

Leaders Building Leaders

June 7, 2024

JOHN MCCANN: Great to see you all. Thank you for being here. I don't know why these front pews are left empty. But if anybody wants to move up and be closer to the action, you're welcome to do that, okay? If not, Chris and I will work across this. So welcome to our session, Leaders Building Leaders. I'm blessed to get to work with a lot of folks, a lot of really wise and smart folks. And every now and then you get to work with somebody that you also admire and admire deeply. So getting to work with you, Chris, is just an honor for today. So thank you for joining us. Chris Harrington from Ordway in Minneapolis. St. Paul.

CHRIS HARRINGTON: Thanks, John.

JOHN: So just as we start, there are all sorts of sessions going on right now, right? There's music as global diplomacy, there's how to raise a billion dollars in 10 days. There's a lot of things going on, up and down the hallways. So could we just check in with you? This is being streamed, so we'll pass the mics a little later on, but I think for this little bit, we're okay. Just why be in this room? Why be in this room and not one of those rooms? Anybody?

JOHN: Ah, getting — being in this room actually gets me into that. Okay, what else? Why be in this room today?

SPEAKER: Younger workforces.

JOHN: Younger workforces merging into the field. Terrific, thank you. Why else be in this room? Yes?

SPEAKER: I'm in a small market with a small budget. So my executive directors are always young people, you know that hopefully will go on to do great things in large organizations. But you know, they need us to build them up, and I need to help them not burn out. And I need them to train their replacements. S

JOHN: Excellent. Thank you. Then you're in the right place. Anything — anybody else? Why be in this — Kate?

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SPEAKER: Post-pandemic is weird.

JOHN: Post-pandemic is weird. We're here, but it's pretty weird. Hi there. How are you? Good to see you. Why else be here? Yes.

SPEAKER: I think supporting people is the foundation that makes everything else work, whether it's raising a billion dollars or selling tickets. It's the foundational thing that makes everything.

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JOHN: So one of the beautiful things about coming together as colleagues is you get to hear phrases like this. Could you just say that again? Supporting others.

SPEAKER: Supporting people is the foundation of achieving everything else.

JOHN: Supporting others is the foundation for achieving everything else. Supporting others is the foundation for achieving everything else. So please, as we go through this, Chris and I will offer some stuff. Pay keen attention to what you're offered from your colleagues. Pay keen attention to what you're offered from your colleagues. That statement alone is worth your trip here. So thank you very much for that. Anything else before we start? Going once. Okay, well, Chris and I learned a long time ago that your scores doubles if you show slides. So we're going to show some slides.

We have to find the clicker though, because — all right. So you know the general theme we're talking about. Our objective for today is pretty simple. It's simply to have a conversation. Simply to have a conversation. Anything useful that ever occurs begins with a helpful conversation, a useful conversation. So we'll talk some, you'll talk some. We've only got 75 minutes. So we'll push through. However, Chris and I have no obligation from twelve-fifteen until one-fifteen.

CHRIS: Correct.

JOHN: So if you want to stay with us and stay with your colleagues and have a conversation, go deeply into any particular reality back home, or you have an overriding question, we're going to stay in this room until one-fifteen. So we're here for that additional hour. So for goodness sakes, if you've got something you'd like to probe a bit further with your colleagues who are with us, be sure and stay

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with us, because we'll be here. And we would just ask that one or two out of the 50 or 60 who stay would agree to bring us some water and some food. Other than that.

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So the objective, to have a helpful conversation about how leaders build other leaders. So what's the essential step? What's the foundational step? What's the foundational step for making sure that other people that you're blessed to work with actually develop the leader-full capacities necessary, as you talked about in that new generation? This is research from the Center for Creative Leadership. If you don't know CCL, CCL, headquartered actually in North Carolina, good state to be from, \$350 million nonprofit, works globally with the for-profit sector, nonprofit sector, NGOs, etcetera.

They have offices in Dubai and Singapore, in Brussels, Colorado Springs, Greensboro. Twenty-five years of research told them this, that if you actually are earnest, if you're in charge and you're earnest about other people developing into leader-full individuals, this is what you've got to do. So this is going to be the core of our conversation today. And we'll look at some examples of this. So I would urge you to trust the CCL leadership.

Yet, we're going to share just a little bit of what CCL designed as what they call their 70-20-10 Rule. And this is going to be the busiest slide you've ever seen. So forgive us, but 75 minutes, we thought, let's dump a lot on one slide, as opposed to showing five slides. Okay, so bear with us as we walk through this. So what they say is that 70 percent of the emergence of leaders within our workforce is working on challenging assignments. That's where the significant impact is. And they say, roughly, give or take, across hundreds, thousands of organizations, about 70 percent.

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About 20 of them are in rooms like this. Rubbing shoulders with your colleagues, having a good mentor who's available to you, working with other people in ways that are outside of the normal workaday workplace. And then the 10 percent that you see here, which is not insignificant, is seminars, workshops, and formal certificate programs. Here's an important finding of theirs about that. Thus, the arrow. That seminar workshop and formal certification programs bolsters what's going on back home.

If you don't have an environment back home where people are doing things they are not ready to do, then sending them off to workshops and to Harvard for \$35,000 for six months isn't going to give you the payoff that it gives you if you create an environment back home where they're actually

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getting to do those stretch assignments. So the final busy part of this slide is this, what I would call a virtuous cycle. The more challenging work you give, the more leadership learning occurs. And the more leadership capacity that's developed, the more challenging work people can do.

So what are you doing here? You're improving the human capital in your organization. And you are basically setting the next generation up to lead this field. So that's the idea here about this being this virtuous cycle. You give people things to do they're not ready to do. Because no one's ever ready for the big challenge. Raise your hand if you ever were, right? People aren't ready. But they take that assignment, they take it earnestly. And with your guidance and support, what they do is move forward, and as they're moving forward, they develop their leadership capacity, and good work gets done.

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And the more you do that, the stronger that individual becomes, the greater your human capital investment, and the stronger the next generation emerges. So this is some data from CCL. We've got some data of our own. I think this is reinforcing. These first five minutes is really about case making, that you're in a room that matters this morning, okay? So we designed and facilitated two programs. One program, over 10 years, had 25 participants every year. These are leadership programs, leadership development programs. Twenty-five participants every year. Ten years. The other program over five years had about 10 participants every year.

And if you participated in this program, you had to agree to participate in a 360-degree feedback process. Just by a show of hands, how many of you have done that in your life? Okay, I'd say about maybe half the room. Okay, so this is where you invite 10, 15 people who know your practice well, could be three or four of your board members, two or three of your direct reports, some peers in the community, and they comment, all right, on your performance as they observe it. So you get this 360-degree picture of how your performance is actually playing out in the world.

So that was a requirement to be in either one of these programs. You can see that each participant had somewhere around 14 or 15 of those responders. Each participant had 14 or 15 of those. So we're looking at data here from 300 participants, and about 4,500 responders, and it's longitudinal. In one program, it's over five years, in one program, it's over a decade. So here are three findings that relate to our work today. The ability to delegate responsibility to others consistently ranked at or near the bottom, never higher than fifth from the bottom of the 58 leadership competencies measured by the instrument.

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This is across the 10 years of one program and the five years of the other, that the capacity to delegate ended up at the bottom of the list and never higher than fifth from the bottom. Another finding. The delta between how important it is to delegate, and the participant's ability to do so was consistently one of the largest skill gaps among the 58. So the instrument is a dual scale instrument. It asked the recipients and the individual, how important is this competency, and what do you see at a performance level? So the gap between those two we would call the skills gap. This is really important. And here's how we see performing. So for the Emerging Leaders Program at the League, which is the second of the two programs, for their self-rating, delegating to others was consistently the ELP participant's largest skills gap.

This isn't judgment by others, this is their perception of how important it is to turn to another person and say, this is of real significance, of real consequence, and I want you to lead this forward. They know it's important. High on importance. And their self-rating created the greatest delta at all between any of the 58 competencies. I know I need to do it, I know it's important to do it, I know it's important for the field, for my organization, for the artistry, for the community. However, my capacity to do that I rate as quite limited. So that's some data that I hope positions the discussion we'll have today as worthwhile. So now, I'll turn it over to Chris.

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CHRIS: Thanks, John. And I'm actually going to start at the podium, if that's okay, and then I'll come back for our conversation. Okay. Can everyone hear me okay? All right, great. So before I get started today, I have a confession to make. Y'all didn't think you were going to get serious, right? I am an imperfect leader. I think oftentimes when we come to conferences like this, we think that the folks on this side of the table or this side of the room have all of the answers, that they are the experts. But I think we're all experts in our field. And we also have an opportunity to continue to build each other as leaders.

So I just wanted to start with that confession. Because again, I believe that there is this duality in life that we all bring brilliance and imperfection to everything that we do, both personally and professionally, and this is no different. So I just wanted to start with that. And then also gratitude to John, being able to share the stage with one of my heroes is something that I can't even put into words right now. John has been just an incredible supporter of me over the last decade.

And I'll tell a short story about John in a second. But before I do that, I just want to recognize all of the incredible leaders in this room today. You all know who you are. And I'll give you some shout outs along the way. But I wouldn't be standing here today, having the ability to lead one of the most prestigious performing arts centers in the country without the leadership and all of the leaders that I've been able to meet along my journey. So, thank you.

So I've known and admired John's work for over a decade now. And again, I had the opportunity to work with him a lot closer in my role as president and CEO of the Ordway Center for the Performing Arts in St. Paul. And one of the most outstanding leaders that I believe have ever walked the face of this earth. And some of you will know Anne Parsons, actually encouraged me to participate in the Emerging Leaders Program in 2017, sponsored by the League. So I participated in this program. And I saw my cohort out in the audience today, which I really appreciate the support.

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We had a 12-month intensive course, where 12 of us got an opportunity to learn alongside each other. And John was the facilitator of so many of the discussions and lessons, that we had an opportunity to learn from him. And at the end of each day, John would always close with something to the effect of, let's take a moment to think about our thoughts. You all have been engaging in a lot of rich and robust conversations about leaders, building leaders. So let's take a few moments to write down in your journals some key takeaways, think about your thoughts. And this drove me absolutely crazy every single time John would actually say that. Let's think about our thoughts. I didn't want to think about my thoughts. I wanted to move on to the next thing. I wanted to get to happy hour. I wanted to connect with my group.

But I will say that that idea of reflecting and taking a moment to slow down and to think about your thoughts actually altered the trajectory of my leadership journey and how I lead my life. Now, seven years later, I actually have a daily journaling practice thanks to John, and I will forever be grateful to your partnership and your leadership. So thank you, John.

Also, last but not least, I can't talk about leaders building leaders without talking about Anne Parsons, who I alluded to earlier today. And she really embodied that concept of leaders building leaders. Still really hard to find the words to express the impact that she's had on my personal and professional career. But I wouldn't be here today without — without Anne. Occasionally I'll talk about my two MBAs, one from Wayne State University in Detroit, Michigan, and the other from the University of Anne Parsons. And with every conversation that we had, it was a case study, it was like a symphony in the making every time I had an opportunity to spend some time with her.

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She always encouraged me to lean into those courageous conversations and being care-frontational when needed. And little did I know how that would actually impact my leadership journey now in my current role. So I continue to draw on a lot of those leadership lessons. Embracing uncertainty. Embracing uncertainty, I think we heard that earlier today. The lectures, the good kinds, challenging me to grow and to really broaden my perspective and to think outside, and to get outside of my comfort zone. So I'll forever be grateful to her wisdom. And knowing exactly what I needed at that moment in time. And I think her legacy lives on in my leadership. And I know that there are so many in this room today who have benefited from her mentorship as well. So thank you so much for allowing me to share that.

So I'm actually going to start with a quick slide. So this is the organization that I have the pleasure of running right now. The Ordway Center for the Performing Arts. It's in St. Paul, Minnesota. By show of hands, how many have ever been to St. Paul, Minnesota? Okay, great. So the Ordway has been around for over 40 — or almost 40 years now. And we present Broadway and classical music. Home to the Arts Partnership, which is also this fifth entity that I get an opportunity to play a leadership role in, which is comprised of the Schubert club, the St. Paul Chamber Orchestra, the Minnesota Opera and the Ordway.

So I gave a shout out to my cohort from 2017. Some of them are in the room today. But I just wanted to highlight and just express my gratitude to the League for having programs like this, which again, you'll see there's four individuals here that we've actually committed to meeting since 2017, almost every four to six weeks, via text or via Zoom. And I just really appreciate that, because that's also another example of how leaders build leaders.

When we all started this program back in 2017, I know that there were a couple of us who were currently leading organizations in executive leadership roles. But I believe now, almost seven or eight years later, we've all ascended to some type of executive leadership role, whether that be an executive director of an orchestra, or performing arts center. And being able to navigate the uncertainties of the pandemic, being able to kind of navigate the uncertainties of switching and taking on a new job before you're ready to, being able to have that support group where you can actually go to those individuals to talk about the challenging things, and to also celebrate those successes is something that I don't take for granted. And I know that a lot of them are here today.

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And then the last thing that I'll share, not on this slide, when you find a group of individuals who are willing to pour into you and to even get on a plane to come to your city to talk about leadership, and that's it. Those are things that I just don't take for granted. So find your tribe and continue to cultivate it. So the last thing that I'll share before I jump into an example that I think will be more germane to the conversation today, is I wouldn't be able to be here today without my incredible team back in St. Paul, Minnesota at the Ordway, I have a great leadership team and board. And we have so much going on now.

Even as I speak, we're in the middle of a capital campaign, and that meeting is happening now. The team is preparing for a gala. We're opening a big show, *Come From Away*, tonight with the Canadian Council being there and dignitaries. And if I had to be there, I couldn't be here today. And I wanted to be here for my dear friend, John, and really appreciate my team for being able to allow me to be there, that I have their trust, that they have my trust, and I'm not even worried about what's going on back at home because I'm here with all of you, and it's a gift to have your presence today.

So I want to tell a little story about a leadership moment that allowed me to take on a stretch assignment before I was ready. John just shared the — the stats from CCL, which I think that slide in and of itself is gold, and I hope that you all will internalize that because it's meant so much to me. My leadership journey and the opportunity to experience high stakes situations prepared me to lead, again, one of the most prestigious performing arts centers in the country. And I just want to take you back to a stretch assignment that I believe altered the trajectory of my leadership journey.

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So there are a lot of people here that are familiar with — that is familiar with the Detroit Symphony Orchestra. I had the opportunity to work there for almost 10 years and had an opportunity to lead this project called the Cube. Before it became the Cube, it was known as the Music Box. And this all happened in 2003. Some of you were able to go to the League conference a couple years ago, and maybe even recently, with the mid-winters manager conference. But this was a project that I had the great privilege of taking on.

The Cube was introduced to the world in 2016. And as I look back and reflect, it actually coincided with the ELP program. So being able to take on those stretch assignments before you're ready to, this is another example of that. So for those of you that are not familiar, we renamed the Cube in honor Peter and Julie Cummings, whose cumulative giving has surpassed 10 million. And we know that in our society today, and in our organizations, having this type of generous support is so important. So wanted to just give you an update. Of that 10 million, three and a half went to support the Cube, which I had the opportunity to work alongside some incredible individuals to bring to life.

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And I just wanted to share a few highlights from that. So we presented well over a thousand guests from all over the country, from Los Angeles and Iceland to Macedonia and Detroit. We quintupled our audiences from 1,700 to over 10,000 over the course of four seasons. And the Cube presentations drew half of its audience from Gen X and Millennials. So that was really important for us to — I always say that if you didn't grow up with the tradition of coming to places like orchestra hall or your orchestra, or if you didn't get exposed to it by someone who you like, know, and trust, that the likelihood of you actually interacting with it is slim to none.

So this gave us an opportunity to meet people where they were and to also get them connected to something that we ultimately wanted them to do. So just a couple of highlights from that program. Forty five percent of our audiences are new to file, are new to file buyers, interestingly, converted into our classical buyers at a higher rate than any other product line at the Detroit Symphony Orchestra, which I think is fascinating. And then over the course of those four seasons, we ended up developing a program, because we did a lot of market research and data on our entire market. Ended up mirroring, almost to the percentage, the audiences that we were attracting to the audiences in which our orchestra resided. So that's something that I'm really proud of, but it really took a lot of intentional work.

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So I share this example as something that I had the pleasure of doing before I was ready. And I remember the conversation with Anne Parsons and Peter Cummings, who is our board emeritus, or was our board emeritus at the time. At that breakfast, Peter looked at me and he said that “You should only be limited by your imagination. You should only be limited by your imagination.” And being able to have Anne vouch for me, even before Peter knew who I was, I didn't want to let Anne down. So that was something that I really, really took to heart.

And I believe that this was a stretch goal, first, because I had to articulate a vision for something that didn't yet exist. I mentioned that before it became the Cube, it was known as the Music Box. And that's something that, again, had been around, you know, for almost 10 years at the time. But again, being able to imagine what could be possible without actually knowing what it was, was something that I had never done before, but had an opportunity to really explore and to develop that competency in real time.

It was also a stretch goal, because in addition to imagining and envisioning what it could be, both from a creative standpoint, and also a programmatic standpoint, is that we had to create sort of earned and contributed revenue to support that. We all know in our work on a daily basis that we

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don't have artistic excellence without financial viability. So being able to create that business model and to get others to support that was really important.

It was also a stretch goal, because I got an opportunity to co-create all of this with my fantastic colleagues at the time at the Detroit Symphony Orchestra. And then it also afforded me the opportunity to work with elected officials, community leaders throughout the city, and being able to really bring this unique vibe to this new space. And then last but not least, it gave me the opportunity present — to present in high stakes situations.

So we were always seeking funding. So being able to go into sort of demonstrate that impact that we were creating for our community was always in a high stakes situation because we needed money to make it sustained year over year. So I share that as a stretch goal and high stakes, which goes back to some of the research that John just shared. And it was high stakes in my mind, because again, it was a legacy defining moment for Peter, who I just mentioned earlier, whose cumulative giving topped 10 million. And I didn't want to let Peter down.

Also high stakes, because some of you have been able to follow the Detroit Symphony Orchestra, and you've probably heard this one or maybe a million times, that we had aspired to be — had aspired to be the most accessible orchestra on the planet. And I will say that that was our moonshot. But there were so many people that actually bought into that. So in our day-to-day work, how can we actually calibrate our efforts to ensure that we were advancing the mission and the vision of the organization? But also even beyond that, in your daily work, how are you contributing to that big, hairy, audacious goal of creating and contributing to the most accessible orchestra on the planet?

Again, I can't state this enough, because Anne vouched for me to folks who didn't know me or didn't know my pedigree or even know what I was capable of, I didn't want to let Anne down. So that created a high stakes situation almost on a daily basis. And last but not least, this was a career defining moment, which allowed me to take on additional stretch opportunities and assignments within our organization, and even out in the community. So again, I can connect the dots back to where I come from to where I am now and wouldn't be here without that stretch assignment. So, as I close, and I know we're going to have a really rich conversation today, I will just ask you all to think back to a time when someone gave you a challenging or a stretch assignment.

No, really, I want you to do it now. Think back to that time when someone gave you a stretch assignment before you were ready. Took a chance on you, believed in you before you could believe in yourself, and you knew what you were capable of. I know that in that journey there may have been a lot of successes, there may have been some failures, or as I like to call them, opportunities of learning. So in closing, today I ask all of us, what are we doing proactively to ensure that the leaders

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of our field today, and also those leaders of our field 10 years from now, are actually being set up for success?

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Are we delegating? Are we providing growth opportunities to take on those challenges that will likely continue to get even more difficult when you think about a lot of the headwinds that all of us are facing now? What are we doing today, now, over the next 30 days, to build leaders around our organization, in and around us, but also the leader inside of us? And I truly believe that we actually have an obligation to pay it forward. Because someone took a chance on us, someone gave us a stretch assignment in a high stakes situation before we were ready. And we also owe so many people that opportunity to be able to learn and to contribute and deposit into their toolkit that will allow them to be leaders in the future. So with that, I will turn it over to John, and I think we will jump into a conversation. So thank you for your attention and your time today.

[APPLAUSE]

JOHN: Could you advance one slide? Yep. So Chris has been generous enough to share this story. And I'd love it if we could get some questions from you all about this. I selfishly — I have two. I'm going to start with one of them. Because as you were speaking about it, particularly that first part about the responsibility you had, what was your title at the time?

CHRIS: Titles were a very interesting thing at the Detroit Symphony Orchestra, and I would say in the orchestra world in general, but it was the managing director and curator of At the Max.

JOHN: Okay, managing director, curator At the Max. You weren't the executive vice president in charge of all things global or anything like that?

CHRIS: I was not. I would actually even argue that I was probably, I think in our structure there, just a director level position.

JOHN: Yeah. So I think that's really important.

CHRIS: Not just, but the director level position.

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JOHN: So my first question, and then let's take some from the group is, when you showed that first slide about the stakes, you talked about your job that Peter and Anne gave you. The first part of that was you — your job was to actually articulate a vision for this thing that didn't exist. Then you needed to do the strategy. So it wasn't like, here's the deal, here's what we've got, here's what we envision, here's the strategy for it. What we want you to do is implement. They wanted you to actually do the generative work.

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So I just wonder, my question is, I think, pretty fundamental. What were the feelings at that moment when you were handed that? The whole part of articulating a vision, evolving the strategy, making sure the revenue was there. It sounds like a hell of a lot. And I just wondered, knowing your position at the time, just let us in on what — what were the sensations like at that time, knowing this was something beyond where you had been before?

CHRIS: Yeah. Well, I will say — thanks for the question, John. It was a hell of a lot, to use your words. It was somewhat of an emotional roller coaster. I would say when you have someone who you respect and who you have even tried to emulate your career after, to really believe in you, again, before you believe in yourself that you can actually do this, that level of trust, and again, not wanting to let her down, was always top of mind for me.

There were moments where I was just elated and overjoyed with excitement about the possibility to build something. Again, one of my personal but also professional missions is just to make sure that the music that we all know, and love can be shared with a broader section of our communities and that our organizations are really reflecting the communities that we're serving. So to be able to have that — that trust in that respect from Anne gave some level of excitement. But just being quite honest, it was also terrifying, you know?

Being able to do something that you hadn't done before, shifting a job that you kind of fell into, a situation where you were comfortable doing that, but also taking on something that had never been done before within a traditional organization. So there were some moments where I doubted myself. You know, I started my presentation today with just saying that I am an imperfect leader. Because I think sometimes we get to these positions and we expect to kind of be perfect and have all the answers, and everyone kind of expects you to know everything, and to — that definitive playbook doesn't exist.

Where our organizations and our orchestras need to go into the future, again, we have the ability to actually co-create that. So I'm always going to sort of share that in a vulnerable state, that again, I didn't have all the answers, but I knew that the team around me could actually help me support that. So that whole concept of like imposter syndrome, jumping into something before you're ready, is something that I don't think we talked enough about. But I believe that it's critical to, you know, getting more people to take that plunge and to take on those stretch assignments so that we can go back to that virtuous cycle that you were talking about earlier, John.

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JOHN: So selfishly, I want to ask for a follow-up. And these aren't rehearsed questions, by the way. We didn't sit someplace and say, okay, I'll ask you these four things. So, being terrified. I think we all know that sensation, how it — yet needing to still function. Just explore that a little bit with us. Because you — you said, at moments, I was terrified, yet, you still had to function. So what's that like?

CHRIS: So John, before I answer that, has anyone in this room ever been terrified to take on a stretch assignment before they were ready? I just want to make sure of that. Okay, you know, what I would say, that taking on something that you've never done before is a lot easier when you know that you have a great team around you to support you in that process. And one of the things that I really appreciated about taking this on before I was ready, despite being terrified and excited, depending on what time it was, knowing that I could always go back to Anne, or I could go to a colleague, or Nicki or Michael, who are in the room today, to ask for support, to ask for thought leadership, to ask for thought partnership.

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No one has gotten to where they got in life, regardless of where you are within an organization, without having an incredible team around you. And being able to surround yourself with people who can actually support you, help realize that vision, definitely makes it a lot easier in those moments where you doubt. And when people see what success is. And if you can figure out a way to kind of connect your vision to the larger vision of the organization, or find those points of synergy with another team, or something that excites someone else, it just helps that process moving forward.

JOHN: Great. Thank you very much. Okay, questions from you about the story Chris has told. And I've got a microphone.

SPEAKER: Thank you. Less about the story, but more about a word that you used. Could you go into a little bit more detail about what care-frontational means to you?

CHRIS: Yeah, so I use that often in air quotes. So it's care-frontational. Kind of a combination of care, but also confrontation. And for me, I think sometimes when you — when you step into a position of leadership, you think that everything is going to be perfect. And I believe that leadership is a choice. But there's some really great moments that come as a part of being a leader in any capacity, right? But then there's also some things that come along with leadership that aren't so glamorous.

So knowing that you're put in a position where you'll likely have to have a difficult conversation, not doing that in a negative or demeaning or, you know, sort of a non-human way. But being able to address an issue that is either impeding progress or getting in the way of the organization advancing forward, but also doing that with care. Knowing that you have the best interests of that person at heart or the organization at heart.

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I'm reminded of a quote from Maya Angelou that I use a lot within my leadership, is that people will forget what you said, they'll forget what you did, but they'll never forget how you made them feel. And even when you have to deliver bad information, it's not necessarily the what that you're delivering, but it's how you do it. And sometimes, even if you have to call out a situation, just adding that care, to let people know that you're also human too is really important. So I would say that if you asked me that question tomorrow, I might have a different answer based on where I am at in my thinking or whatever the challenge of the day is. But that was something that Anne really imparted to me. And I'm sure if you had an opportunity to ask her that question, you know, she could probably talk for hours and hours and hours just on that — that phrase alone. So I hope that helps.

JOHN: Other questions for Chris? Here and there. Okay, we'll do those two. Brent, we'll start with you.

[0:34:37.0]

SPEAKER: Thank you. So what were some of the ancillary takeaways from this project? You talked about certain steps envisioning high stakes conversations, but no plan goes, you know, perfectly. So what were some of the maybe the challenges that you faced and the learnings that you took away just aside from accomplishing the project itself?

CHRIS: So thank you for the question. So I showed you basically in two slides what had happened over the course of five years. So there were definitely challenges along the way. I would say any time you do something that's not perfectly aligned with the way that an organization has functioned, there's always going to be that sort of resistance to change. I think we're all creatures of habit. So anytime you do something that deviates even one degree or a couple of percentage points away from the thing that we all know and love, and that we're in our sort of comfortable — comfortable space, will definitely create some challenges along the way.

[0:35:40.1]

So just again, going back to a point I made earlier of finding those points of synergy and figuring out how to connect what was important to me and what was important to leadership, that was sharing that vision that needed to be implemented, and figuring out how that ultimately advanced the mission and vision of the organization, without it becoming a distraction, was I think one of the biggest takeaways that I discovered. Also, I would say one of the big takeaways for me in that project was, again, that no one achieved success alone.

So being able to go to those internal and external stakeholders to be able to bring this vision to life was really important. And it served me really well in my current role, because in addition to, again, serving as president and CEO of the Ordway, I'm also a part of the Arts Partnership, which I talked a little bit about earlier, and that's essentially a fifth entity that provides this sort of space and organization that allows us to share the Ordway, both from up keeping and sharing that space together. But you have four CEOs who meet on a regular basis.

So understanding that we all have a mission and vision and values of our organization. And we all have mandates from our board, and staffs that are relying on us. But seeing how we work together collaboratively to sort of contribute to the vitality and the vibrancy of the communities that we're serving. But to also kind of put aside our initial hat of being president and CEO, but putting on that partnership hat to know that we can actually accomplish more together. So I think the power of partnership is probably the key takeaway that I took away from that. And it served me well in my career. That's just a couple.

JOHN: I think there's a hand just back here that was first. And we want to hear at least one from the ELP cohort of Chris, because you promised you had rigorous questions to ask.

SPEAKER: Thank you. You mentioned that your personal motivation was that you really didn't want to let your mentor down. I'm sure we can all relate to that. And that you need a great team around you

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in order to be successful, that we don't all do this in an independent vacuum. So my question is that you are now a mentor yourself, and have you given these stretch assignments to your staff? And then how do you guide them to being successful in their stretch assignments?

[0:37:52.2]

JOHN: So what I'm hearing is, is there proof in the pudding, okay?

CHRIS: So I would say yes. And, again, I've been the beneficiary of so many incredible mentors, and it's just a personal obligation of mine. So we have a lot of programs that we participated in to sort of help get leaders who are going to be stepping into the c-suite ready for, you know, their opportunity to step into that. But I would say, from my organization, we've done a lot of things. So I'll just give you one example.

Actually, one that comes to mind that just happened within the last 48 hours is we have a program called Green Room, which is all about uplifting underrepresented communities within musical theater. And more often than not that will be BIPOC artists. So we actually have someone who leads our education and community team that's running point on that. That's a program that's really excited to me. And in a past life, I would have probably been implementing that program. But the fact that, you know, we can agree on what the vision of that is, and we can say, hey, you go for it, you build out the program as long as it supports the overarching goals of the organization, is just one example of that actually happening in practice.

John and I, we've had a lot of conversations on leadership. And one of the things that I often share with him is that sometimes cheerleading from afar is actually leadership. I think sometimes we actually have the willingness to let go of something and to delegate but check in on it like every single day. So it's not really delegating, or not really trusting your staff. And I believe that leadership is a learned skill, and delegating is a learned skill. So the more you give up things and not have to go back frequently to check on them. Obviously, you want to trust and verify. But the moment that the team that you've entrusted an assignment to feels that you don't trust them, they're not going to go to bat for you.

[0:39:41.7]

So I can give you probably at least five or six other ideas. We're in the middle of an office move now, and my executive assistant, that's her title, but she brings so much more value than that. Anytime you're moving, in the middle of a pandemic, in the middle of a transition, given the uncertainty that's

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in our world now, moving your offices, given the implications on culture to a new space, and I'm not involved in that day-to-day decision. Some people might consider that a mistake, but I don't, because I know that I can cheerlead from afar. And she's regularly updating me. But we're actually moving forward.

And I shared this story with her the other day, because again, that concept of cheerleading from afar. Again, it's not completely taking your hand off the wheel and not caring, but knowing that if for some reason you're needed, you're not far. But sometimes you can mess up a situation if you involve yourself after letting go of that. So I hope that gets to your question.

[0:40:35.7]

JOHN: Well, and not that Chris needs me to do his bidding for him. Working with Ordway over the past couple of years, one of the projects was around establishing the core values that would actually serve as the guiding principles for this organization. That wasn't a job that Chris took on. He turned to middle managers, is that a fair description? Not VPs, middle — and said, here, we need a set of guiding principles, and you need to make sure the process is democratic, it's efficient, and it results in a set of agreed upon values. So that's another example of turning something of such significance over to a group of people and saying, here, this is yours to manage. And is that a fair — okay. Other — there was a hand here. Yes.

SPEAKER: So my question was almost exactly the last one, but I'll do a little addendum to it. So as somebody who is asked to be stretched, and then you're leading a team that you're stretching, how do you — what was the most useful thing for you to keep the clarity of mind to separate, you know, I'm worried about what do I need to grow in order to grow into this role, but also separate the forethought to help others do that as well?

[0:41:56.4]

CHRIS: So if I'm understanding the correction, it's, you know, being able to manage the day to day but also having the forethought of — sorry, can you repeat the last part of the question?

CHRIS: Yeah, that's a great question. I believe that leadership is a choice. And so much of building your own internal leadership capacity actually happens outside of your nine to five. So again, being able to be there for your team. But I shared earlier today that I have these groups of individuals that have been an absolute joy to be a part of, and just a gift for me. The fact that, after I give that stretch assignment, and sometimes I'm feeling depleted or feeling that I can't go on, knowing that I can send [520 8th Avenue, Suite 2005, New York, NY 10018](mailto:520.8th.Avenue.Suite.2005@americanorchestras.org)

out a text message and say, “Hey, do you have a second?” And I've never sent out a text or a call and not gotten a response within hours to know that, you know, I can really rely on them to move forward. So I would say it's just really intentional about building really strong teams around you, but also taking that same level of intentionality and building those support networks around you that will support you when you're in a less-than-ideal situation or when you need to make a difficult decision.

JOHN: Okay, one more — one more question over here.

SPEAKER: Building the team I so identify with and supporting that team. But I'm curious, as I look back, a couple of the major mistakes I made was not getting rid of a key team leader, or team member who was harming more than building. And I was wondering how you have handled that type of situation.

[0:44:10.7]

JOHN: Great question.

CHRIS: Yeah, that's — that's a tough one. And I appreciate your vulnerability in just sharing that, you know, you haven't always gotten it right. I think sometimes when you step into roles like this, particularly as a president CEO, oftentimes you inherit a team. And I've seen some leaders get it right, and I've seen some not do so well, where they actually go in and clean house immediately and say, I need my team, without really mining the collective wisdom that is already at that organization, and kind of understanding the landscape and what's working well, kind of doing an assessment.

So I would say, for me, being able to step into this role, it was going in — kind of going on this sort of 90-day tour. I'll just tell you specifically for the Ordway, I had an opportunity to meet over 100 people within the first 60 days of actually starting, which, not sure that we could actually replicate that now, but it gave me an opportunity to go on this listening tour to kind of understand what was going well, what those opportunities for improvement were, and then if there were things that didn't necessarily align with the way that the organization was going, then we had those conversations about maybe intentionally and carefully transitioning some folks away, just to make sure that they had an opportunity to do something else that may be more meaningful to them.

And then for the folks who were willing to, you know, align with some of the conversations that we were having, being able to support them in that way. But I think, for me, establishing clear expectations about who we were as an organization, where we are, where we're ultimately trying to

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head, and just making sure that the team was willing to support that vision was really important. But also not doing it with kind of an iron fist. Really going and then listening.

And again, earlier today, I shared that we're all subject matter experts in some capacity. And sometimes people will look to leaders to have all the answers. Again, those playbooks don't exist anymore. So I think it's really incumbent upon us to really leverage and lean into the collective wisdom of the team. But when there is personnel or an issue that is breeding toxicity within an organization, addressing it sooner rather than later is always better. And it's been my experience that you never regret doing it. The only thing that you regret is not doing it sooner.

And actually, that was a lesson that, believe it or not, I got from Anne before stepping into this role. And I won't give you the full extent of that conversation, but it was one of the last conversations I had with her before she passed. And it was a lesson that I would really need to — to lean upon, you know, two years into my tenure when it came to making difficult decisions. So I hope that helps.

[0:46:49.0]

JOHN: It is fair to say, Chris, that in response to the question and your own — and speaking from your own experience, you made those hard choices and made those changes.

CHRIS: Yeah. And you have to make those decisions. And they're not always easy. You know, one of the things that I often share, and I think I mentioned this earlier, is that leadership is great when leadership is going well. And when, you know, you're selling tickets, and when you're hitting all of your goals and your targets. But when you have to deal with someone within an organization who's breeding toxicity, or working intentionally to undermine you, or working with a governing body that isn't supportive, it really sucks. But being intentional about hopefully changing that situation and getting support to get you to the other side is really important. And it's something that I'm really grateful for, having a great board and great team. And I know that that's not the case everywhere. So.

JOHN: So final question I would ask you is, there were three individuals, yourself, Paul, and Eric. Those individuals had never been CEOs of organizations before. And now one is running, as you pointed out, one of our nation's most prestigious presenters. One is running a major conservatory. And one actually succeeded Anne in running the DSO. So my question is, and it may seem obvious, would you make a correlation between that fact of where those three people are in their first time CEO roles, and Anne's approach to leaders developing leaders? I don't want to make that correlation, but I'd like to get your sense of it.

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[0:48:28.0]

CHRIS: Yeah, I'm obviously speaking from my perspective, and looking at that. So I would definitely say that there is a direct correlation. I think Anne was very intentional with building leaders and knowing at some point she would no longer be running the organization. So I think later in her tenure, there became sort of a very intentional effort about succession planning. And obviously, we know a lot more now than we did before. But I will say that she was very intentional in making sure that, you know, the folks who would ultimately succeed her were set up for success.

But we also had conversations about, at some point in our organizations, and John, we had a similar conversation today, that at some point, you're going to reach a ceiling, or you're going to reach a point at which you're no longer able to grow within your role. So either you're going to wait and sort of stay in the same position for five, ten, fifteen years, or you're going to have to move on to another, you know, opportunity to continue to grow, you know, at that speed that you were, you know, growing prior to that.

So I would say that she was also really intentional about that. And we had a lot of conversations about, at some point, you're going to get a call, and you're going to get an offer that you can't refuse. And I didn't know that at the time, but that day did come, and she was right. So I would say that that's probably the same with Paul as well. So I would definitely say that there's a correlation. And I would say for me, one of the takeaways is sometimes we're only willing to invest in our staff to the extent that they can add value for our organizations.

Sometimes we have fear that if we invest too much, that they'll actually leave. And I actually think that that's a big, big, big mistake. Because if you don't invest and they stay, that also and create some issues. But I think, looking at the broader ecosystem, knowing that at some point they may come back around, it just really is incumbent upon us to develop the leaders around us. Because someone took a chance on us, someone believed in us before. Again, we were ready. So again, I believe we have that obligation to continue to build leaders, and to take very intentional efforts that will allow our organizations to thrive beyond our tenure within our organization.

[0:50:25.6]

So I know that there's a lot of things that are well beyond our control. But I think sometimes, you know, we have a tendency to only want to see things succeed or thrive when we're there, and then we move on to the next thing, but what are we doing intentionally to ensure that our organizations can navigate again, with today being very, very fresh on my mind and the headwinds that we're facing. What are we going to do to make sure that we can thrive on the other side of this, stronger,

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more robust, flourishing as an organization? But what are the systems and practices and values that we're instilling in and throughout our organization in building leaders so that they can actually continue to do the great work and to move this organization so that we all lead into the future in a great way? So how to build — leaders build leaders, and I think that's a really important part of leadership. So thanks, John, for the question.

JOHN: Thank you, Chris. Yeah, thank you very much for responding to those questions. And thank you for the good questions. I'm reminded of something I came across in Chris and I putting this workshop together. And it's just a rhetorical question that I think serves us well. And we can just keep it as the proverbs says in our hip pocket or our vest pocket. When we see the people around us, do we see them as a means to an end, or are we seeing them as ends in themselves? I think that's a great question just to have on hand.

So when you get into a conversation with one of your folks, what's guiding that conversation? Which one of those beliefs is prevailing? This person's here to get ABC done, so we succeed at this, or this person is an individual who is an end in themselves, to which I have a responsibility, and my institution has a responsibility. So I think carrying that question is — is worthwhile. So why don't we do more of this?

So this is sort of the content part. Okay, why don't we do more of this? So there are some reasons that the experts say, these are great stories, but how — what gets in the way? Perfectionism. Perfectionism is driven by one of two things, right? Either you're pursuing excellence, or you're trying to avoid mistakes. But one of those two things drives perfectionism. What do we know about perfectionists? It seldom produces better outcomes than people who don't self-declare as perfectionists, right?

I read the other day this definition of leadership. Leadership is the persistent pursuit of imperfect action. The persistent pursuit of imperfect action. And Chris has used that word three times already today. We are all imperfect at this. We are all imperfect at this. Now, two of the contributors to perfectionism are the following: environmental factors and cultural priorities. We're in an organization — we're in organizations. We look for that magnificent, infinitesimally perfect, perfect moment that artists can create, that allow audiences to transcend the place they are and go somewhere else.

So it would be natural that there will be a degree of perfectionism within our field. However, it can really serve as a barrier to delegating. The second is the lack of trust or confidence in others. And the truth here is, I think, we build trust in others through trusting others. So we've got to take a flyer, I know they're not ready, but boy, do I know they're committed. And what I'm seeing are examples of

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what they possibly can do, and my job now is to trust them. And the only way I will learn whether that trust was well placed is through the experience that we have next. So we develop trust in others by trusting others.

Third, I can do it more quickly. I can get it done. The world moves fast, this has to get done. Yes, you can get it done and do it more quickly, but at what cost? At what cost? What are you not doing that you could be doing? What are you not doing that — so Chris, as I'm understanding, and I don't want to overstate it because I tend to do those things. You're here because you are trusting people to do things back home that you would normally be in charge of.

[0:54:51.7]

So that's what we mean by, I could do it, but I wouldn't be here with all of you. I would be back there managing those projects, the gala and these other events. So I can do it more quickly, yet at what cost can I do it? And the fourth is a real felt sense of, wait a minute, do I really know how to do this? Do I know how to work with a person, in a coaching relationship, that actually will make sure that their chances of success are really increased because of what I can contribute? So coaching is a learned skill. Coaching is a learned skill and absolutely necessary. And Anne was one of the best at this, I would say, right?

Chris is becoming one of the best at this, about coaching other people. He didn't just tell those four middle managers, go off and do the values, right? He stayed in a relationship with them, stayed in a relationship with them. So these are some barriers. So what I would ask you to do with these four, there are probably others, is just for your own edification, jot down the one that, for you, is likely the most significant barrier. And just be honest with yourself. You like things to be perfect. You don't like messy stuff. Then just say that to yourself, just jot that one down.

Or you really have a hard time. Others have to build their trust with you before you trust them. So maybe that's it. Or maybe you just had never been into coaching. You're good at command and control, but actually coaching another person, something you've never done before. So just be honest with yourself and choose one of these as the one that for you would be more significantly difficult than others in creating a barrier between you and more delegation. So overcoming the barriers, quickly.

[0:56:41.4]

Make sure when you're making assignments, you are clear. This gentleman here, I didn't catch all the names. You mentioned clarity. Clarity matters. I'd sort of like you to work on this for a little while, and if you could work with Bob and Sue on this, that would really be great. I'm going to be out of — that's bullshit. You need to be clear. We need clarity and shared understanding. How do you know if it's shared understanding? Because when you say it, you say, now, what's your understanding of that? That's when you know you have shared understanding of the project that you're inviting someone else to do.

And remember, the feeling terrified, the intimidation factor in these moments is quite high. That's why you want to make sure that we do this, right? We make sure that we're clear and we have a shared understanding of what's ahead. Focus on outcomes, yet lightly touch on process. It doesn't help the leader-full development of others to tell them, I want you to do this project, and then tell them how to do it. They need to figure that out.

It's like the great Richard Hackman, who just passed away six or eight years ago, wrote so much about teams. He called it equi-finality. In the end, it doesn't matter how, it matters that we achieved it, right? So give these people agency by letting them figure it out. But you focus on the outcomes. We need to see a, b and c. We need to see a, b, and c, and stop there, and then open up a conversation, as opposed to telling people how to achieve a, b, and c. Facilitate access to information, resources, and individuals. Make sure this person has an open sesame, to make sure they can find out all the things they need to find out. Open doors for them. These — very important.

[0:58:29.2]

Communicate your support for this effort. Communicate it, say it. And I support your pursuing this. Because my belief is, make sure you're stating those words, make sure you're stating your support for the individual. And coach through strategic questions. But what's a strategic question? So here's the absolute worst question you can ask. Why is this the absolute worst question? Because it makes it all about you. And not them. This makes it all about you.

The second thing is it pre-supposes you have what they need. It pre-supposes you are the one with the answers. It can be highly arrogant to assume that you have what they need. And the third thing this does is reduce the agency of the very person that you want to go out and achieve great things. So this is a question you don't want to ask. And I have watched this, and I've been doing this for a long time. I've watched CEOs do this. Somebody will come in, they're working on something, and they're busy, they've got three phones going and this — go, okay Joe, how can I help? First Response. First response. So don't let that tendency, that tendency, sometimes our values and our tendencies collide

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with each other. Our value is to invest in other people, yet our tendency is right, to make them dependent on us. So make sure that we notice the tension between our values and our tendencies.

So what are some more helpful questions? This is from Forbes from not too long ago. How are you seeing this project? This is a brilliant question, not because I put it up there, it's just a brilliant question. Because it is porous, it is open. The responder can take this anywhere. Wow, I'm seeing this as the most intimidating thing I've ever done. Wow, this is my first chance to work in a cross-constituent way. Wow, this is so aligned with the work I'm doing at my faith community. You don't know what you're going to discover. That's why you open an — ask an open, porous question.

[1:00:56.5]

How are you seeing this? They will tell you things that you couldn't imagine, right? So how are you seeing this project? What would success look like, feel like for you? We know we need the strategic plan on the dock in six months, okay? But what would success look like? They will say things like, well, I would want everybody in the organization to feel closer to one another than they do now. Still the same outcome. But that's why you ask them these questions, is to get their views, because they have views.

And sometimes we forget that wherever somebody sits, that's their view. So they have views on this. And sometimes we mistake our view from the truth — for the truth, and then there's everybody else's view. So what would success look or feel like for you? What's your experience telling you? These people have been around — let's say they're 30 — they've been around 35 years. What does their experience tell them about this project that they can now make manifest? What is the hardest one lessons that they bring to the table?

[1:02:04.6]

So facilitate them thinking in that way. So what does your experience tell you? You know, you were in South Carolina, and then you were in Cedar Rapids. I just — what from those experiences could inform how you — how you approach this? So guide them. You're serving as a guide, not a director. You're serving as a guide, not as a director, okay? What's your experience telling you?

What's the next step you need to take? I can sense you're at a place where you have got some choices to make. So what's the next step you can take? What's the next step? Now, the default obvious by some of us who have experienced is to say things like this. Now, when I was doing that,

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and then we told them what we would have done. And sadly, the world has moved on by 50 years from that point, right?

So what's the next step you need to take? And I use the A, not the, because it gives them more space to start talking. Gives them more space to start talking. Now, what's the next step? Then they know you're going to judge what they say. Oh, I've been thinking about next steps, and I don't know, I think about — I think about — I've got to run some earned income numbers. You know, that's something I've got to do. I don't know if that comes first.

And then this whole thing about the vision. I'm not sure who to invite into that. So this whole thing about earned income and setting the vision, I'm really torn between those two. And then you can say, ah, well seems like making a choice there is good, really, yeah, yeah. So that's what you want is to lower the stakes, so you get better input. What would be most helpful right now? This is the replacement question for, how can I be helpful, right?

[1:03:53.1]

What would be most helpful right now? The emphasis here is on the most. You're asking this person to be discerning. You're asking them to think, oh, I could use some of this, some of this, some of this. But the most helpful thing would be that at next week's staff meeting, if I could just have 10 minutes to ask three questions. You don't know where they're going to go, right? What would be most helpful right now?

So in closing, what's required? Three things. They all start with a C. Courage. Just the courage to turn to another person and say, I know this is work you've not done before, but I trust in your commitment to this organization, the experiences that you have, and the way other people have responded to your work since you arrived here 18 months ago, that this is a project I'm encouraging you to take on, right? So just have the courage to trust them and do that.

The second one is this thing that this gentleman mentioned again. Clarity, clarity, clarity. They have to make sure they understand in an unambiguous way what they're being asked to do. That forethought you spoke about. Gotta give that some forethought, give this conversation some forethought. Clearly delineate for them what the outcome is. Light on process, heavy on outcome. And then you can turn to them and say, so Chris, are we clear on that? Is your — what's your understanding of that? And he says it back and said, yep, we're there. That's it.

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And the third one is the coaching. The third one is the coaching. And coaching is an inquiry process. It is an asking process; it is not a telling process. Coaching is an asking process, not a telling process. That's directing people. You may have the title of executive director, but the job here is coach. And so therefore, it's an inquiry process. Those five questions were just meant to be indicative.

But those five questions have a couple of things in common. First of all, they have three things in common. They are not yes or no questions. Yes or no questions have little validity in this leadership learning work. They have great validity in other ones, right? Yes or no is really important if there's a fire at the Marriott. Is the exit on the left or the right? On the left or the right? You need a yes or no, right? So there's time for them. But they are not yes or no questions.

[1:06:21.2]

What's the second? They are focused, yet open. I know that sounds like a contradiction. They are focused, yet open. We know we're talking about your view on the project. We know we're talking about success. We know we're talking about someone's life lessons they can bring to this. But we're leaving them open, yet focused, okay? And the third one is, the responder, this person you're trusting to this work, are the sole authority over their response. They are the sole — you can't argue with their response. Their response is their response. How they're seeing it is how they're seeing it. How they're feeling about success is how they're feeling about success.

So you get to listen to hear, not listen to judge. And that is a great way to work in collegueship with another person, when you can listen to hear what they're saying. We could re-craft these questions, and you would sit in judgment about every one of their responses. This way you can hear, and you can enter into a dialogic relationship with this person through this kind of question. Stay away from yes or no questions, be focused, yet open, and make sure the questions are posed in a way to that individual is the sole authority over their response.

So offer these up. There are some, I think, really, really good resources. I'm assuming the League will post these. These are really, really great resources. I trust all of them. And we have to filter through stuff in today's world to find the stuff that really works, right? And then on that next slide is just — I know some people are taking pictures of that. It's just our contact information, which is in that — in that next slide. So we've got two minutes. Chris, closing — closing thoughts before we let everybody go.

[1:08:11.2]

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CHRIS: Well, I just always like to start and end with gratitude for sharing the space. There were like five other sessions that you could have been out today, including the one about how you raise a billion dollars. I would have probably been at that one. But you're here today. And John, thanks again for the opportunity to share today. One of the things that I want to just respond to as John, I saw your — your — one of the worst questions, is how can I help? We all have finite time and resources. And if we're all things to all people, we ended up being nothing to no one. And if we're everywhere all at the same time, then I think one of the things that I've had a lot of great conversations about with my board and my team is that there's always opportunity costs, that sometimes we don't necessarily take into account within our industry.

So for everything that we say yes to, it means that we're saying no to something else, or saying that we're going to phone that in or not do it at our level of excellence. So I found great power and not saying how can I help, but also asking, and letting people know that I need your help, I want to lean into your wisdom on this. And that's sometimes a gift, just being vulnerable, saying that, hey, I can't do this without you, actually, I need your help on this. And sometimes that gives whoever you're working with the opportunity to bring their unique gifts and talents to increase value for a situation or throughout the organization.

So I just wanted to share that as we were going through the questions as something that I find really powerful. And again, I can't thank you all enough for being here today, and John, for your leadership and partnership, and the opportunity to join you today. So thank you.

JOHN: Thanks. Thanks everybody for being here. Thank you.

[APPLAUSE]

END OF TRANSCRIPT