

# Adaptive Arts Leadership

During Covid-19 & Times of Crisis



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During Covid-19 & Times of Crisis

Part 1



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# Rethinking Leadership

Not everything that is faced can be changed,  
but nothing can be changed until it is faced.

James Baldwin



# AGENDA

Part 1 – Explore: Who Are You as a Leader

Part 2 – Adapt: New Approaches to Leadership

Part 3 – Reframe: People, Budgets, Programming

Q&A



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# Expected Learning Outcomes

- Identify your style of leadership and explore alternatives
- Understand key elements of adaptive leadership and how to apply them
- Develop new approaches to solving complex problems in times of crisis
- Rebuild and support staff culture in a time of separation
- Adapt and embrace new models of budgeting and programming
- Face difficult decisions with clarity and confidence



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What are your current metaphors for Leadership?

Leader as...

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# Reframing your Approach to Leadership

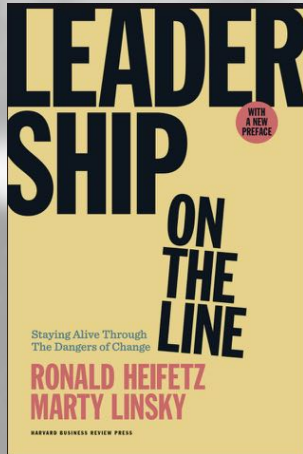
## Part 2

1. Technical vs. Adaptive Leadership
2. Context Matters
3. Changing Your Perspective with:
  - Values-Based Leadership
  - Service-Based Leadership
  - Courage-Based Leadership
  - Humor-Based Leadership



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# Technical vs. Adaptive Leadership



**Technical** challenges are those that can be solved by the knowledge of experts, whereas **adaptive** challenges are complex and ambiguous in nature, and may be volatile or unpredictable.

Ronald Heifetz and Marty Linsky



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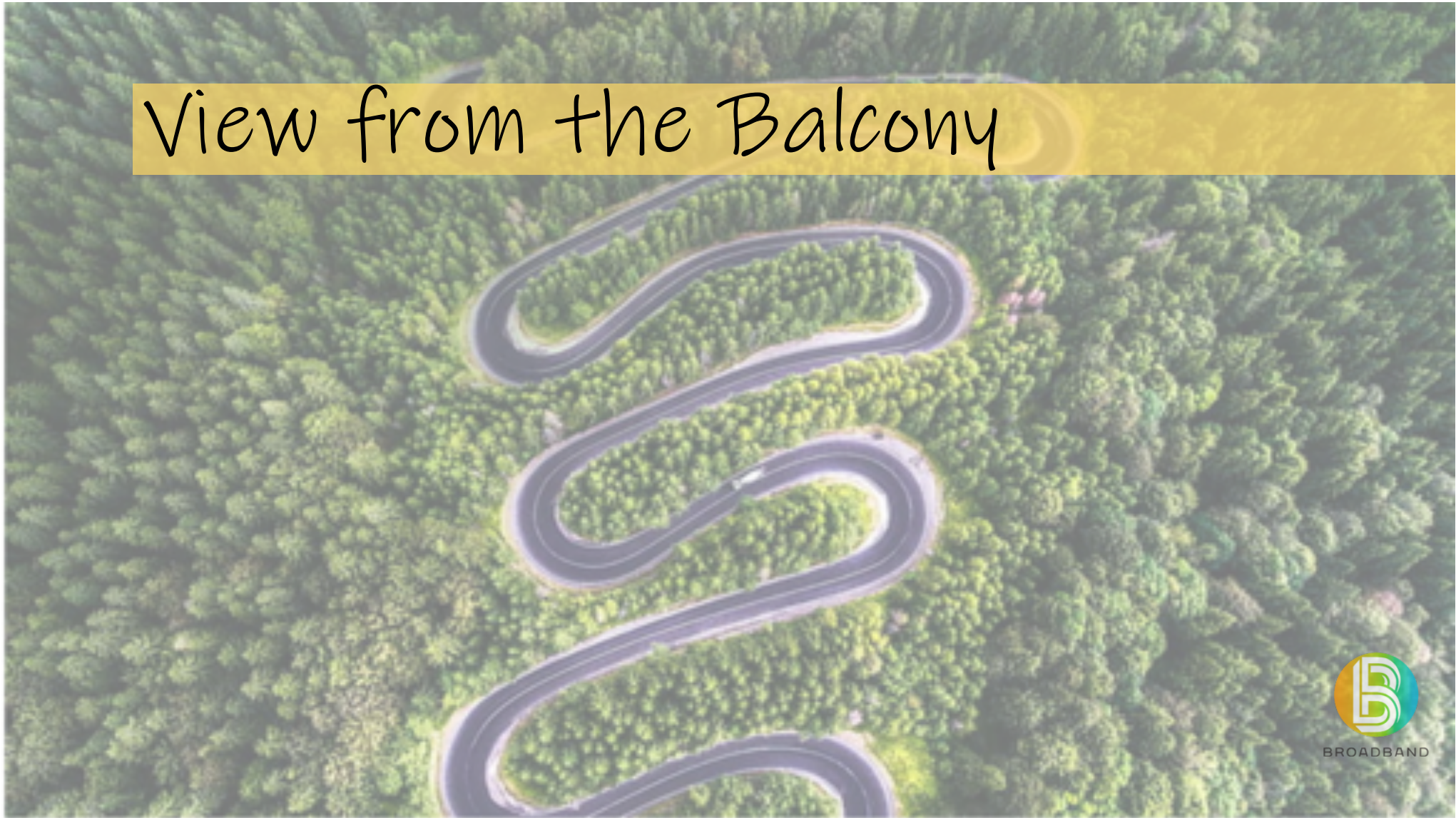


# Context Matters




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# View from the Balcony



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The background of the slide is a photograph of tall, green grass with thin stalks and seed heads, reaching up towards a bright blue sky filled with soft, white clouds. The perspective is from within the grass, looking upwards.

# View from the weeds



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# Changing Your Perspective



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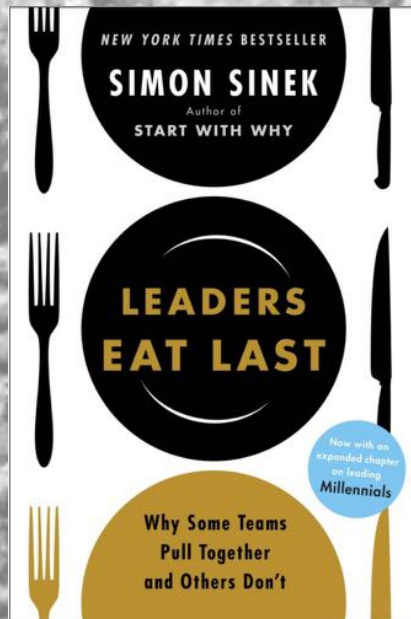


# Values-based Leadership



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# Service-based Leadership



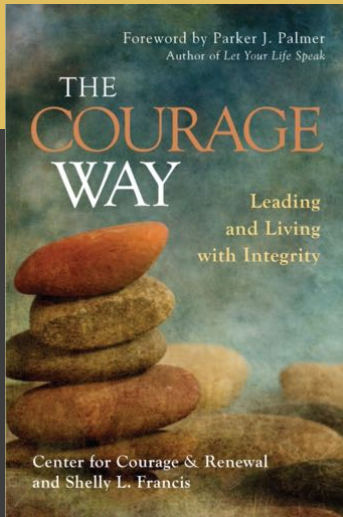
“Leadership takes work. It takes time and energy. The effects are not always easily measured and they are not always immediate. Leadership is always a commitment to human beings.”

Simon Sinek in *Leaders Eat Last*



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# Courage-Based Leadership

coraggio  
coeur

Italian meaning bravery

French meaning heart

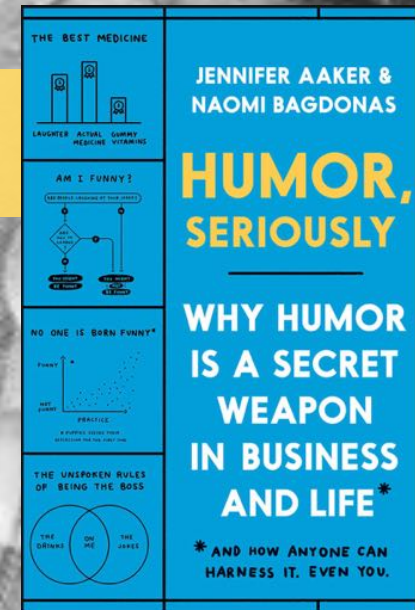
The connections made by good teachers are held not in their methods but in their hearts – the place where intellect, emotion, spirit, and will converge in the human self – supported by the community that emerges among us when we choose to live authentic lives.

Center for Courage and Renewal



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# Humor-Based Leadership



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# Be Strange

*Adaptive challenges* disturb the norms of the culture – therefore require some abnormality. It doesn't mean all norms change but some norms must. For change to happen some idea has to be imported from a different environment or exploited internally from a deviant voice from within.

Ronald Heifetz and Marty Linsky



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# Examples of Adaptive Leadership at Work

## Part 3

- Staff and HR
- Budgeting and financial planning
- Programming



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People

*Create a culture of compassion  
and the work will follow.*



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# Finding Balance

When we *take care* of our *people*,  
our *people* will *take care* of us.

Simon Sinek



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# Financial Conflict: Pleasant Street Church



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# Financial Decision Making - Miranda's Hearth



*Covid-19 Memorial - Cape Ann Museum*



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# Adaptive Programming in a Time of Crisis

STAR  
LIGHT



# Recap – What is Adaptive Leadership






Q & A



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What are some new metaphors for  
Leadership you want to explore?

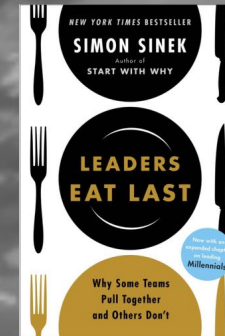
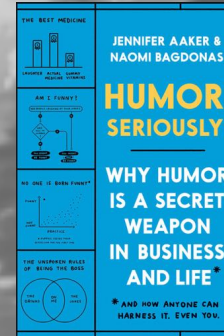
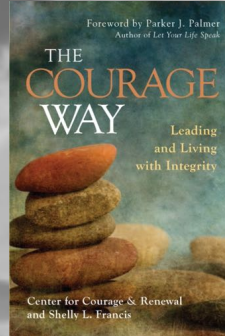
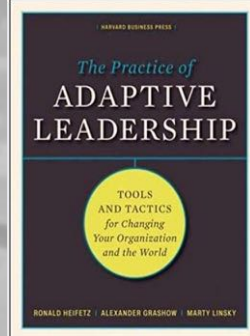
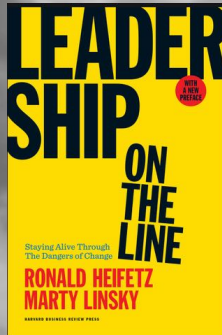
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# Resources



Be Strange

Be Courageous

Use Each Other As A Resource



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# Resources

## Books:

- Aaker, Jennifer Lynn, and Naomi Bagdonas. *Humor, Seriously: Why Humor Is a Secret Weapon in Business and Life* and How Anyone Can Harness It. Even You. Currency, 2021.
- Francis, Shelly L. *The Courage Way: Leading and Living with Integrity*. Berrett-Koehler Publishers, 2018.
- Heifetz, Ronald A., and Martin Linsky. *Leadership on the Line: Staying Alive through the Dangers of Change*. Harvard Business Review Press, 2017.
- Heifetz, Ronald A., et al. *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Harvard Business Press, 2009.
- Sinek, Simon. *Leaders Eat Last: Why Some Teams Pull Together and Others Don't*. Penguin Group, 2019.

## Websites:

- ArtsEmerson - <https://artsemerson.org/>
- BroadBand Collaborat - <https://www.broadbandcollab.com/>
- Central Square Theatre - <https://www.centralsquaretheater.org/starlight-2020/#.YEVehpM3mVY>
- Center for Courage and Renewal - <http://www.couragerenewal.org>
- Front Porch Arts Collective - <https://www.frontporcharts.org/>
- Star Light Square - <https://www.starlightsquare.org/>
- The Mama Project - [www.themamaproject.net](http://www.themamaproject.net)

## Articles

- "Smart Leaders Purposefully Put Themselves At The Bottom of the Org Chart" - <https://www.forbes.com/sites/chuckswoboda/2020/05/18/smart-leaders-purposely-put-themselves-at-the-bottom-of-the-org-chart/?sh=3e5195741a59>
- "How To Laugh At Work" - <https://www.nytimes.com/2021/03/06/business/dealbook/humor-seriously-work.html>
- "Citing the Fall Term's 'Uncertainty,' Harvard Will Not Pursue Layoffs or Furloughs For Now" - <https://www.thecrimson.com/article/2020/6/10/harvard-coronavirus-no-layoffs-for-now/>



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