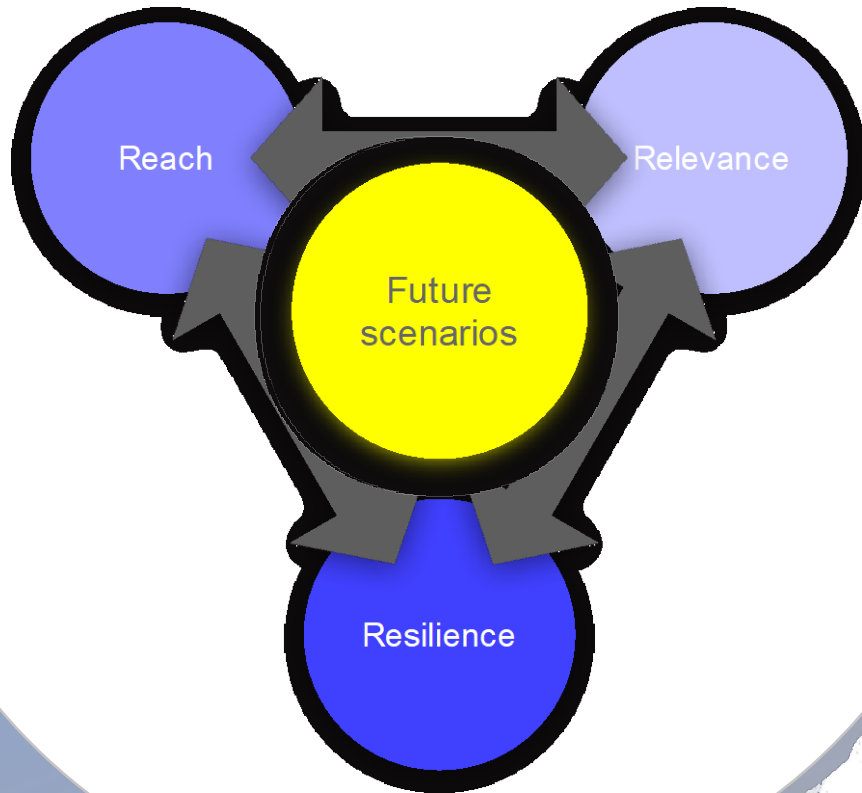


Creating and following consistent processes, linking each activity to strategic objectives, testing and implementing new ideas

Key: ● Very important ● Very much adopted in the sector

# UNCERTAINTY AND RISK-BASED FUTURE SCENARIOS

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Co-design, co-creation of...

- Mission
- Programme (artistic, learning)
- Funding priorities/decisions
- Cultural policy & strategy

# WHAT NEXT FOR YOUR RESILIENCE?

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1 thing to do this week

1 thing to do by end July

1 thing to do by end of 2019

# WHAT IS RESILIENCE ANYWAY?

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Thank you!

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