Staging Change | Detroit
Building the Capacity to Innovate and Adapt
Community Foundation for Southeast Michigan
July 18th, 2019
1:00 – 3:00pm

Facilitated by: Jonathan Halsey, Managing Director
Victoria Fulton, Program Manager
Welcome

Kamilah Henderson
Senior Program Officer
Community Foundation for Southeast Michigan
Welcome

Victoria Rogers  
Vice President/Arts

Priya Sircar  
Director/Arts
Today’s gathering

✧ A brief introduction to EmcArts’ work in adaptive change

✧ Experiences from local EmcArts participants Omari Rush and Phil Gilchrist

✧ Overview of the *Staging Change* | Detroit program

✧ Q & A and application process
Opening Reflection

Take a moment to reflect on the following question:

What’s one word, phrase, quote, or image that inspires you in your work?

Find someone to share your inspiration with.
EmcArts works alongside individuals, organizations, and communities as they take on their most complex challenges.

- **We help build local capacity for innovation and adaptive change in the arts and the wider nonprofit sector.**
- **We create the space and conditions for our partners to take on complex challenges.**
- **We deeply integrate artists and artistic practices into change efforts.**
EmcArts programs

National Innovation Labs in the Arts
- For Performing Arts, Museums, and Arts Development Agencies (56 organizations)

New Pathways for the Arts/Social Sector
- Multiple communities across the US and Canada (300+ groups)

Adaptive Leaders as Cultural Innovators
- Individual adaptive leadership development (4 communities)

Community Innovation Labs
- Integrating the arts into local system change (5 communities)

Single Organization Services
- Adaptive planning and leadership facilitation

www.ArtsFwd.org
- “Next practices for arts and culture leaders”

Artists as Change Agents/Community Innovation Workshops
- Community-level adaptive change (4 communities) and community change for teaching artists (4 communities)
A New Era for the Arts and Culture Sector
<table>
<thead>
<tr>
<th>FROM.....</th>
<th>TO.....</th>
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<tbody>
<tr>
<td>Hierarchies</td>
<td>Networks</td>
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<tr>
<td>Hub &amp; Spoke</td>
<td>Collective Movements</td>
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<tr>
<td>Leader as Competitive Hero</td>
<td>Leader as Collaborative Host</td>
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<tr>
<td>Strategic Planning</td>
<td>Navigating Complex Adaptive Systems</td>
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Organizational capacities: A New Balance

**STABILITY**
- Heroic leaders
- Technical competencies
- Command and control cultures
- Linear strategic planning
- Capital Endowment
- Fixed Assets

**SUSTAINED PUBLIC IMPACT + VALUE**
- Adaptive leadership
- Cross-functional teamwork
- Flexible collaborative cultures
- Continuously incubating innovations
- Liquidity & Change Capital

**ADAPTABILITY**
Complex situations are ones in which this:
Turns out to be this...

Source: Jamie Gamble
## Technical and Adaptive Work

<table>
<thead>
<tr>
<th></th>
<th>Challenge</th>
<th>Solution</th>
<th>Participants</th>
<th>Obstacles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technical work</strong> (complicated)</td>
<td>Clear + understood</td>
<td>Known</td>
<td>Experts + authorities</td>
<td>Time, funds, resources</td>
</tr>
<tr>
<td><strong>Adaptive work</strong> (complex)</td>
<td>Unclear + uncertain</td>
<td>Requires learning</td>
<td>People with the problem</td>
<td>Hearts, minds, values, beliefs</td>
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Two Types of Response

**TECHNICAL**

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

**ADAPTIVE**

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

Source: Ronald Heifetz/Marty Linsky
Select a Visual Explorer card representative of a persistent adaptive challenge your organization is facing.

Find one or two people you don’t know, and share your card and why you chose it to represent your challenge. Take turns sharing and reacting – spend fifteen minutes.
Different Paths for Different Responses

**TECHNICAL**

1. Consult with Experts
2. Adopt Good or Best Practices
3. Assemble Implementation Plan

**ADAPTIVE**

1. Identify Radical New Visions
2. Generate Innovative Strategies
3. Conduct Small Experiments with Radical Intent
We define innovation as a process that

1. shifts underlying organizational assumptions

2. diverges from current practice

3. provides new pathways for creating public value and impact
Three Principles of the Work

1. In this new era, we face complex challenges.

2. These new challenges require that we strengthen our ability to adapt.

3. We can systematize adaptive work and get even better at it.
Local Experiences with EmcArts’ Approach to Adaptive Change

Jonathan Halsey, Managing Director, EmcArts
Omari Rush, Executive Director, CultureSource
Phil Gilchrist, Executive Director, Anton Art Center
Staging Change | Detroit: Building the Capacity to Innovate and Adapt
Program Design

Victoria Fulton, Program Manager, EmcArts
Workshop Design

✧ Six paired half-day workshops (September – December 2019)

✧ Cohort of up to 14 Detroit theatre organizations

✧ Leadership teams of 3-5 members, to include executive, artistic, and board leadership

✧ Curriculum in innovation and adaptive change, complemented with peer learning

✧ Supported by a $10,000 grant, to be distributed in $5,000 installments at the beginning and conclusion of the workshop series
EmcArts Facilitation Team

Liz Dreyer, Lead Process Facilitator

Jonathan Halsey, Managing Director
Grounded in the situations and real issues of each organization, the workshops center adaptive change and innovation.

The workshops provide an entry point to:

• Developing organizational awareness
• Supporting peer-to-peer sharing of effective “next” practices
• Devising adaptive responses to complex challenges
• Building the necessary skills and capacities to design and implement innovative initiatives
Workshop Topics

The Roots of Innovation
Describing and identifying complex challenges faced by your organization; selecting a complex challenge to work with over the course of the workshops

Responding Adaptively to Complex Challenges
Surfacing organizational and individual barriers to innovation; generating radical new visions and innovative strategies; recognizing and navigating competing values in organizational development

Teams, the Engine of Innovation
Developing high-performing innovation teams of many perspectives, and managing the heat of conflict; cross-organizational critique of new directions
Workshop Topics, continued

Moving into Action Research
- Designing “small experiments with radical intent” (SERIs);
- using peer feedback to inform original thinking;
- finalizing SERIs for action and reporting back

Resourcing Innovation
- Understanding structural shifts needed to support innovation and adaptive work;
- criteria for putting activities “on pause” and their application to programs

Embedding Innovation in the Core Business
- Reporting back on SERIs;
- developing adaptive cultures and the roles of leaders
Application and Workshop Dates

August 9  
Application deadline

September 17 + 18  
Workshops 1 and 2

October 9 + 10  
Workshops 3 and 4

December 3 + 4  
Workshops 5 and 6
That’s it!
Thank you for joining us!