League of American Orchestras
2015 Conference
Group 5-6

Leading Change

(Cleveland Convention Center
Wednesday, May 28, 2015 4:30pm-5:20pm)

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
Typical Strategic Planning

Part 1: Planning Research

Part 2: Define organizational direction

Part 3: Define strategic direction

Part 4: Finalize and implement plan
Turns out to be this...
Adaptive Planning

Intended Strategy

Things that ain’t workin’

Implementation & Immediate feedback

Realized Strategy

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

• 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

WILL TO BE

CHOICE

WHAT'S IMPORTANT TO ME

EMERGENCE

UNIQUE

UNCERTAINTY

MESS

EXPERIENCING ATITUDES

ETHICS

MORALS

VALUES

SKILLS + TOOLS

CULTURE

DIVERSITY

COMMUNICATING

LEARN + ACHIEVE

RESPONSE

APPRECIATING EMOTIONS

CREATING

RISING

INVENTING

ADAPTING

RESISTANCE

SHAPING INFLUENCING

COLLABORATION

LEARNING COMMUNITY

BEING WELL

DARING TO ASK WHAT QUESTIONS?

FUN!
Facilitative Leadership

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

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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