Adaptive Arts Leadership
During Covid-19 & Times of Crisis
Adaptive Arts Leadership

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Part 1
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
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
What are your current metaphors for Leadership?

Leader as...

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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
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
Context Matters
View from the Balcony
View from the Weeds
Changing Your Perspective
Values-based Leadership

Let the values lead...
“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*
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
Humor-Based Leadership
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
Examples of Adaptive Leadership at Work

• Staff and HR
• Budgeting and financial planning
• Programming
People

Create a culture of compassion and the work will follow.
Finding Balance

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

Simon Sinek
Financial Conflict: Pleasant Street Church
Financial Decision Making - Miranda’s Hearth
Adaptive Programming in a Time of Crisis
Recap – What is Adaptive Leadership
Q & A
What are some new metaphors for Leadership you want to explore?

Leader as...

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Resources

Be Strange

Be Courageous

Use Each Other As A Resource
Resources

Books:

Websites:
• ArtsEmerson - [https://artsemerson.org/](https://artsemerson.org/)
• BroadBand Collaborat - [https://www.broadbandcollab.com/](https://www.broadbandcollab.com/)
• Central Square Theatre - [https://www.centralsquaretheater.org/starlight-2020/#.YEVehpM3mYY](https://www.centralsquaretheater.org/starlight-2020/#.YEVehpM3mYY)
• Center for Courage and Renewal - [http://www.couragerenewal.org](http://www.couragerenewal.org)
• Front Porch Arts Collective - [https://www.frontporcharts.org/](https://www.frontporcharts.org/)
• Star Light Square - [https://www.starlightsquare.org/](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](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](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/](https://www.thecrimson.com/article/2020/6/10/harvard-coronavirus-no-layoffs-for-now/)