



[Source](#)



Transforming Arts Organizations Worldwide

Building Your Personal Operating Model

ABA's Management Fundamentals Series

Understanding that arts leaders at every level may need to stretch their management muscles as they return to in-person interactions, ABA has developed a series of virtual, interactive sessions to tune-up member managerial and coaching skills.

SESSION 1:

UNDERSTANDING YOUR COMMUNICATION STYLE



- Identify your communication style
- Understand your reaction to stress and how it affects your interactions
- Learn clues to others' styles and how to tailor your communication

SESSION 3:

COACHING FOR PERFORMANCE



- Understand your role in coaching team members
- Learn how to deploy coaching to increase team performance and support staff development
- Practice key coaching skills

SESSION 5:

RECOGNIZING AND MANAGING BIASES



- Understand concepts of unconscious bias
- Identify and practice awareness of bias in the workplace and recruitment
- Practice calling out biases and prepare apologies for when you make a mistake

SESSION 2:

BUILDING YOUR PERSONAL OPERATING MODEL



- Reflect on your leadership brand
- Build your system for prioritizing work
- Understand your personal delegating style and how to adjust your approach for others

SESSION 4:

MANAGING DIFFICULT CONVERSATIONS



- Learn strategies for making difficult conversations (with team or your own manager) more productive
- Prepare for your own upcoming difficult conversations

SESSION 6:

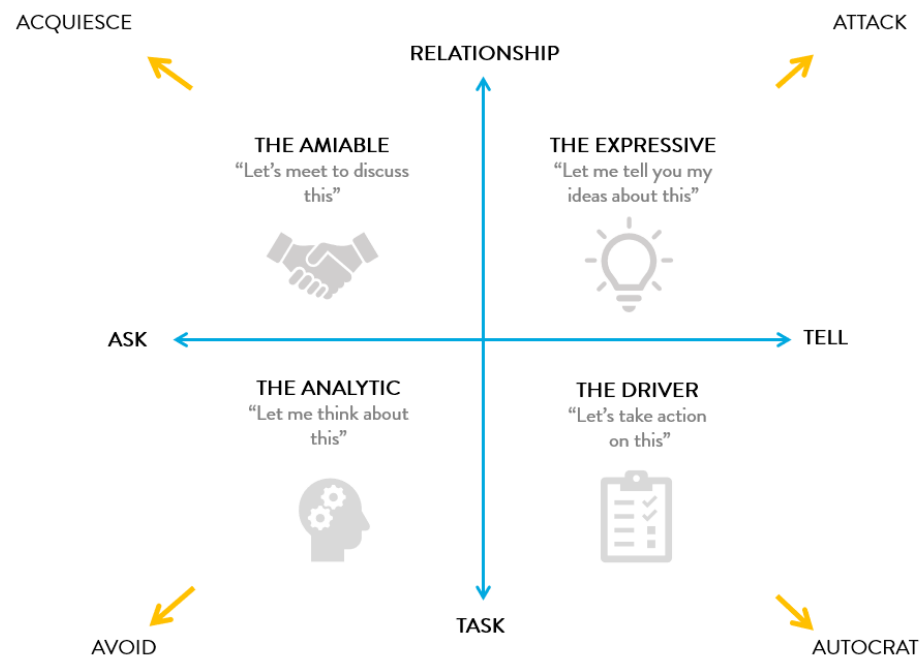
NORMING YOUR TEAM AROUND PSYCHOLOGICAL SAFETY



- Understand the importance of individuality and how to set and enforce team norms
- Encourage team reflection and input
- Share power to boost team trust

Reminder from last time

What we learned



Where we ended



- 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

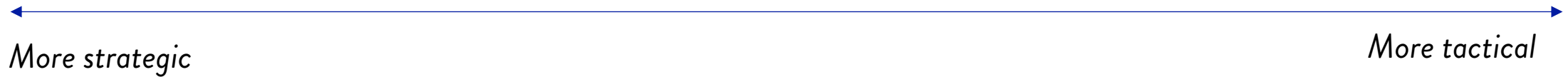
<https://www.advisoryboardarts.com/management-fundamentals-series>

Roadmap

1. Your Leadership
Brand Promise

2. Managing Your
Time and Energy

3. Getting Work
Done Through
Others

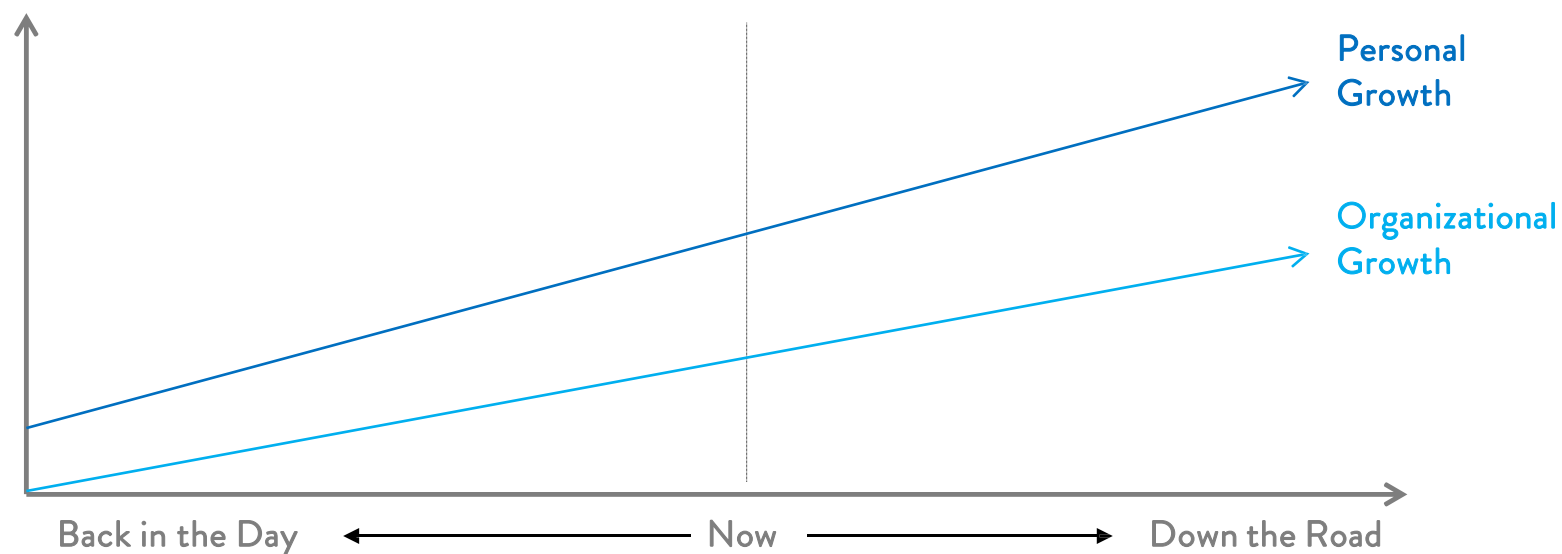


Counter-Intuition in Parenting

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?

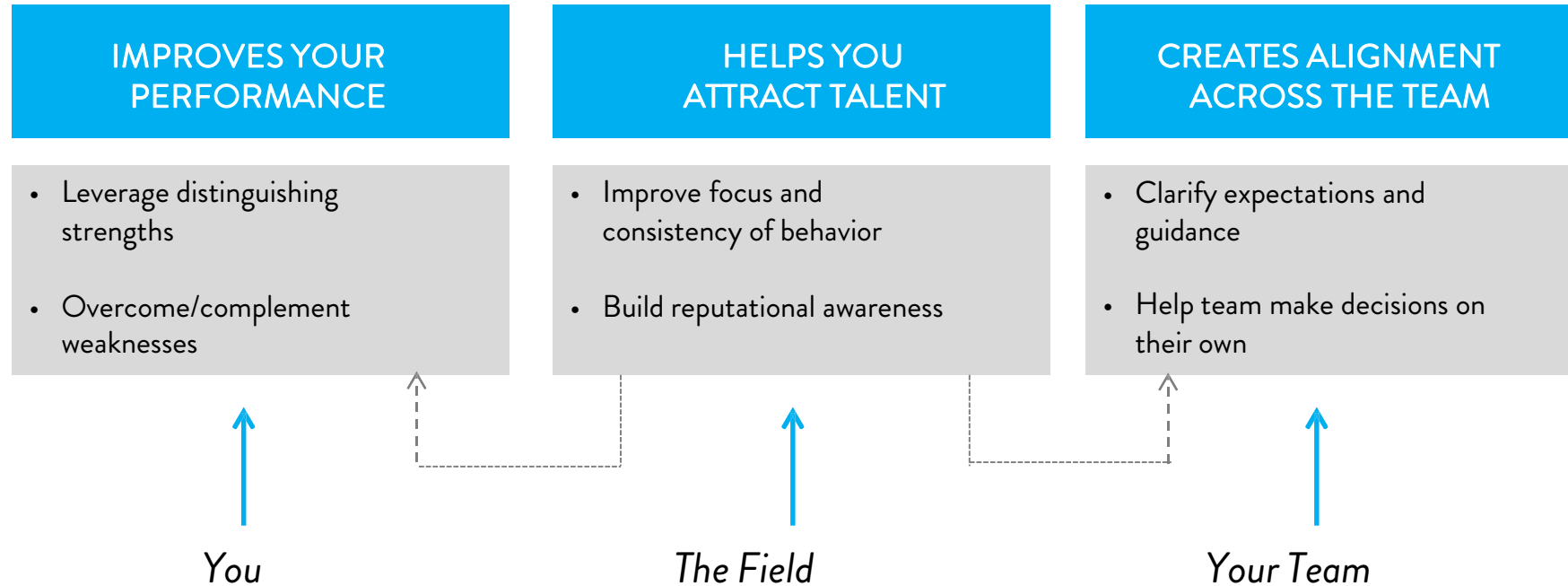
- Looking forward, what do you want to be known for as a leader?
- What will you need to start/stop doing to achieve that vision?

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.

When you are finished, write in the chat a few words to describe that leader

Benefits of a Strong—Clear—Leadership Brand

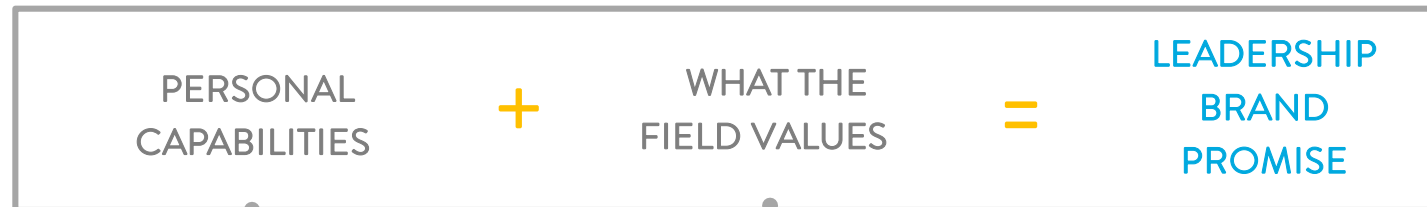


The (Oversimplified) Math of Brands

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>Fostering growth, keeping the team organized, ownership, support</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>Fostering growth</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>Flexibility, openness</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>Keeping the team organized, helping foster growth as team members need to take on new skills</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...

Propelling individuals to new heights

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

Attracting 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

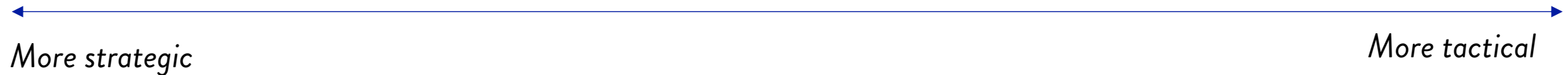
- What behaviors could you show that would detract from your brand?
- Are any of these behaviors also your current bad habits? How could you change them?
- Showing impatience with the pace of change
- Ignoring or dismissing operational challenges to change
- Getting stuck in tell mode in meetings, not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

Roadmap

1. Your Leadership
Brand Promise

2. Managing Your
Time and Energy

3. Getting Work
Done Through
Others

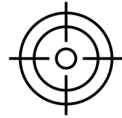


Lessons From Some Really Hard Workers



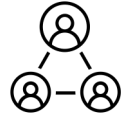
The Personal Operating Plan Has Four Elements

What we need to manage



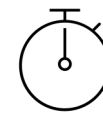
Priorities

My purpose and personal aspirations



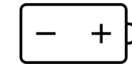
Roles

Personal roles and focus
Leverage and orchestration



Time

Efficiency, scheduling and tradeoffs



Energy

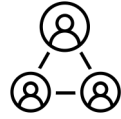
Self awareness and energy practices

The Operating Plan Has Four Elements

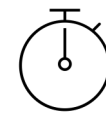
What we need to manage



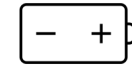
Priorities



Roles



Time



Energy

How we usually think about it

- What are 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?

Our Operating Plan Is Personal

What we need to manage



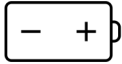
Priorities



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?



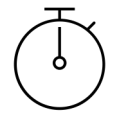
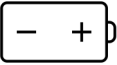
- What jobs or tendencies fulfill me, in and out of the workplace?
- What jobs or tendencies add meaning to my life?

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?

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
<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 Zoom 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 right now

An Energy Booster



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?



Why We Don't Delegate

It's easier to do it myself

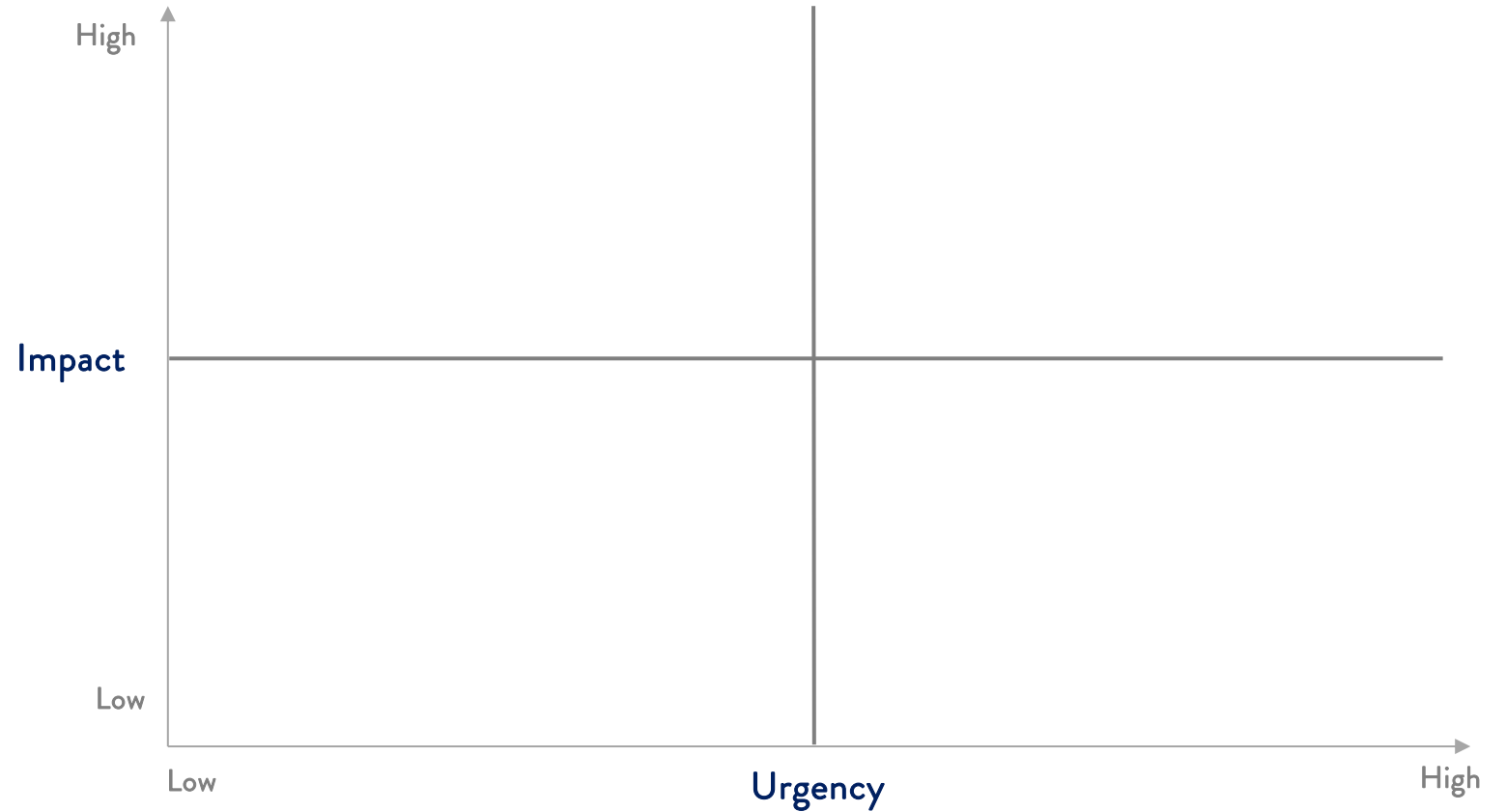
The Right Question

Should I be doing this?

Teasing the Important from the Urgent

Instructions

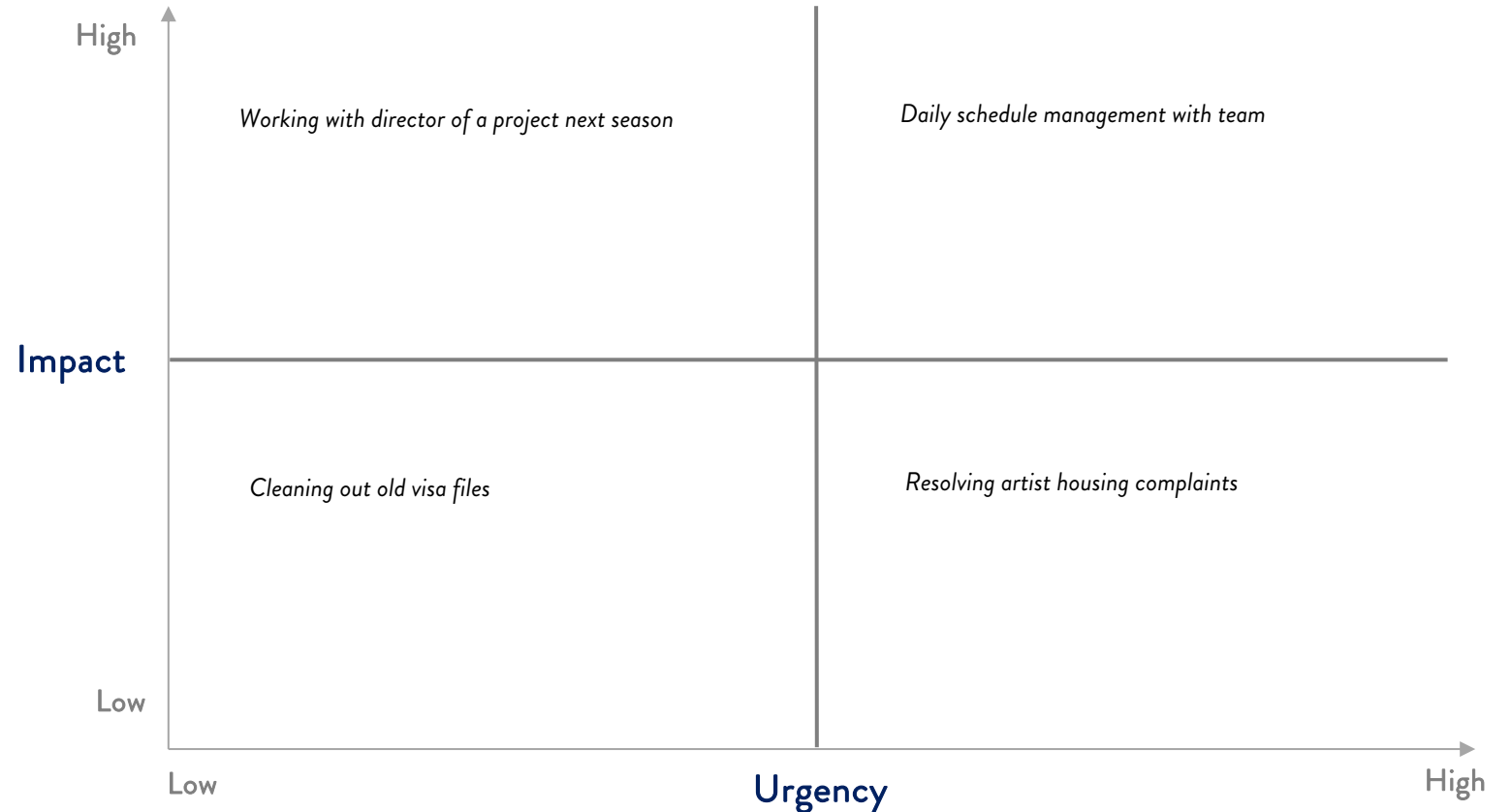
- Capture the main projects and activities you need to accomplish across the upcoming months.
- Place them on the matrix considering their relative urgency and importance/impact. Nothing you do is unimportant, just less important than other items.



Teasing the Important from the Urgent - Example

Instructions

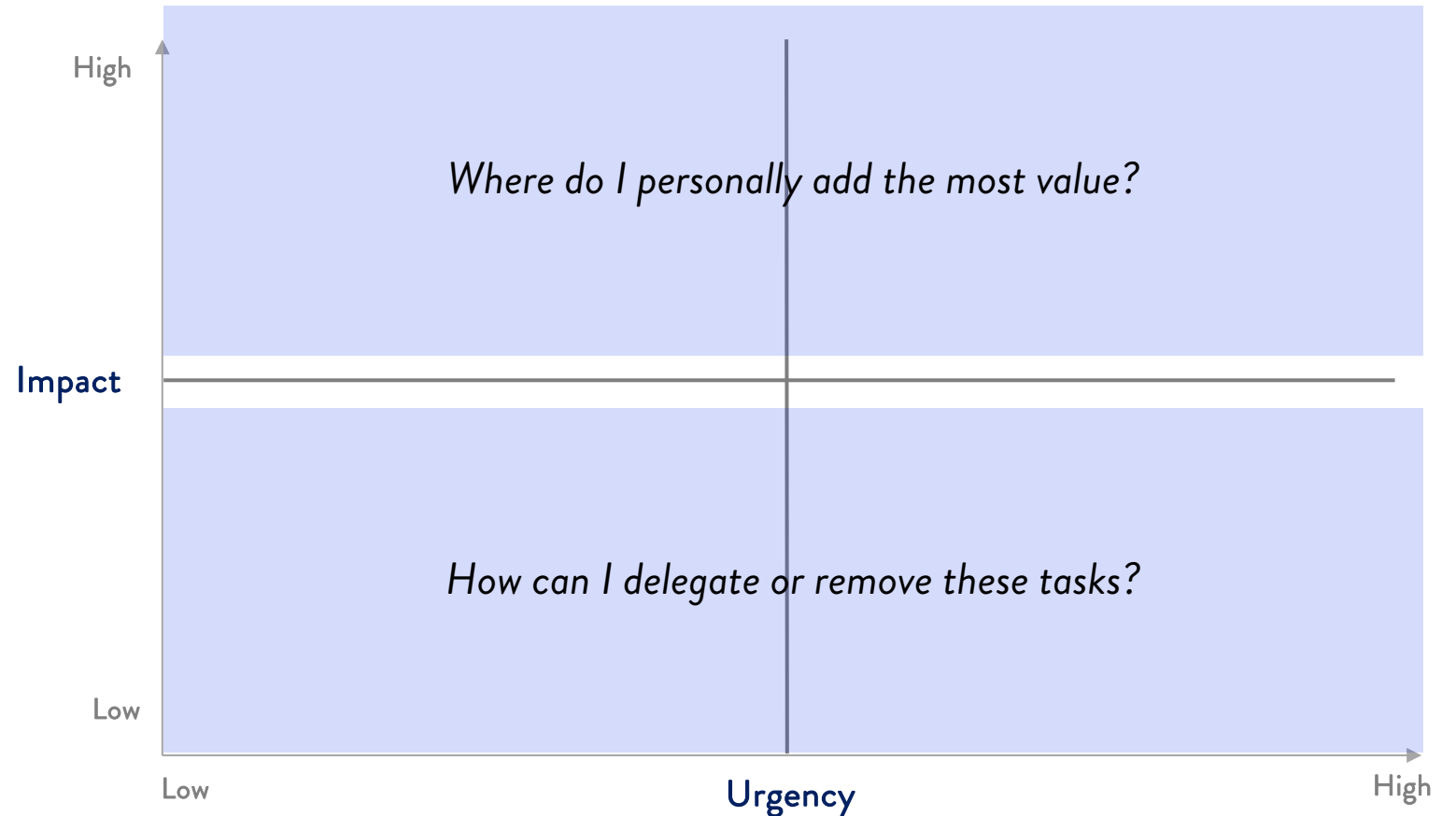
- Capture the main projects and activities you need to accomplish across the upcoming months.
- Place them on the matrix consider their relative urgency and importance. Nothing you do is unimportant, just less important than other items.



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>

Next Steps

Before next time

- 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](#)
- Fill out our quick feedback survey

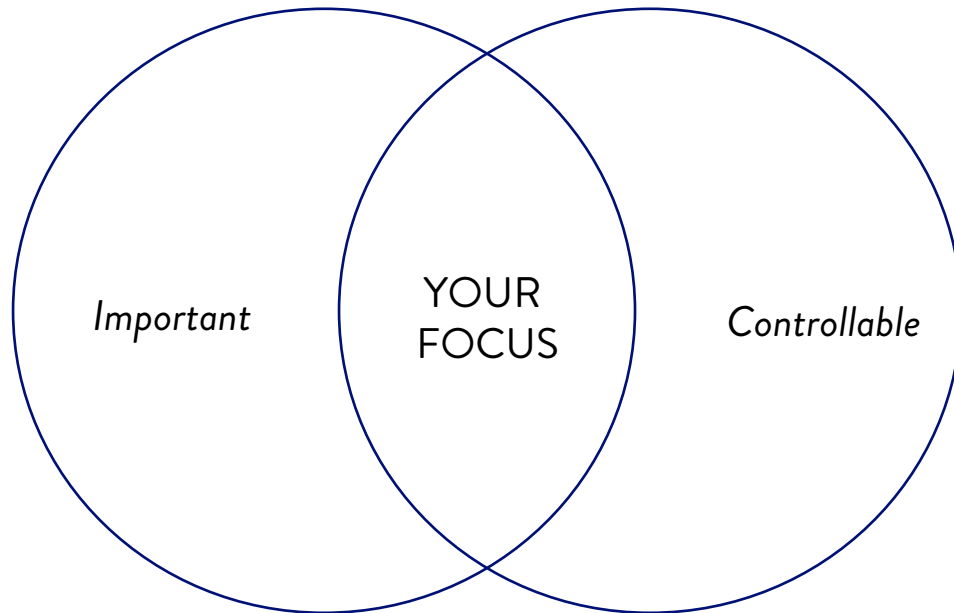
When it is right for you

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

Refresher: Goal-setting

Goals form the basis for all operational management – they underpin all planning, monitoring and interventions. Always know both the important and controllable metrics in measuring performance against your goals, and lift up to ensure goal alignment with what matters most.

Know What Metrics Matter



Your focus needs to be a balance of important and controllable metrics to avoid goal misalignment

Ensure Goal Alignment



Revisit goal alignment throughout the year to avoid resource misallocation

» PRIORITIZE: REASSESS PRIORITIES FREQUENTLY AND KNOW WHEN TO DELEGATE



Prioritize your time based on those areas that are most important, not just most urgent. To scale yourself, figure out the 25% of your job you're going to delegate next year.

WHY? Often urgency can substitute for impact and we focus on the wrong things.

EXAMPLE GRID FROM PRACTICE MANAGER



PLAN: BUILD YOUR PLAN AND MANAGE AGAINST RISK



Set your **operating cadence** by developing a sense of your function's **RPMs** (speed of repeating activities). Be deliberate in how you **intervene**: **teaching** to demonstrate how something should be done, or **fixing** to avoid high risk mistakes.

***WHY?** There are windows of opportunity for intervening when processes are not on target; however, be aware of how often you intervene as we deny development opportunities to our staff when we intervene too much.*

Keys to Setting Operating Cadence

- Develop sense of correct **RPMs** (see next page for examples)
- Be deliberate in how you **intervene**:



To Fix-bring expertise and outsider perspective

- Your guidance is needed to avoid high risk mistakes



To Teach-demonstrate how it should be done

- Your guidance is needed to ensure staff development and your ability to scale yourself

For the first part of this exercise, you may want to grab a pen and paper, or pull up a blank document on your desktop. You may also find it helpful to draw diagrams, use different colors, or think ‘out loud’ to start.

1.Your Priorities: Identify your top personal and professional priorities for the next 6 months and implications on time spent.

1. What projects or initiatives do you hope to pursue?
2. Which relationships are most important to you?
3. How do you interact with the people in your life?

2.Your Strengths and Aspirations: List your personal strengths and aspirations. Do you need to increase capacity and/or upscale the capabilities of your team?

1. What kind of colleague, spouse, or friend do you want to be, and to whom?
2. In what ways are you sharing roles with others, if at all?

3.Your Time. List the activities on which you want to spend more time. List the activities on which you want to spend less time.

1. Are you being present when you need to be?
2. How are you fitting breaks into your routine?
3. What is urgent, and what is important?
4. Are you being as efficient as possible?

Now, brainstorm strategies you can use to make the right trade-offs in the moment to protect time for long-term needs, including critical priorities and energy-maximizers.

PART 2: 180-DAY PLAN

Now, you can use the information from Part 1 to inform your personal life and work life over the next 6 months by constructing a 180-day plan.

1.The next two weeks: What specific steps can you take in the next two weeks to begin working toward your personal and professional goals? Identify people in your network who can help you, and how they can do so.

2.Specific steps to take in the next 6 months: What specific steps can you take in the next six months to work toward your personal and professional goals? Identify people in your network who can help you, and how they can do so.

3.Follow-up/accountability plan: How will you hold yourself accountable at every stage of your 180-day plan?