



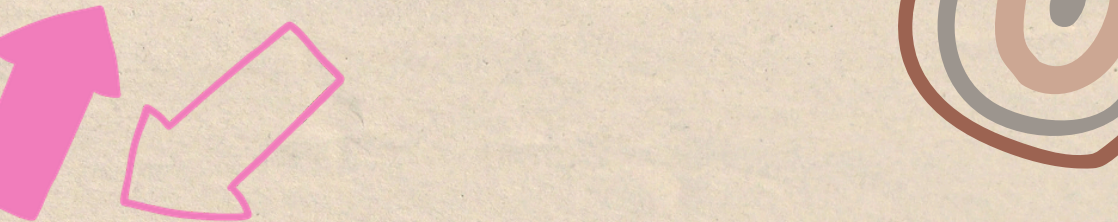
**A NEW
DIRECTION**

We create opportunity

**Space for
Exchange**

Reflective Workbook





Space for Exchange is a CPD programme between peers that offers the opportunity to come together and explore the nature of cultural education leadership.

The pilot's overall aim is to develop insight and practice with a focus on:

- What are cultural educators?
- How do they develop their practice and as leaders?
- What does good practice and leadership look like in cultural organisations?
- How do children and young people benefit from it?

A New Direction aims to help you critically reflect on your personal practice and thinking so as to support meaningful learning and cross-cultural professional development. The process is designed for you to **extract insight** and **take purposeful action**, in order to **enhance your practice**, and to take that learning to the organisation you work for. We will then listen to and build upon your experiences, in order to develop thinking and practice across the sector.

This reflective workbook is designed to guide you through the exchange process with your pairing, but feel free to use whichever feedback-recording mechanism suits you best – audio/video diary, blog, journal, notes etc. There will also be creative and collaborative response-sharing during the final plenary session, with all partners in attendance.

THE EXCHANGE PROCESS

There should be four meetings - two visits from each Partner to the other, of ½ day duration – ideally encompassing a mixture of 'operational/office-based' and 'practice-based/on-site' experiences.

PROGRAMME OVERVIEW

Whole group Session (page 3)

First visit (Partner A) (page 9)

Second visit (Partner B)

Optional Check-in call

Optional Creative Encounter (page 15)

Third visit (Partner A)

Fourth visit (Partner B)

Plenary session

WHOLE GROUP SESSION

A New Direction have designed this programme for participants to have the time and space to reflect on their practice and future approaches.

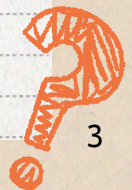
As you get started on this exchange, take a moment to think about the following:

- **What are your thoughts?**
- **Where are you at the outset?**
- **Do you have any hopes or expectations?**

Note.

NOTES

Use this space to write down your thoughts and reflections during and after the first session





GETTING STARTED

MYSELF

Following the Introductory Session, take some time before your first visit to consider the following questions, and record your answers:

- **Professionally, why do you do what you do?**

(Is it what you're happiest doing? Is it financial reward? Do you see it as 'worthwhile'?)

- **What led or influenced you to seek out this career?**

(Were there 'moments in time'? A person who influenced you? A creative/cultural turning-point?)

- **How do young people benefit from your work, and how do you know?**

(Is this insight gained from feedback, and/or data, and/or observation from young people or colleagues?)

- **What are the most important aspects of what you do?**

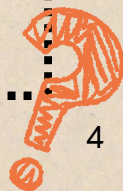
(Are there elements that you deem more useful/impactful than others?)

- **Professionally, when and where do you learn from others?**

(Is this casual, or are there structured learning programmes? Do you take part in any mentoring, as a mentee?)

- **What stops you from achieving better outcomes, within both your own practice and your organisational role?**

(Time? Limitations of your role? Organisational structure?)

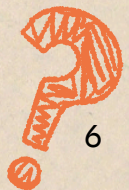




GETTING STARTED MY ORGANISATION

- **What is the mission of your current department/programme/organisation?**
- **Where is it successful?**
- **When and/or where is that mission compromised?**
- **What would you love to add to/improve about the work?**

Periodically, refer back to these answers, using them as a touchstone throughout the Exchange process.





THE EXCHANGE VISITS

Before hosting a visit, consider 'what am I showing my Partner, and to what purpose?'; and, as appropriate, ensure the co-operation of your colleagues and young people in order to facilitate an interesting and productive visit for your Partner.

Each meeting should finish with a feedback session, during which Partners can share their observations and experiences in relation to their own and each other's Programme goals; discuss future visits; and (if appropriate) highlight potential new areas of exploration.

Immediately prior to each meeting, please consider:

- **What am I hoping to find out from this experience?**
- **What are my expectations?**
- **Are there any potential challenges for me?**





THE EXCHANGE VISITS

For each meeting, please record:

- **What happened & what do I take from it?**

(Where was I? Who else was there? What occurred? What did I do? What was my learning?)

- **Was this a familiar or new situation? If so, what were my immediate responses?**

(Were there any moments that immediately stood out for me? Why?)

- **Were young people – implicitly or explicitly – involved in this experience? If so, how?**

- **Why was it important for me to experience this?**

- **Was there anything that surprised or challenged me? What does this reveal about my assumptions, values, or practice?**

(What did I learn about myself, my practice, my role as a cultural educator, and/or different organisational approaches to cultural engagement or education?)

- **What happens now (in the short-term)?**

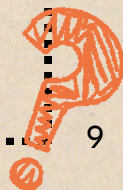
(How will this experience affect my current practice?)


- **Are there knowledge or tools that I can take back to my own practice, or organisation?**

- **How will young people benefit - implicitly or explicitly - from my learning?**

- **How will I share this learning with others?**

- **For my next Exchange event, is there anything that I want to explore further?**





CREATIVE ENCOUNTER

You're invited to connect and exchange ideas with your partner in a different space.

The aim is to take some time to play, explore and reflect with your exchange partner in a new environment. This can be attending an online workshop, attending a free event, visiting a cultural venue together.

List three activities that support your creativity:

- 1.
- 2.
- 3.

- **What do you need to support your ability to plan & collaborate?**
- **Highlight a creative encounter that has inspired or supported you.**





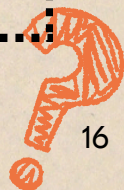
MY LEARNING

Before the final plenary, please think about:

- **What changes can I bring to my own practice or organisation?**
- **Are there other partnerships or continued collaborations that I can pursue?**
- **Do I need further support or resources to implement what I've learned?**
- **What will I do differently next time I work across cultural or organisational boundaries?**
- **Are there steps that I can take to develop reflective practice within my own team?**

And, thinking back to the post-Introduction question of 'What, or who, led you to do what you do as a cultural educator?':

- **What are the barriers and/or opportunities for the next generation of cultural educators?**
- **At this stage, do you think that there is anything that you/your organisation can do to enable better career paths or practice-development for them?**
- **How could A New Direction facilitate better outcomes for cultural educators?**



A NOTE ABOUT THIS REFLECTIVE PROCESS

This **Reflective Practice** programme is adapted for the cultural sector from a framework first developed by **John Driscoll**, initially for use in healthcare settings - you can examine it in a bit more detail in the University of Edinburgh's very handy toolkit (using the QR code below). It explores a number of different reflective processes

One other framework that might be useful for you and has been widely used by teachers – within, for example, the Artsmark programme – is known as **Kolb's Reflective Cycle**. You can watch a short video-explainer of that framework using the QR code below.

QR CODES



**University of
Edinburgh's toolkit**



**Kolb's Reflective
Cycle**



SPACE FOR EXCHANGE

A New Direction ran a peer learning programme 'Space for Change' for four years and each cohort voiced the importance of sharing, learning and reflecting with peers. We noticed the challenge for cultural educators to carve out a space to network and the lack of flexible opportunities to gain firsthand experience of different leadership cultures and creative practices.

This pilot is a response to the need for diverse and nuanced CPD for leaders that fosters connection, inspiration and improvement of their practice.

The outcomes of the exchanges for both leaders and organisations will be disseminated by A New Direction and provide increased insight into the leadership skills and organisational strategies inherent in making "good work".

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