

League
of American
Orchestras

11A

EMBEDDING CULTURE CHANGE THROUGH DESIGN THINKING

WORKSHOP
FACILITATED BY
JESSICA PHILLIPS

80TH NATIONAL
JUNE 11-13 |

JESSICA PHILLIPS

- ❖ Second and E-flat Clarinet in the Metropolitan Opera Orchestra since 2001.
- ❖ Graduate Studies Faculty at The Juilliard School specializing in Entrepreneurship & Career Readiness skills.
- ❖ MBA in Arts Entrepreneurship & Innovation from the Global Leaders Institute.



Protocols for Today:

Hierarchy, function, & role are checked at the door.

Make "I" Statements.

Actively listen. The learning emerges from the discussion.

Accept differing POV as normal *and* desirable.

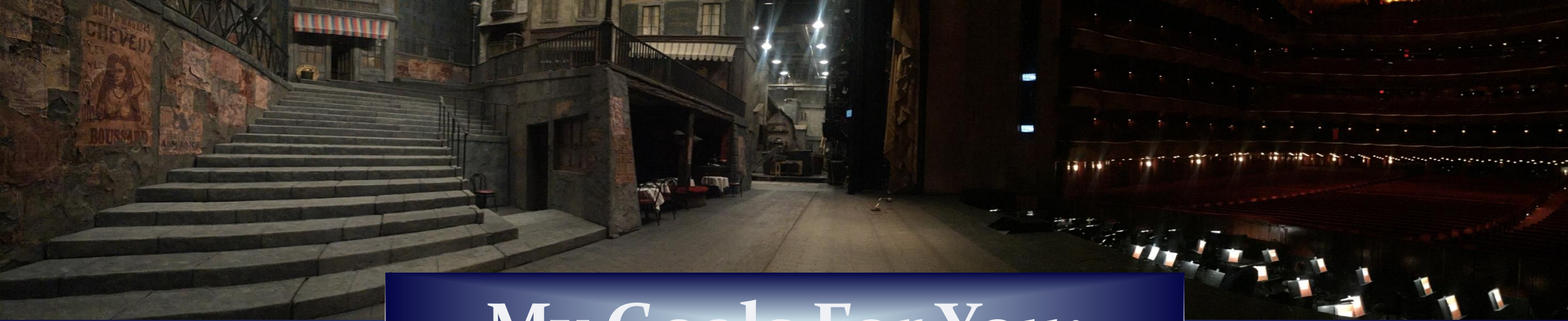
Encourage participation from each member.

Don't worry, nothing is written in stone.

A photograph of an orchestra hall with a large, ornate, multi-tiered chandelier hanging from the ceiling. The chandelier has many small lights and a central circular light fixture. The hall is filled with rows of seats, and the stage is visible in the distance. The lighting is warm and golden.

Today's Workshop:

- The Current State
- Change, Innovation, & Design Thinking
- Design Sprint Round 1
- Barriers to Change & Antidotes
- Design Sprint Round 2
- Change Takeaways
- Personal Call to Action



My Goals For You:

- ❖ Learn design thinking tools to take back to your teams.
- ❖ Engage in generative dialogue to better coalition build in your organizations.
- ❖ Think more strategically about your relational network across the industry.
- ❖ Ideate & spark innovation & change with (fun) experimentation.

-GRACE HOPPER

“The most dangerous phrase in language is... ‘We’ve always done it this way.’”



The Current State:

Across the country, we are facing:

- declining resources
- increasing competition
- rapid growth in technology
- a growing imperative to educate audiences and address barriers to access
- the urgent lack of diverse representation in our organizations

There is no question the sector must change & innovate to survive.

Vision for Change:

- ❖ We must normalize and accept that **we are already in the business of change.**
- ❖ Empower change makers with **adaptive leadership capabilities and change expertise across all levels** of our organizations.
- ❖ **No one creates change alone.** *Divergent* change happens through coalition-building and **across a broad swath of relational networks.**

THE CHAOS MONKEY



SOFTWARE THAT TURNS
SERVERS OFF AT RANDOM

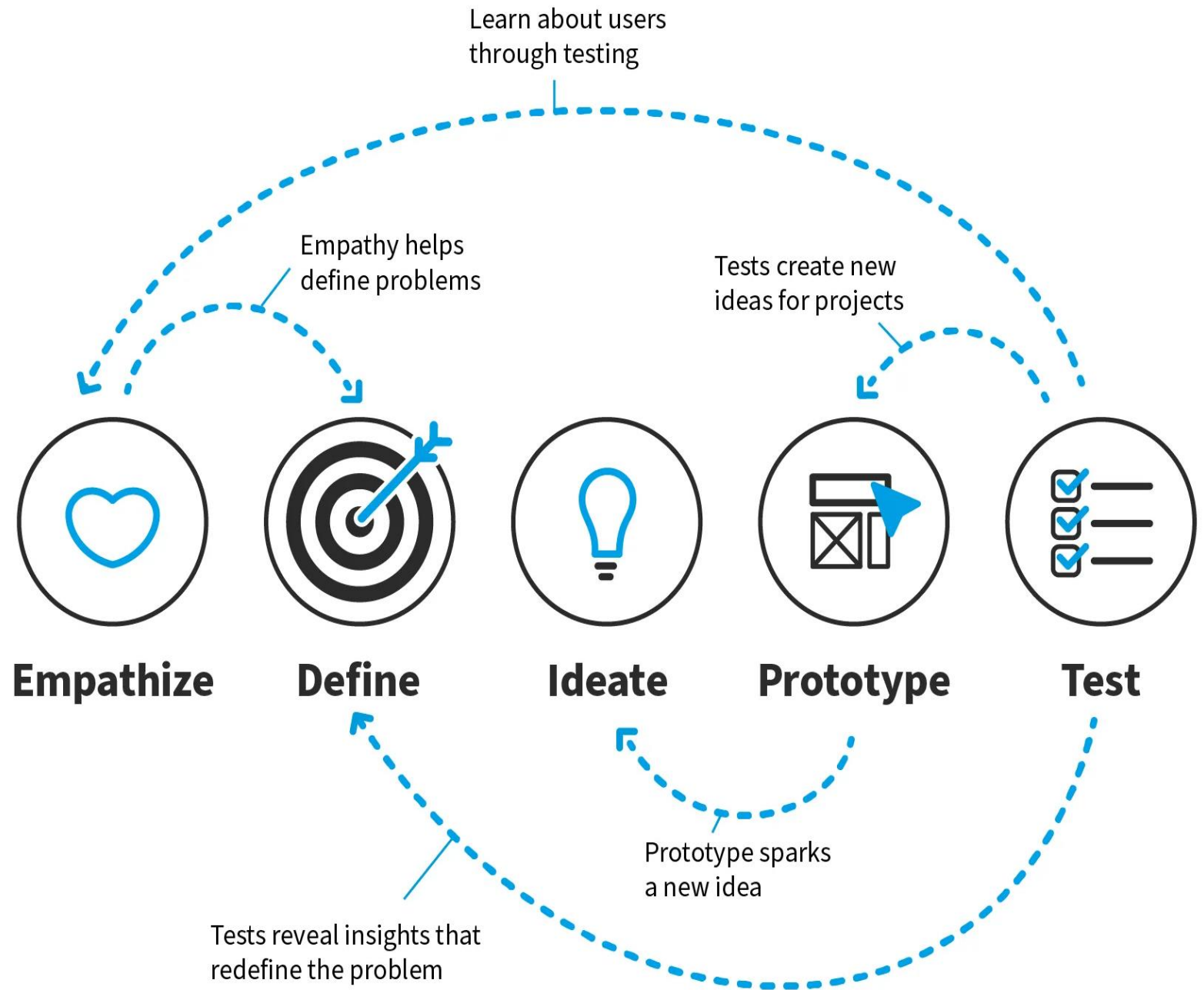
... TO BUILD
RESILIENCE

sketchplanations

“The best way
to avoid failure
is to fail
consistently.”

~NETFLIX

Design Thinking: A Non-Linear Process



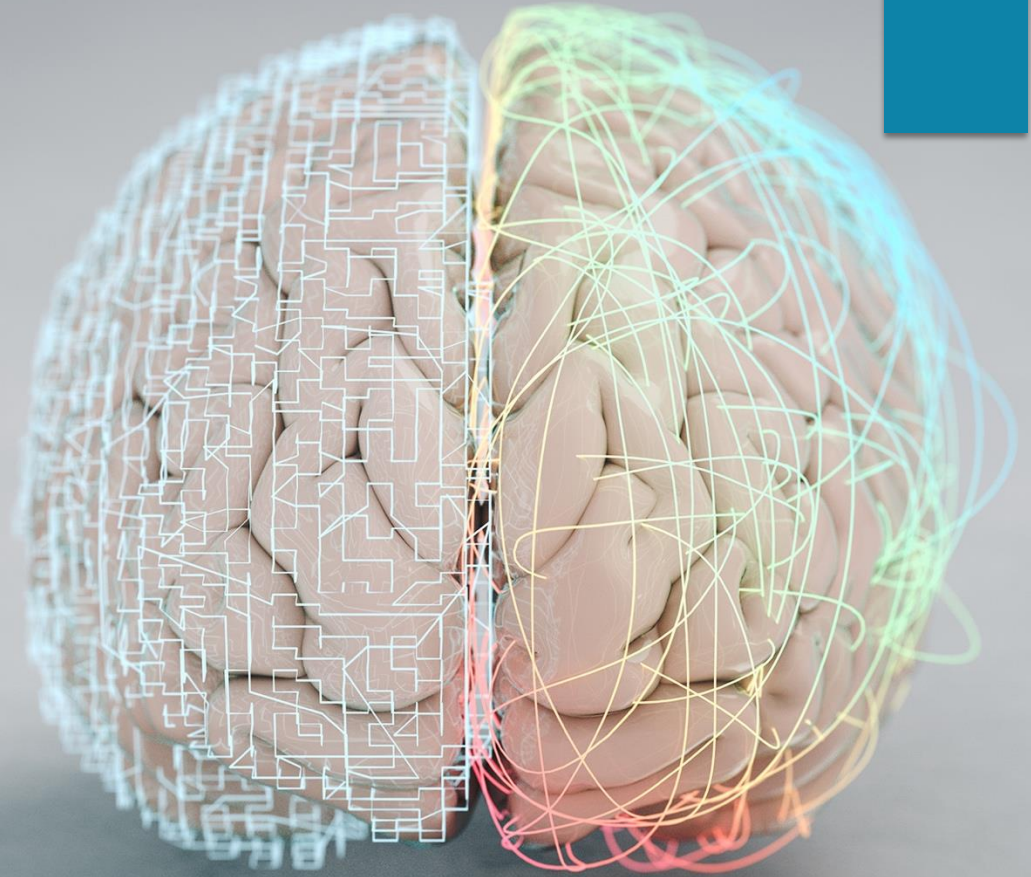
Design Thinking emphasizes iterative, collaborative, and multidisciplinary approaches to critical problem solving, ensuring solutions are not just innovative, but also deeply rooted in real human needs and contexts.

This process can uncover strategic or flexible partnerships, resource sharing, and communities of practice, and activate change makers and leaders throughout every level of the organization.

Why “Design Thinking?”



Design Sprint: Seek Wild and Unusual Ideas



Design Sprint Ground Rules:



Defer Judgement – Go for Quantity



Build on the Ideas of Others



Stay Focused on the Topic



One Conversation at a Time



Be Visual



Go for Quantity when Diverging`



Appoint a
scribe



Appoint a
timekeeper



Spokesperson

Suggested Areas of Need or “Pain Points”



Empathize

Share areas of need or
pain points (2-3
min/each person).

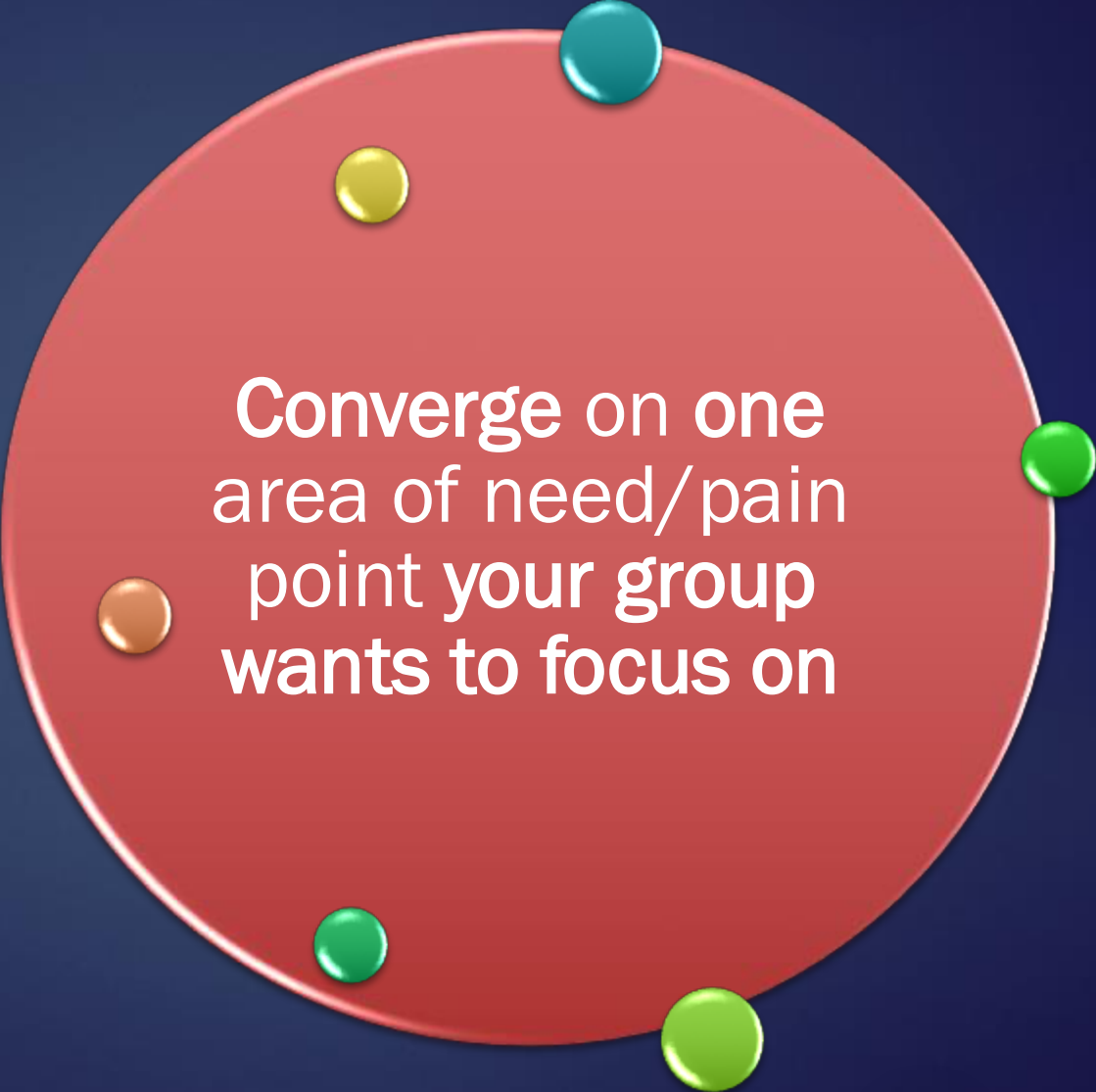


Scribes note all
needs/pain points of the
group



10 minutes

Converge



Converge on one
area of need/pain
point **your group**
wants to focus on



5 minutes

Ideate



10 minutes

Think about
some of the
most
elaborate or
expensive
ways to
improve the
problem

Think about
some of the
least
elaborate or
inexpensive
ways to
improve the
problem

Determine Feasibility:

Converge on your best solution(s)/prototype(s).

Discuss ways you might implement your **prototype**.

Spokesperson prepare for your 2 min MAX share-out.



5 minutes

Share-Out:

Empathize & Reframe

2-3 “areas of need” or “pain points” discussed.

Converge to Define

Which problem your group chose to focus on.

Diverge to Ideate

2-3 prototype ideas.

Converge on a “Prototype”

Detail your “best idea.”

Test & Implement

How you will test & implement your prototype.



SHARE OUT

Resistance to Change:

Stems from the **fear of losing** something important (loss aversion)

- Identity
- Competence
- Comfort
- Security
- Reputation
- Time
- Money
- Power
- Control
- Status
- Resources
- Independence
- Job
- Life

Divergent change

- Divergent changes break with the **taken-for-granted norms** in an organization (or a sector), i.e., *the shared beliefs about how people ought to behave and accomplish the work.*
- Non-divergent changes build on, rather than disrupt, existing norms and associated practices.

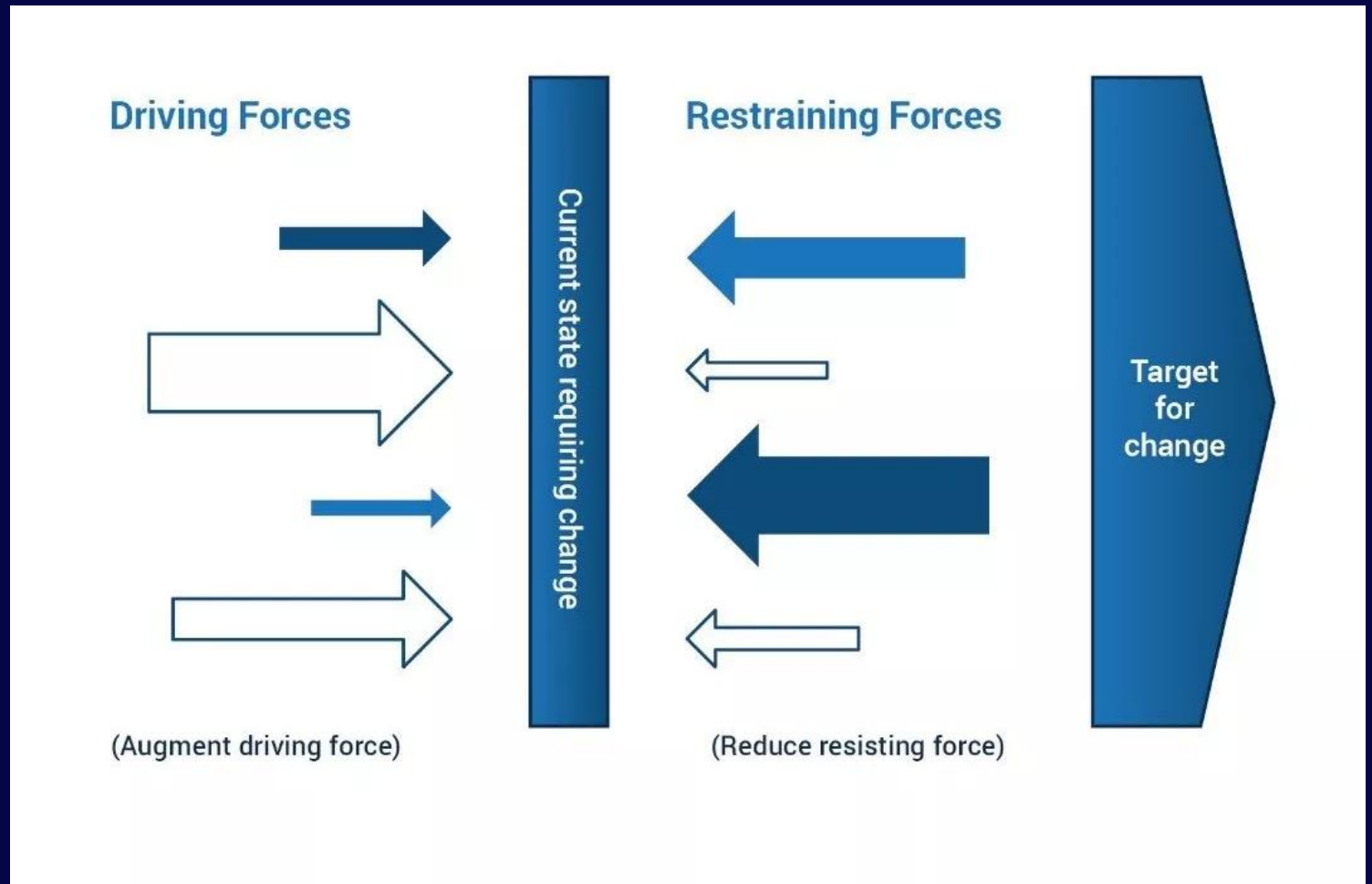
Diagnostic questions:

- (1) What are the taken-for-granted norms in your organization?
- (2) Is the change breaking with these norms?

Force Field Analysis

"A culture is not a painted picture; it is a living process, composed of countless social interactions."

~Kurt Lewin



TECHNICAL PROBLEMS:

- ▶ **Problem:** clear & understood
- ▶ **Solution:** clear & known
- ▶ **Locus of Responsibility:** Authorities & experts
- ▶ **Obstacles:** Time, money & resources

ADAPTIVE CHALLENGES:

- ▶ **Problem:** unclear & requires learning
- ▶ **Solution:** unclear & requires learning
- ▶ **Locus of Responsibility:** Affected stakeholders & authorities
- ▶ **Obstacles:** Hearts, minds, loyalties & deep held values

Essential Elements to Navigate Through Change Transformation



Foster trust (& psychological safety) through emotional intelligence, authenticity, reliability, and credibility.



Understand at which systems level you have power & influence, and who else can influence the system.



Foster relational networks to create coalitions with shared perspectives to achieve your desired change outcome.



~EINSTEIN

“No problem can be solved from the same consciousness that created it.”

Who are the Change Makers & Leaders?

“Especially through the potentially disruptive stages of change, leadership is not found solely at the top of an organization (or movement).

People at all levels, roles, and of varying degrees of visibility have the potential to be change makers & leaders.”

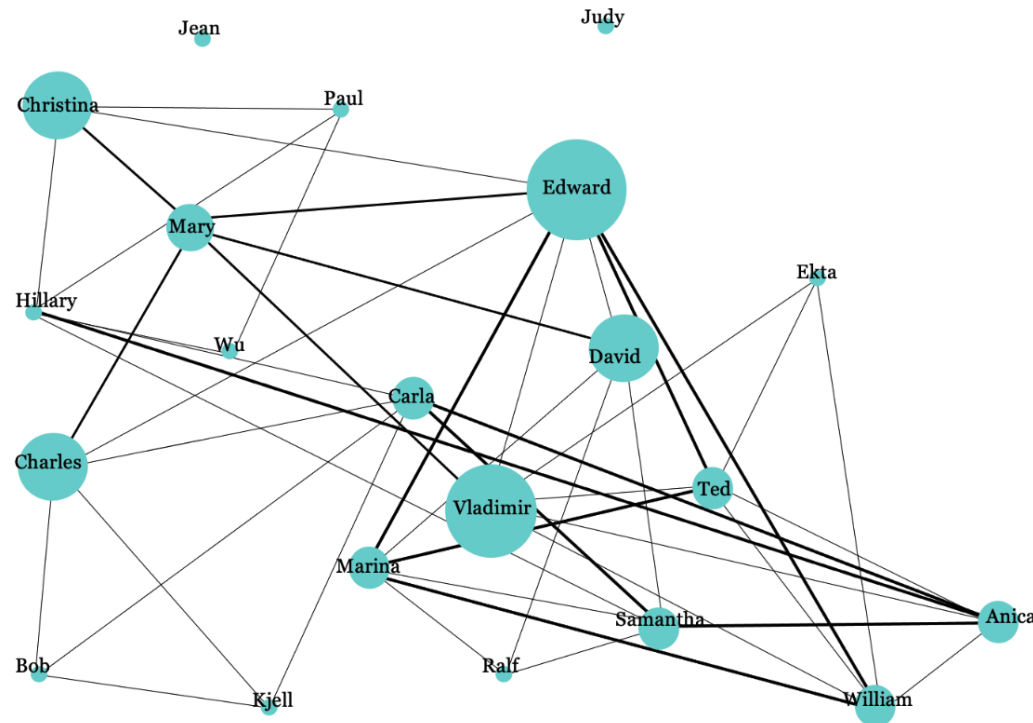
~JOHN KOTTER



What People
Think **Power**
Looks Like...

Source: [power-for-all-with-julie-battilana](https://www.youtube.com/watch?v=K11LW0wUW08)

Some leaders are more central than others



Many people seek out Edward and Vladimir for advice, which makes them more central to the network than others.

COL·LAB·O·RA·TION

/kəˌlabəˈrāSH(ə)n/

1. The act or process of working together - cooperation, partnership:
“WE MUST ALL COLLABORATE!”
2. Traitorous cooperation with the enemy - consorting, colluding:
“DEATH TO COLLABORATORS!”



Cooperation

Collaboration

Radical Collaboration

**How we relate
with our
collaborators**

1. Mutual respect & shared goals

1. Focus on the good & harmony of the team

- **Embrace conflict & connection**

**How we
advance our
work**

2. Sharing of ideas as a group

2. Agree on the problem & the solution

- **Experiment our way forward**

**How we
participate in
our system**

3. Loose network & usually short-term

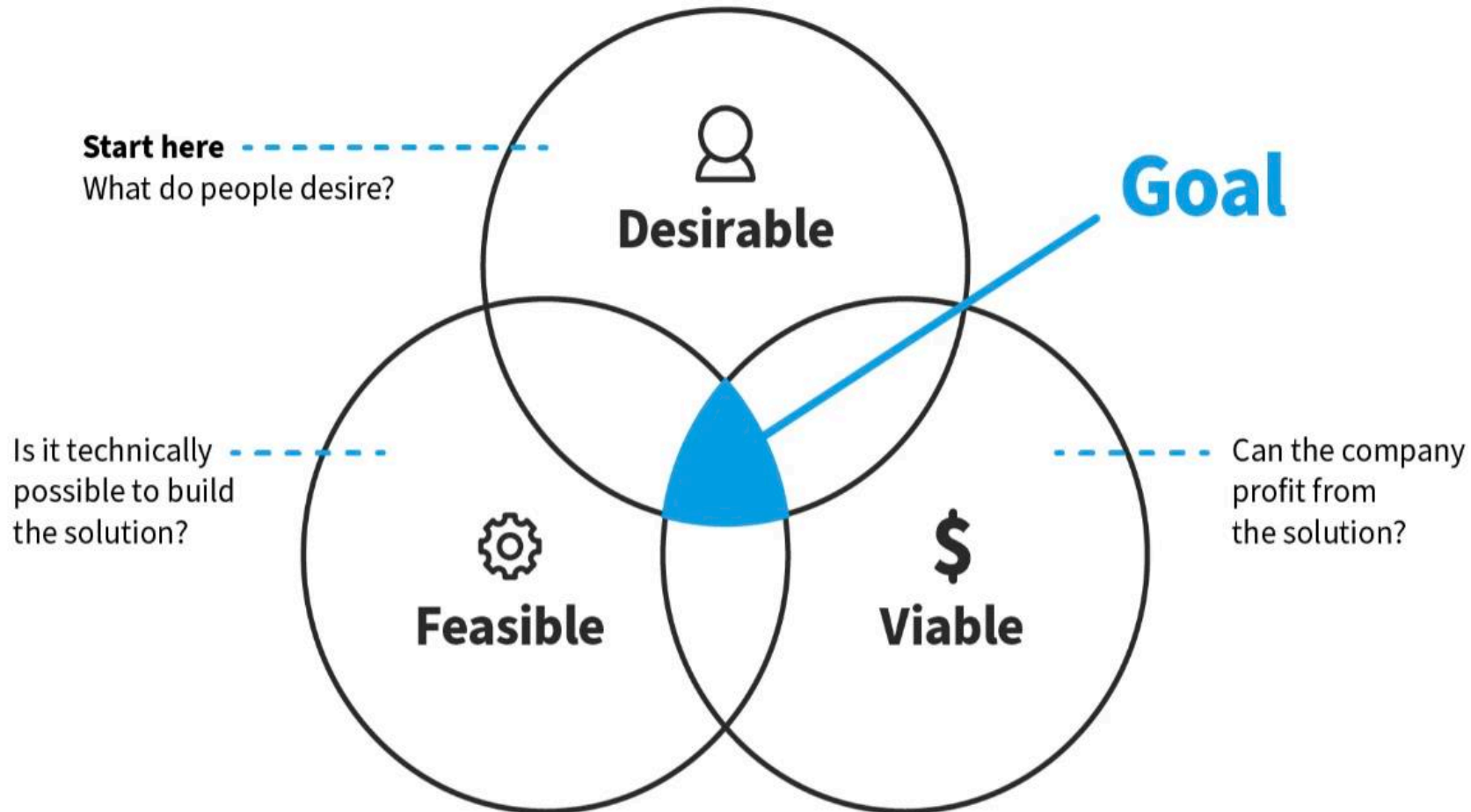
3. Change what other people are doing

- **Recognize yourself as part of the problem**

~GREG ANDERSON

“The Law of Win/Win says, ‘let’s not do it your way or my way; let’s do it the best way.’”

Recap: Three Lenses of Design Thinking



Empathize

Discuss whether your first problem area was a *technical* problem or an *adaptive* challenge



Scribes notes all the ideas of the group



Converge



Converge on the
(possibly new)
problem area/idea
your group wants to
(continue to) focus
on...

Ideate



What would be some *technical solutions* to your problem?

What would be some ways to address the *adaptive challenges* of your problem?

Determine Feasibility:

Converge on your **prototype**.

Discuss ways you will implement **your prototype and possible barriers to change.**

NEW! How would you **test your prototype and/or get feedback to iterate?**



Share-Out:

Empathize & Reframe

Present your “area of need” or “pain points.”

Converge to Define

Discuss which challenge your group chose to focus on and why.

Diverge to Ideate

Present some of your ideas to tackle the challenge.

Converge on a “Prototype”

Detail the “best idea” and your prototype.

Test, Implement, & Iterate

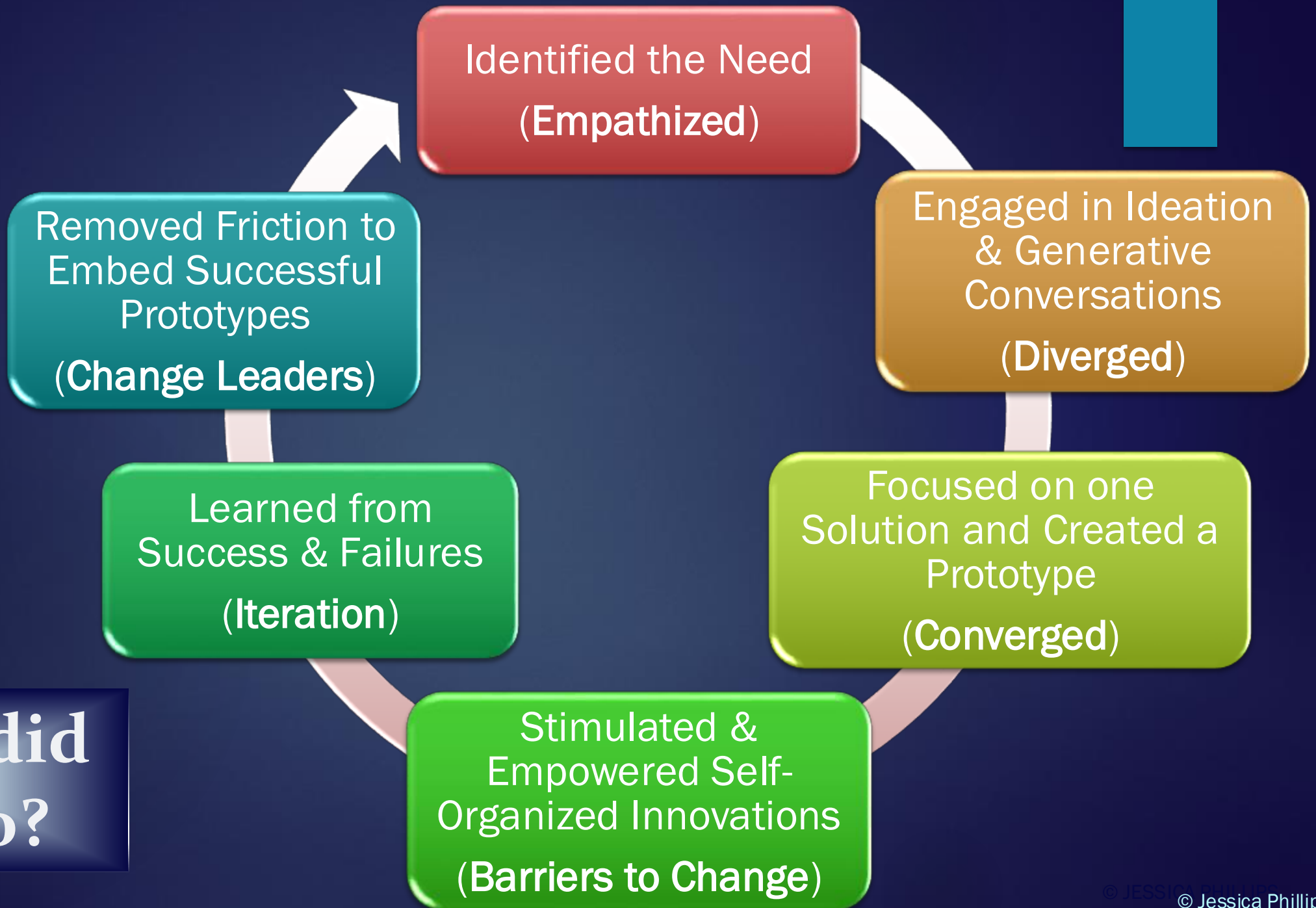
How you will you implement & test your prototype?
How will you get feedback & iterate?



SHARE OUT



What did
we do?



Setting the Stage for Transformational Culture Change:



Create an urgent and compelling vision for change that *inspires*.



Normalize change so employees are energized to experiment and innovate in a *risk-tolerant culture*.



Empower all levels of the organization can be *catalysts for change*.



Ensure **organizational alignment** so people understand the vision and are *celebrated for taking innovative action*.

Change Takeaways:

EMBED INNOVATION PROCESSES:

- ▶ Design thinking is just one way to collaborate.
- ▶ For successful *divergent* change, prioritize building relationships across a wide range of stakeholders, multidisciplinary teams, & communities of practice.
- ▶ Commit to different metrics and evaluative criteria for success.

HONE ADAPTIVE CAPABILITIES:

- ▶ Set strategic direction to create organizational alignment.
- ▶ Foster dynamic culture with explicit values & purpose-driven guidelines. Commit to frequent transparent information sharing.
- ▶ Empower employee agency to experiment and innovate.

Personal Call to Action:

- Create intentional space for clear thinking, and purposeful action.
- Listen from a place of humility for unexpected ideas to arise.
- In unknowable ([VUCA/BANI](#)) environments, to be [agile](#), be open to the destination.
- Consider reframing (both adaptive & technical challenges) with Design Thinking principles.
- Actively seek feedback. Test your solutions—and *yourself* with quick, cheap experiments to avert major, costly disasters for the organization and for you (and can be **fun**).



Thank you.



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To Learn More About Design Thinking: watch this video from IDEO



APPENDIX: Sources

- ▶ Power for All (Battilana & Casciaro)
- ▶ Reframing Organizations: Artistry, Choice, & Leadership (Bowman & Deal)
- ▶ Radical Collaboration (Kahane)
- ▶ Intentional Revolutions (Nevis, Lancourt, Vasallo)
- ▶ Leading Change (Kotter)
- ▶ Thinking Fast and Slow (Kahnemann)
- ▶ Innovation from Within (Berzin & Camarena)
- ▶ Adaptive Action (Eoyang & Holladay)
- ▶ Leadership & the New Science (Wheatley)
- ▶ Immunity to Change: Chapter “Overcoming the Groupwide Immunity to Change” (Kegan & Lahey)

