

CONFIDENTIAL

Leaders for Culture Change – a personal invitation to join the new 2025 cohort

"Leaders for Culture Change has been a transformative experience - providing a strong cohort of theatre leaders who all embrace the ambition to keep growing their practice and making real change."
Katie Town, Executive Director, Theatre Royal Wakefield

You know leading change is exhausting, stressful and lonely at the best of times. And now is far from the best of times.

Data Culture Change and Galanthus Group's **Leaders for Culture Change (LCC)** programme is here to be your strategic support and spur. We bring together committed peer leaders, industry experts, evidence-based strategic solutions, and a structured growth path. We will help you cut through the chaos of competing organisational demands to simplify and fortify your strategic focus.

Over the past two and a half years, the LCC programme has provided senior theatre leaders with strategic insight, practical tools, and a high-value forum for collaboration and business development - helping them drive meaningful change. Unlike traditional learning and development programmes, LCC is a targeted business initiative designed to enhance leadership excellence, foster cultural transformation, and improve financial performance.

LCC has attracted a broad range of contributors from inside and beyond the cultural sector. Recent guest speakers and provocateurs have included:

- Kevin Coleman, Head of Diversity & Inclusion, BBC Studios
- Amanda Parker, Founder, Inc Arts UK
- Neil Darlison, Director of Theatre, Arts Council England
- Mark Davyd, Chief Executive, Music Venue Trust
- Alistair Smith, Editor, The Stage
- Mark Dakin, Tait

In a cohort of no more than 15 Chief Executives and Executive Directors, this boutique peer learning programme with optional coaching is designed to support your personal and organisational growth and help you make more effective decisions that lead to lasting change.

'This programme has helped my confidence as a relatively new leader, alongside a new group of peers I can learn with, new perspectives and tools to help me grow as a leader at a key point in my career.'
Laura Elliot, Chief Executive, Belgrade Theatre

The New Programme

The programme is structured around:

- Four day-long in-person 'Gatherings' at a central London location (10am-6pm)
- Four between-Gathering online coaching and accountability sessions to support practical implementation of leadership tools and shared learning
- Additional optional online sessions to discuss topical shared concerns

The philosophy of the programme is that culture shift is not a 'nice-to-have' - it is a fundamental driver of business success. When culture is aligned to strategy, decision-making, team performance, and audience experience all improve, ultimately lifting financial performance.

This programme is designed with that in mind: by embedding leadership tools and mindsets, we will ensure that culture shift translates into measurable business outcomes. By benchmarking cultural and organisational indicators at the start and end of the programme, we will track tangible shifts in leadership effectiveness, team cohesion, and operational impact.

To ensure the programme delivers meaningful change, we will implement a **structured impact measurement framework**:

- **Pre-programme baseline survey** to establish the current cultural and organisational landscape ('Culture P&L')
- **Working Genius leadership diagnostic** for all participants before the first Gathering, with support for rollout to management teams after the first session
- **Ongoing tracking of leadership development and culture shift**
- **End-of-year Culture P&L survey** to measure progress and determine next steps for ongoing development

Programme Components:

1. **Strategic Leadership Tools:** Each Gathering will introduce and embed a new leadership tool to support strategic thinking, business effectiveness, and culture transformation.
2. **Expert Presentations & Provocations:** Each Gathering will feature presentations from leading industry experts, specifically selected to address the cohort's current priorities and focus. Experts will be carefully chosen from the local region and wider sector to reflect the challenges and opportunities relevant to participants, ensuring the sessions are tailored and highly impactful. Through targeted discussions, case studies, and provocations, these expert contributions will support participants in addressing strategic questions, fostering innovative thinking, and developing practical, applicable solutions to organisational change and cultural leadership.
3. **Peer Learning & Collaboration:** Cohort members, drawn from diverse theatre organisations, will collaborate to explore challenges, share experiences, and develop collective solutions. A key strength of this programme is its deliberate inclusion of leaders from venues of varying sizes, regions, audience demographics, and operational contexts. This diversity ensures robust peer learning and fresh perspectives, enriching discussions and equipping participants to effectively address unique local challenges whilst benefiting from the broader organisational context.

The standard price for the 2025/26 programme is **£1,500 plus VAT**, based on a minimum of ten participants. Payment terms are flexible.

Selecting the Cohort

Applicants must sign up to the Leaders for Culture Change Manifesto. It represents a shared commitment to fostering inclusive, equitable, and sustainable change within the arts, both personally and organisationally, encouraging more and a wider range of people to have a meaningful role in shaping the future of the sector.

Recruitment for this Cohort is targeted at performing arts organisations around the UK. Whilst we understand the benefits of a group of leaders that are facing similar opportunities and challenges, there is also a risk of feeling that there are competitors in the room. For that reason, we will not accept applications where a 'confirmed' Leader believes there is a conflict. The earlier you apply, the more likely you are to have a place confirmed.

'Leaders for Culture Change has provided an invaluable forum to explore the challenges and solutions desperately needed across the sector. It has also provided me with the skills to deliver impactful and sustainable positive change.'

Steve Sargeant, Theatre Director, Beck Theatre

2025/26 Gathering Dates

- 19 September 2025
- 11 December 2025
- 13 March 2026
- 5 June 2026

All 10am to 6pm at a central London location.

4 July 2025

**DATA
CULTURE
CHANGE**



**Galanthus
Group**

Empowering Leaders | Transforming Culture

Leaders for Culture Change: Our Manifesto

Why Change is Crucial:

The arts and culture sector has always been a powerful force for transformation, capable of inspiring creativity, uniting diverse communities, and fostering meaningful connections. At its best, the arts can break down barriers, create shared experiences, and shape the identity of places, playing a crucial role in the social and cultural fabric of our society. From bringing people together in celebration to challenging us to think differently about the world, the arts have the unique ability to shape our communities, promote social cohesion, and strengthen a sense of belonging.

However, despite this transformative power and the ever-increasing need for cohesive communities, the sector still faces significant challenges. While it has the potential to be a truly inclusive space, inequalities in access to funding, leadership roles, and decision-making processes continue to hinder the full realisation of its potential.

For too long, much of the cultural sector has been shaped by a narrow set of values and a select few voices. This has created a landscape where groups can be excluded from the transformative power of the arts. We believe the sector's future depends on how we work together to address these inequalities and ensure that the cultural sector becomes a shared space for all.

Making Change Happen:

Change begins with each of us. We seek transformation at three levels:

1. **Me as a Leader:** Leadership begins with self-reflection and the willingness to learn. By looking inward, we can better understand our own role in perpetuating or challenging the status quo. Personal development and growth are crucial to lead the kind of change we want to see in the sector.
2. **My Organisation:** Cultural organisations must be places where inclusion is an embedded part of the operating system. We need to continuously assess our policies, practices, and approaches to question how we create space for diverse voices and ensure equitable access. This is an opportunity to reframe how we operate and make meaningful strides in diversifying the work we produce and the teams we build.
3. **The Sector as a Whole:** Lastly, we must look beyond the individual and the organisational to the sector at large. This means working for change at a systemic level, including an equitable distribution of funding, decision-making, and resources. Creating lasting sector-wide change requires a collective effort, with each individual and organisation contributing to a more inclusive cultural ecosystem.

Our Commitment:

As part of the Leaders for Culture Change programme, we are committed to supporting one another in this journey. We understand that meaningful change requires personal commitment, organisational growth, and a willingness to engage with the sector in a way that questions the status quo. Our goal is to ensure that the arts and culture sector becomes a space where everyone feels they belong and can participate meaningfully.

We are ready to invest in our own growth, strengthen our organisations, and be part of sector-wide change.