Leading Change

(Cleveland Convention Center
Thursday, May 28, 2015 3:20pm-4:30pm)
In a world of rapid change, organizations need to continually adapt in order to remain healthy and vibrant. What skills and mindsets must we develop in order to lead change successfully?
Introduction and check-in
Three Key Elements

• Shared purpose that 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
Emergent Strategy Planning

Intended Strategy

Things that ain’t workin’

Implementation & Immediate feedback

Realized Strategy

Emergent Strategy, Learning, Opportunities & things that do work
LEARNING FOR A COMPLEX WORLD

WILL TO BE

CHOICE

APPRECIATING EMOTIONS

RISKING

CREATING

INVENTING

ADAPTING

WHY, WHAT, HOW

EMERGENCE

UNCERTAINTY

MESS

UNKNOWN

FUN!

DARING TO ASK

WHAT QUESTIONS?

EXPERIENCING

ATTITUDES

WHAT'S IMPORTANT TO ME

ETHICS

MORALS

VALUES

BELIEFS

SKILLS + TOOLS

CULTURE

DIVERSITY

COMMUNICATING

LEARN + ACHIEVE

WELL BEING

RESPONSES

SHAPING

INFLUENCING

COLLABORATION

CONTEXTS
Turns out to be this...
Facilitative Leaders

• Make connections and help other make meaning.
• Provide direction without totally taking the reins.
• Balance managing content and process.
• Invite disclosure and feedback to help surface unacknowledged or invisible beliefs, thoughts, patterns.
• Build the capacity of individuals and groups to accomplish more on their own, now and in the future.
• Operate from a position of restraint.
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

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