League of American Orchestras
**2015 Conference**
Group 2

Leading Change

*(Cleveland Convention Center
Friday, May 29, 2015 12:30pm-1:45pm)*

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
Adaptive Planning

Intended Strategy

Implementation & Immediate feedback

Things that ain’t workin’

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
- Fun!

- Daring to ask what questions?

- Contexts

- Experiencing attitudes
- What's important to me
- Choice

- Appreciating emotions
- Creating
- Risking
- Inventing
- Adapting

- Ethics
- Morals
- Beliefs
- Values

- Skills + Tools
- Communicating
- Learning + Achieving
- Wellbeing

- Diversity
- Culture
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

League of American Orchestras
2015 Conference
Youth Orchestras

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Thursdaysday, May 29, 2015 3:20pm-4:25pm)

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