

Strategic Leadership from the Middle

You don't have to be a person of influence
to be influential.

Scott Adams (Dilbert)

Managing is Doing Things Right;
Leadership is Doing the Right Things.

Peter Drucker



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THIS IS A WORKSHEET

To Innovatively Reach New Constituencies,
Who/What in your organization needs to
Change?

What are the indicators that change is
necessary?

What do you/others need to do differently?
What would be the impact?

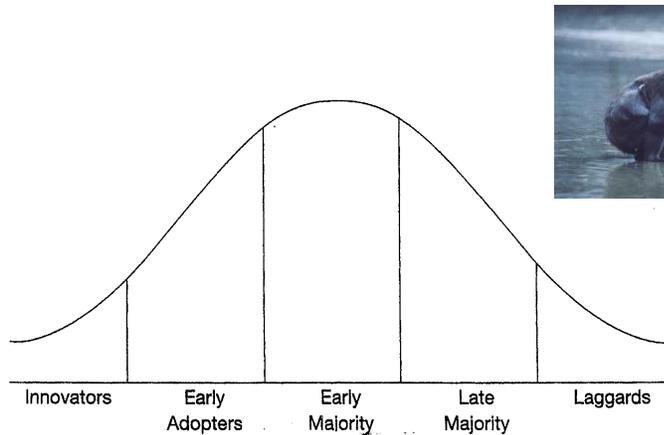
What can I do to encourage this change in
behavior?

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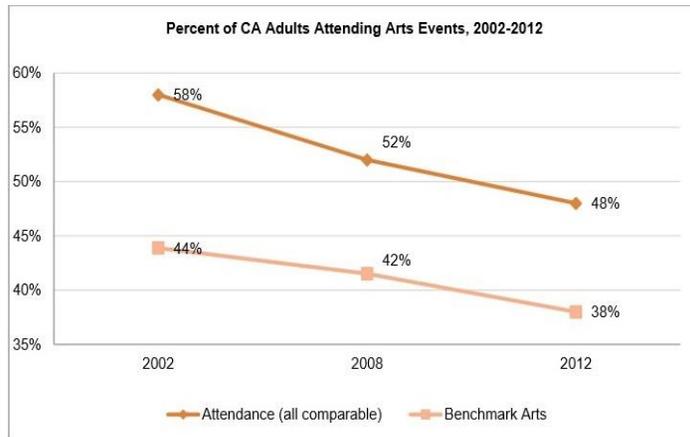
Questions/comments from
Maria's morning presentation?

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Innovation Diffusion Curve

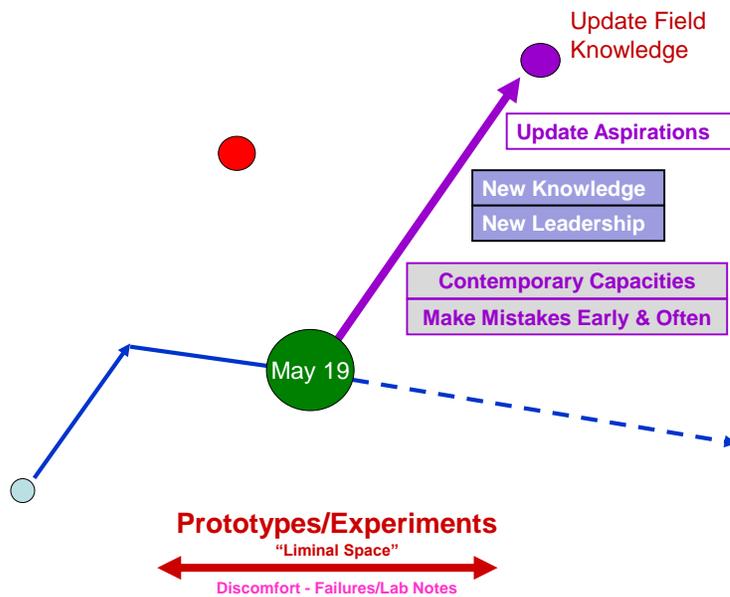


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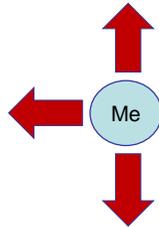
Irvine Foundation: [Cultural Lives of Californians: Insights from the California Survey of Arts and Cultural Participation](#)

Systems Thinking – Counteract Diminished Expectations (Senge)



Envisioning the Future

- Aspiration for your organization in which you would be instrumental over the next ten years?
- If successful, what would be the impact on audiences, artists, donors, funders, the organization and me?



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Sources of Resistance to Innovation

- Values & Previous Mission
 - Social Norms, Previous Customers/Donors
- Competitive with current services
- Competency, Capacity & Confidence
- Equilibrium

Many Don't Know What to Do!

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Leadership with Limited Authority/Catalytic Leadership

- Identify problem (data or 3rd parties) w/out drawing attention to self
- Find solutions/others working on it
- New measures of program outcomes
- Gather the Guiding Coalition
- Take Action—Find \$\$/time for experiments
- Understand boss's dilemma & pains of change; short attention span - 30 sec? Be clear, simple & relevant

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Unlocking the Art & Science of Persuasion for Arts Leaders

Christy Farnbauch
Director of Innovation & Engagement
Ohio Arts Council
November 6, 2015

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Influence is all about...

Powerful
Everyday
Opportunities
Persuade
Lasting
Ethical

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Persuasion is...

Private, inner changes that occur in attitudes and beliefs, resulting from the receipt of a message.

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Persuasion should be...

Effective, Ethical and Lasting

- Is the influence approach you're taking **true/honest**?
- Is it **natural (genuinely available)** to the situation?
- Is it **wise**?
- Will it create a **win-win** situation?

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Six Principles of Persuasion

Relationship	{ Reciprocity Liking
Uncertainty	{ Consensus Authority
Motivation	{ Consistency Scarcity

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The Contrast Phenomenon



How much fat was in movie theatre buttered popcorn?

37 grams of saturated fat

And, people said, "So what?"

We need to ask,
"Compared to what?"



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The Process

- Stand back and look for natural opportunities to use persuasion principles
- Formulate an ethical plan

We don't just want to change **attitudes**, we want to change **behaviors**.

If you always do what you've always done, you'll always be what you've always been.

- Anonymous

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Relationships: Reciprocity

The principle of **Reciprocity** is activated by:

- **Gifts** - Can be more powerful than rewards.
 - » Extra offers that add value.
- **Concessions** - An acknowledgement or admission

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Relationships: Liking

The principle of **Liking** is activated by:

- **Similarity** - We like those individuals who are like us
- **Praise** - We like those who like us and say so.
- **Cooperation** - Use words like “we, “us”, “our”

Smile; Give genuine compliments; Connect on similarities and interests

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Uncertainty: Consensus

The principle of **Consensus or Social Proof** is activated by:

- **Other People** - determine what is correct/how to act by observing others

Sometimes “everybody”
is wrong:

- **Mayflower**
- **Wright Brothers**



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Uncertainty: Authority

The principle of **Authority** is activated by:

- **Trappings** - dress, car, home, others?

Those cues that communicate one's status as a legitimate authority.

- Cite other authorities you follow
- Highlight your expertise

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Motivation: Consistency

The principle of **Consistency** is activated by:

- **Prior Commitment, Stand or Action** - once people make a choice/take a stand, have personal & interpersonal pressure to behave consistently.
- Ask people to set goals and make them public; Give the other person a fine reputation to live up to
- Get the other person to say “yes” immediately
- Let the other person feel the idea is theirs

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Motivation: Scarcity

The principle of **Scarcity** is activated by:

- **Rare or dwindling availability** - people are motivated to seize rare resources and opportunities

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Motivation: Scarcity

What drives scarcity?

- Deadlines
- Limited Time Offers - “Sale Ends Sunday” or “Only while supplies last.”
- New and Exclusive Knowledge - Identify unique and uncommon benefits of our knowledge and ideas
- Create “exclusive” information

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“Kotters Eight Steps of Change”



* Kottler, John P. and Cohen, Dan S. *The Heart of Change*. Boston: Harvard Business School Press

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Leading Change & Principles of Persuasion

Accelerator's 8-Step Process for Leading Change	Principles of Persuasion (Robert Cialdini)						
	Initial Steps; Who to engage	Reciprocity	Liking	Consensus	Authority	Consistency	Scarcity
Step 1 Create a Sense of Urgency - Craft/Use a significant opportunity to encourage change							
Step 2 Build a Guiding Coalition - A group from across the hierarchy with the energy to lead/support a change effort.							
Step 3 Shape a Strategic Vision to steer the change effort and develop initiatives to achieve that vision.							
Step 4 Enlist a Volunteer Army - A large force of people who are ready, willing to drive change, can be audiences/beneficiaries							
Step 5 Enable Action by Removing Obstacles to Change							
Step 6 Generate Short-Term Wins - Consistently produce, evaluate and celebrate small/large accomplishments.							
Step 7 Sustain Acceleration							
Step 8 Institute Change							

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1. Name/Organization:	2. Purpose: Key Take Home Messages
3	What did I learn today about myself?
4	What did I learn today about my colleagues here?
5	What did I learn today about my organization?
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