League of American Orchestras

2015 Conference

Group 3-4

Leading Change

(Cleveland Convention Center
Friday May 29, 2015 11:00am-12:15pm)

Partners in Performance

...helping leaders build resilient, adaptive, mission-driven organizations
A leader’s job is to help the organization break with the status quo. Challenging inertia and complacency requires courage, resilience, and skill.
Introduction and check-in
Three Key Elements

• Unifying purpose that excites people, guides decisions and aligns assets

• Adaptive planning that assures responsive action and continual learning

• Facilitative leadership, that generates shared consciousness and empowered execution
Adaptive Planning

Intended Strategy

Things that ain’t workin’

Implementation & Immediate feedback

Realized Strategy

Emergent Strategy, Learning, Opportunities & things that do work
Facilitative Leaders

• Builds resilience by making connections across constituencies
• Provides guidance without totally taking the reins.
• Increases learning by incorporating feedback into implementation.
• Enables the capacity of individuals and groups to accomplish more on their own, now and in the future.
• Operates from a position of restraint, building interdependence, not dependence.
Learning for a Complex World

- Unknown
- Uncertainty
- Emergence
- Mess

Fun!

Daring to Ask: What Questions?

- Doing
- Shaping
- Influencing

Ethics
- Morals
- Beliefs
- Values

- What's Important to Me

Skills + Tools

- Culture
- Diversity

Learn + Achieve

- Communicating
- Wellbeing

- Appreciating
- Emotions

- Creating
- Risking
- Inventing
- Adapting

WILL TO BE

Choice
Facilitative Leadership

- You can facilitate from “anywhere”
- Each person has the responsibility
- You must practice this
Think, Plan, Lead
Articles

• “The Art of Facilitative Leadership: Maximizing Others’ Contributions” Jeffrey Cufaude
• “Crafting Strategy” Henry Mintzberg
• “The Strategic Plan is Dead. Long Live Strategy” Dana O’Donovan & Noah Rimland Flower

Books

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