



New Practices for a New Era in the Arts



Performing Arts Center of Los Angeles County



Active Arts

Portland Art Museum



Object Stories



The Cultural Investor Program

A New Era for the Arts

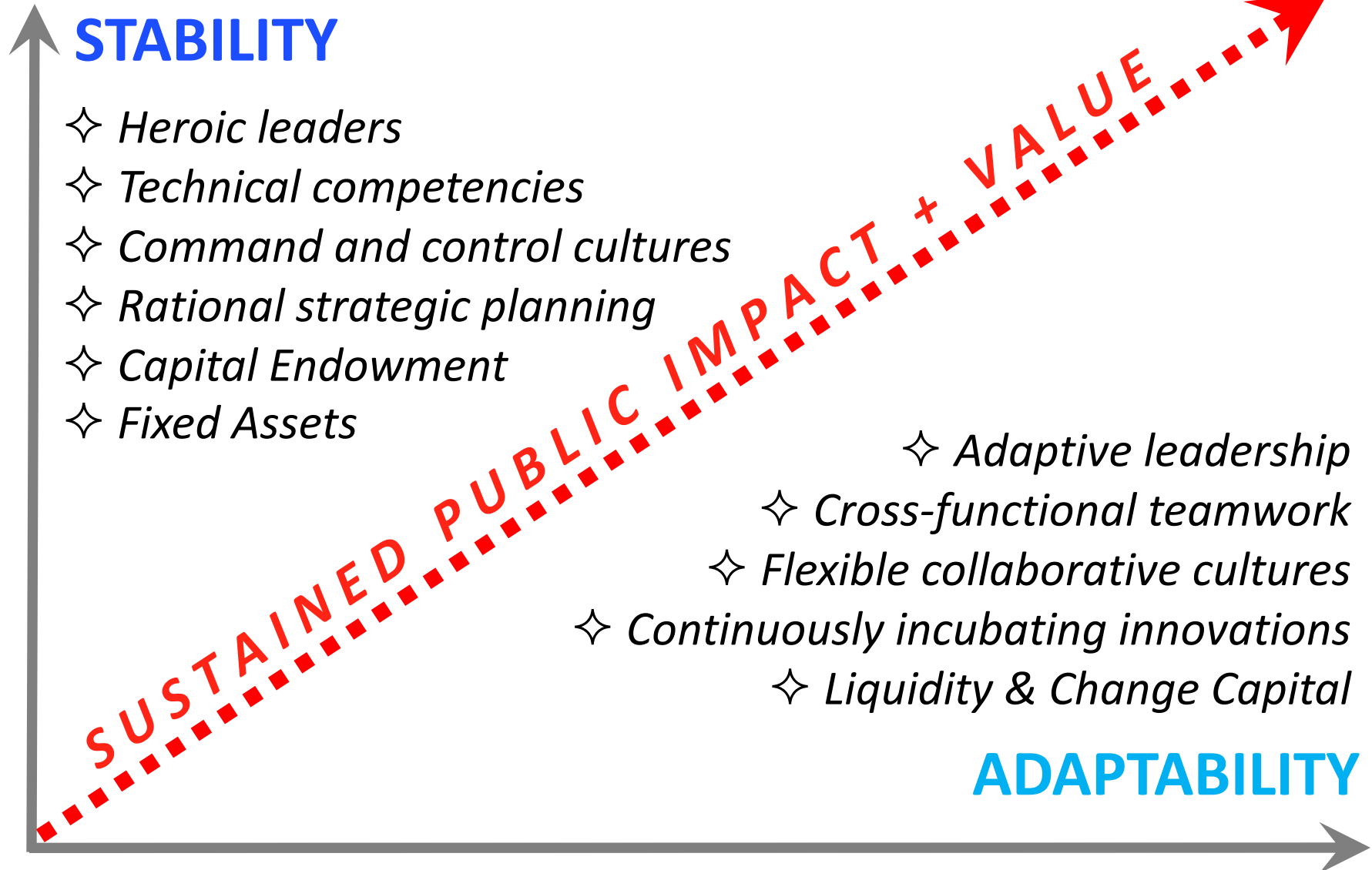
The New Era: Structured for Resilience



-
- A large flock of birds, likely terns, flying over a body of water. The birds are densely packed, filling most of the frame, and their wings are in various stages of flight, creating a sense of movement and abundance. The background is a clear, light blue sky.
- Operate in complex adaptive systems
 - Engage with community's creative potential
 - Develop open, nimble structures
 - Cultural professionals as enablers

Proposition: Abundance and Intimacy

Organizational capacities: A New Balance



Shifting dynamics, shifting roles



FROM.....

TO.....

Hierarchies

Networks

Hub & Spoke

Movement Building

Leader as

Leader as

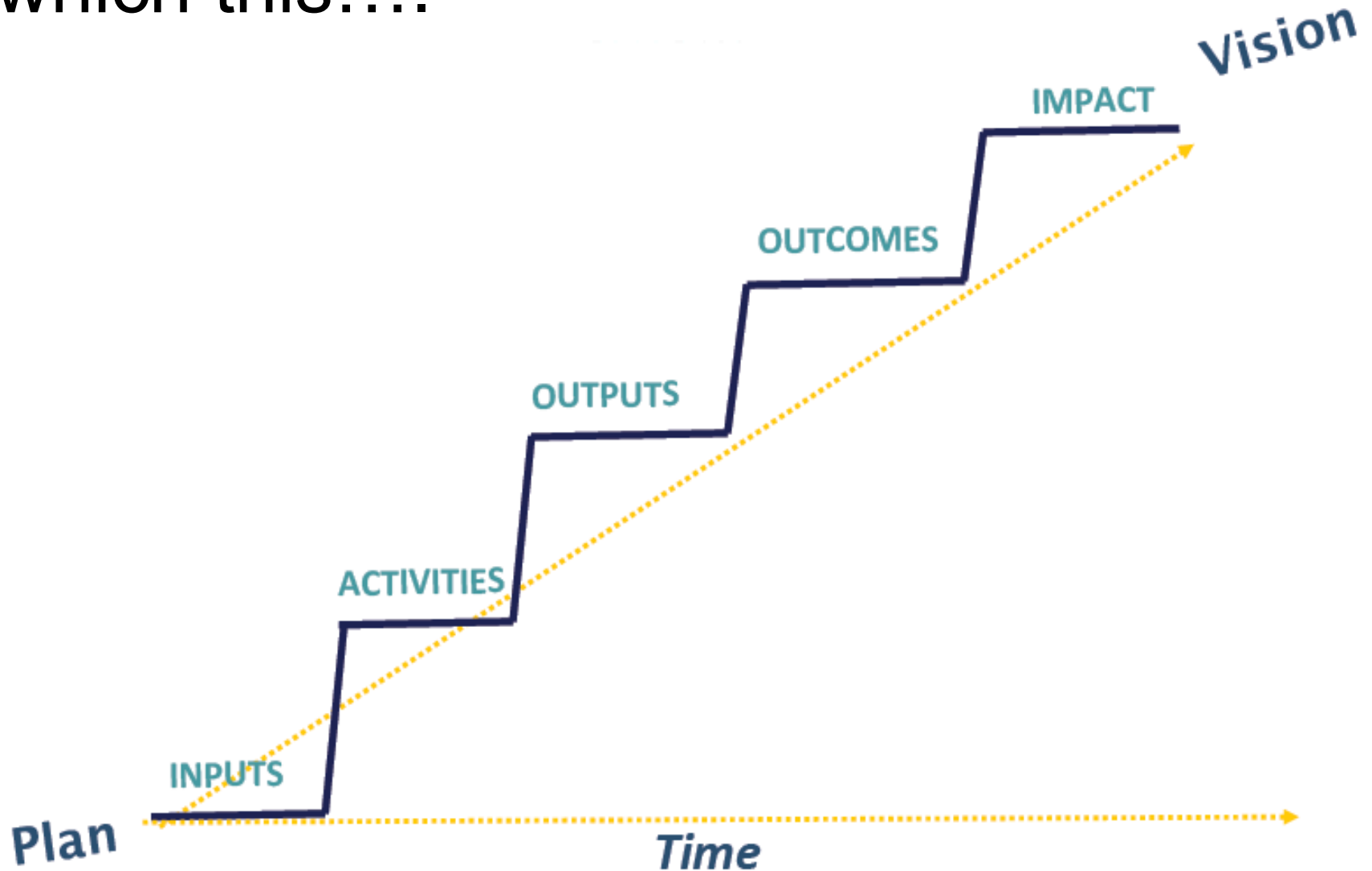
Competitive Hero

Collaborative Host

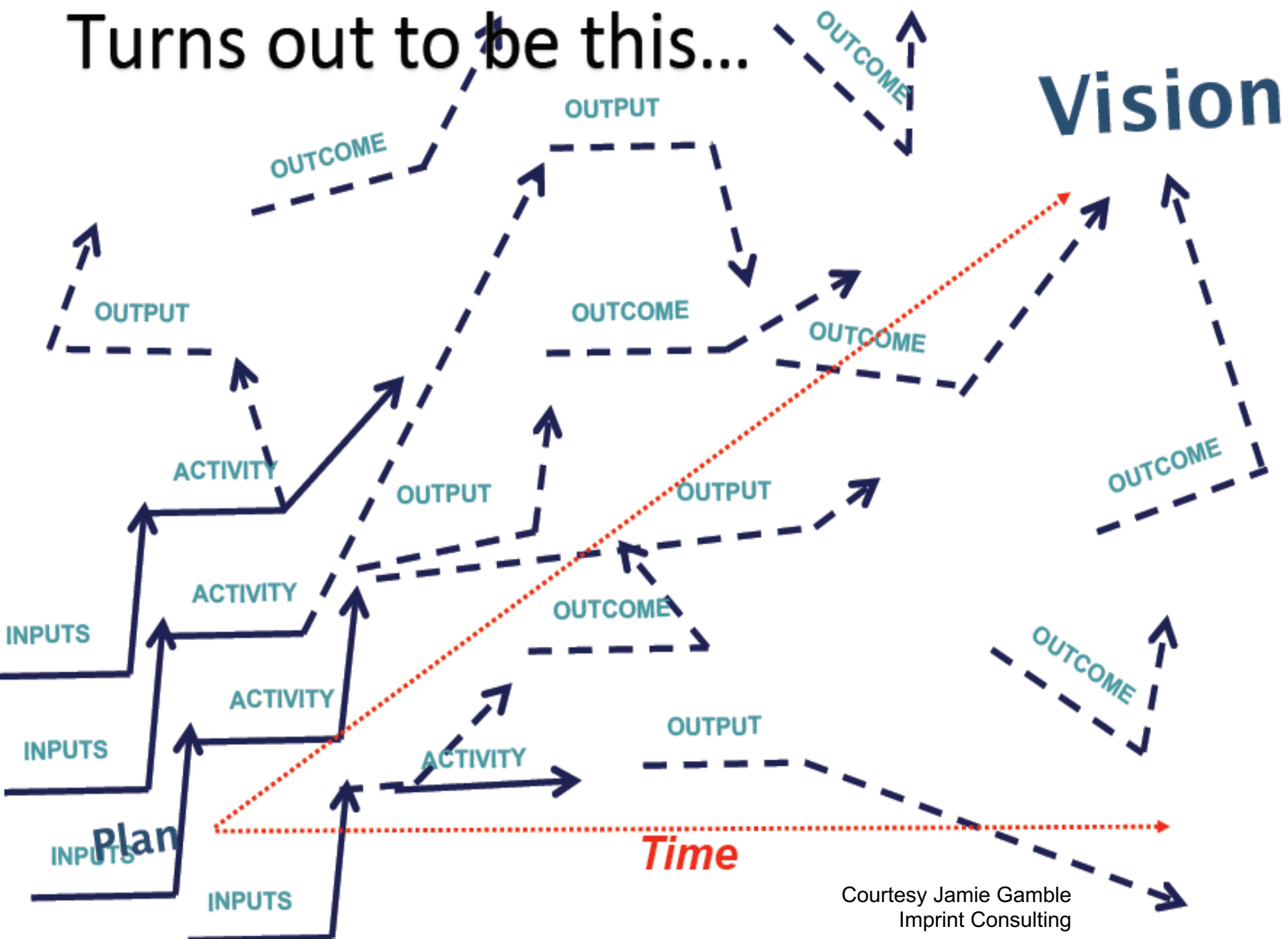
Strategic Planning

*Working in Complex
Adaptive Systems*

Complex situations are ones in which this.....



Turns out to be this...







Responding to Challenges in Different Contexts

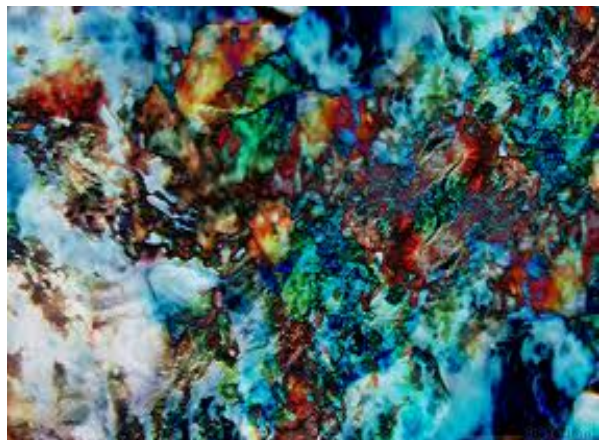
Complex



Complicated



disorder



Chaotic



Obvious

Complex

To have our organization at the table consistently in civic and neighborhood planning

Complicated

To improve access to our cultural programs and events via shared online ticketing

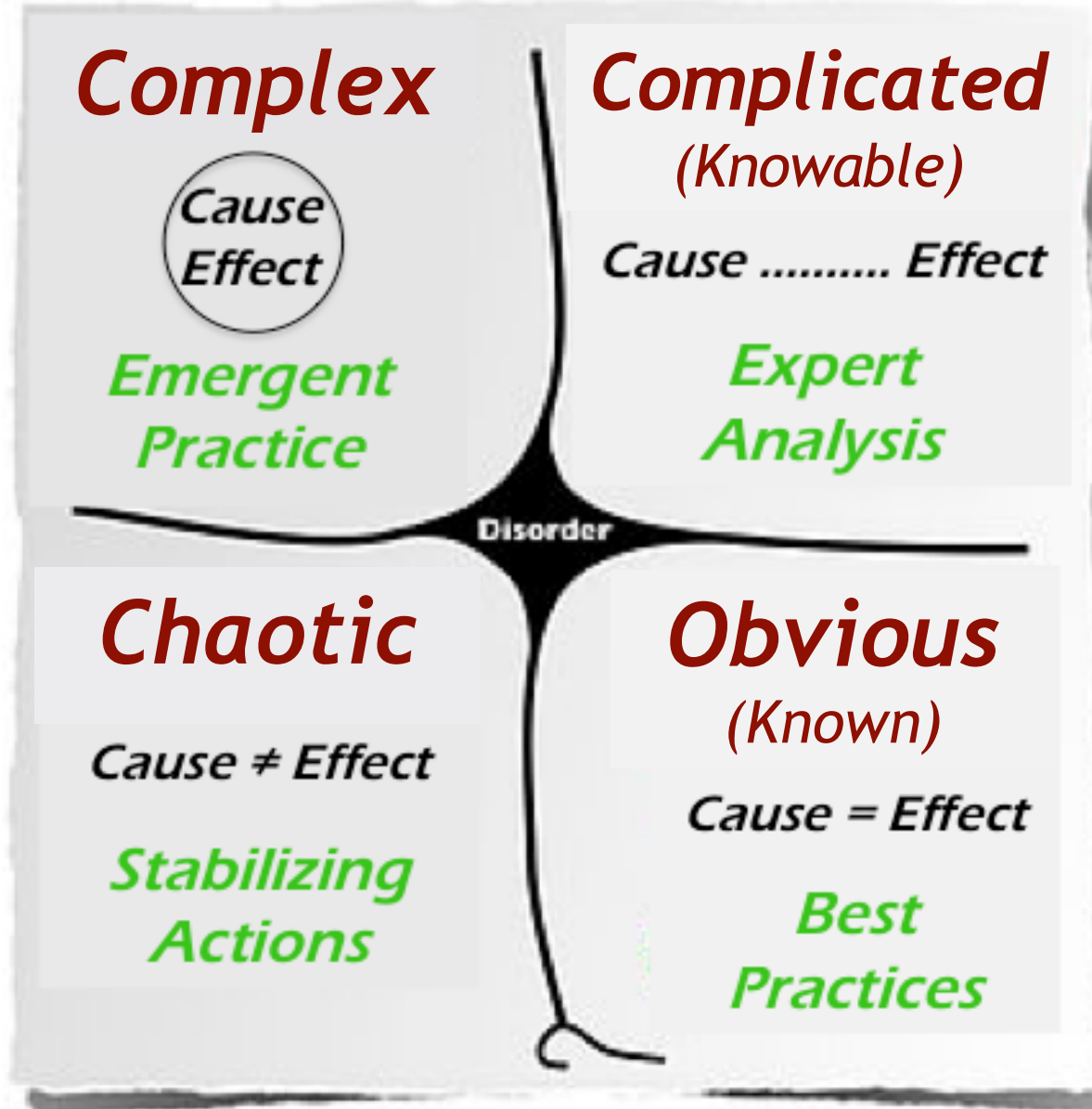
To respond to the sudden unexpected loss of a major funder

Chaotic

To make uniform financial data on our organization available for public scrutiny

Obvious

The Cynefin Framework



Source: Dave Snowden/
Cognitive Edge

Two types of Organizational Response

TECHNICAL FIXES

- ✧ *Improve current strategies*
- ✧ *Use expert analysis*
- ✧ *Apply “best practices”*

ADAPTIVE RESPONSES

- ✧ *Diverge from current strategies*
- ✧ *Let go of ingrained assumptions*
- ✧ *Discover “next practices”*

Developing organizational assumptions

Assumptions evolve as repeated successful solutions to problems.

What was once a questionable hypothesis about how to proceed becomes a reality that is taken for granted....



Questioning organizational assumptions



In order to innovate, organizations have to resurrect, examine, and then break the frame created by old assumptions.

Edgar Schein

Leadership and Organizational Culture

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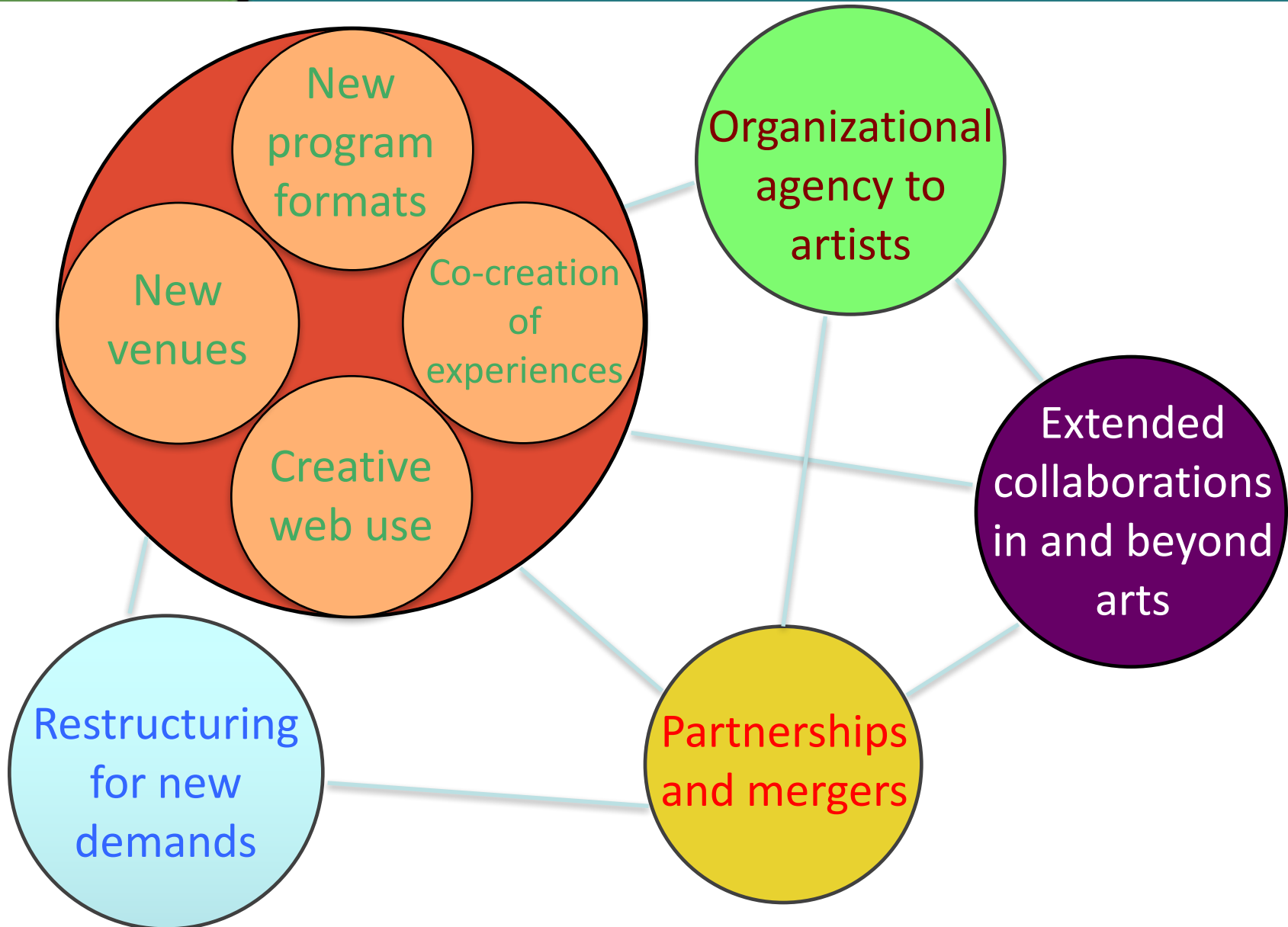
A Working Definition of Organizational Innovation for Arts Organizations

Innovations are instances of organizational change that:

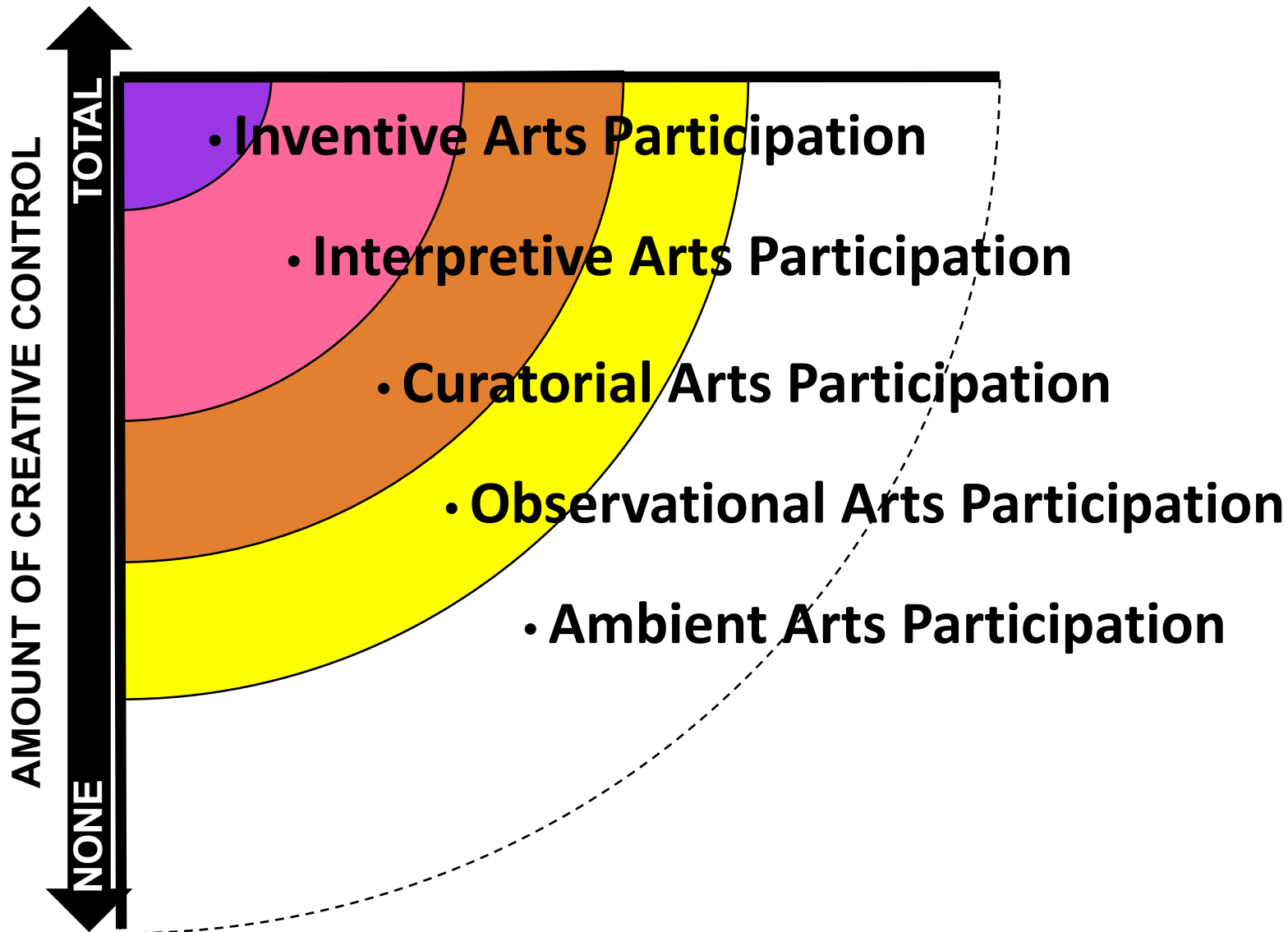
1. result from a shift in underlying organizational assumptions
2. are discontinuous from current practice
3. provide new pathways to creating public value and impact

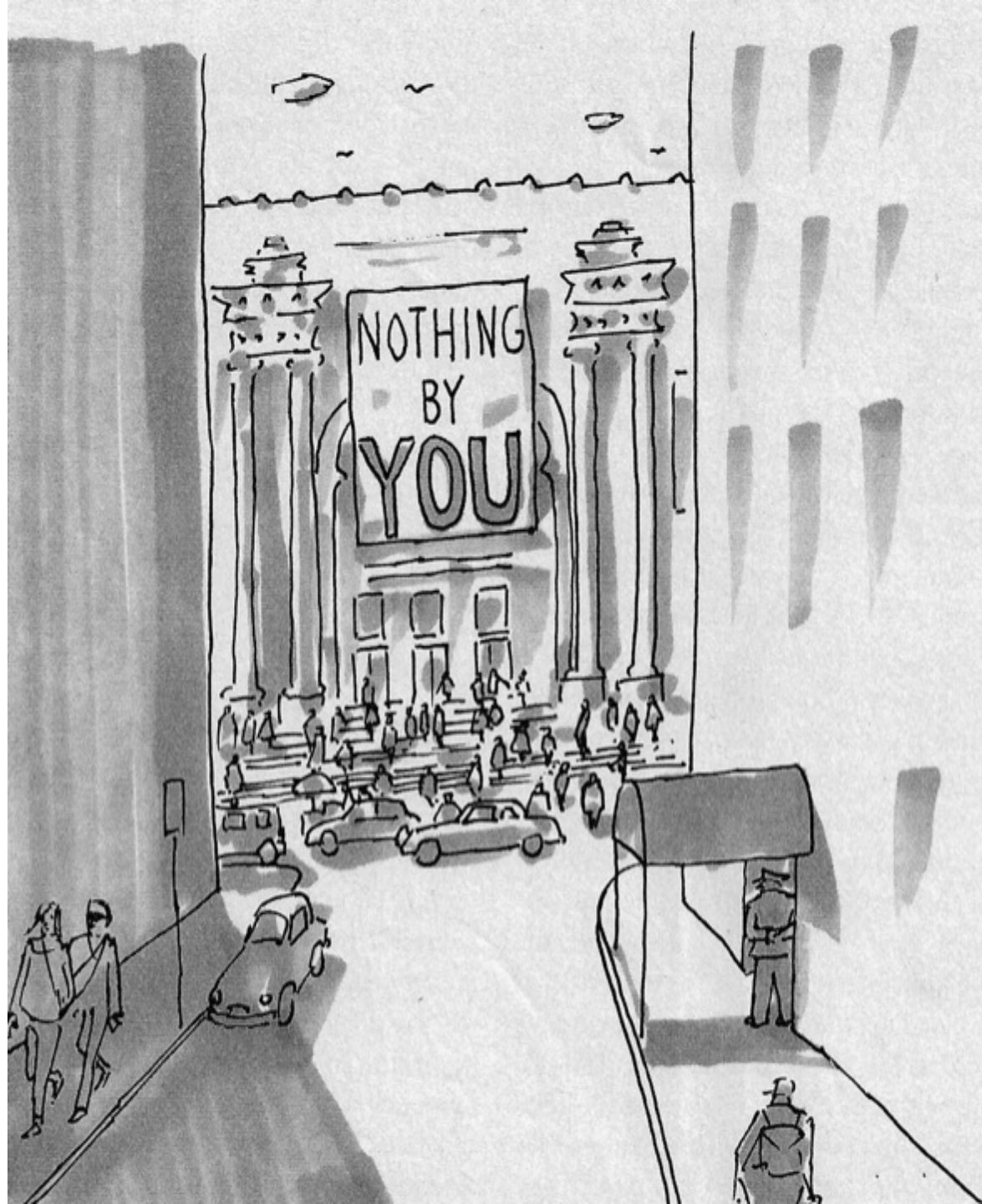
New Approaches for New Times

Areas of innovative practice



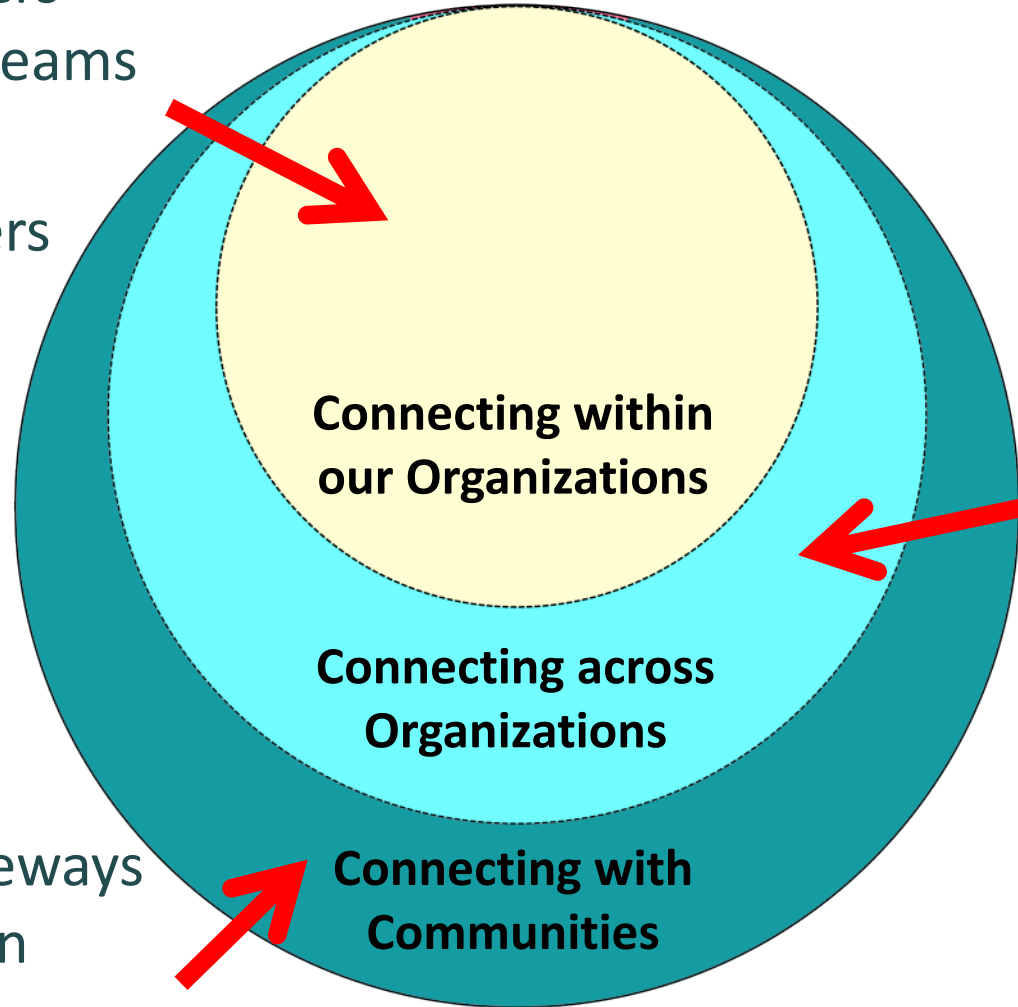
Expanding Modes of Arts Participation





Innovation is Making New Connections

- ✧ Dissolve barriers through new teams
- ✧ Use artists as problem-solvers



- ✧ Collaborate or merge
- ✧ Build critical mass

- ✧ Offer new gateways to participation
- ✧ Move from marketing to engagement

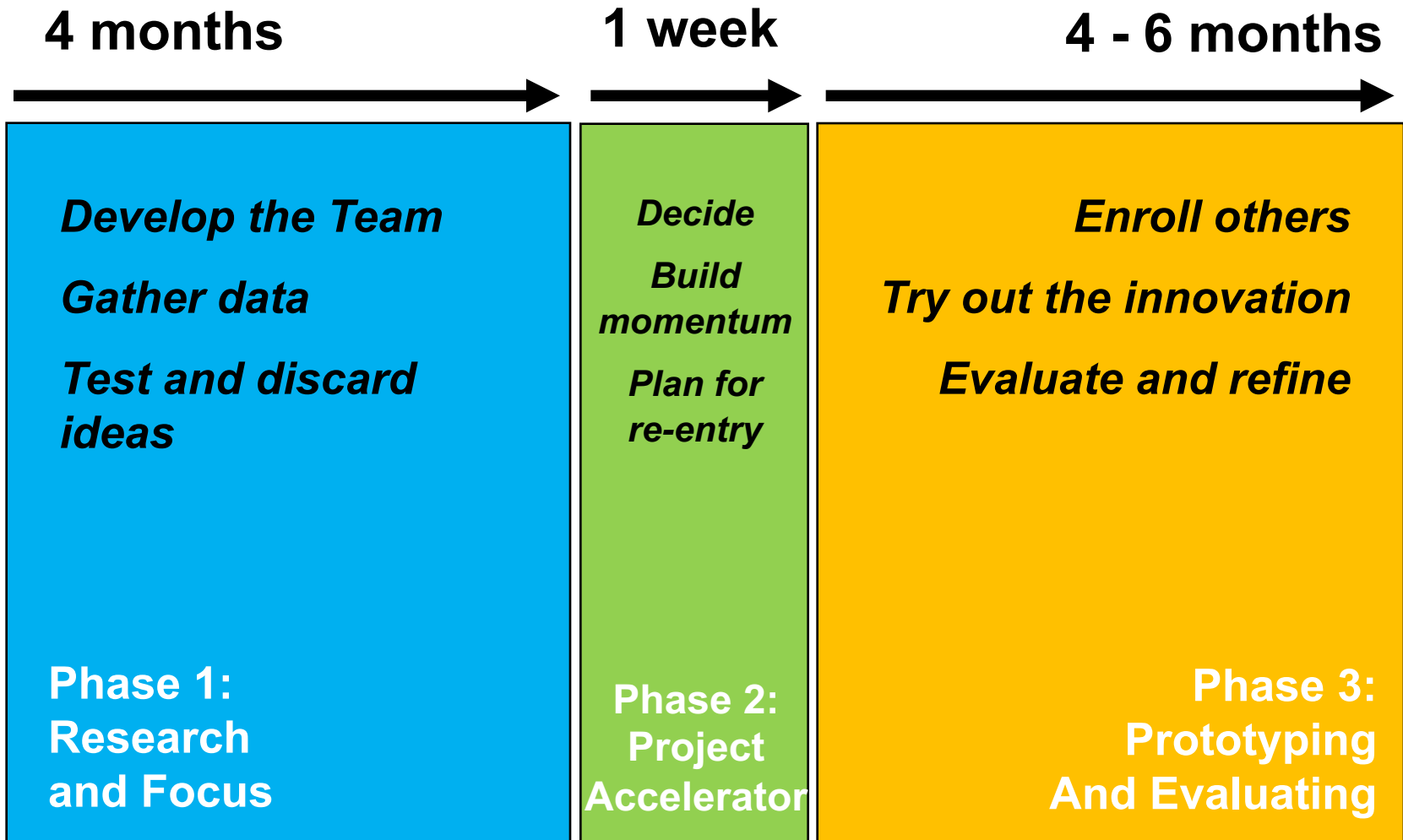
Systematizing Innovation

Not-for-profits should embrace innovation as a permanent part of their core competencies....

A rational organizational process with its own distinct set of procedures, practices, and tools.

Kellogg Foundation report, 2008:
Intentional Innovation

A “Lab” framework to incubate innovation initiatives



Arts Leaders as Cultural Innovators

- ✧ *Individual adaptive leadership development (Arizona, DC, Rhode Island, New York City)*

National Innovation Labs in the Arts

- ✧ *Performing Arts/Museums (42 organizations)*
- ✧ *Arts Development Agencies (14 agencies)*

New Pathways for the Arts/Social Sector

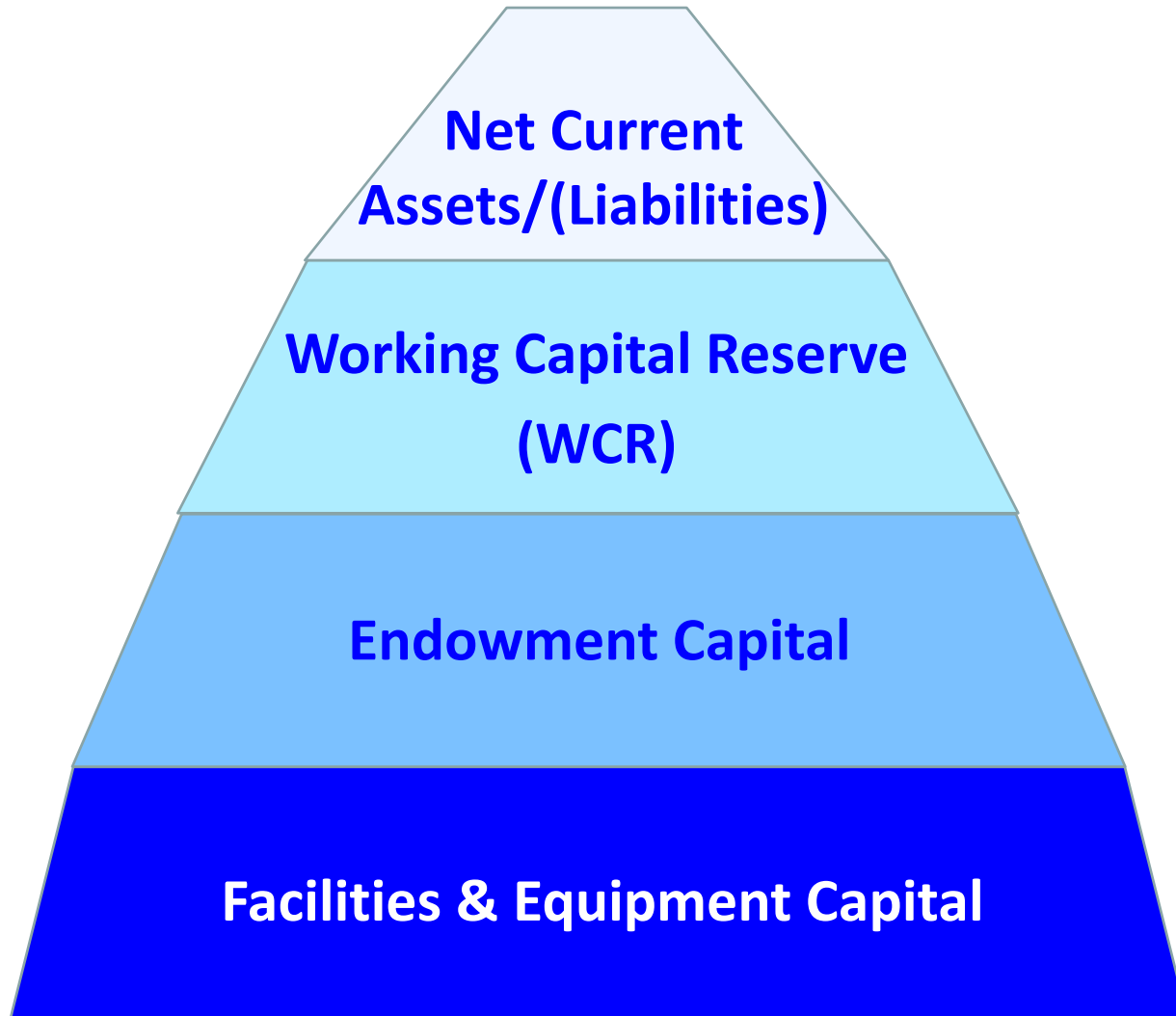
- ✧ *Multiple cities across the US and Canada (250+ groups)*

Community Innovation Labs

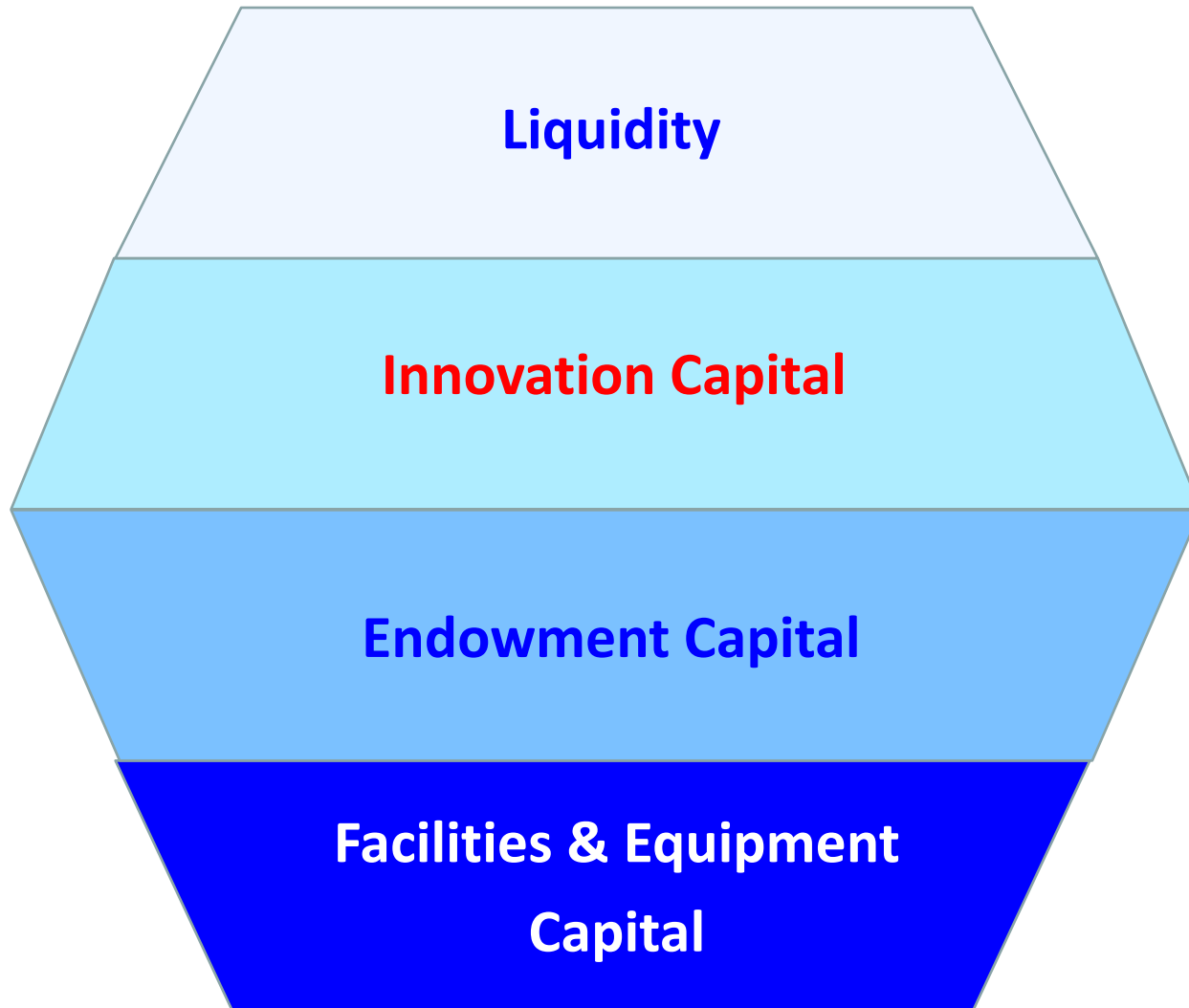
Integrating the arts into rigorous processes of local system change (2 pilots, 2 more in 2016)

The Work of Engaging in Adaptive Change: Combining new financial and human investments

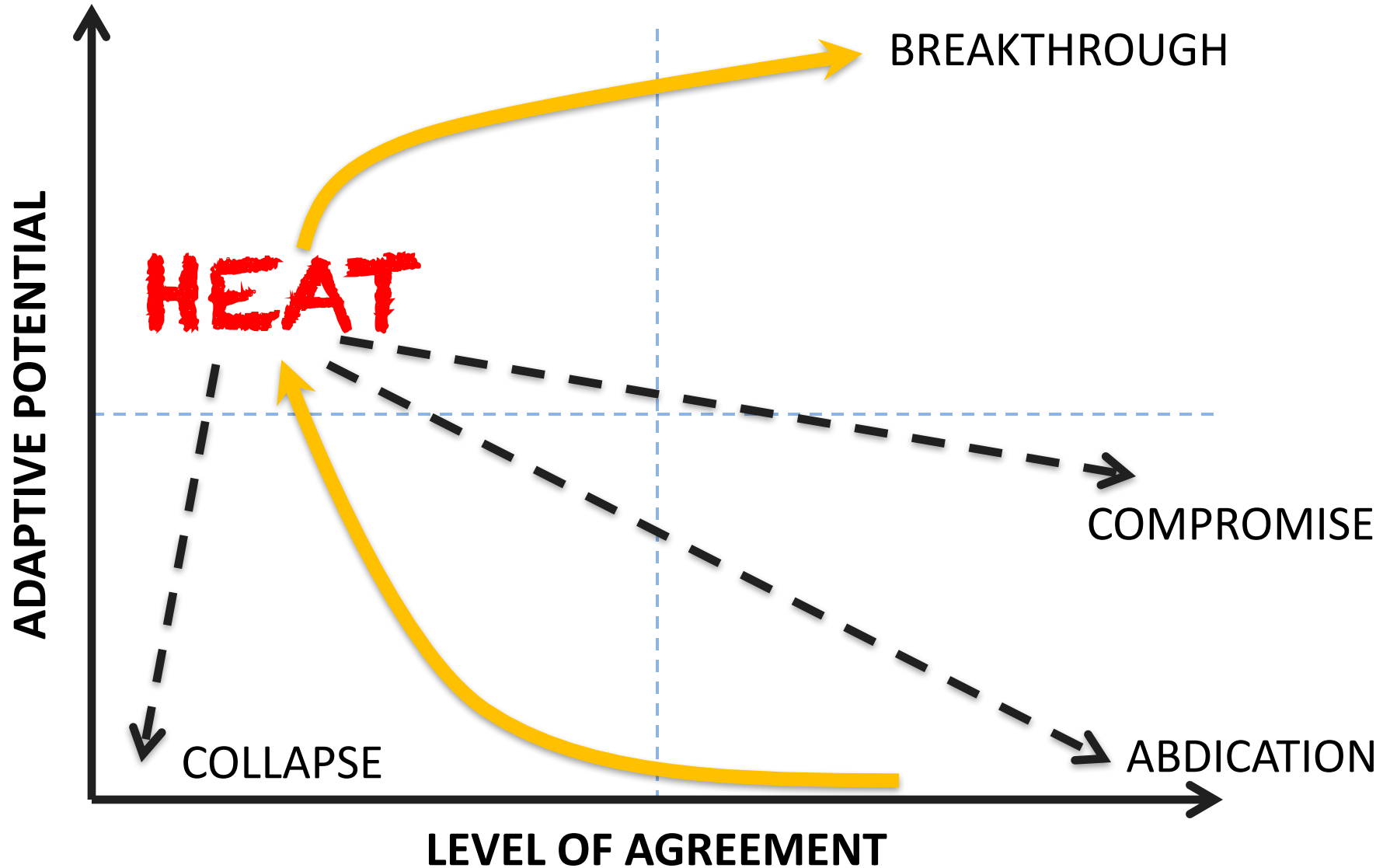
Traditional Balance Sheet Priorities



New Balance Sheet Priorities



Trajectory of adaptive team dynamics



Anxieties that Inhibit Change

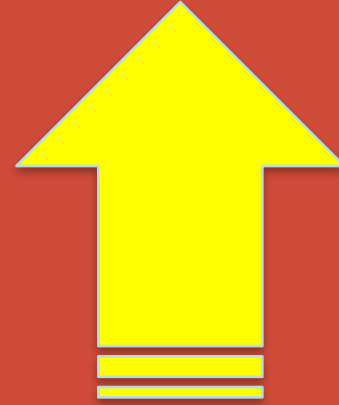
**LEARNING
ANXIETY**

**SURVIVAL
ANXIETY**

Two Change Strategies



**LEARNING
ANXIETY**



**SURVIVAL
ANXIETY**

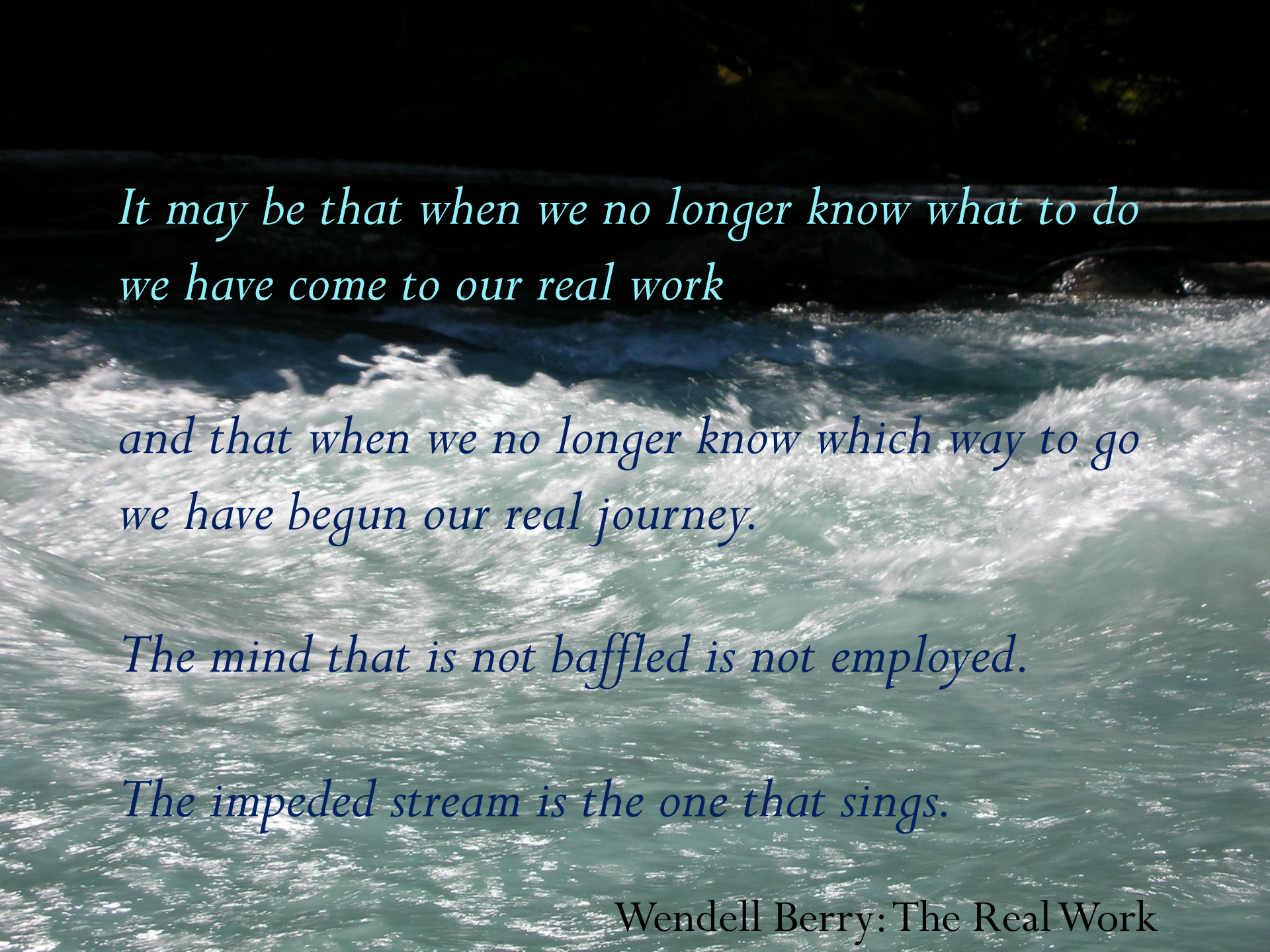
Reducing Learning Anxiety



- ✓ *Develop a positive vision*
- ✓ *Create a safe practice field*
- ✓ *Provide coaching and feedback*
- ✓ *Reward small steps forward*
- ✓ *Embrace rather than avoid errors*

Pathways of Innovation

- ✧ Continuously carry out small experiments with radical intent
- ✧ Embrace idea conflict and make it generative
- ✧ Pursue resilience by regularly giving things up
- ✧ Build capacity that will support, not hinder, continuing to adapt



*It may be that when we no longer know what to do
we have come to our real work*

*and that when we no longer know which way to go
we have begun our real journey.*

The mind that is not baffled is not employed.

The impeded stream is the one that sings.

Wendell Berry: The Real Work



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