The Plan

- Yack about Management, Leadership, and “Leadership Teams”

{ break }

- Organization Report (first task)

- Negotiation Game
  (where managers meet marketplace)

Awesome/Awful

- Consider an experience you had with an “awesome” manager. Describe that person and their approach in 60 seconds.

- Consider an experience you had with an “awful” manager. Describe that person and their approach in 60 seconds.

- Come back ready to share key themes from the person you listened to.
the arts organization

a coalition of individuals (and subcoalitions) with complex motivations and goals

the organization

a bundle of contracts related to people, resources, and common purpose

The 15 Questions for Cultural Enterprise

What do you need? Why would they join you? How will you align their work to the goal? What things or services do you need? How will you get access to these things or services for your use?

Cost Alternatives
Volunteer labor
Discounts and rebates
"Fiscal privilege"
Deferred investment

What do you want to do? How will you define the value of what you do? How will you capture resources? What does it look like when you do it well? What people, things, or services do you need to do it well?

Who would find value in what you do? What kinds of value might they find? Where and how will they experience that value? Where and how will they discover you? How much will they or can they pay for what you do?

Other "Customers"
Individual donors
Foundations
Corporations
Governments
Organizations help...

- Coordinate people
- Coordinate money and materials
- Gather and deploy capital
- Provide continuity over time

So, guess which issues you'll manage most?

What does a manager do? (don't say “manage”)
planning  
organizing  
leading  
controlling  

management vs. leadership  
(Rosewall vs. Mintzberg)  

vision  
communication  
motivation  
innovation
Management Theories

- **Classical Management** *(process)*
  *Taylor, Gantt, Gilbreth (x 2)*
- **Administrative Management** *(structure)*
  *Fayol, Barnard*
- **Human Relations Management** *(people)*
  *Follett, Maslow, McGregor*
- **Contemporary Perspectives** *(systems)*
  *Systems, Contingency, TQM, etc.*
“...the pressures of the job drive the manager to take on too much work, encourage interruption, respond quickly to every stimulus, seek the tangible and avoid the abstract, make decisions in small increments, and do everything abruptly.” 

*Henry Mintzberg*
Managers as humans.

Myers-Briggs Type Indicator

Reported Type: INFP

<table>
<thead>
<tr>
<th>Extroversion</th>
<th>Introversion</th>
</tr>
</thead>
<tbody>
<tr>
<td>People who prefer Extroversion tend to focus their attention on the outer world of people and things.</td>
<td>People who prefer Introversion tend to focus their attention on the inner world of ideas and impressions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sensing</th>
<th>Intuition</th>
</tr>
</thead>
<tbody>
<tr>
<td>People who prefer Sensing tend to take in information through the five senses and focus on the here and now.</td>
<td>People who prefer Intuition tend to take in information from patterns and the big picture and focus on future possibilities.</td>
</tr>
</tbody>
</table>

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<tr>
<th>Thinking</th>
<th>Feeling</th>
</tr>
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<tbody>
<tr>
<td>People who prefer Thinking tend to make decisions based primarily on logic and an objective analysis of cause and effect.</td>
<td>People who prefer Feeling tend to make decisions based primarily on values and an intuitive evaluation of persons-centered concerns.</td>
</tr>
</tbody>
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<tr>
<th>Judging</th>
<th>Perceiving</th>
</tr>
</thead>
<tbody>
<tr>
<td>People who prefer Judging tend to like a planned and organized approach to life and prefer to have things settled.</td>
<td>People who prefer Perceiving tend to like a flexible and spontaneous approach to life and prefer to keep their options open.</td>
</tr>
</tbody>
</table>

Clarity of Reported Preferences: INFP

- Extroversion: Clear
- Sensing: Clear
- Thinking: Clear
- Judging: Clear

Type Description: INFP

- Sensitive, concerned, and caring
- Loyal to people or a cause
- Guided by an inner core of values in decision making
- Focused on contributing to their own and others’ inner development and growth
- Committed to a strong personal belief system
- Likely to enjoy reading, discussing, and reflecting on possibilities for positive change
- Usually seen by others as sensitive, introspective, and complex
Assess Yourself

Leadership Teams

PATRICK LENCIONI

THE ADVANTAGE

MEETINGS

None of Us is as Dumb as All of Us.
“A leadership team is a small group of people who are collectively responsible for achieving a common objective for their organization.”

Source: *The Advantage* by Patrick Lencioni, 2012, p.11
Three Conversations

- The “What Happened?” Conversation
  - Who’s right? (truth)
  - Who meant what? (intentions)
  - Who’s to blame? (fault)
- The “Feelings” Conversation
  - Being bold, vulnerable, and curious
- The “Identity” Conversation
  - “the stories we tell ourselves about ourselves.”
How is the Umbrella Project like (or unlike) our discussion of management?

{ break }

Organizational Report

- Please select/suggest an arts/culture organization by class next week.
- Must be a 501(c)3 public charity.
- Must be independent and not “embedded” in a larger organization.
- You’ll be happier if their leadership/staff is accessible and responsive to you.
Negotiating Blues

*a simulation game by*

Andrew Maxfield & Tony Micoci

(where managers meet marketplace)

How do you define a successful negotiation?

artist/presenter
Elements of the Deal

- Performance date
- Guaranteed fee (if any) to the artist
- Box office percentage to artist (if any) [percentage of NAGBOR*]
- Percentage of merchandise sales retained by the presenter (the “House”)
- Other agreements or adjustments negotiated along the way

*NAGBOR: Net Adjusted Gross Box Office Revenue
Rules

- Don’t share your instructions or score sheet with your negotiating partner (you can discuss their contents if you like)
- Your goal is to maximize your score.
- Don’t negotiate below your minimum.
- It’s okay NOT to make a deal.
- Complete your deal, give me your final scores.

Let’s make a deal!

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