



[Source](#)



Transforming Arts Organizations Worldwide

Building Your Personal Operating Model

ABA Management Fundamentals Training

Our Ground Rules

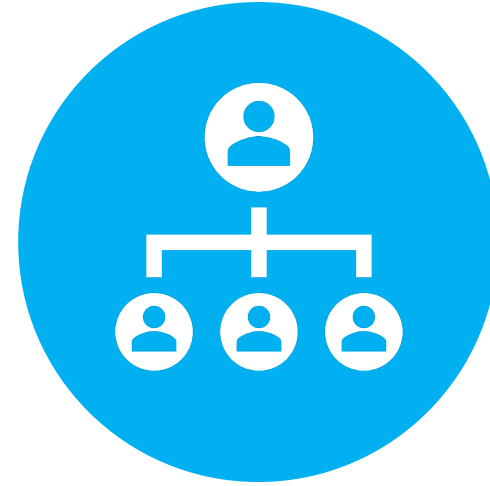
We all bring different experiences today and we want to create a space that is conducive to learning or refreshing our learning.

- These sessions are most impactful when everyone **actively contributes** to the discussion. Please also talk openly and honestly with each other and don't hesitate to ask questions.
- We will have the opportunity for small group **collaboration** where you'll have a chance to share and get feedback from colleagues. Active and respectful collaboration is requested.
- What we talk about in these sessions stays here. We want this to be a time you can work on your skills, and that means being open and honest. Please **maintain confidentiality** and don't share any details shared by other participants after this session.

The New Manager Experience



Individual Contributor



Manager

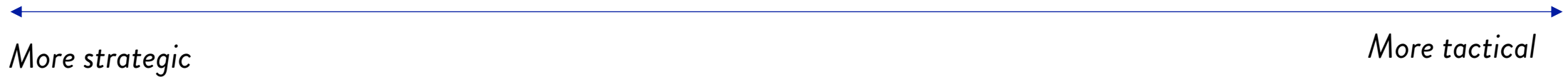
What makes this transition so challenging?

Roadmap

1. Your Leadership
Brand Promise

2. Managing Your
Time and Energy

3. Getting Work
Done Through
Others

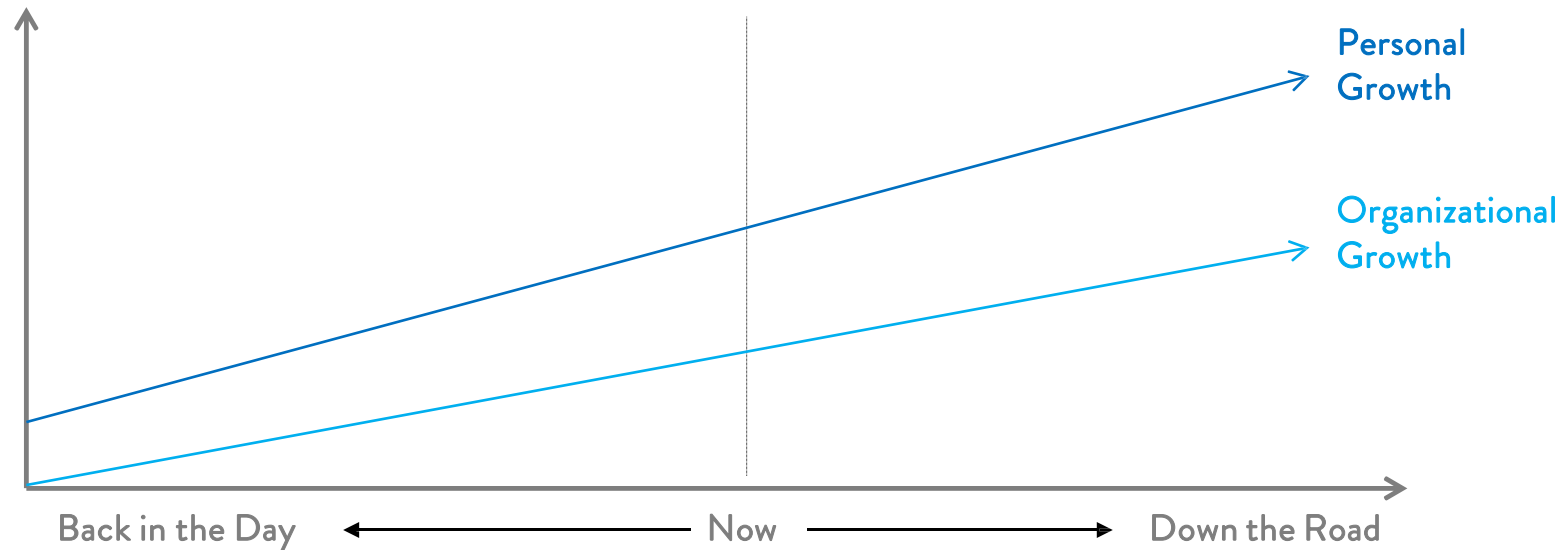


Counter-Intuition in Parenting

Why should we never tell kids that
they are smart?



Plotting Your Leadership Growth



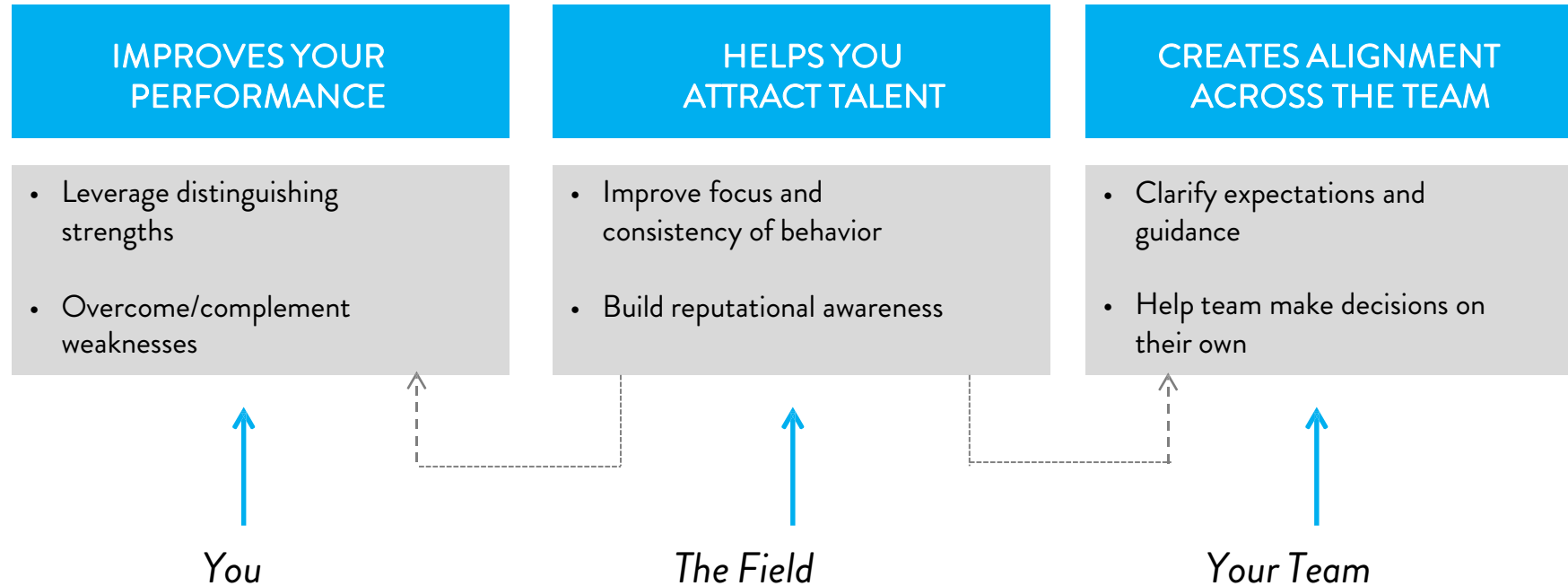
- In what ways have you most grown as a leader?
- What were the biggest barriers to that growth and how did you overcome them?

- Looking forward, what do you want to be known for as a leader?
- What will you need to start/stop doing to achieve that vision?

Iconic Leadership in Your Experience

Think of the most memorable (in a good way) leader you have ever worked with.
Write down a few words that capture what that individual stands for as a leader.

Benefits of a Strong—Clear—Leadership Brand

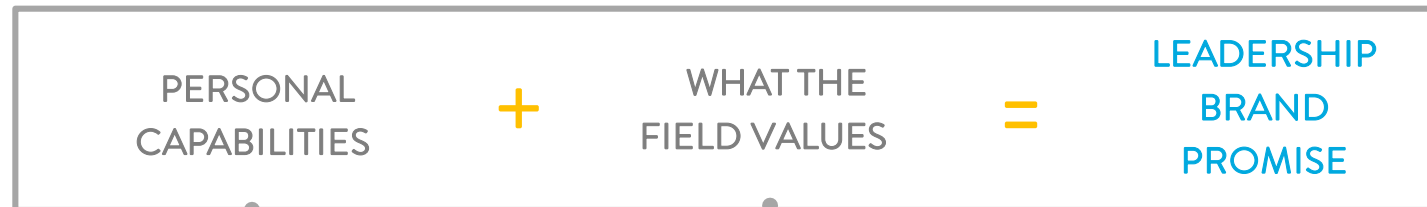


The (Oversimplified) Math of Brands

FOR PRODUCTS



FOR PEOPLE



What are your unique strengths and the qualities you value?

What does/will the organization/leadership environment value?

Exercise: Part 1

REFLECTION QUESTIONS TO UNDERSTAND CAPABILITIES AND WHAT IS VALUED

	QUESTIONS	ME
CAPABILITIES	1. What are my greatest relevant strengths? <ul style="list-style-type: none"> • What comes up frequently in your reviews /assessments? • Where do you experience the most success? 	
	2. Of my strengths, which are unique? <ul style="list-style-type: none"> • What are you better at than most people? • For what do people most often seek out your expertise? 	
	3. Where am I most challenged? <ul style="list-style-type: none"> • What comes up frequently in your reviews/assessments? • What do you struggle with most relative to others? 	
DEMANDS	4. Which strengths are/will be valued most? <ul style="list-style-type: none"> • How will future changes affect what is most valued in your profile? 	

Exercise: Part 1

REFLECTION QUESTIONS TO UNDERSTAND CAPABILITIES AND WHAT IS VALUED

	QUESTIONS	SAMPLE ANSWERS
CAPABILITIES	1. What are my greatest relevant strengths? <ul style="list-style-type: none"> • What comes up frequently in your reviews /assessments? • Where do you experience the most success? 	<i>Relationship building, crisis management, decision-making, motivating a team, fiscal management</i>
	2. Of my strengths, which are unique? <ul style="list-style-type: none"> • What are you better at than most people? • For what do people most often seek out your expertise? 	<i>Calm in a crisis</i>
	3. Where am I most challenged? <ul style="list-style-type: none"> • What comes up frequently in your reviews/assessments? • What do you struggle with most relative to others? 	<i>Delegation, prioritization, managing poor performers</i>
DEMANDS	4. Which strengths are/will be valued most? <ul style="list-style-type: none"> • How will future changes affect what is most valued in your profile? 	<i>Creativity about how to look at spending money, saving money, and how to attract funding. Rallying people around a cause.</i>

Leadership Brand Statement

BRAND STATEMENT

I want to be known for...

LITMUS TESTS

- Does it motivate you?
- Does it distinguish you?
- Does it align with the expectations of the field and your role?
- Would it attract others to work with you?
- Does it leave sufficient room for growth?

Leadership Brand Statement

BRAND STATEMENT

I want to be known for...

Galvanizing teams toward innovation

LITMUS TESTS

- Does it motivate you?
- Does it distinguish you?
- Does it align with the expectations of the field and your role?
- Would it attract others to work with you?
- Does it leave sufficient room for growth?

More Leadership Brand Statements

Galvanizing teams toward innovation

Making my team more efficient and effective

Highest quality of individual work

Effectively conveying the value of the arts to funders

Creating a fun and productive work culture

Pushing the organization toward innovative works

Finding creative answers to problems

Breakthrough levels of philanthropic contribution

Always hitting stretch goals

Creating a future vision teams can rally around

Building bridges with the community

Developing the next generation of [XX type] artists

Exercise: On Your Own

Fill out the boxes below. Then circle 2-3 behaviors you want to focus on over the next 3 months – either to increase or to reduce. Best practice: find an accountability partner.

My Leadership Brand:	
BEHAVIORS THAT <u>SUPPORT</u> YOUR BRAND	BEHAVIORS THAT <u>DETRACT</u> FROM YOUR BRAND
<ul style="list-style-type: none">• What behaviors might you demonstrate that would best support your brand?• Which of these come easily and which are more unnatural acts for you? What implications follow?	<ul style="list-style-type: none">• What behaviors could you show that would detract from your brand?• Are any of these behaviors also your current bad habits? How could you change them?

Sample Filled-Out Exercise

My Leadership Brand: *Galvanizing teams toward innovation*

BEHAVIORS THAT SUPPORT YOUR BRAND

- What behaviors might you demonstrate that would best support your brand?
- Which of these come easily and which are more unnatural acts for you? What implications follow?
- Celebrate successes *and* failures where we learned important things, to create an environment where people feel comfortable taking risks
- Do quarterly 'listening tours' with the team to understand roadblocks to change
- Start each team communication with a reminder of our goals and progress toward those goals
- Run regular brainstorming sessions to come up with new ideas as a group

BEHAVIORS THAT DETRACT FROM YOUR BRAND

- What behaviors could you show that would detract from your brand?
- Are any of these behaviors also your current bad habits? How could you change them?
- Showing impatience with the pace of change
- Ignoring or dismissing operational challenges to change
- Getting stuck in tell mode in meetings, not listening

Roadmap

1. Your Leadership
Brand Promise

2. Managing Your
Time and Energy

3. Getting Work
Done Through
Others



Lessons From Some Really Hard Workers



Our Operating Plan Is Personal

What we need to manage



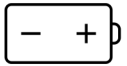
Priorities



Roles



Time



Energy

How we usually think about it

- My purpose and personal aspirations

- How can I build on my strengths?
- What career opportunities should I work toward?

- Am I being as efficient as possible?

- Do I get enough exercise?

What we -also- need to remember

- Which relationships are most important to me?
- How do I interact with the people in my life?

- What kind of colleague, spouse, or friend do I want to be, and to whom?
- In what ways am I sharing roles with others, if at all?

- Am I being present when I need to be?
- How am I fitting breaks into my routine?
- What is urgent, and what is important?



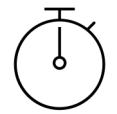
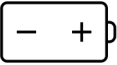
- What jobs or tendencies fulfill me, in and out of the workplace?
- What jobs or tendencies add meaning to my life?

For Discussion

How often do you review your priorities?

How do you stay focused on your priorities?

Template for Quarterly Priority Review

Category	Question	Answer	Implications	Answer
	What are my personal and professional priorities for the next six months?		What three things do I need to do differently in the next quarter to make these happen?	
	Have my leadership aspirations/ leadership brand changed? What skills should I work on this quarter?		What mentors do I have to help me? How can I stretch my skills? Who can I give opportunities to?	
	What activities do I want to spend more time on? What activities do I want to spend less time on?		How specifically will I make it possible to change my time spend?	
	What activities, jobs or tendencies give me energy right now? What activities, jobs or tendencies drain my energy right now?		How should I adjust my energy-giving routines?	

The Types of Energy



Physical energy defines how tired we feel and how well we feel in our bodies.



Mental energy is what we get from analytical and thinking tasks.



Emotional energy derives from connecting with others. Negative emotions drain energy.



Spiritual energy is what we get from doing something meaningful to us, something that speaks to our spirit

How To Manage Your Energy

Allocate Your Time

- Intentionally schedule time for intensive work to allow focus
- Schedule energy-requiring activities at best time for you (often the morning)
 - Build time after to 'rebuild' with tasks that clear your mind
- Consider 45 minute meetings or create blocks of time during the day for time that is yours
- When possible, delegate or automate tasks that drain your energy so you can do what you do best

Establish Daily Rituals

- Maintain daily energy habits of exercise, meditation and reflection
- Be aware of digital 'overeating' – turn off email or auto-filter emails during concentrated work time
- Find ways to leave your desk/home office space
- Reframe the story to control your reaction to negative emotions
 - “What would the other person in this conflict say and in what ways might that be true?”
 - “How will I most likely view this situation in six months?”
 - “Regardless of the outcome of this issue, how can I grow and learn from it?”
- Find moments to remember your connection to purpose

When Have You Felt Most Energized?

Identify the habits or activities you are practicing to maximize and renew your energy. Identify habits or activities you are practicing that drain your energy.

ACTIVITIES AND MOMENTS THAT GIVE ME ENERGY	ACTIVITIES AND MOMENTS THAT DRAIN MY ENERGY

When Have You Felt Most Energized?

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ACTIVITIES AND MOMENTS THAT GIVE ME ENERGY	ACTIVITIES AND MOMENTS THAT DRAIN MY ENERGY
<ul style="list-style-type: none">• <i>Opening night of the season</i>• <i>In-person meeting with a donor</i>• <i>The first day of rehearsals</i>• <i>Closing a major gift</i>• <i>Going for a run</i>• <i>Checking everything off my to-do-list</i>• <i>Brainstorming ideas</i>	<ul style="list-style-type: none">• <i>Call with an upset or difficult audience member</i>• <i>Managing spreadsheets</i>• <i>Long presentations</i>• <i>Detailed operational discussions</i>• <i>Discussions where it's not clear we are making progress</i>• <i>Last-minute changes and disruptions</i>• <i>Learning new tasks where I make mistakes</i>

Put a 15-minute weekly block on your calendar

An Energy Booster

**You Work Hard
&
I See You**

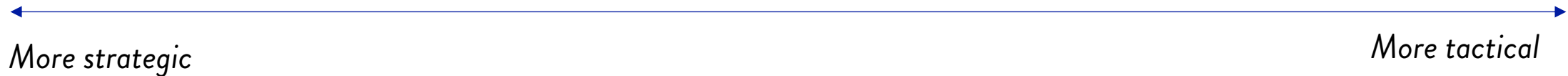
Thank You.

Roadmap

1. Your Leadership
Brand Promise

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Others



What Appears to be Quotes from an Effective Leader...

“I always **lead with a yes...**”

“I am **quick** to respond to things that come my way...”

“I take pride in being able to **handle everything...**”

“I **check off a number of tasks** on my to-do list every day...”

...Is Actually a Short-Term Focus Resulting in Long-Term Pain

“I always **lead with a yes**...which leads to **burnout** for me and my team”

“I am **quick** to respond to things that come my way...
but it means I am always in **reactive** mode”

“I take pride in being able to **handle everything**...which
means my team **lacks development opportunities**”

“I **check off a number of tasks** on my to-do list every
day...but **never spend time on long-term strategic
planning**”

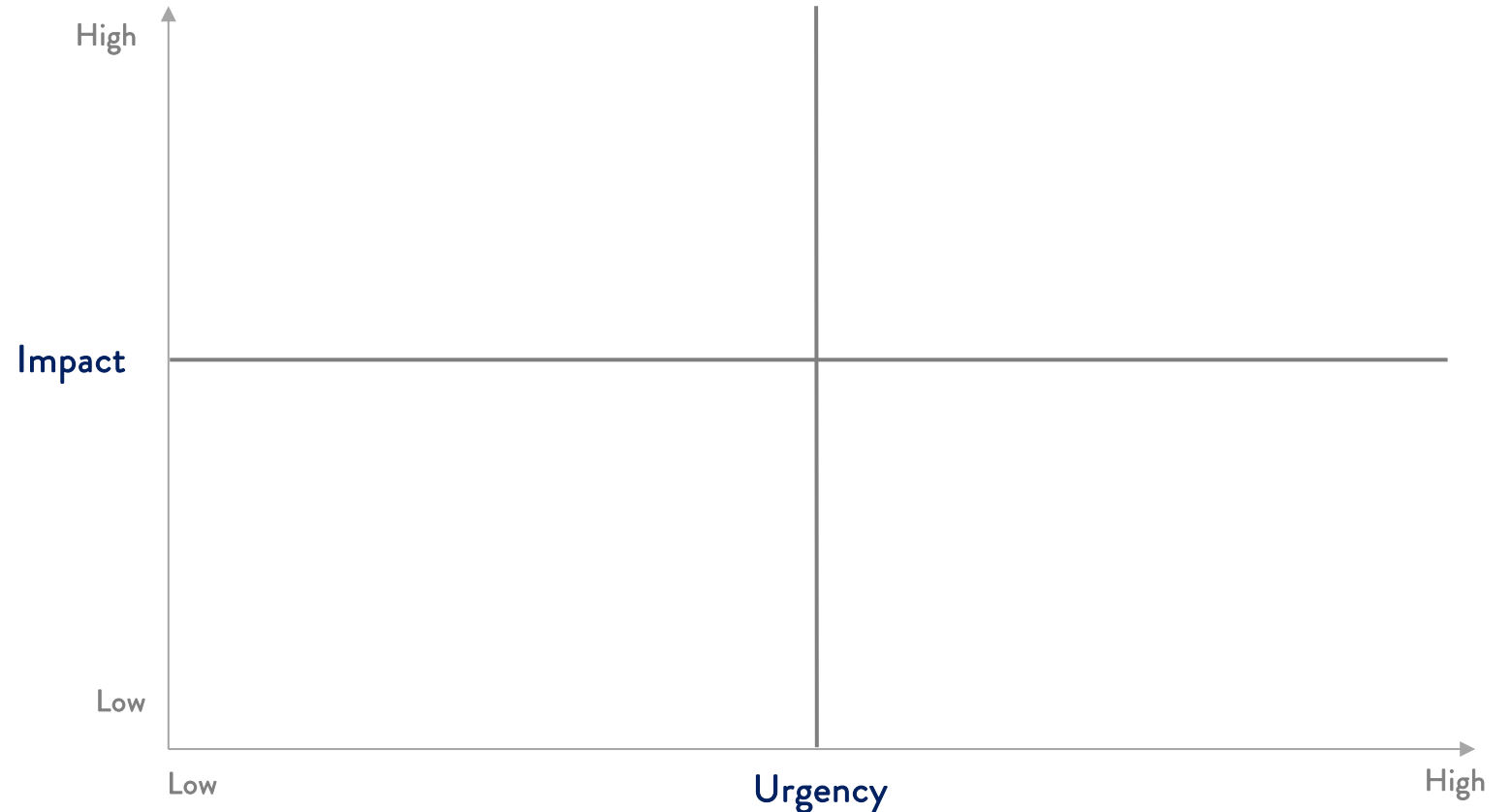
Why Do We Struggle To Get Work Done Through Others?



Teasing the Important from the Urgent

Instructions

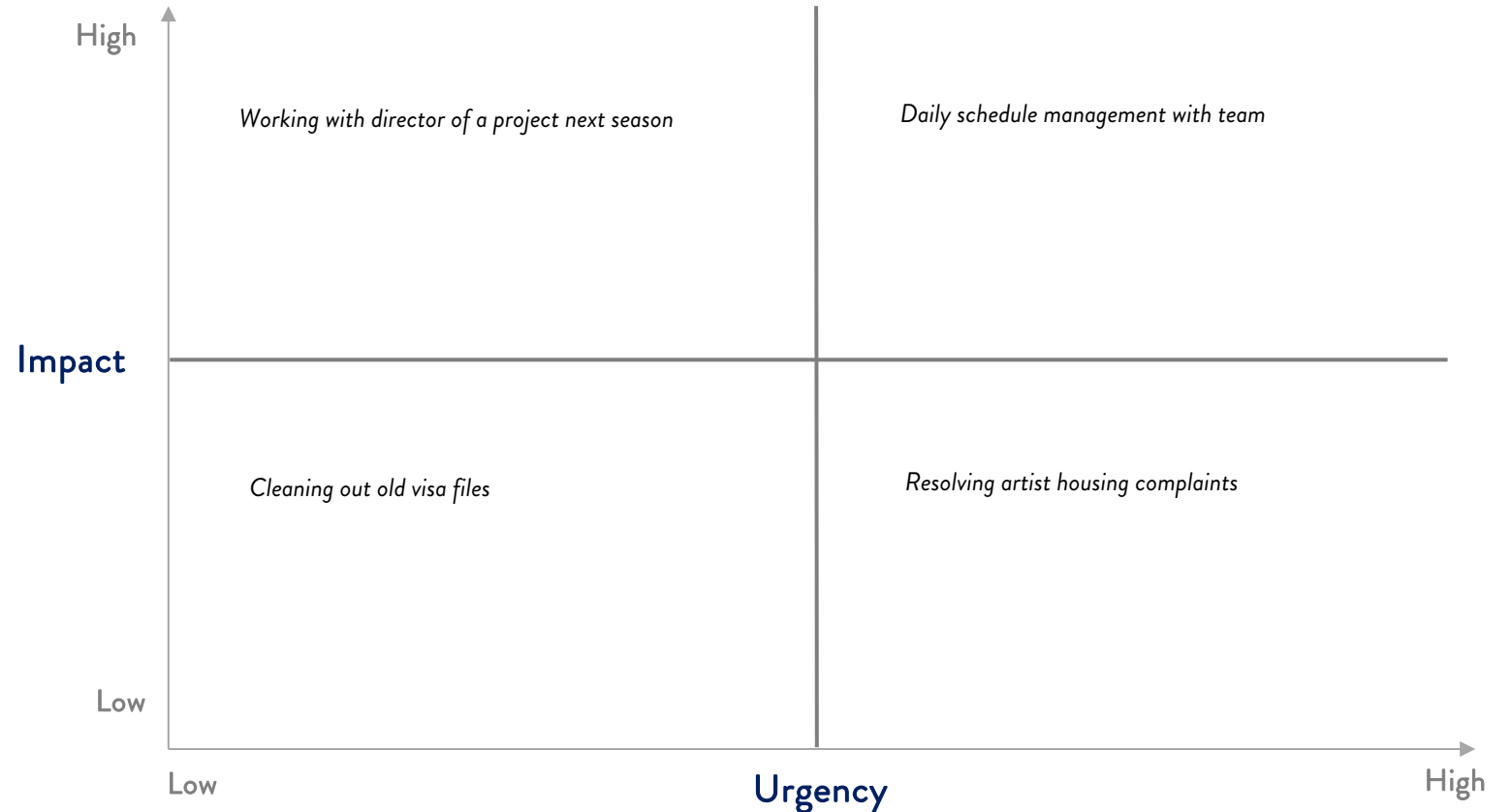
- Capture the main projects and activities you need to accomplish across the upcoming months.
- Place them on the matrix considering their relative urgency and importance/impact. Nothing you do is unimportant, just less important than other items.



Teasing the Important from the Urgent - Example

Instructions

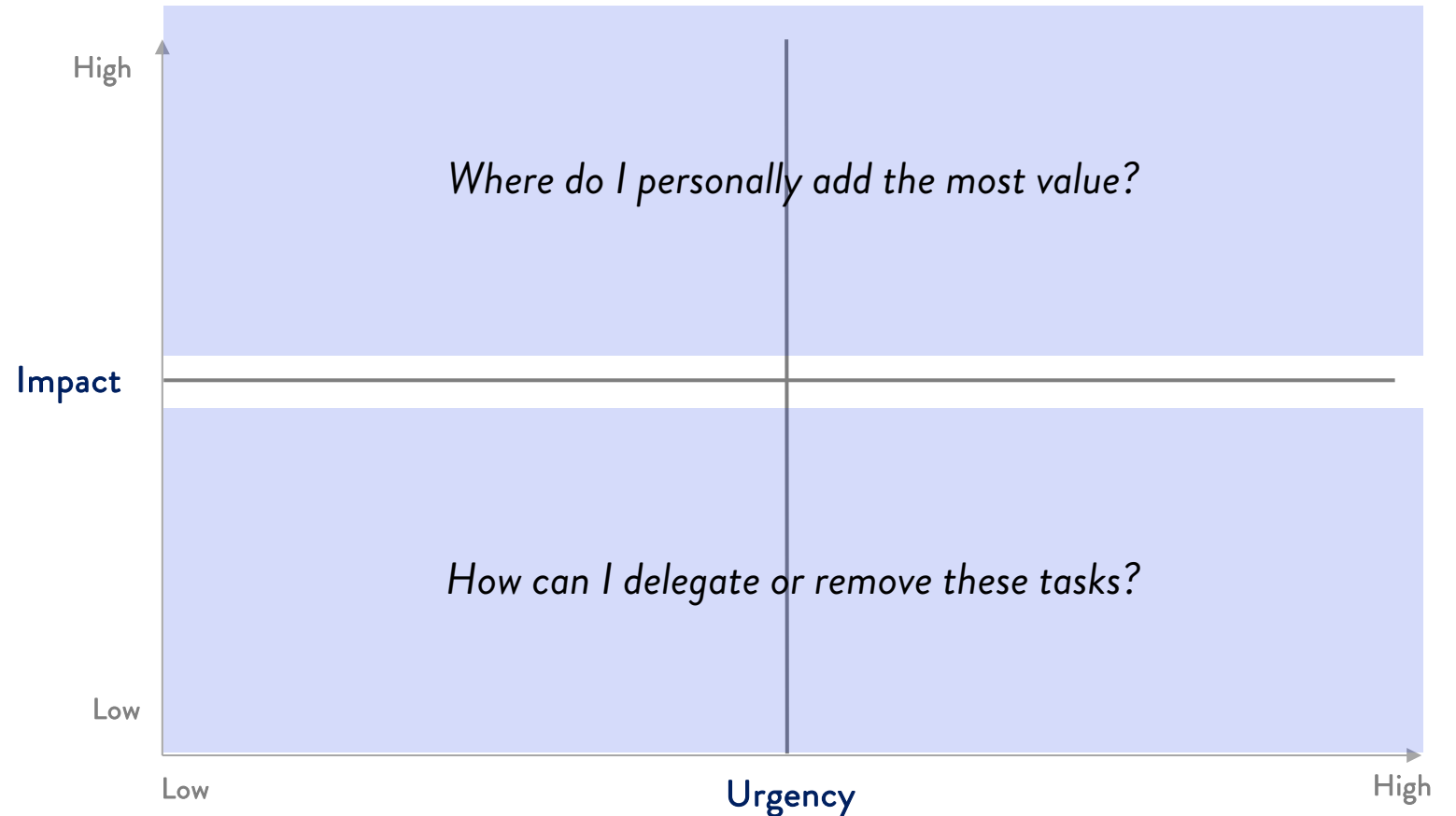
- Capture the main projects and activities you need to accomplish across the upcoming months.
- Place them on the matrix consider their relative urgency and importance. Nothing you do is unimportant, just less important than other items.



Teasing the Important from the Urgent - Opportunity

Instructions

- Highlight activities where you add the most value
- Circle activities you can delegate
- Cross out activities you can delete



When To Delegate – A Primer

Checklist

- ✓ Is there someone else who has (or can be given) the necessary information or expertise to complete the task? Is this a task that someone else can do, or is it critical that you do it yourself?
- ✓ Does the task provide an opportunity to grow and develop another person's skills?
- ✓ Is this a task that will recur, in a similar form, in the future?
- ✓ Do you have enough time to delegate the job effectively? Time must be available for adequate training, for questions and answers, for opportunities to check progress, and for rework if that is necessary.
- ✓ Is this a task that I should delegate? Tasks critical for long-term success (for example, recruiting the right people for your team) genuinely do need your attention.

Other factors that contribute:

The project's timelines/deadlines

1. Is there time to redo the job if it's not done properly the first time?
2. What are the consequences of not completing the job on time?

Your expectations or goals for the project or task(s)

1. How important is it that the results are of the highest possible quality?
2. Is an "adequate" result good enough?
3. Would a failure be crucial?
4. How much would failure impact other things?

How to Delegate – A Refresher

1. Clearly articulate the desired outcome. Begin with the end in mind and specify the desired results.
2. Clearly identify constraints and boundaries. Where are the lines of authority, responsibility and accountability? Should the person:
 - Wait to be told what to do?
 - Ask what to do?
 - Recommend what should be done, and then act?
 - Act, and then report results immediately?
 - Initiate action, and then report periodically?
3. Where possible, include people in the delegation process. Empower them to decide what tasks are to be delegated to them and when.
4. Match the amount of responsibility with the amount of authority – you can't give everything away!
5. Delegate to the lowest possible organizational level. The people who are closest to the work are best suited for the task.
6. Be available to answer questions and provide feedback.
7. Focus on results, rather than detailing how the work should be done. Allow the person to control his or her own methods and processes.
8. Avoid "upward delegation." If there is a problem, don't allow the person to shift responsibility for the task back to you
9. Establish and maintain control.
 - Discuss timelines and deadlines.
 - Agree on a schedule of checkpoints at which you'll review project progress.
 - Make adjustments as necessary.
 - Take time to review all submitted work.

Which of these is
most helpful to
you?

Returning to Our User Manual



- My style
- What I value
- What I don't have patience for
- How to best communicate with me
- How to help me
- What people misunderstand about me

<https://www.advisoryboardarts.com/s/User-Manual-Article.pdf>



[Your name here]'s User Guide

Notes:

- ❖ *Answers can take any form: full sentences, bullet points, or even images. Use what you believe communicates YOU best.*
- ❖ *Be honest. Offer the conditions that are ideal FOR YOU. Do not try to impress or please anyone here. This is not a contest!*

HOURS & LOCATION

1. What are your general working hours and locations? How flexible or variable are they?
2. What are elements of your life that you schedule work around?
3. When you do come into the office, what is your commute like on a good or bad day?

COMMUNICATION

4. What are your preferred ways to communicate?
5. Are there certain situations that require different forms/modes of communication?
6. Are there forms/modes and hours of the day of communication that should be avoided (e.g., personal email, social media, etc.)?
7. Feel free to explain why.

MEETINGS/AVAILABILITY

8. What types of meetings do you prefer? Scheduled/regular or impromptu?
9. Are you more comfortable with meetings with preset/advanced agendas or more open-ended topic-driven meetings?
10. What is the best way to check what your schedule or workload is like at a given time?

PERSONAL INCLINATIONS & PREFERENCES

11. What are aspects of your work that excite you and/or bring you joy and satisfaction? How do you typically find and/or create those circumstances?
12. What do you find challenging or frustrating at work? How do you like to handle those challenges or frustrations?
13. What kinds of things motivate you? In what kind of environment(s) do you flourish?
14. How do you like to receive any kind of feedback - from compliments, to curiosities, to constructive criticism? When? How often?

ADDITIONAL INSIGHT

15. Are there things that people assume about you that aren't quite right?
16. What are other things about your life, practices, commitments, responsibilities outside of work, personality, or even world view that are good for your colleagues to know?

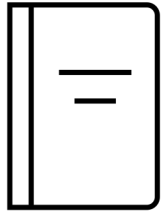
Next Steps

- Finish your [leadership brand](#) exercise and talk it over with a friend or colleague
- Review your [energy](#) over the next week and adjust to improve it
- Take action on [areas to delegate or automate](#)

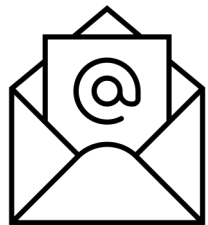
When it is right for you

- Complete your [user manual](#) for your team
- Fill out the [operating model worksheet](#)

Thank you!



www.advisoryarts.com/managementfundamentals



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