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SESSION REPORT

554

Salzburg Global Forum for Young Cultural Innovators II



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Session 554

Salzburg, October 17 to 22, 2015

Salzburg Global Forum for Young Cultural Innovators II

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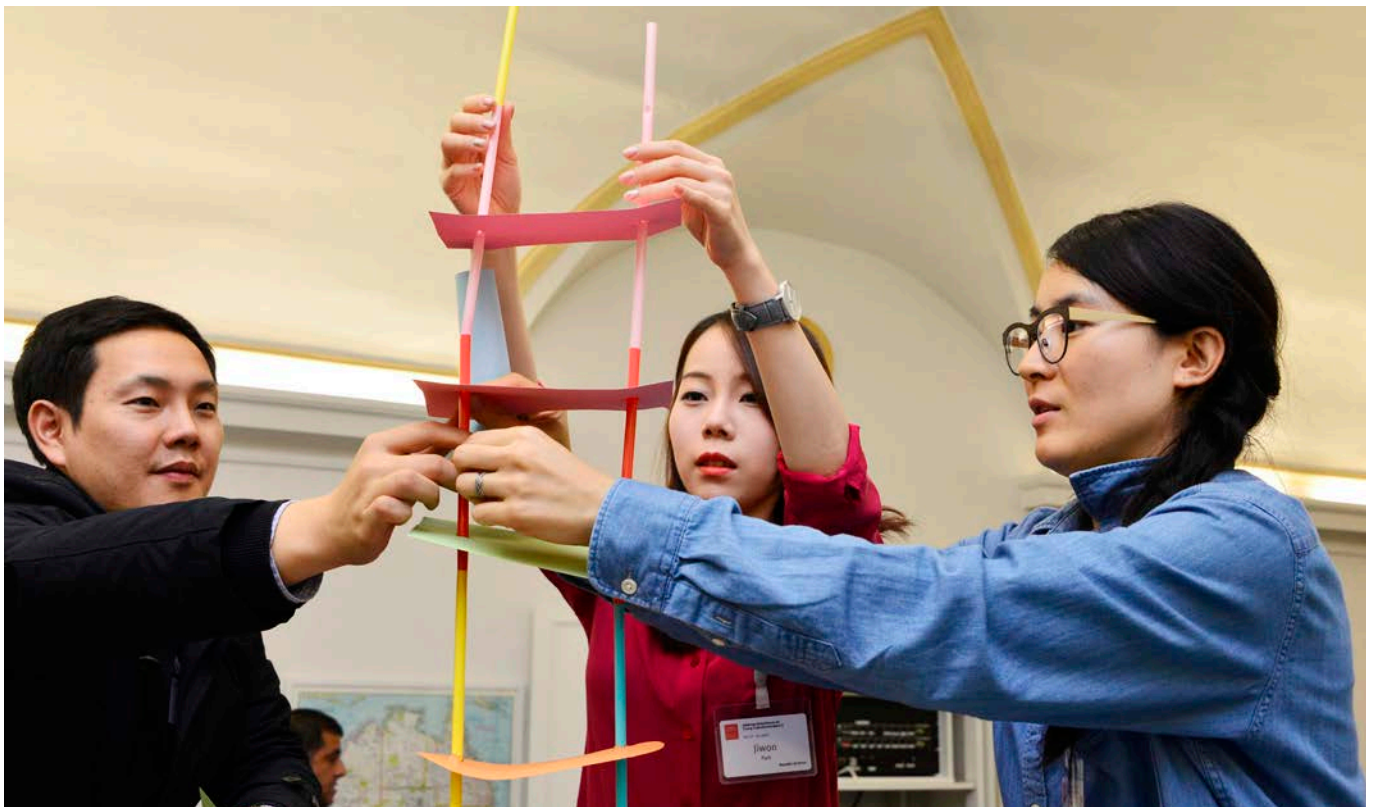


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Introduction

The Salzburg Global Forum for Young Cultural Innovators (YCI Forum) is an annual series of Salzburg Global Seminar that supports emerging young artists and cultural actors who are using innovative practices to catalyze urban transformation in their communities.

The program will span a ten year period, supporting the current generation of Young Cultural Innovators through capacity building, mentoring, and global networking, and linking these Young Cultural Innovators to other innovators in their communities. Ultimately, the purpose of the YCI Forum is to empower the creative sector as a catalyst of economic, social and urban transformation in YCI “hubs” around the globe by linking individuals and communities connected to the program with one another through programs in Salzburg, follow-up events, inter-hub exchanges, cross-border projects, traveling exhibitions, and other activities.

Each annual one week program at Schloss Leopoldskron in Salzburg combines theory and praxis within a set of plenary sessions and skill-building activities to provide participants with a unique, participatory experience that affords them the skills, knowledge and networks necessary to thrive. Focus topics include: entrepreneurial thinking, new business models, effective communication, leadership and team-building, and deployment of digital resources.

With the annual program in Salzburg as its cornerstone, the YCI Forum is structured around a network of YCI Hubs in cities and regions around the world, currently including Athens, Baltimore, Buenos Aires, Phnom Penh, Rotterdam, Salzburg, Seoul, and Tokyo. Each year, five Young Cultural Innovators from each Hub are selected to join the program in Salzburg through a competitive application and nomination process. After the Salzburg



“The YCI Forum is a collaborative global network designed to connect, support, and empower the next generation of cultural innovators around the world.”

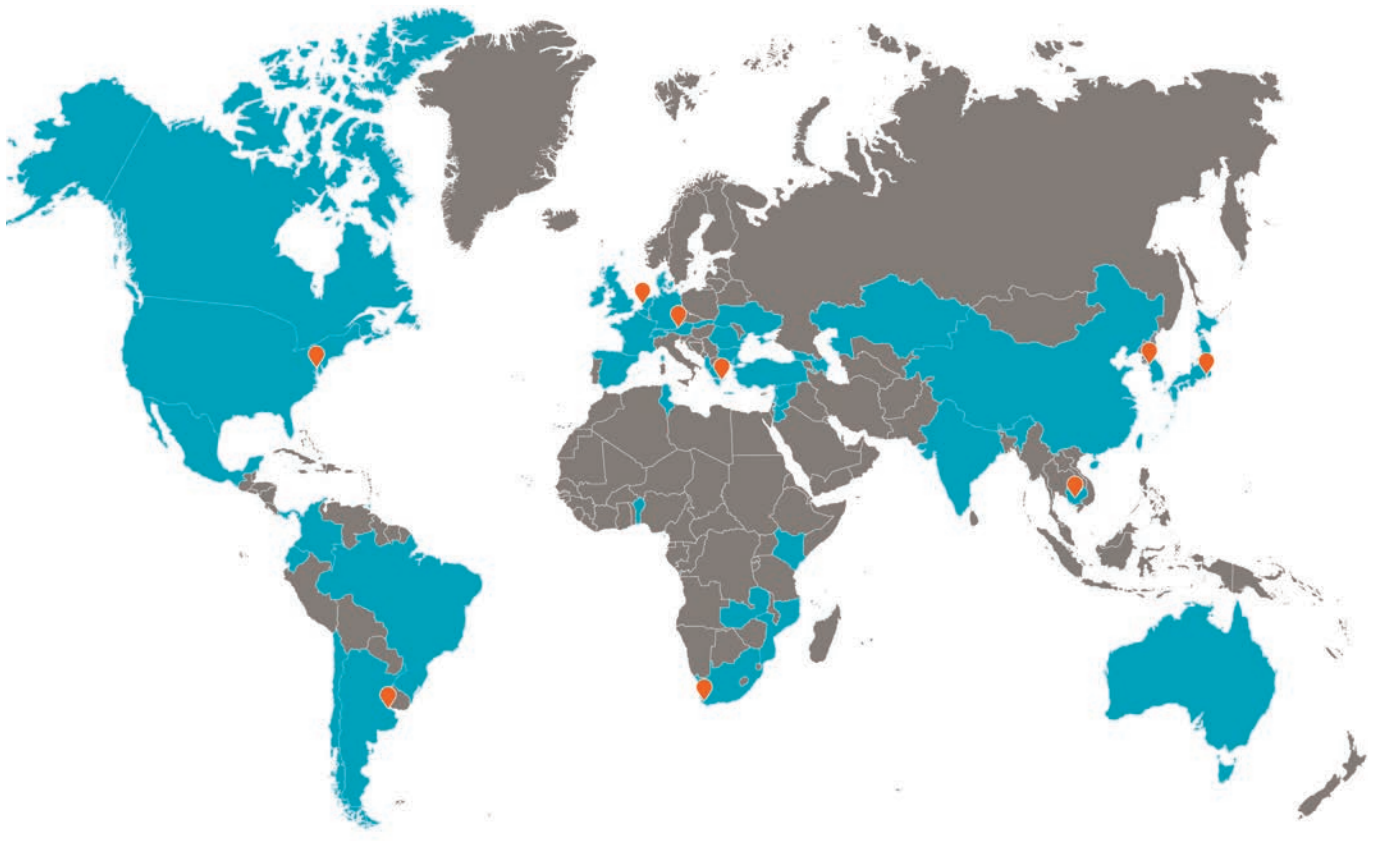
Susanna Seidl-Fox,
Program Director

Fellows, faculty and facilitators of the 2015 YCI Forum gather for the traditional group photo



program, these innovators continue working together at the local level while also remaining in touch with program alumni worldwide.

Over the course of its ten-year duration, the YCI Forum will link and support a critical mass of Young Cultural Innovators in each YCI Hub. These alumni will continue to collaborate with each other at the local, regional and international levels, thus creating a dynamic network of hubs that serves as both a platform for sustained engagement and a resource for other young innovators at the local level. The YCI Forum represents a major commitment on behalf of Salzburg Global Seminar and its partners to nurture a global network of young leaders capable of stimulating innovation, entrepreneurship and urban transformation worldwide.



YCI Hubs: Athens, Greece; Baltimore, MD, USA; Buenos Aires, Argentina; Phnom Penh, Cambodia; Rotterdam, The Netherlands; Salzburg, Austria; Seoul, Republic of Korea; and Tokyo, Japan.

Countries represented at *Salzburg Global Young Cultural Innovators Forum (2014 & 2015)*, *Promoting the Next Generation of Cultural Entrepreneurs: Planning for Success (2013)* and *Salzburg Global Forum for Young Cultural Leaders (2012)*: Albania, Argentina, Australia, Austria, Azerbaijan, Belgium, Benin, Brazil, Bulgaria, Cambodia, Canada, Chile, Colombia, Denmark, Ecuador, France, Georgia, Germany, Greece, Hong Kong SAR, India, Ireland, Japan, Jordan, Kazakhstan, Kenya, Lebanon, Mexico, Mozambique, The Netherlands, Palestinian Authority, Panama, Republic of Korea, Romania, Slovakia, South Africa, Syria, Trinidad & Tobago, Tunisia, Ukraine, UK, and USA.

YCI Forum II

A Radical Act of Leadership

“I think a major act of leadership right now – call it a radical act – is to create the places and processes so people can actually learn together, using our experiences.”

Margaret J. Wheatley

The second annual Salzburg Global Forum for Young Cultural Innovators (YCI Forum), saw 61 participants travel to Salzburg from 18 countries, representing nine YCI Hubs in cities around the world, including Athens, Baltimore, Buenos Aires, Cape Town, Phnom Penh, Rotterdam, Salzburg, Seoul, and Tokyo. In doing so, they not only became part of growing local and international communities looking to build a better future, but also part of the community of people – Salzburg Global Fellows – who over the past 68 years have been part of Salzburg Global Seminar’s values and aims for society.

The idea of community was central from the outset of the week, with Session facilitators **Shelagh Wright** and **Peter Jenkinson**, declaring the group a “pop-up community” and an “independent state” for the duration of the Forum. Their “radical act” as lead facilitators was to provide a framework in which it would be up to the YCIs to contribute their knowledge, their passion and their curiosity to create an environment of mutual learning and transformation.

Jenkinson and Wright called on the YCIs to be active; iterating that the YCI network is about a community not only of thinkers, but of doers, and that we are all striving towards making change through creative activism. As



“I will look back on Salzburg as the five days that changed my life. It gave me a glimpse into what the world can be when everyone is driven by understanding, cooperation, and social good. It is comforting and personally it has strengthened my purpose. Just as importantly, I left with a plan for action. That is what I needed and the fact that I received it will take my efforts to provide healing in Baltimore to the next level.”

David Olawuyi Fakunle, Baltimore

Lead Session facilitators
Shelagh Wright and
Peter Jenkinson



Salzburg Global Seminar's Vice President and Chief Program Officer, **Clare Shine** underlined, the YCI program connects to the larger mission and other programs of Salzburg Global Seminar clustered around the values of imagination, sustainability, and justice. The institution is looking at big picture global issues, especially centered on human, urban, and conflict transformation. The YCI program is strongly linked to those other programs. Whether by providing input to those issues, or sharing approaches to problem solving and collaboration with other sectors, as cultural changemakers, the YCIs are part of a global narrative.

Salzburg Global Program Director for Culture and the Arts, **Susanna Seidl-Fox**, reminded the group that the organization has had a long-running focus on the transformative power of the arts, and that art has never been an add-on for Salzburg Global Seminar. However, through the YCI program, Salzburg Global is bringing a new dimension to that work. YCIs are already having a transformational impact at personal, community and city levels, and society more broadly. However, through the Forum and the Hubs the impact of this work will reach further and extend to the wider world. The Forum is a starting point, but there must be a ripple effect.

As the session leaders further explained, the Forum would provide the YCIs with a safe space, time for reflection, a community and a shared experience.

In preparation for the week to come, every participant was asked to share, in just one word, the greatest challenge facing them at the moment. There were a range of answers but some common themes emerged, notably: time, balance, sustainability and engagement. Participants were reminded to take advantage of the unique space that Salzburg Global Seminar provides for reflection and stepping away from daily work. With its rich history, which can be seen and felt throughout the buildings, and its serene natural location, YCIs had a rare privilege and opportunity to really embrace that radical act of leadership and learn together through the experience of the Forum.



Clare Shine, Vice President &
Chief Program Officer

Opening Conversation

Leaving the Safe Zone

Uffe Elbæk

*Founder, The KaosPilots International School of New Business Design
& Social Innovation; Member of Parliament, Denmark*

Question: What do an overweight teenager doing somersaults in front of an audience, a plan to invade the former Soviet Union, and Anita Roddick driving a Mini car have in common?

Answer: They are all experiences that have taught **Uffe Elbæk** something about leadership, which was the subject of the opening evening's fireside chat.

The YCIs, jetlagged and postprandial, sat down ready to listen, and to make notes about what leadership is. Instead, Elbæk, former Danish Minister of Culture and now Leader of The Alternativet political party in Denmark, immediately turned the group to look at itself. What was the life experience of the people in the room? What did this group of bright young things know (or more likely, not know) of marriage and children, of real poverty, of hard work? He assigned people to be ready with questions and reflections as and when he called upon them, and making it very clear that whilst he was taking the stage, he wasn't in this on his own. From that moment Elbæk continued to keep people on the edge of their comfort zones. As he himself said, his session was establishing the paradox, to be continued throughout the week, of creating a safe space in which to ask people to "leave the safe zone."

Through sharing his personal stories and experience, Elbæk touched on various issues of leadership, but ultimately coming from the angle that leadership is a personal matter. It's not a science but an art.

He started with the importance of listening. On the one hand, listening to what people are telling you, but more so listening to what is not being said. What are people leaving out? Whose voice is not there? What are the "weak signals" in your society? If you are feeling provoked or frustrated by something, listen to why. It is only by listening that we can be open to change, and making it known to others that we are willing to say "yes" to change.

Another recurring message was the need to stay on the edge: one foot in the safe zone, and one foot looking ahead; keep up the spirit of innovation, from grassroots level to policy level – it's the spirit of your approach; and you have to make relationships with people who haven't yet made them with you.



“I am so glad to have met people with similar ambitions. Within 20 years, some of us will create very important change. I hope I will be one of them.”

Akio Hayashi, Tokyo



“Before I joined the session I was considering making a career change. However after those five days, I found my core again as a designer I feel I understand again why I do what I do.”

Lucy Wilhelm, Salzburg

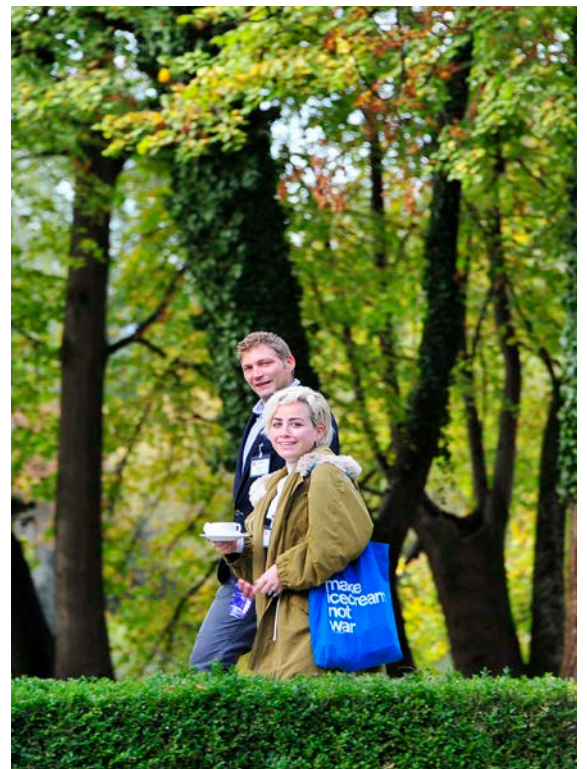
“Why should anyone knock on your door? Do you answer the knocking when they do? How do you respond when they ask to play?”

Uffe Elbæk

But really the core of Elbæk’s message to the YCIs was that if you want to be a good leader, you need to make it personal. Leadership is not an abstract notion or a set of techniques. It’s real people. You can’t take yourself out of it. You need to be brave, you need to be honest. With his final words to the group, he set the challenge to rise to during the rest of the Forum: Dare to be yourself!



Below: Uffe Elbæk (center) with Shelagh Wright, Ella Britton, Jens Pedersen and Peter Jenkinson



Plenary Sessions

Inspirational Inputs

In between the skills building and group work sessions, participants received some Inspirational Inputs, delivered via keynote talks from four of the Hub cities. These plenary sessions gave participants the opportunity to step back from the intense work of the skills workshops and problem-solving groups. By hearing examples of models and experiences from other Hub cities, they were given the chance to connect the personal exploration and perspective being tested through the break-out groups, back to the external contexts in which they work.

The first session looked at cities, with case studies on how creativity and innovation has been built into urban planning and city (re)design. The second session looked at two examples where through connecting *outside* of the culture sector, artists and creatives had been able to multiply the impact of their work, both in breadth and depth. In both sessions, the participants left energized and inspired by the success stories of the contribution of culture and creativity to the development of stronger, more inclusive communities.

Building on this inspiration, there were also three occasions during the week where all the YCIs came together, to think about how they take the ideas back out into the world. This happened by dividing the group into their geographical hubs. This time was the space for beginning to synthesize some of the diverse ideas and perspectives from the individual YCIs into an action plan for their hubs when they got back home.

The overall goal of the YCI program is that the Forum is just one component. It is a space for YCIs to identify values and purpose, to clarify their thinking, to learn from one another, and ultimately to use the personal capital generated from that process to go back into their constituencies and make positive change; and to make it better, more thoughtfully and more collaboratively.

“What I took back home was a heart full of joy, and a mind full of inspiration. Bringing together so many innovative minds can only create a better world to live in.”



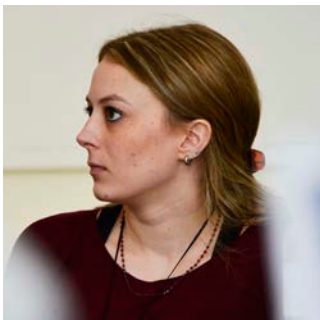
Dafni Kalafati, Athens





In Dong Cho

“I went to Salzburg a cynic and a pessimist, and I left a happy and optimistic person who intends to work hard and achieve all that I can because I have seen the agents of change and I now do believe change can (and will) happen.”



Christiana Damanaki, Athens

The Creative Transformation of Cities

In Dong Cho

Seoul Metropolitan Government, Vice Mayor of Seodaemun District, Seoul, South Korea

Marcos Amadeo

General Director of the Economic Development Ministry of the Buenos Aires City Government, Buenos Aires, Argentina

Before getting into the detail of Seoul, **In Dong Cho** reminded the group just why it so important to spend time thinking about the city; globally, 50% of us are living in cities, and this is increasing as new generations of young people continue to be attracted to cities for work and education. He also acknowledged the particular role of innovation in the city, which essentially boils down to making life easier for large numbers of diverse people in small spaces and new communities.

With a population of 10 million and counting, Seoul is actively trying to increase the prevalence of innovation in its city and from its citizens. Cho shared with the group some of the initiatives the city authority has undertaken to stimulate and incubate innovation.

There were three key approaches:

Infrastructure

For example: the construction of the Seoul Innovation Park, which has a 40 hectare campus, with a mixture of creative and commercial space, and 24-hour facilities, which aims to stimulate creative and innovators across sectors

Using technology

For example: the development of a night bus system using smartphone data to support and guide the design

Community engagement

Above all, Cho stressed the importance of engaging communities into public-private partnerships, whether that is building up collective intelligence via community consultation sessions, or by including civil society experts into public sector committees, particularly in decision-making roles, in every case

At the end was a warning: by its nature, innovation disturbs the existing equilibrium, so go carefully! But don't think you can avoid it – innovation is our fate!

Marcos Amadeo opened his talk by stating that when looking at urban development, you need to start from the perspective of the people, and to understand their issues and ambitions. He highlighted as an example, Buenos Aires has 20,000 new designers graduating each year. If there is no creative sector how will they work?

Having led Buenos Aires through a multi-year development program, he was able to share some case studies of initiatives that have been made possible through the development of a creative district and thoughtful development strategies.

For example, he showed the YCIs an extract from a major animated feature film, *Metegol* (Underdogs), which has used the talent in the city, to tell an Argentinian story but presented to a global audience. The film generated a substantial profit, to say nothing of the soft power it has brought to the country. In this way, Amadeo demonstrated how tapping into the creative capital of the city, which was catalyzed through a combination of strategic urban (re)development and an understanding of the city's inhabitants, brings tangible value not just to people's daily lives but to national and international agendas.

At the end, Amadeo's message was that underpinning any city development strategy must be core philosophies of inclusion, innovation and entrepreneurship.



“The time I spent in Salzburg has been one of the best experiences of my life... professionally but also culturally and emotionally... Having the opportunity to be part of this session has given me greater awareness of my own identity and responsibility as a young leader... I will try to equip myself to be an active and creative cultural innovator, especially in the creation of the YCI Seoul Hub and its movement.”

Hyun Kim, Seoul



Marcos Amadeo addresses the YCIs



“I used to think in terms of local or regional impact, and now I think globally. Through the Hubs and YCI network, I feel guided and supported by the best people from all over the world.”

Ian Hilzerman, Buenos Aires

Questions & Reflections

The participants' reflections at the end of the session were largely related to questioning the future of cities. As bigger cities turn towards creating smaller neighborhoods and local communities, and having more space for meaningful social relationships, how are developing cities going to evolve? Might we see a change in the city as we know it?

The participants also began opening up questions about the relationship between innovation and modernity: in these modern cities, with their focus on technology and connectivity, where is the space for intangible cultural heritage? How do planners take community, culture, and history into account?

The questions speak to the possibility of a changing set of values regarding both cities and innovation. As this generation of YCIs continues their work, will they continue to be urban hubs, and where will they look to inspire innovation?



Encouraging Cross-sectoral Synergies

Fred Lazarus

President Emeritus, Maryland Institute College of Art, Baltimore, USA

Shinji Sudo

Founder, Nextidevolution Ltd., Tokyo, Japan

The cross-sectoral theme of the second keynote session opened with a controversial statement from **Fred Lazarus** who declared that “artists are not the driving force of creative cities.” To a room full of artists, creative and cultural entrepreneurs – this was a bold stance to take! But he quickly got the room engaged as he outlined, through a case study of his community in Baltimore (one of the YCI Hub cities), his experience of the increased effectiveness of the arts community when it is working in partnership with other communities, and to *serve* a larger agenda rather than *drive* it.

After briefly setting the context of Baltimore’s recent history, which has resulted in significant population decline over the past 30 years, Lazarus went on to share his experience as part of the Steering Committee for the Central Baltimore Partnership (CBP).

The CBP is a coalition of more than 40 resident and community associations, working together for the positive development of central Baltimore. Founded on the principle of synergy not silos, the coalition works with trust, concentrating on collective needs and has created a new model for community development.

Lazarus contrasted the CBP’s work with earlier development approaches by arts bodies, where community leaders tried to bring positive change but despite their best efforts, there was little effect. He put this down to the fact that if arts sticks to an artistic agenda, and sees arts activities as an end in themselves, then they remain marginal to the community, or worse – compete against change.

Today, he believes arts can be a catalyst, but they cannot be the driving force. The CBP is based on an approach of interconnectivity. For example, one of their goals was crime reduction, and they had increased surveillance cameras and police presence in order to achieve it. However, the CBP identified that these deterrents on their own were not enough: there needed to be vitality in the community and life on the streets. This was an area where including artists and cultural activities in the community could support the larger agenda.

“I feel very fortunate to have not only attended the session – my peers, the facilitators, and their work are remarkable – but I also relished the opportunity to be in the setting of the Schloss and Salzburg.”



Jennifer Bright, Oxford

“I returned to Rotterdam with a fresh look on my projects. The other young innovators, the facilitators and the surrounding, it all formed one inspiring whole. The diversity of the group made me look at the same situation from different angles, which is something I hope to keep doing in my everyday work.”



Immanuel Spoor, Rotterdam



“The session challenged me to think about new ideas and novel approaches to my work as well as reinforced some existing themes. The practicality of the session’s content helped me think about the cultural innovation in my work as an implementational project rather a solely ‘black and white’ idea on paper.”

Kiron Neale, Oxford

“It is a nice feeling to know there are people in the world who are connected with me in thought and mindset and striving to make this earth a better place.”



Sara Kim, Seoul

In closing, Lazarus communicated a clear message about not only art’s role as part of collective change-making, but also shared philosophies about how to approach change-making differently and the importance of incorporating decision-making structures and hierarchies in the framework.

Likewise, **Shinji Sudo** echoed the need for cultural and creative sectors to get away from self-marginalization by failing to proactively engage with the mainstream. By sharing his own work in developing attractive, commercially viable products for people living with disabilities, he introduced the group to his principle of “on-stage and off-stage thinking.”

For example, Sudo shared that as a parent of a child with a disability, he quickly observed that products for people with disabilities are designed with an “off-stage” mentality, assuming both the consumer and the product itself will be marginal. This results in an emphasis on function over form, high production costs and further exclusion for the consumer.

Sudo’s central tenet was that we can easily change this by breaking down barriers in the mind, and he challenged all the YCIs to do just that. He took the group through his own process of breaking down the barriers of the cultural norms associated with products for people with disabilities. Taking a pair of shoes as an example, he showed the group how he had taken into consideration practical design features such as the tying mechanism and foot-support (particularly thinking of people with cerebral palsy), but had gone on to develop a final product that was very mainstream and unapologetically cool in its style and aesthetic, thereby making it an “on-stage” product. In



Fred Lazarus in Parker Hall

the end this means lower production costs due to mass-market demand, and it means people with disabilities have increased access to fashion products. In this way, he showed the YCIs the multiplying effect of thinking outside of your particular issue or areas of interest.

He closed his talk by making a larger point about integration, again supported by examples from his own work of giving people with disabilities access to mainstream, “on-stage” employment. He challenged the room: globally, 6% of people are living with a disability; in this room of YCIs, where were the three or four people with disabilities who should statistically be part of the group?

Questions & Reflections

Both talks were thoroughly enjoyable, and the first questions related to patents for the products that Sudo had shown during his presentation. Following that, the YCIs sought advice on how to build coalitions and how to catalyze synergies between partners in an endeavor. Once the process of structuring partnerships had been more deeply explored with the speakers, the reflections moved to challenges, especially gentrification and what risks can be created by employing strategies such as artist housing and galleries as part of community regeneration strategies. This complex issue does not have an easy answer, particularly in the very different cultural contexts of the diverse YCI group.



Shinjo Sudo in a working group in the Chinese Room with YCI Fellow Christiana Damanaki



“It was an amazing experience. A space to think about what I’m doing and how to improve what I do in the future. It was amazing to meet people from around the world who think and do things in an analogous manner.”

Josefina Goni, Buenos Aires

“I walked away from the Forum with new tools that will enable me to incorporate arts and culture into my future work while striving to maximize health and social impact.”



Samuel Galler, Oxford



“This seminar became the turning point in my life. During the five-day seminar, each day I made a note or drew a picture, to remember what I had learned that day just hoping to pick a thing or two but when I came back home, I noticed my view and perception towards my work was changing.”

Me Ryong Hannah Choi, Seoul

“There are lots of problems which people working in the arts and culture face, not only me. [In Salzburg,] I learned to think about problems as solutions, and I will continue to work on building audiences and networks.”



Meta Moeng, Phnom Penh

Creative Collaborations *Hub Building*

During the week, participants broke out into their hubs on three occasions to strengthen their intra-Hub relationships and brainstorm about potential activities in their YCI Hub cities after they had left Salzburg.

The first, creative session enabled participants get to know each other within their Hub and connect. This highly interactive session enabled the participants from different cities and countries to reveal a lot about themselves through design and approach in a creative building challenge.

The second session was more in depth, with participants thinking about how they wanted to take the hub concept back to their homes. As the second cohort of YCIs, the participants were also encouraged to think about how they can connect with their peers from the 2014 YCI Forum and any existing activities or programs going on in their hubs. Each Hub produced a map of their network, and came up with concrete ideas of next steps on returning home after the Forum.

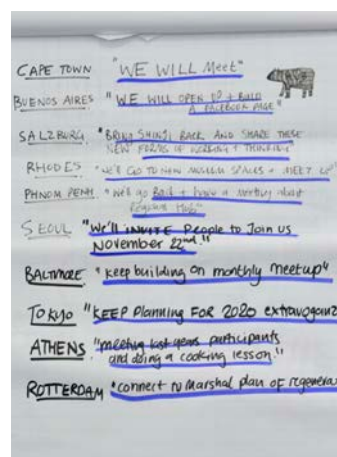
Several Hubs, including **Tokyo**, **Seoul**, **South Africa**, **Cambodia** and **Athens**, said that one of their first actions would be to arrange a get-together for the 2014 and 2015 YCIs. Some Hubs, including **Baltimore** and **Salzburg**, were already ready to commit to a regular monthly meeting slot. **Tokyo** and **Cambodia** were both working towards some larger networking events, including the ANCER (Asia-Pacific Network for Culture and Education Researchers) conference in Phnom Penh in January 2016 and a seminar in Tokyo in its Olympic year, 2020.

A couple of Hubs had started thinking about how they might interact, including the **Salzburg** Hub, who were liaising with keynote speaker Shinji Sudo about doing some work together in June 2016, and the **Baltimore** and **Rotterdam** hubs were looking at the possibility of an exchange, having discovered that their cities were already part of a twinned city program.

Buenos Aires came up with a unique idea of initiating a chain of favors between the YCIs, in order to build positive outcomes from the network early on, and bring some fun to the networking experience.

Rotterdam is currently commemorating the 75th year of the bombardment of the city; inspired by Salzburg Global Seminar and the founder's concept of the “Marshall Plan of the Mind,” they will work together to see how the Hub can make a forward-looking contribution to the dialogue and activities in this year of remembrance.

At the closing session, each Hub briefly reiterated their commitment to continuing the relationships built through this year's Forum, and heard about the resources available to support their ongoing networking, including regular newsletters, email groups and alumni support from Salzburg Global Seminar's team.





“I have returned to my home city with a greater sense of purpose in myself and the projects that I have undertaken... I will go forward after this experience with a renewed sense of confidence, empathy, and compassion.”

Rebecca Chan, Baltimore



“I feel amazed that I can be part of this unbelievable project and had the chance to attend not just a forum, but a ‘life experience.’ It has been very inspirational. I am recharged with positive energy and courage to make the change.”

Michal Tursky, Bratislava

Skills Building

Putting the “Why” in YCI

Following the success of last year’s workshops, skills building was again included in the YCI Forum program. The participants were divided into four small groups to go through a cycle of four skills workshops, each led by an expert facilitator. Although each of the modules focused on a different topic, a very clear theme emerged during the week, which was the central idea of knowing *why* you do what you do, and putting that purpose at the core of your approach. This simple concept had a transformative effect on many of the YCIs, and it certainly helped that it was approached from different angles, and via a mix of hard and soft skills.

Skills for Entrepreneurs:

Profit through Purpose

Sam Conniff

Founder and Chairman, Livity, London, UK

Before getting into some top tips for YCIs as they build and lead organizations aiming to make a social impact, **Sam Conniff** set the context for his core message of “profit through purpose.” Having recently created a new job title for himself – Chief Purpose Officer – to reflect the role of leaders in organizations to keep themselves, their business and their teams on track, Conniff was keen to share his observations on the shift that is currently going on in big business. Through looking at the history of business, and recent trends in leadership, marketing and consumption, Conniff posits that there has been a pivot in big business with more attention and understanding going to the role of purpose; that is to say the *why* and the *how* of companies going about their business, not just what they do and how much they generate.

With this in mind, his advice to the YCIs was geared around how to manage your organization well, to take advantage of the opportunities being created through the cultural shift around business and its role in society, and to maintain not only corporate, but personal sustainability. While coming from a business perspective, Conniff’s tips can be applied to a range of organizational models and YCIs came away with some practical tools to apply to their work. From financial ratios, to interviewing techniques, and time management skills, the session was a thought-provoking and inspiring two hours. YCIs vowed to make changes like, “truncate my to-do list,” “focus on fewer, more important things,” and “work on my business instead of in my business.”

Conniff's core message was don't be frightened of profit – it's not a dirty word. Profit is the tool that allows you to invest in social impact and grow your activities. As one participant put it in the wrap-up session, Conniff's "sensible and enlightening philosophy [was that] things happen according to profit, and the spirit you bring and your moral values."



Sam Conniff with 2014 YCI Ruedigar Wassibauer and 2015 YCI Immanuel Spoor

Leadership: Provoking Reflection and Deepening Intention

Amina Dickerson

President, Dickerson Global Advisors, Chicago, IL, USA

Led by **Amina Dickerson**, a professional coach and arts practitioner, with a background in theatre and currently on the board of several non-profits, this session was designed to help the YCIs start thinking about leadership over the arc of their careers.

Using a variety of coaching tools and techniques, Dickerson supported the YCIs to reflect on their own journeys to their leadership positions. One of her core lessons was expanding the notion of leadership and what and who is a leader. This was a light bulb moment for many YCIs who might not yet be in a formal leadership position, and had not yet identified themselves as having the capacity to lead and to influence others as they go about this work. One of the participants from Baltimore said: "[Before Dickerson's workshop] I didn't consider myself a leader, I just do what I do because I love it. Now I see myself



“From now on, I would like to work harder to realize my mission to nurture the entrepreneurial culture in Japan, and increase entrepreneurs in the rural areas, and stay connected with the people I met in Salzburg. I cannot wait to organize something to have a reunion with them again.”

Misaki Iwai, Tokyo



“The sessions have highlighted opportunities and guidance for organizational and personal growth. I firmly believe that the sessions are fundamental for affecting positive change.”

SungSoo Park, Seoul

“I got to know other people in different parts of the world who dared to dream and strive to be the change they want to see in the world... It was an experience that marked my strong desire to continue working for peace and brotherhood in the world.”



Nicolas Garcia Mayor, Buenos Aires

as a leader. A servant leader. It's given me a focus I needed, reminded me to focus on my values, do what I need to do. Be driven by passion and purpose.”

Building on this more inclusive definition of leadership, Dickerson took the group through exercises to explore their values, on the basis that regardless of whether you are the kind of leader that is the public face of a large organization working in a public realm, or a leader from within a small team behind the scenes, your values are what will shape your approach and your effectiveness. Through discussion on not only the values, but how they serve you, Dickerson engaged the YCIs with the idea that ongoing reflection about why you are doing what you are doing, and how you are doing it, is important to keep yourself vital as a leader. As one of the participants from Rotterdam said: “Being a leader is not a job, it's a calling, connected to your values as a person. [This workshop] drove me to think. What are my values, strengths and weaknesses?”

Finally, Dickerson gave the YCIs some tools to help them with future reflection and personal goal setting. She reminded them that they are the Chief Executive Officers of their own lives, and should manage themselves as strategically and thoughtfully as they would their projects and organizations.



Amina Dickerson leads YCIs Siphwe Ngwenya and Mily Paschali through a workshop on leadership

Communicating with Purpose: Starting from the Why?

Jo Hunter

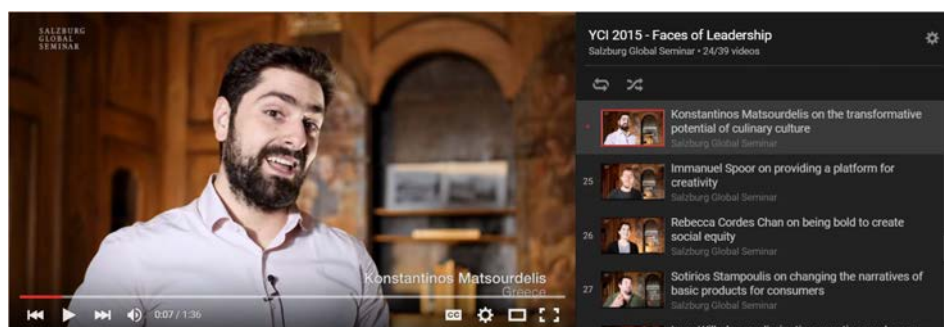
Co-founder, 64 Million Artists; Associate, New Citizenship Project,
London, UK

How many times has asking someone, “So, what do you do?” led to an interesting and prolonged conversation, versus leaving one or both of you feeling slightly underwhelmed and a bit alienated? This was how **Jo Hunter** opened her session. Right from the beginning she wanted to get across to the YCIs the importance of starting with the *why*.

The goal of her session was to enable the YCIs to talk about themselves and their work in a compelling and dynamic way, and at the end of the session, the participants each made a three-minute video doing exactly that.

Her starting premise was that it is important to separate the purpose of your work (your why), from the proposition (the what) and your personality (the how). Although all the YCIs essentially grasped the concept, it is in fact no easy task to break away from the cultural norms of how we talk about our work. As one of the YCIs from Rotterdam put it: “For me it’s normal to think that what I am doing is good. It’s like I know what I want but the employees don’t know. It’s in my head. Now I know what I am going to tell them.”

So Hunter took the group through a series of exercises to help them practice. This included self-introductions, deconstruction of some famous brands – trying to identify their purpose and distilling it from their proposition - and then an exercise where YCIs had to break into small groups and talk about their own purpose. In that exercise, Hunter linked to a second theme around the importance and the skill of listening well. This was a success with the group, one of whom said: “The listening pyramid was inspiring! Good to be reminded that I have to be quiet and listen. It’s inspiring to listen!”



“Salzburg was an enriching experience. First of all, to have the possibility to know interesting people from different countries, cultures, disciplines and backgrounds not only as professionals, but mostly as valuable persons; and then to build ideas, projects and share advice with one another in the most collaborative and generous way.”

Paz Begue, Buenos Aires

All the YCI Fellow Profile videos produced during the 2015 YCI Forum are available online: yci.salzburgglobal.org/faces-of-leadership and on the Salzburg Global Seminar YouTube channel: www.youtube.com/SalzburgSeminar



Seb Chan demonstrates some tech solutions to the YCIs



Jo Hunter with Rowan Pybus

“I always ask myself whether I am capable of doing the things I plan to do. By having those fantastic people at the YCI Forum – whose ideas and innovations are world class – believe in me, made me realize that I can do whatever I set my mind to.”



Phina So, Phnom Penh

At the end, when the participants came to make their videos the outcome was fantastic. We can also hope that on leaving the Forum and going back out to their Hubs, they will have fewer conversations with people about what they do – and more about why.

Technology to Help You

Seb Chan

Chief Experience Officer, Australian Centre for the Moving Image, Melbourne, Australia

This two-and-a-half hour workshop, led by **Seb Chan** was a whistle-stop tour through as many solutions and inspirational ideas for using technology in different contexts as the YCIs could absorb in the time.

The pointers ranged from tools to help manage time, projects and team, to technologies that can help with storytelling, audience development, and data gathering. Much of the content was led by the questions of the YCIs, looking for ways that technology could serve them. One of the Rotterdam participants commented that one of the strengths of the workshop was that “we could ask him everything! He had great ideas from all over the world. I made [such a long] list.”

Chan also helped the YCIs to see how technology could increase the impact of their work, particularly in ways it could help them to engage more deeply with their target audiences, through providing a more emotional or a more holistic experience than traditional media. One of the YCIs from South Africa said of the session that it was “thoroughly engaging. I felt like a child! [It gave me] affordable solutions for storytelling. Thank you, I really enjoyed it.”

Problem Solving Peer Sharing Sessions

In a radical act of leadership, this year's Forum introduced a new "Problem Solving" session format that aimed to allow focused networking and exchange between the YCIs, while connecting back to their home contexts and experiences. The larger group was divided into four small teams, which over the course of three two-hour sessions spent time to share their experience and work together on solutions to address some of their challenges.

GROUP FACILITATORS:

Anwar Akhtar	<i>Director, The Samosa; "Pakistan Calling," London, UK</i>
Ella Britton	<i>Design Challenges Programme Leader, Design Council, London, UK</i>
Deirdre Prins-Solani	<i>Independent Heritage and Cultural Expert, South Africa</i>
Doreen Toutikian	<i>Director, MENA Design Research Center, Beirut, Lebanon</i>

Each group had a diverse group of participants; diverse in geography, discipline, age and experience, which made for some rich and challenging discussions. The facilitators also came from different backgrounds and perspectives, and used different approaches in the sessions.

Interestingly, when the groups reported back, the theme that emerged most strongly was the sense of humanity and fallibility in each of us. As one of the presenters put it, to applause from the room: "we're humans, we screw up.... embrace your humanity!"



“In my D.Phil., I seldom have a chance to slow down and think critically about my goals and aspirations, and the session was an amazing opportunity to do just that, as well as to find new energy in the amazing group of people I met.”

Rachel Woodlee, Oxford



Doreen Toutikian, facilitator



Deirdre Prins-Solani, facilitator



Anwar Akhtar (left) leads a problem-solving group in the McGowan Room



Ella Britton (center) leads her group in the Chinese Room

“The experience felt like a fresh breeze in a foggy mind... I left with new income generation ideas to modify our business plan and a concrete framework to redefine our purpose and ‘distill’ our communications strategy... Former dilemmas turned into mixed models and action plans for immediate implementation.”



Stephania Xydia, Athens

All groups essentially reached a core idea that whatever the challenge you face in your work, your team, your sector or the world at large, at the end there is only you that can do something about it. The group who had been working with Prins-Solani talked about how all the other activities in the Forum had been focusing on the why and the how, and to some extent the what, but through the problem-solving sessions it had emerged that whatever angle you look at it from, right in the middle there is always you.

These two reflections connected squarely back to the inspirational input from Uffe Elbæk on day one, who had called the group to dare to be themselves. Through the problem-solving sessions, they had come to the same conclusion: that at the end of the day, all we can do is be ourselves, and that we are the ones who have the power and responsibility to make changes if we are unhappy with the status quo.

At the beginning of the week, all the participants had shared in one word their main challenge with time, sustainability and balance all rising to the top as common issues. In the small group problem-solving sessions some of this came up again, especially in Toutikian’s group, who unpacked the idea of balance in some detail. They identified that the feeling of balance related to the feeling of patience, and articulated the need for patience as we go about our work. All the YCIs are on a journey, and it is often the nature of the work they do that they want to see change fast; but, they said, we need to go step-by-step, and take time to experience what is happening.

Overall, the problem-solving sessions seemed to deliver value to the YCIs, and helped to bridge the global issues with the personal experience of leadership. One of the group from South Africa reflected that in the group there had been “such a high-level standard of tolerance and dialogue; it was so inspiring. I take that home with me.”

Fringe Diary

Around the main program of plenary sessions, skills workshops and problem-solving groups, were a series of semi-structured fringe programs.

These informal programs ranged from small-group tours of Salzburg, hosted by the Salzburg-based YCIs, to film screenings and ad hoc discussion groups. In addition to these semi-structured spaces for dialogue, were the totally unstructured spaces of the breakfast room and the Bierstube (cellar bar of the Schloss); often generating some of the most creative and free outputs from this pop-up community, and meaning that the Forum's program was going on for nearly 24 hours a day.

The afternoon tours of Salzburg were a great success, with groups visiting some of the city's cultural spaces, including the Opera House and a photography collective as well as sampling some of the famous "coffee and cake" culture of Austria. The group also experienced some local artistic talent, via a piano concert on the final evening.

The remainder of the fringe activities were largely programmed through "open space"; a format where participants could promote a topic or activity around which they wanted to host a session, and then other interested people could join them. This year, the YCIs and faculty largely used the opportunity to share their work with interested members of the group; this ranged from a design for tent structure that would improve living conditions for people in refugee camps, to the screening of *Dara*, the first Pakistani play to be performed at the National Theatre, London, to a presentation about a project of the Museum of AIDS in Africa, trialing a new approach to healing through objects. Other sessions were focused on opening up new collaborations, such as the London-based open°, an emerging global online platform focusing on building civic and hub infrastructures, and a conversation initiated by one of the Athens group on "reinventing democracy." The open space sessions were well subscribed and reflected the diverse interests, approaches and contexts of the global YCI community.



“The whole week I was deeply touched and mindful of the fact that I don’t have to decide and accomplish everything by myself. There is a whole world out there sharing the same values and purpose as me.”

Sophie Bargmann, Rotterdam



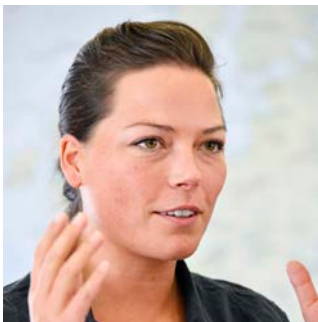
“I left the Forum with a new sense of empowerment, confidence in my capacity and duty to drive change in my area of work for improvements in my community, whether local, national, European or even global.”

Sotiris Stampoulis, Athens



“Having a space to rethink, critically discuss and refocus is very valuable to stay true to yourself. Getting back to work with a bag of tools, thoughts and inspiration to tackle the challenges we face, means so much to me and connecting with others locally and internationally means that you will not tackle these challenges alone, but together.”

Thomas Layer-Wagner, Salzburg



“It gave me the boost I needed... To not just work hard but also take the time to think about what, and especially why I am doing what I do... I feel inspired to do more for my city.”

Sanne Donders, Rotterdam

Wrap Up

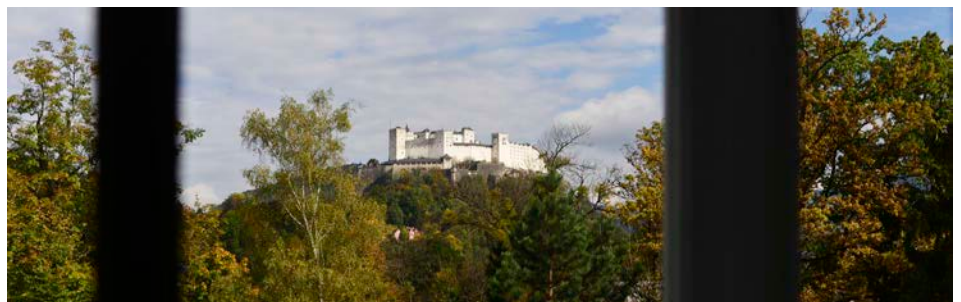
Back to the Future

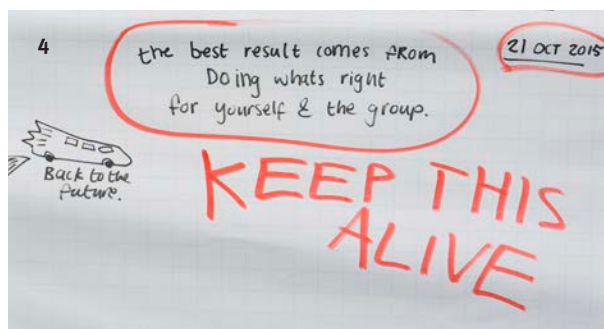
On the afternoon of the final day, all the YCIs came together again to share their closing reflections after an intensive program. These ranged from commitments to implement new techniques or approaches gained from the skills workshops, to making significant personal changes to the way they view themselves and their work. The sense of transformation was palpable – and inspirational.

The Session’s faculty noted the change in the group over the five days, and how quickly and deeply their relationships had evolved. Co-lead facilitator, Shelagh Wright, attributed a significant catalyst for this occurring to the unique program that Salzburg Global Seminar had offered to the group. Returning to her opening theme, she reminded the YCIs of the radical act that Salzburg Global undertakes when each year it generously opens its space and resources to this network, and allows participants to learn together.

This year’s group of YCIs clearly recognized this generosity, and joined together to arrange a symbolic gift of an apple tree to Salzburg Global Seminar, to be planted in the grounds of Schloss Leopoldskron. As two members of the Rotterdam hub explained when they presented the tree to the YCI Forum team, the seeds sown in the YCIs through the experience of the Forum would continue to bear fruit in the coming years, and they wanted to deeply thank Salzburg Global for making this possible.

By coincidence, the closing session took place on October 21, 2015, the very date to which Doctor Emmett Brown and Marty McFly travel in the iconic film, *Back to the Future II*. Whereas usually participants might leave such a session with a feeling of going “back to reality,” with all its limiting connotations, the group was inspired by the idea of leaving and going “back to the future,” to continue the spirit and use the tools of the Forum in their daily lives. As one participant so nicely put it, “I am going to keep the spirit [of the Forum] in my heart and in my head, and spread it out at every level I can.”





1. Salzburg YCI Christian Riedlsperger from YCI Forum 2014 returned to Schloss Leopoldskron to help plant the YCI apple tree with Program Director Susanna Seidl-Fox and former Program Associate Julia Stepan

2. YCIs signed the plaque accompanying their tree

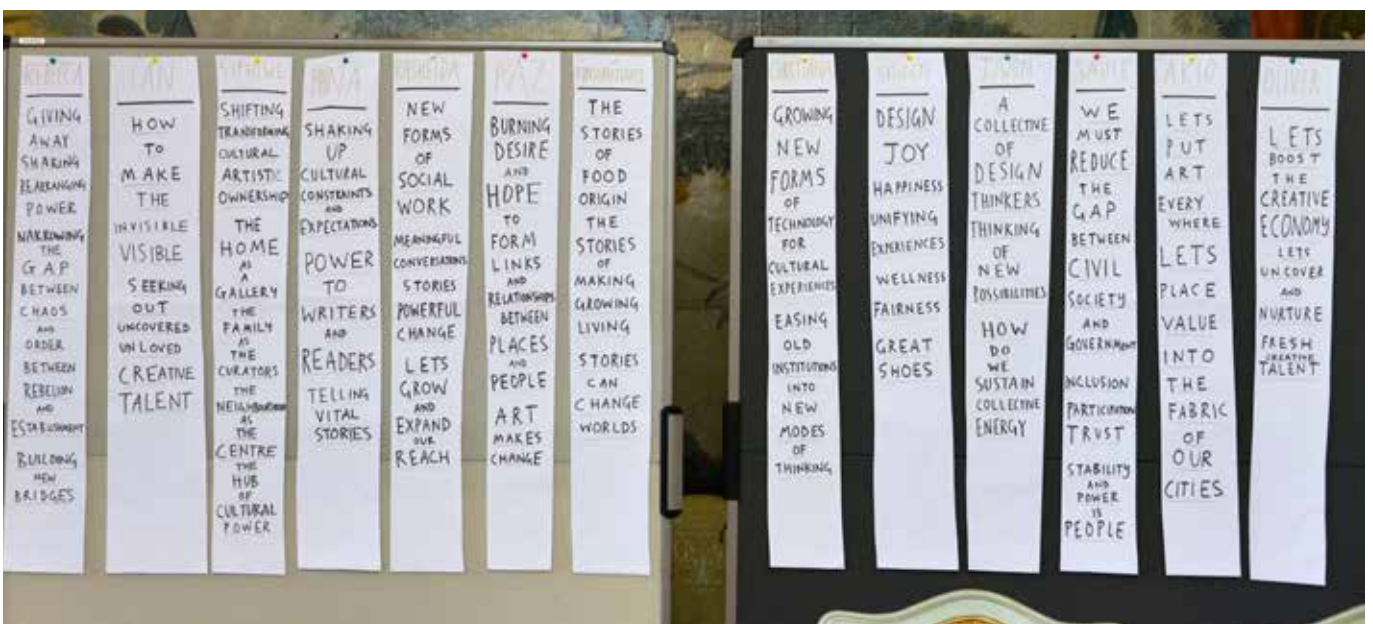
3. Rowan Pybus, Saule Mamayeva, Siphwe Ngwenya and Michel Tursky

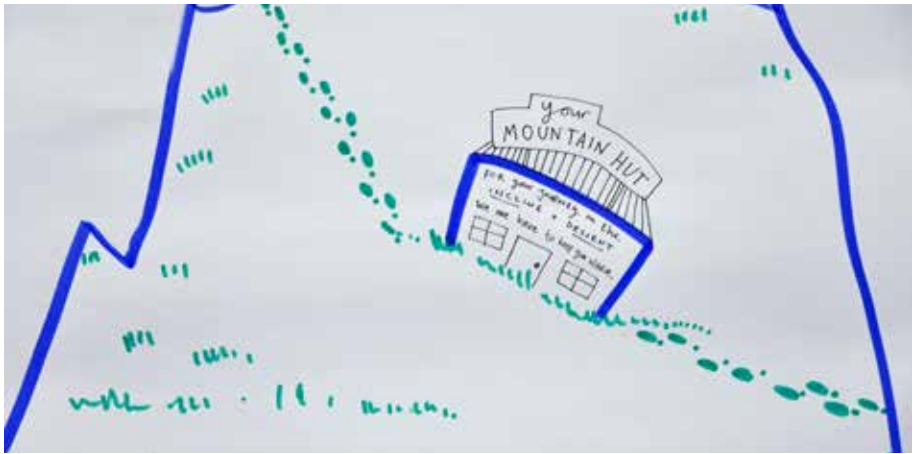
4. Closing session advice for the 2015 YCIs: "The best result comes from doing what's right for yourself & the group" and "Keep this alive"

5. Rapporteur Frances Rugard

6. Deana Haggag, Hyun Kim, Frank Lazarus and Rebecca Chan







Session Participants

(Biographies correct at time of session – October 2015)



Rasheida Adrianus *Netherlands*

Rasheida Adrianus is the founder of Girls 'N Cocktails Productions, an organization in which she integrates her social and educational background with innovative media concepts. Her goal is to use edutainment as a tool in solving and discussing social issues related to young adults. She is a professional with ten years of experience in developing educational and empowerment concepts that contribute to the growth and socio-economic participation of young adults in under-developed communities. Her clients include local governments, educational institutions, and companies that target and work with young adults. Ms. Adrianus is also the executive producer of the international talk show Girls 'N Cocktails, which is currently airing on American and Caribbean television, and the new TV series Girl Problems which is due to premiere on television at the end of October 2015.



Anwar Akhtar *United Kingdom*

Anwar Akhtar is the founding director of The Samosa, a digital media project, focusing on Britain and South Asia, developed to support welfare, human rights, education, and citizenship groups in Pakistan. The Samosa promotes economic and social development with a focus on working with Diaspora communities to engage them with larger NGOs and international development networks. Mr. Akhtar also works closely with The Royal Society of Arts & Commerce on their British and Pakistani programs, which build and support education, culture, and citizenship links between Britain and Pakistan. Working with young film makers from Karachi, Lahore, Islamabad, Manchester, and London, they have now produced and curated over 50 films looking at identity, education, equality, culture, religion, health, development, conflict resolution, women, tolerance, and minority rights issues in Pakistan and the UK. Mr. Akhtar holds a degree in politics, history, and economics from the Sheffield Hallam University, UK. He is a Fellow of Salzburg Global Seminar.



Devin Allen *USA*

Devin Allen is a self-taught photographer. His images of the protests following the death of Freddie Gray while in police custody have received thousands of likes and shares on social media. In his work, Mr. Allen explores the gaps in the narratives being reported on the news versus those being experienced on the ground. More importantly, he wants to attract attention to the arts scene in Baltimore, an area that rarely gets noticed amid coverage of the city's high crime rates. His solo show "Awakenings, In a New Light" opened earlier this year at the Reginald F. Lewis Museum of Maryland African American History and Culture.

Nicolás Alvarado*Mexico*

Nicolás Alvarado is a Mexican writer, cultural promoter, theatre and television producer, and television presenter. He published two volumes of essays, authored two plays, and contributed to several anthologies, magazines, and newspapers in Mexico, Colombia, Germany, and the U.S. He is co-founder of Teatro de Babel theatre company, where he serves as associate producer of DramaFest, an international contemporary playwriting festival. Additionally, he is co-founder and director of Apóstrofo S.C., a television production company specializing in cultural and arts programmes. As television producer, screenwriter and host, he has worked for both private and public networks. Mr. Alvarado currently serves as co-host of a cultural talk show *Final de Partida*, and as producer and commentator for the cultural segments of the news programme *Primero Noticias*. He contributes weekly to the cultural pages of *Milenio Diario* newspaper and to the radio news programme *Contraportada*. Mr. Alvarado is a Fellow of Salzburg Global Seminar.



Marcos Amadeo*Argentina*

Marcos Amadeo is a public affairs and creative industries developer from Buenos Aires, Argentina. He has over ten years of experience in government cultural affairs, political analysis, B&B and B&C corporate business, community relations, and crisis management. He is currently general director at the Buenos Aires City Government, Ministry of Economic Development, General Board of Creative Industries and Foreign Trade. His duties include the development and promotion of creative industries in the city, the promotion of social inclusion of the design industry, locally and abroad, as well as development of new business opportunities for creative start-ups. Mr. Amadeo has successfully launched and positioned the new Metropolitan Design Center in Buenos Aires, developed an end-to-end Social Development Department and Foreign Trade Department strategy within the Buenos Aires City government, and led new incubator programs for creative start-ups. He is invited to speak worldwide on a variety of topics, including cultural and creative industries, commerce and business intelligence, industrial design business, and start-ups and investment platforms. Previously, he worked as project leader in the Trade Department, as country manager for the Young Americas Business Trust (YABT) at the Organization of American States (OAS), and as financial advisor at HSBC Bank in Argentina. Mr. Amadeo holds a B.A. in political science from Buenos Aires University, an M.A. in international studies from Torcuato Di Tella University, and an M.B.A. from Austral University, IAE Business School, Argentina. He is a Fellow of Salzburg Global Seminar.





Kenneth Asporaat *Netherlands*

Kenneth Asporaat is a theater producer and founder of his own non-profit organization which works with young adults who are interested in theater, comedy and spoken word. Ken Theater combines performances of new talents and already established professionals. He produces the Late Night Poetry Jam, a well-known spoken-word event which has been very successful in Holland. BEMM Comedy, a comedy night with performances by newcomers & professionals; an academy called Use Your Talent, which is a place for talents where they can work on their skills and make their own productions. Mr. Asporaat loves to create new things and keeps pushing his talent and creativity to the limit.



Sophie Bargmann *Netherlands*

Sophie Bargmann is a curator, journalist and conceptualist. She is interested in fashion, art, identity, and storytelling and has experience in designing art exhibition projects, supervising cultural, filmed and editorial content as well as event organization and promotion. She was curator and director of the gallery The House of ABABA and editor and writer at Glamcult Studio. She sees her strengths in connecting people and creating impact with meaningful, artistic concepts for businesses and brands. Ms. Bargmann holds a B.A. from Erasmus University Rotterdam and an M.A. from the University of Amsterdam with a specialization in art & cultural marketing and sociology.



Paz Begué *Argentina*

Paz Begué is the director of VERDEVER - promoting arts and wisdom, an international agency for production and distribution of performing arts and cultural management. She is currently working on 12H project, which will take place in South America, Europe, and Asia. She was the general coordinator and co-founder of Fundación Hampatu, an NGO which promotes arts, ecology, spirituality, and evolution. Ms. Begué holds a degree in cultural management and in communication from the National University of Córdoba, Argentina.



Jennifer M. Bright *USA*

Jennifer Bright is a D.Phil. candidate at the University of Oxford where she is writing her dissertation on policy processes under the Bloomberg administration, particularly in relation to the Applied Sciences initiative, which recently brought the Cornell Tech graduate school to New York City. Previously, she worked on urban policy in New York City and interned in the Public Sector Practice at McKinsey & Company, worked with the Health Justice Program at New York Lawyers for the Public Interest as a Liman Summer Fellow, at the New York Academy of Medicine working on the Journal of Urban Health and in the Health Policy Division, and with the Office of Capital Projects and Development in the office of the mayor during the Bloomberg administration. Ms. Bright holds a B.A. in ethics, politics and economics from Yale University and an M.A. in public policy from the Blavatnik School of Government at Oxford University, UK.

Ella Britton*United Kingdom*

Ella Britton is an artist and designer who believes that creativity, compassion, hard work, and meaningful collaboration can be a force for tremendous social good. She is currently leading the Knee High Design Challenge with the Design Council to bring to life new products and services that improve the health of children in their early years. She has experience working with the NHS, charities and local authorities as they develop more human centered services. She also works a lot with people from different communities who are turning bold ideas into workable social ventures. Ms. Britton is a Fellow of Salzburg Global Seminar.



Rebecca Cordes Chan *USA*

Rebecca C. Chan is a program officer at the Robert W. Deutsch Foundation, a Baltimore-based philanthropic organization that exists to promote innovation in science and technology, arts, education, and social justice. Prior to joining the Deutsch Foundation, she served as the program director of Station North Arts & Entertainment Inc., where she managed two international street art festivals, oversaw programming at four public spaces in the Station North Arts District, and co-produced the 2012 National Symposium on Arts/Cultural/Entertainment Districts, and its sequel, the 2013 Artists & Neighborhood Change Conference. Her field of expertise lies at the interface of cultural heritage, preservation of the built environment, and community development. Ms. Chan holds a B.A. in anthropology and cultural resource management from the University of Illinois, Urbana-Champaign, and an M.S. in historic preservation from the Graduate School of Design at the University of Pennsylvania, USA.



Sebastian Chan*Australia*

Seb Chan is the chief experience officer (CXO) at the Australian Centre for the Moving Image where he is responsible for a holistic, multi-channel design strategy for the institution. Previously, he was director of digital & emerging media at Cooper Hewitt Smithsonian Design Museum in New York. He was responsible for the museum's recent digital renewal and its transformation into an interactive, playful new museum reopened after a 3 year of rebuilding and reimagining. Prior to that, Mr. Chan was based at the Powerhouse Museum in Sydney, Australia, where he was known for his expertise in open access, mass networked collaboration, digital strategy, cultural sector metrics, and cultivating innovation in the cultural sector. He has also worked widely across Europe, Asia, and North America as a cultural heritage consultant and currently serves on several non-profit boards. He blogs at www.freshandnew.org. Mr. Chan is a Fellow of Salzburg Global Seminar.





In Dong Cho

Republic of Korea

In Dong Cho is the first director-general of Seoul Innovation and has recently become the vice-mayor of Seodaemun district in Seoul, where he built the foundation for creative municipal operation. He leads a number of innovation projects on topics such as community formation, human rights promotion, and preventive and strategic public conflict resolution. He prepared the sharing city platform Seoul Sharing Hub and has propelled various key innovative projects like the Seoul Innovation Park and the Transparent Apartment Community management project. Mr. Cho holds a B.A. in politics, an M.A. in public administration, both from Seoul National University, as well as an M.A. in public administration from the University of Georgia, USA.



Me-Ryong (Hannah) Choi

Republic of Korea

Hannah Choi is a museum instructor in the education team at the National Museum of Modern and Contemporary Art of Korea. In her role, she establishes education programs for docents and prepares commentaries on exhibitions. She has several years of professional experience in teaching and developing programs for art exhibitions, global exchange programs, and partnership development with institutions around the world. She was a program organizer of the cultural performance “Glorious Heritage”, celebrating the 20th anniversary of the establishment of diplomatic relations between Korea and Russia, and was a program coordinator at the international forum Women’s Rights are Human Rights. She was part of the international relations staff at Parsons School of Design, USA, the University of Le Havre, France, and the Foggia Music Conservatory, Italy. Ms. Choi holds a B.A. in fashion design, French language and literature, and an M.A. in art history, both from Sungshin Women’s University, Republic of Korea, and has attended Utrecht University’s summer school on culture studies.



Sam Conniff

United Kingdom

Sam Conniff is co-founder of Livity, UK. He became a creative entrepreneur at 21, launching his first business, Don’t Panic, from his bedroom, now a global franchise, cult youth brand and online community. He set up Livity to harness the power of brands and communications as a force for social change. Livity works with the world’s biggest brands, government, charities and, most importantly, young people, co-creating successful communications. Mr. Conniff created the world’s first interactive multi-platform series Dubplate Drama. It pioneered an innovative interactive mechanism to draw viewers into decision making dilemma moments, engaging them in social issues and sensitive topics. He was appointed by the Cabinet Office as a UK Social Enterprise Ambassador, is a fellow of the RSA, a Make Your Mark Ambassador, serves on the review board of Cranfield University’s Strategic Marketing MSC and as Community Governor at the Livity School for children with complex needs. Mr. Conniff is a Fellow of Salzburg Global Seminar.

Christiana Damanaki *Greece*

Christiana Damanaki is a content creator at Clio Muse, as well as a freelancer on digital engagement projects in museums around the country. She participates in the planning of exhibitions in Japan, the U.S. and the new museum of the archaeological site in Eleutherma, Crete. She interned at the Byzantine and Christian Museum in Athens, Greece, and at The Unstraight Museum in Stockholm, Sweden. Ms. Damanaki is interested in sustainability of the heritage sector, and assists in the planning of a conference for the World Environment Day. Ms. Damanaki holds a B.A. in history and archaeology from the National and Kapodistrian University of Athens and an M.A. in museology from the Amsterdam University of the Arts, Netherlands.



Amina J. Dickerson *USA*

Amina J. Dickerson is president of Dickerson Global Advisors (DGA), a consulting and executive coaching practice created as an outgrowth of decades of leadership experience in the non-profit, corporate, and philanthropy sectors. She works with senior leaders on strategy, leadership, and succession planning. Ms. Dickerson held executive posts in museums, headed a multi-national philanthropy funding programs in hunger relief, the arts, domestic violence and education, and serves as a trustee for U.S. foundations and non-profits both in Chicago and nationally. Ms. Dickerson is a Fellow of Salzburg Global Seminar.



Sanne Donders *Netherlands*

Sanne Donders is a freelance photographer, who mostly works for the local and national newspaper AD as well as for non-profit organizations. She is interested in portraying the daily lives of people in Rotterdam, Netherlands. In her current photo project she follows people living in the city for one day. Each month she publishes a part of her work on her own page in the newspaper she works for. One of her goals is to continue this project for years until she has portrayed at least 100 individuals. Her work in general and the project in particular are a way for her to understand the city better. She hopes that her work will serve as a document about people living in Rotterdam.



Uffe Elbæk *Denmark*

Uffe Elbæk is a founder and former principal of The KaosPilots International School of New Business Design & Social Innovation. He serves as special advisor for the new leadership team at the school. Mr. Elbæk was elected to the City Council of Århus for the Danish Social Liberal Party, a position he stepped down from when he was hired by the City of Copenhagen as the CEO of the World Outgames. Previously, he served as Minister for Culture and founded a party called "The Alternative." Mr. Elbæk is on the board of several Danish and international organizations and has over the years received numerous honors and awards, ranging from his appointment as ambassador for the local premiere league football club AGF to Knight of the Dannebrog. He has given himself the title: senior troublemaker and solution finder.





David Olawuyi Fakunle *USA*

David Olawuyi Fakunle is a third-year doctoral student in the Department of Mental Health at the Johns Hopkins Bloomberg School of Public Health, USA. In 2013, he received a pre-doctoral fellowship with the Drug Dependence Epidemiology Training Program, funded by the National Institute on Drug Abuse, becoming the program's first black male pre-doctoral fellow. In addition to his academic and research endeavors, he has been a performing artist, including vocal/theater performance, African storytelling, and African drumming. He is the founder and primary facilitator of DiscoverME/RecoverME, an intervention program that utilizes the African oral tradition to aid in recovery from societal traumas. Mr. Fakunle holds a B.A. in psychology and criminology & criminal justice from the University of Maryland, College Park, USA.



María Fernández Sabau *Spain*

María Fernández Sabau is a cultural manager specialized in strategic planning, policy making, and concept development for cultural institutions, cities, and governments worldwide. She is currently curating the international forum "Living Arts in Post Conflict Countries" organized by Cambodian Living Arts, with the sponsorship of the Prince Claus Fund and in collaboration with Salzburg Global Seminar. She is also leading the concept development for PLANTA, a multidisciplinary space for creativity and innovation that facilitates and encourages the generation of ideas and the transmission values by Sorigué Group in Spain. As an independent consultant, Ms. Fernández Sabau is interested in the contribution of the cultural sector to the development of the knowledge economy. Her commitment to how the cultural sector can be a driver for development took her to Cambodia, where she worked as expert advisor for UNESCO in the development of the Cultural Policy for Cambodia, and, later, as advisor to other UNESCO offices and cultural institutions in South East Asia. She regularly supports the UCLG Commission of Culture in a number of initiatives related to Agenda 21 for Culture and the inclusion of culture in the sustainable development goals. With a background in political sciences and business administration, during the last fifteen years she has lead more than 30 projects worldwide developing an ability to understand culturally diverse group's needs and agendas.

Samuel Galler*USA*

Sam Galler is a D.Phil. student studying international development at Oxford University, with a focus on the development of health-based civil organizations in China. He has directed an NGO called SESH (Social Entrepreneurship for Sexual Health) in China and Hong Kong, which brings together stakeholders to design crowdsourcing programs related to aspects of sexual health, including testing, education, and care. He co-founded a youth-led sexual education project in Hong Kong that has received grants for social innovation and social entrepreneurship. He is very interested in the role that new media can contribute to current health challenges in China, including in the areas of public mental health, health systems building, and civil participatory health interventions. Mr. Galler recently organized and led the first delegation of Rhodes Scholars to visit China, and has facilitated and organized many international trips for artistic and cultural exchange over the last eight years. He is an avid a cappella singer and has helped co-found a new contemporary dance exchange project between the U.S. and China. Mr. Galler holds a B.A. and an M.A. in East Asian studies and global health and health policy from Harvard University, USA.



Nicolás García Mayor*Argentina*

Nicolás García Mayor is an industrial designer from Argentina who is dedicated to humanitarian aid and the preservation of the environment. He is founder and director of *ar estudio*, a design and new product development company, and president of *Fundación ar*, dedicated to promote and support innovative ideas that will help improve the quality of life of people. As a humanitarian designer, he created Cmax System, an innovative disaster relief shelter. He was recognized for his contribution to children, world peace, and human rights, and was invited to the Vatican to present his projects to Pope Francisco. Mr. García Mayor speaks worldwide on motivation and humanitarianism, and works as a consultant for international organizations such as United Nations, International Development Bank, Masdar Institute, Conicet, as well as various governments and universities around the world.



Josefina Goñi Bacigalupi*Argentina*

Josefina Goñi Bacigalupi is the director and a founding member of DIBAGO, a social enterprise that develops cultural projects, services, and content as DESLIZATE. She is a technical and educational coordinator at Fundación Paz por la no Violencia Familiar, where she directs the establishment of productive units in cultural adverse situations – informal productive units, communal units, productive units in slums – strengthening the commercial productive models with socio labor incorporation. Ms. Goñi Bacigalupi holds a degree in fashion design from the University of Buenos Aires and currently pursues a high level diploma in civil society organizations from Facultad Latinoamericana de Ciencias Sociales (FLASCO), Argentina.





Deana Haggag

USA

Deana Haggag is director of The Contemporary Museum of Baltimore, USA. Prior to her work with the museum, she was the curator-in-residence at Gallery CA, which is also located in Baltimore, in the City Arts building – home to over 90 artists. In addition to her work at The Contemporary, she curates independent exhibitions, consults on various public art initiatives, contributes to cultural publications, lectures extensively, and teaches at institutions such as Towson University and Johns Hopkins University. She is on the board of the Greater Baltimore Cultural Alliance, is an advisory member for FORCE, and founded the Baltimore Chapter of the Awesome Foundation. She also serves as a member of the affiliates board for the Museums and Society Program at Johns Hopkins University and is an active participant of the StageOne/FANS council at the Baltimore School for the Arts. Ms. Haggag holds a B.A. in art history and philosophy from Rutgers University, and an M.F.A. in curatorial practice from the Maryland Institute College of Art, USA.



Akio Hayashi

Japan

Akio Hayashi is the founder and managing director at inVisible. He worked for BEPPU PROJECT, a non-profit arts organization, for which he produced several art projects in the downtown area of Beppu city, and was involved in the revitalization and tourism promotion of that area. He was director for the Roppongi Art Night Program, and executive director of Tottori Geijusai, the Tottori art and living festival. Mr. Hayashi is a graduate of Ritsumeikan Asia Pacific University, Japan.



Ian Hilzerman

Argentina

Ian Hilzerman is an entrepreneur focused on trend design. He is the CEO at #MakePogo, a startup based in Buenos Aires that works with crowdsourcing and big data. He has planned the complex system for detection of ideas and talents using the social networks based on a B&C model. He interned in China for the ICBC bank, and has won several contests including Ogilvy Finishers by Ogilvy & Mather Argentina, and Startup Buenos Aires Challenge X by 1776DC. Mr. Hilzerman studied graphic design at the University of Buenos Aires and business at Austral University, Argentina.

Josephine Hunter*United Kingdom*

Josephine Hunter is an associate of the New Citizenship Project, a social innovation lab, using creative strategy to promote the role of the citizen and encourage better participation in society. She is also a strategic consultant and adviser working in the arts in the UK and Canada. She is a co-founder of 64 Million Artists, a national campaign to unlock the creative potential of every human being in the UK and was formerly head of strategic development at Battersea Arts Centre. She specializes in organizational development and planning for which previous clients include Julie's Bicycle, Youth Music, Public Recordings, and Mountview Academy of Theatre Arts. Ms. Hunter's previous roles included senior artistic associate, Harbourfront Centre, Toronto, funded programs manager, Sing Up, London, and company manager, Cirque Bijou, Bristol. Ms. Hunter is also on the board of Theatre Bristol.



Misaki Iwai*Japan*

Misaki Iwai works as event and collaboration manager at Impact HUB Tokyo for a community of entrepreneurs. She is responsible for the communication and coordination with internal and external stakeholders in terms of event planning and community engagement. Ms. Iwai has experience as a community builder, and currently works as a community-building consultant for rural areas in Japan to support local entrepreneurs. Additionally, Ms. Iwai works as coordinator and crowd funding project manager two projects related to film production.



Peter Jenkinson*United Kingdom*

Peter Jenkinson OBE has worked for over 20 years in the cultural sector, passionately advocating and acting for deep and lasting change across the cultural and political landscape and for building social justice. As an independent cultural agent based in London he works across a diverse portfolio of disciplines including as a founding director of the new open° initiative focusing on civic agents, Pop-Up Chancellor of the Cannon Hill Art School 2015, a pop-up experimental art school in Birmingham; an associate of the Compass progressive politics network, and UK Ambassador to The Alternativet, the cultural-political party in Denmark. Prior to these adventures Mr. Jenkinson has had a distinguished and award-winning career working across the arts and culture, including his role as co-founder of Culture+Conflict, founding director of the £110 million Creative Partnerships creativity in learning program across England and the initiation and delivery of the world-class £21 million The New Art Gallery Walsall. He received a B.A. in Modern History from Gonville and Caius College, University of Cambridge. Mr. Jenkinson is a Fellow of Salzburg Global Seminar.





Dafni Kalafati

Greece

Dafni Kalafati is an art therapist, a documentary filmmaker, and the founder of Amaka, an NGO which runs various programs on social help catering for underprivileged urban groups. One of her recent projects was to design a two year art therapy program that was implemented in the women's detention center of Thebes, near Athens. The program was part of a larger European project called "PAROL – Writing and Art Beyond Walls Beyond Borders", which included the cooperation between 13 prisons in Europe. She worked in the public mental institution Borda as an art therapist, using video and photography as therapeutic tools. Ms. Kalafati studied intercultural education and photography and holds an M.A. in art therapy from the School of Fine Arts, Buenos Aires, Argentina.



Hyun Kim

Republic of Korea

Hyun Kim is an assistant program specialist in the publication and public relations team at the Asia-Pacific Center of Education for International Understanding under the auspices of UNESCO. He is in charge of various projects, for example the "Cultural Understanding through Paintings of Southeast Asia and Korea", with the goal to develop a resource book and online paintings museum, and "100 Everyday Objects from Southeast Korea", done in cooperation with the Southeast Asian Regional Center for Archaeology and Fine Arts and sponsored by ASEAN. Mr. Kim holds a B.A. in English literature from China University of Petroleum in Beijing, an M.A. in Asian studies from Lund University, Sweden, and is currently on leave from his Media-Culture-Literature Studies at Lund University.



Sara Kim

Republic of Korea

Sara Kim is the founder of Diagonal Thoughts, which focuses on architecture, design and thought. She strives not only to work with architects but to collaborate with various experts in different fields to broaden the work scope of architecture and find a different way of thinking. Recently, Diagonal Thoughts has won a travel & research grant from the Korea Architecture Institute and the Ministry of Culture to investigate for their project on the "Adaptive Reuse in between Classic and Contemporary". Ms. Kim has taught in the U.S., Denmark, and India. She holds a B.A. in industrial design from Kookmin University, and an M.A. in interior architecture from the Rhode Island School of Design, USA.

Fred Lazarus*USA*

Fred Lazarus IV is president emeritus of the Maryland Institute College of Art (MICA), where from 1978 to 2014 he led the evolution of the College into a globally recognized leader in transformative art and design education. Under his leadership, MICA's enrollment more than doubled, the size of the campus increased tenfold, the endowment grew by more than 25 times, three research centers were created, and seventeen undergraduate and graduate academic programs were added. Beyond MICA, Mr. Lazarus is a national leader in the advancement and integration of the arts, education, and community development. He served as founding chair of both Americans for the Arts and the National Coalition for Education in the Arts, and has also chaired the Maryland Independent College and Universities Association, the Arts Education Committee of the American Council for the Arts, and the Greater Baltimore Cultural Alliance. He is the founding and current chair of Central Baltimore Partnership, a founding board member of both the Midtown Development Corporation board and the Association of Independent Colleges of Art and Design, and serves on numerous other boards of directors, including Partners for Livable Communities, Arts Every Day, and Americans for the Arts. He is also a founder and vice-chair of the Baltimore Design School. In addition, much of Mr. Lazarus' work has also been focused on improving the cultural and economic vitality of Baltimore, which's reputation as a cultural destination has exploded in recent years. He was instrumental in launching the city's annual Artscape festival, which has become the largest free arts festival in the U.S.



Thomas Layer-Wagner *Austria*

Thomas Layer-Wagner is an artist, designer, and researcher, who has a vast experience working in the field of interactive media. He is co-founder of Polycular, a company dedicated to fighting climate change and promoting sustainability through a game called "EcoGotchi". He works as researcher for the University of Applied Sciences in Salzburg, where his research in Pervasive Experience Lab Salzburg (PELS) focuses on interactive installations for urban public space. His interest lies in the combination of art, design, and technology dealing with media art, mixed reality, human computer interaction, pervasive computing and games. Mr. Layer-Wagner graduated from the Interface Culture department at the Art University Linz, Austria. His M.S. thesis deals with experimental auditive interfaces for pervasive games.





Saule Mamayeva

Kazakhstan

Saule Mamayeva is a youth program coordinator at the Soros Foundation Kazakhstan. She works closely with different groups of youth activists, including young human rights activists, artistic youth, and young policy analysts. The foundation supports different projects on the topic of urban arts and culture for civic engagement and will host an urban forum in November 2015 in Kazakhstan. Ms. Mamayeva is interested in the opportunities and challenges that urbanization brings, especially in the context of the Eurasia region. Previously, she worked as assistant to the CEO of Dewey & LeBoeuf and as executive assistant at Mayfair Tea Company. Ms. Mamayeva holds a B.A. in foreign philology from the Kazakh University of International Relations and World Languages and an M.B.A. from KIMEP University Kazakhstan.



Konstantinos Matsourdelis

Greece

Konstantinos Matsourdelis is a cultural entrepreneur and the founder & CEO of the Museum of Greek Gastronomy. Prior to that, he was a financial analyst at Interamerican, one of the leading insurance companies in Greece and a project manager at Green Lancaster, UK. He is regularly invited to speak at conferences to discuss the development of the food and culture sector in Greece. Mr. Matsourdelis studied industrial management and technology at the University of Piraeus, holds a B.Sc. in business studies, economics and finance from Lancaster University, and attended Rotterdam School of Management, Erasmus University.



Meta Moeng

Cambodia

Meta Moeung is one of a dynamic new generation of arts managers in Cambodia. She is passionate about increasing access to arts and culture, building links between art communities, and in cultural exchange and leadership development. She started her career as company manager for a production company, Dans La Phase Audio, and was the secretary general of the alumni association for the Ship for Southeast Asian Youth Program. She was awarded a place on the Creative Leaders Program, a competitive personal development program for arts managers offered by Cambodian Living Arts. She became a co-founding member of the Cambodian Arts Network (CAN), which she set up with peers from the Creative Leaders Program, to serve the arts community. Ms. Moeung has worked as assistant to the internationally acclaimed Cambodian visual artist, Sopheap Pich, while also working as community projects manager at SA SA BASSAC, a gallery and resource center dedicated to curating, mediating, and archiving Cambodian contemporary visual culture. There, she develops and manages relationships between artists and the wider community, through coordinating public programs both locally and internationally.

Martin Murer*Austria*

Martin Murer is an interaction designer and researcher at the Center for Human-Computer Interaction at the University of Salzburg, where he focuses on craft and technology. As a developer, designer, and researcher, he is established in an international research and design community that aims to make computation tangible. Through his personal experiences around the creative usage of computation and electronics, he developed an urge to rethink and reshape academic infrastructures as innovation spaces and open them up to broader audiences. He was a visiting researcher at the CRAFT Lab at Stockholm University and a research associate and teaching assistant at the Viennese Institute for Social Science Documentation and Methodology. Mr. Murer holds a degree in information design from the University of Applied Sciences Joanneum Graz, Austria, and currently pursues a Ph.D. that addresses the intersections between craft and technology.



Kiron Neale*Trinidad and Tobago*

Kiron Neale is a second year D.Phil. student at the University of Oxford's School of Geography and the Environment, UK. His work focuses on renewable energy transitions and the diffusion of sustainable energy innovations in hydrocarbon-based island systems, specifically in the context of residential solar energy. His research is centered on his home island of Trinidad with Barbados and Hawaii as related cases. Mr. Neale is interested in the nexus between solar energy policies and the culture of adopting innovations, especially when this relationship is set against the backdrop of overarching energy institutions that promote fossil fuel usage at both the technical and social levels. Mr. Neale holds a B.Sc. in geography and environmental and natural resource management from the Universities of the West Indies, St. Augustine, Trinidad and Tobago, and an M.Sc. in environmental change and management from the University of Oxford, UK.



Siphiwe Ngwenya*South Africa*

Siphiwe Ngwenya is director of the Maboneng Township Arts Experience and founding director of Arts Township International. The Maboneng Township Arts Experience converts township homes into art galleries and is important to the community because it creates ownership amongst the homeowners and brings the creative economy to the doorstep of the people who really need it. Mr. Ngwenya sees townships as spaces of innovation and is constantly working on creating ways in which township communities can develop into hubs of education and growth. Mr. Ngwenya is also founder and former member of renowned hip-hop group Skwatta Kamp. He is also an artist, and his works include the design and installation of four-story steel installations in Johannesburg and art science installations in Antarctica.





Jiwon Park

Republic of Korea

Jiwon Park is a graphic designer, visual communicator, entrepreneur, social catalyst, and educator. She is an assistant professor at The University of Texas at Austin, USA. Previously, she has worked as a visual designer at Samsung Electronics, as a co-founder of the design agency DAREZ Inc., and as a graphic designer at the London-based branding consultancy Brand Environment Ltd. In the public sector, she is a co-founder of a social enterprise called 1/2 Project, which proposes a new type of donation system involving products cut in half. She also founded a social design organization called Design Can Do, which hosts interdisciplinary design thinking workshops around the world to tackle local social issues. Her research interests include investigating new directions and design methodologies that will lead to a more socially engaged communication design practice. Ms. Park holds a B.F.A. in visual information design from Ewha Women's University, Seoul, and an M.F.A. in graphic design from the Rhode Island School of Design, USA.



SungSoo Park

Republic of Korea

SungSoo Park is founder and representative of BLEND COMPANY, which is organized in three different cultural teams around entertainment, architecture and media. Through BLEND, artists keep supporting each other in their careers and collaborate on new productions in a variety of fields. Mr. Park worked at BAUM architects as part of educational and hospital facilities designer. Mr. Park sees his career as a way to give back to the larger community and hopes to build a reliable network of people who have good spirit and passion. He holds a B.A. in architecture from Hongik University Seoul, Korea.



Mily Paschali

Greece

Mily Paschali is the programming and production manager of the Stavros Niarchos Foundation Cultural Center (SNFCC). With Renzo Piano as chief architect, the under completion SNFCC is currently the biggest cultural building construction project in Europe. In her present capacity, Ms. Paschali oversees the design, development, and implementation of the annual SNFCC's Visitors Center program and the SNFCC Park events, and provides the strategic direction and structure for the department. She has previously served as principal assistant to the general director of the well-known Athens Concert Hall. She holds a B.A. in psychology from the University of Athens and an M.A. in cultural management from Northumbria University, UK.

Deirdre Prins-Solani *South Africa*

Deirdre Prins-Solani works and practices as an educationist, heritage practitioner, museologist, and international heritage consultant. She championed the development of experimental heritage educational programs together with local and international partners, created interdisciplinary teams for enhancing heritage conservation, safeguarding and has numerous publications. She has served as chairperson of the South African Museums Association (SAMA), president of the International Council of African Museums (AFRICOM), a committee member of the Institutions of Public Culture, as committee member of the Board to the African Program in Museum and Heritage Studies, and as a member of the South African Qualifications Authority (SAQA) National Standards Body for the Arts and Culture sector. As an expert to the UNESCO 2003 Convention on Intangible Cultural Heritage, she has trained senior policy makers and officials in the ratification, implementation, and development of safeguarding programs of the Convention. Ms. Prins-Solani is a graduate of the University of Cape Town, South Africa. She is a Fellow of Salzburg Global Seminar.



Rowan Pybus *South Africa*

Rowan Pybus is a co-founder of Sunshine Cinema and Greenpop and a founder & director of Makhulu Media. Trained in fine arts, design, and photography, he has produced promotional media for various high profile NGO's including MSF, UNAIDS, Amaphiko, and Greenpop. While producing and directing a six-part series about social entrepreneurs in rural communities and townships across southern Africa, he decided to co-create an energy efficient platform that would enable empowering and educational stories to be showcased in the areas that would not otherwise have access to such content. Sunshine Cinema was built on the premise that solar energy can be used to generate lasting social impact. Mr. Pybus is currently working on expanding the message and mechanisms of social entrepreneurship across Africa.



Frances Rudgard *United Kingdom*

Frances Rudgard is the deputy director of Cambodian Living Arts (CLA). She has a range of experience in strategic and business planning and organizational change. She moved to Cambodia in 2010 working as a consultant for a portfolio of NGO clients, and developed a focus in the arts sector. She was an integral part of writing the first strategic plan for CLA and was hired as the program director to oversee its implementation. She has been instrumental in redesigning CLA's programs, restructuring organizational practices, and leading team capacity building in order to realize the strategic plan. Under her watch, CLA has also transitioned from working under a third party organization, the Marion Institute, to becoming an independent organization. As CLA prepares to move into its next phase of growth, Ms. Rudgard is focused on CLA's regional outreach, particularly in the areas of leadership development and cultural networking within the Greater Mekong subregion.





Phina So

Cambodia

Phina So leads Women Writers Cambodia, a charter of PEN Cambodia. She is also a full-time researcher at the Cambodia Development Resource Institute and was a speaker on the topic of women writers in Cambodia at the Cambodia Book Fair. Earlier this year, she and five other female authors published an anthology of short stories, “Crush Collection”. Ms. So encourages women to write via her personal blog, dare2write.com and on PEN Cambodia – Women Writers Committee via Facebook. She is now preparing another anthology called “My Most Critical Day”, second publication forthcoming in 2016. She has been active in the writing community and plans to put together a publication on the “Top Ten Cambodian Female Writers of Our Time” in the near future. Ms. So intends to continue to use a historical and philosophical perspective in her fictional writing in order to enquire into the role and identity of Cambodian women in the 1940s. Ms. So holds an M.A. in social work from the RMIT University in Melbourne, Australia, and has a background in social work and development in both Australia and Cambodia.



Immanuel Spoor

Netherlands

Immanuel Spoor is the founder of On Track Agency and Stichting De Nieuwe Lichting. On Track Agency represents aspiring musicians as a manager, bookings agent and record label. Stichting De Nieuwe Lichting is a foundation that initiates projects that improve the creative sector in Rotterdam, with a primary focus on the music scene. The foundation organizes several annual festivals, such as The Eendracht Festival and A Festival Downtown; concerts, jam sessions and pop-up shows. Mr. Spoor is able to speak the language of a creative as well as that of a corporate or governmental mind. Building bridges is a reoccurring factor in his life. He has proven to be able to bring together parties that normally would not find each other, for example in his work at De 3De (The 3rd). De 3De is an innovation hub where several music businesses and other parties in the field that usually would not meet are deliberately connected and share an office to work together.



Sotirios Stampoulis

Greece

Sotirios Stampoulis is a member of the steering committee of the Cultural Innovators Network (CIN), responsible for the financial management of the network and the coordination of one of its Euro-MENA programs, the Cultural Innovation Days. After working with cultural and social nonprofit organizations in Thessaloniki, Greece, he initiated international projects “Artivists4Change” and, more recently, the “Cultures InterTrade”, which he manages with assistance from a team of CIN members. He is currently employed as a program coordinator of “Glossomobil”, a mobile learning program of the Goethe-Institute Thessaloniki, and as project assistant of “ΣART – Youth Culture Initiatives in Greece”, a fellowship and training program for Greek graduates seeking an advanced level of qualification in international cultural management conducted by the Robert Bosch Foundation in cooperation with the Goethe-Institute Thessaloniki and the German Network of Community Art Centers. Mr. Stampoulis’ educational background is in international and European economics and business.

Shinji Sudo*Japan*

Shinji Sudo is the founder of People Design Institute, NEXTIDEVOLUTION, and the marketing consulting firm Fujiyama Store. In addition, he launched a collaborative project with Keio Gijuku University, called “People Design Lab”. With his second son born with cerebral palsy, he has been questioning, as a father and as a social innovator, the decisive chasm between handicapped and non-handicapped people. It is Mr. Sudo’s firm conviction that people design to be understood as the multitude of possibility for uniqueness. In his view, current social and political debates are not helping to eradicate boundaries separating the handicapped from the non-handicapped people. Based on this belief, he has been organizing various projects in the realm of education, product design, services, and job creation. Together with leading designers, he develops products that are not merely practical for the handicapped but also marketable commodities for the non-handicapped. He has been working extensively with institutions in higher education including Delft University of Technology in the Netherlands and Waikato University in New Zealand, offering lectures to postgraduate students.



Doreen Toutikian*Lebanon*

Doreen Toutikian is an interdisciplinary designer, researcher, and a social entrepreneur. She is the co-founder and director of the MENA Design Research Center and of Beirut Design Week. Her focus is on design research methods and human-centered design for social impact. She holds an M.A. in European design studies from the Koeln International School of Design, Germany, and has won a Cologne Design Award for her book “Design Education in the Middle East.” Ms. Toutikian is a Fellow of Salzburg Global Seminar.



Michal Turský*Slovakia*

Michal Turský is the co-owner and project manager at f4u group s.r.o., a consultancy and project management service for clients in marketing, sales and IT. In his capacity at f4u group s.r.o., Mr. Turský worked with the Bratislava Culture and Information Center, where he produced public events during The Summer of Culture Festival Bratislava for three consecutive years. He was marketing director at Maco Racing as part of their World Endurance Championship Motorcycle team. He is project manager of the second largest theatre in Bratislava, Theatre New Scene. Mr. Turský attended the Institute of Higher Professional Education, specializing in finance and banking and holds an advanced diploma of information technology in software development from the Australian Institute of Commerce and Language.





Alexander Wengler *Austria*

Alexander Wengler is a dancer, choreographer and cultural manager. He is the founder and choreographer of the dance group Nobulus. Their piece “Out of the Shadow” is an extraordinary mix of breakdance, popping and locking, contemporary dance, acrobatics and ballet. It tells a cautionary tale, from the creation of the universe and evolution of man through to an imaginary apocalyptic future. Using only their bodies, a ten dancer-strong crew creates otherworldly scenes by morphing themselves into structures, creatures and even machines.



Lucy Wilhelm *Austria*

Lucy Wilhelm is known for an innovative approach on design and visionary thinking. Her expertise lies in the areas of textile design, trend research, and product innovation. Her predominantly international client base includes various creative industries including the international textiles and fashion industry. Her design repertoire includes art direction, illustration and graphics, as well as production management. Due to her expertise in the areas of textile design and trend research, Ms. Wilhelm manages to support her clients with innovative and creative design solutions for their design concepts and products, and supports them by providing solid technical know-how. Her clients are accompanied through all processes of product development, from initial concepts to design development and, finally, overseeing the production. Ms. Wilhelm holds a B.A. in printed textile design and an M.A. in textile design and innovation, both from Nottingham Trent University, UK.



Rachel Woodlee *USA*

Rachel Woodlee is a student at the University of Oxford, UK, currently reading for a D.Phil. in social policy. Her research focuses on policy experiments that attempted to alter the One Child Policy in China across the reform period, and she hopes to show how institutional barriers inherent in the Chinese political system prevented the expansion of popular alternatives to the “one child per couple” rule. Beyond her thesis research, Ms. Woodlee is fascinated by the norms and (mis)understandings of intercultural communication, especially among young people from Asian and North American contexts. While in Oxford, she has also worked as a co-convener of Rhodes China Forum, which seeks to foster understanding of China in general and ongoing research within the University that relates to the PRC. Ms. Woodlee holds a B.A./B.S. in Chinese language and economics from Wofford College, South Carolina, USA, and an M.Sc. in contemporary Chinese studies from Oxford University, UK.

Shelagh Wright*United Kingdom*

Shelagh Wright has worked for decades with a diverse range of people and projects around the world on cultural and creative economic policy and sustainable practice. She is a founding director of open°, a director of the Together Foundation, Mission Models Money and ThreeJohnsandShelagh, an associate of the think tank Demos, the Culture+Conflict initiative, the Compass progressive politics network, and UK Ambassador to The Alternativet, the cultural-political party in Denmark. Her publications include: *Creativity Money Love*; *Where does it hurt?*; *After the Crunch*; *So.What Do You Do?*; *Making Good Work and Design for Learning*; in addition to articles and papers on sustainable cultural, creative and social enterprise, skills and investment policy. Ms. Wright was a contributor to the Creative Britain strategy and a member of the EU Expert Working Group on the Creative Industries. She is also on the boards of several UK arts and cultural organizations. Ms. Wright is a Fellow of Salzburg Global Seminar.



Stephania Xydia*Greece*

Stephania Xydia is a co-founder of Place Identity, a nonprofit organization that develops civic engagement projects for urban regeneration and political innovation in Greece. She develops projects that aim to reconnect the concepts Polis – Politis – Politismos – Politiki - Politeia (city, citizen, culture, politics, state). She is currently coordinating citizens' workshops, participatory design trainings, advocacy campaigns, international conferences, and urban interventions in different cities. Prior to that, she served Greek cultural diplomacy as managing director of Elliniko Theatro, where she developed interactive theatre projects in 12 countries. Ms. Xydia is a Cambridge University graduate and holds an M.A. in cultural policy from City University London, UK.



Akinobu Yoshikawa*Japan*

Akinobu Yoshikawa is a senior design fellow at MakiBiz (previously Architecture for Humanity), based in Sendai, Japan. As architectural specialist he supports the recovery of The Great Eastern Japan Earthquake disaster. Previously, he worked as designer at Atelier Hitoshi Abe in Japan and at Nakada + Associates in the U.S. Mr. Yoshikawa holds a B.A. in architecture from Pratt Institute, School of Architecture, New York, USA, an M.A. in architecture from the University of California Los Angeles, USA, and is currently a Ph.D. candidate at Tohoku University, Graduate School of Engineering, Japan.



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Program Director, Culture and the Arts

Susanna conceptualizes, develops, and manages several seminars and programs each year. She has served Salzburg Global in various capacities including academic program coordinator, director of program development, and director of seminars. Before coming to Salzburg, Susanna worked as a simultaneous interpreter for the United States Department of State, interpreting primarily for the State Department's International Visitor Leadership Program. She also worked in publishing at Random House/Pantheon Books and at G.P. Putnam's Sons in New York. Susanna was a Fulbright Fellow and studied German theater and literature at the Universities of Mainz and Berlin, Germany. She holds a B.A. in German literature and in government from Dartmouth College, in New Hampshire, and an M.A. in translation and interpretation from the Monterey Institute of International Studies in California.



Julia Stepan

(former) Program Associate

Until leaving Salzburg Global Seminar in November 2015, Julia assisted program directors with the development, administration, and logistics of several sessions per year, with a particular focus on the culture and the arts programs and the Salzburg Global LGBT Forum. Prior to joining Salzburg Global in May 2011, she worked first as a nanny, then as a personal assistant in the US. Julia holds an M.A. in American studies, focusing on cultural studies, from the University of Graz, Austria and completed a one-year student exchange at the University of Wisconsin - Eau Claire, USA.



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Frances Rudgard is the deputy director of Cambodian Living Arts (CLA). She has a range of experience in strategic and business planning and organizational change. She moved to Cambodia in 2010 working as a consultant for a portfolio of NGO clients, and developed a focus in the arts sector. She was an integral part of writing the first strategic plan for CLA and was hired as the program director to oversee its implementation. She has been instrumental in redesigning CLA's programs, restructuring organizational practices, and leading team capacity building in order to realize the strategic plan. Under her watch, CLA has also transitioned from working under a third party organization, the Marion Institute, to becoming an independent organization. As CLA prepares to move into its next phase of growth, Ms. Rudgard is focused on CLA's regional outreach, particularly in the areas of leadership development and cultural networking within the Greater Mekong subregion.

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Salzburg Global Seminar

Since 1947, Salzburg Global Seminar has brought together more than 30,000 change-makers from across the world to fulfill our mission: to challenge present and future leaders to solve issues of global concern.

We focus on complex problems confronting the global community, covering topics as diverse as health care and education, culture and economics, geopolitics and human rights. Our sessions are designed to stimulate open dialogue and transformative thinking across national, cultural, generational and institutional boundaries. Working with the world's leading public and private organizations and philanthropic investors, we engage our global network to accelerate positive global change.

Salzburg Global's programs are primarily convened at Schloss Leopoldskron, Austria. This 300-year-old palace, now also an award-winning hotel, provides an inspiring retreat and intimate space for international convening.

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Salzburg Global Forum for Young Cultural Innovators

The YCI Forum is a ten-year project launched by Salzburg Global Seminar to engage the world's most dynamic young cultural innovators in cross-cultural exchange and learning and to enable them to excel in their fields. Every year, 50 participants from around the world are invited to a five-day program in Salzburg that combines theory and practice, with keynote presentations focusing on "big picture" issues facing the cultural sector and with skills-building sessions on entrepreneurial thinking, communicating mission and message, leadership, digital resources, and team-building.

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