

Midwinter Managers Meeting Agenda – Groups 3-4

Constituent Liaison: Lee Ann Norman, Director of Learning and Leadership Programs
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Monday, January 31, 2022

Groups 3-4 Meeting – all times below are Eastern

1:00pm-2:00pm

Opening Session: Courageous Leadership with Nancy F. Koehn
Sponsored by Threshold Acoustics

Midwinter Managers Meeting opens with a presentation by Harvard Business School professor Nancy F. Koehn, whose research focuses on crisis leadership and how leaders and their teams rise to the challenges of high-stakes situations. She will explore the larger context of courageous leadership two years into a global pandemic—a pandemic that has unleashed other crises and that shows little sign of abating.

We will examine some of the key rules of the road for leaders in several sectors, including nonprofits. These tools and behaviors center on leading yourself during turbulent times, accessing and stoking resilience among your team members, taking stock of what you and your organization have learned during the past two years, and injecting credible hope and inspiration into your people.

The session will include time for questions, answers, and reflections.

Nancy F. Koehn, Historian, James E. Robison chair of Business Administration, Harvard Business School

2:15pm-3:15pm

Cross-Constituency Roundtable Discussions – *Choose One*

Leadership and Audience Building

Audience attitudes to a return to the concert hall remain fragmented and difficult to predict. How do we cultivate engagement and loyalty in this still-shifting environment? What steps can we take to encourage our audiences to feel comfortable returning? And how might we reimagine our traditional ticket and subscription products to respond to changing audience needs? Join us to share tactics and ideas with your peers from across the country.

David Snead, President and CEO, Handel & Haydn Society

Leadership and Fundraising

Fundraising conventions have been upended by the need to work in an online world. As we return to in-person fundraising events and cultivation, how do we rebuild the dynamic of live connection? Which donor segments offer the greatest latent fundraising potential? And what are the opportunities to benefit from what we've learned from fundraising online? Join us for a practical conversation with EDs from all budget groups.

Giuliano Kornberg, Executive Director Designate, Sacramento Philharmonic & Opera

Leadership and the Digital Future

Two thirds of orchestra audiences see digital content as part of their future cultural lives, beyond the pandemic. Yet the challenges of sustaining and monetizing a digital content offer are profound. What digital content strategies and tactics are working? How do we determine the right approach for our organization? And beyond the music, what have we learned about digital storytelling as a tool for community and audience engagement? Join us to discuss practical steps towards our digital futures, with colleagues from across the field.

Jessica Satava, Executive Director, Johnstown Symphony Orchestra

Leadership and Equity, Diversity, and Inclusion

Wherever we begin in our equity, diversity, and inclusion (EDI) work, it often becomes both more complex and more challenging as our journey continues. How do we embed our shared values, both in strategy and in programmatic work? How do we sustain commitment across the organization, as staffing and leadership changes over time? And how do we make sense of our own progress and learning? Join us to learn with EDs from orchestras

at all stages of their EDI journey.

Karina Bharne, Executive Director, Symphony Tacoma

Leadership and Financial Planning

Looking ahead to FY23 and beyond, many of us face our most significant financial challenges yet. As we contemplate lasting change to our audiences, our business models, our programming, and even our mission, how can financial planning help us navigate the future? What tools and tactics have our colleagues successfully employed? And how can the approaches we choose help to build organizational alignment and cohesion, as we move through this time of change? Join your colleagues from across the country to share experiences and expertise.

Jeff Alexander, President, Chicago Symphony Orchestra

3:45pm–4:00pm

Welcome and Updates from the Leadership Team (Groups 3-4)

4:00pm–4:15pm

OMLA Update (Groups 3-4)

The latest information on the new Orchestra Music Licensing Trade Association (OMLA), charged with representing the American orchestra field on business matters involving music copyright law.

Jonathan Martin, President & CEO of Cincinnati Symphony Orchestra

4:15pm–5:30pm

The Intersection of Leadership and Innovation (Groups 3-4)

[*Linda A. Hill*](#), *Wallace Brett Donham Professor of Business Administration and Faculty Chair, Leadership Initiative, Harvard Business School*

Tuesday, February 1, 2022

Groups 3-4 Meeting

12:00pm-1:00pm

Innovation Session: Executive Leadership as a Catalyst to Understanding and Motivating Major Donors

Sponsored by Arts Consulting Group

The communication styles and motivations of major donors can be a mystery at times. Learn how to more carefully listen to and observe donor behaviors to inspire support for your orchestra.

Bruce Thibodeau, Nan Keeton, and Wyona Lynch-McWhite, Arts Consulting Group

1:15pm-2:15pm

Cross-Constituency Roundtable Discussions – Choose One

Monday sessions repeat:

Leadership and Audience Building

David Snead, President and CEO, Handel & Haydn Society

Leadership and Fundraising

Giuliano Kornberg, Executive Director Designate, Sacramento Philharmonic & Opera

Leadership and the Digital Future

Jessica Satava, Executive Director, Johnstown Symphony Orchestra

Leadership and Equity, Diversity, and Inclusion

Karina Bharne, Executive Director, Symphony Tacoma

Leadership and Financial Planning

Jeff Alexander, President, Chicago Symphony Orchestra

2:00pm–4:00 pm

Nuts and Bolts: Marketing Strategy Workshop (Groups 3-4)

Patron relationships are the lifeblood of an orchestra, especially subscribers. Promoting and fostering their loyalty supports organizational resiliency and creates a direct pathway to philanthropy. For many orchestras, the pandemic has disrupted or paused subscription offerings and engagement. The 2022-23 season is an opportunity to re-establish and reinvigorate subscription packages and connections.

Join TRG Arts for a COVID-era subscription planning and best practices hands-on workshop. It will focus on retention efforts for renewing subscribers, engagement of new subscribers, and rebuilding your subscription pipeline through creative tactics and segmentation.

[Eric Nelson](#), Client Engagement Officer, TRG Arts

The workshop includes:

- Shared aggregated analysis of orchestras participating in the workshop (see your data in action!);
- Orientation to subscription best practices with case study examples; and
- Break-out sessions and full-group discussion with tactic creation.

Workshop Schedule:

30 minutes – Welcome and data review

30 minutes – Best practice review

30 minutes – Break-out sessions

30 minutes – Full-group discussion and crafting of tactics

4:00pm–4:15pm

Break

4:15pm–5:00pm

Moving Forward with Purpose (Groups 3-4)

In our remaining time together, we'll reflect on our featured session and look forward to plans for the National Conference, to be held in Los Angeles in June.

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*The Midwinter Managers Meeting Opening Session has been graciously sponsored
by Threshold Acoustics*

*The session on Executive Leadership as a Catalyst to Understanding and Motivating
Major Donors has been graciously sponsored by Arts Consulting Group*

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