

Silent Leadership

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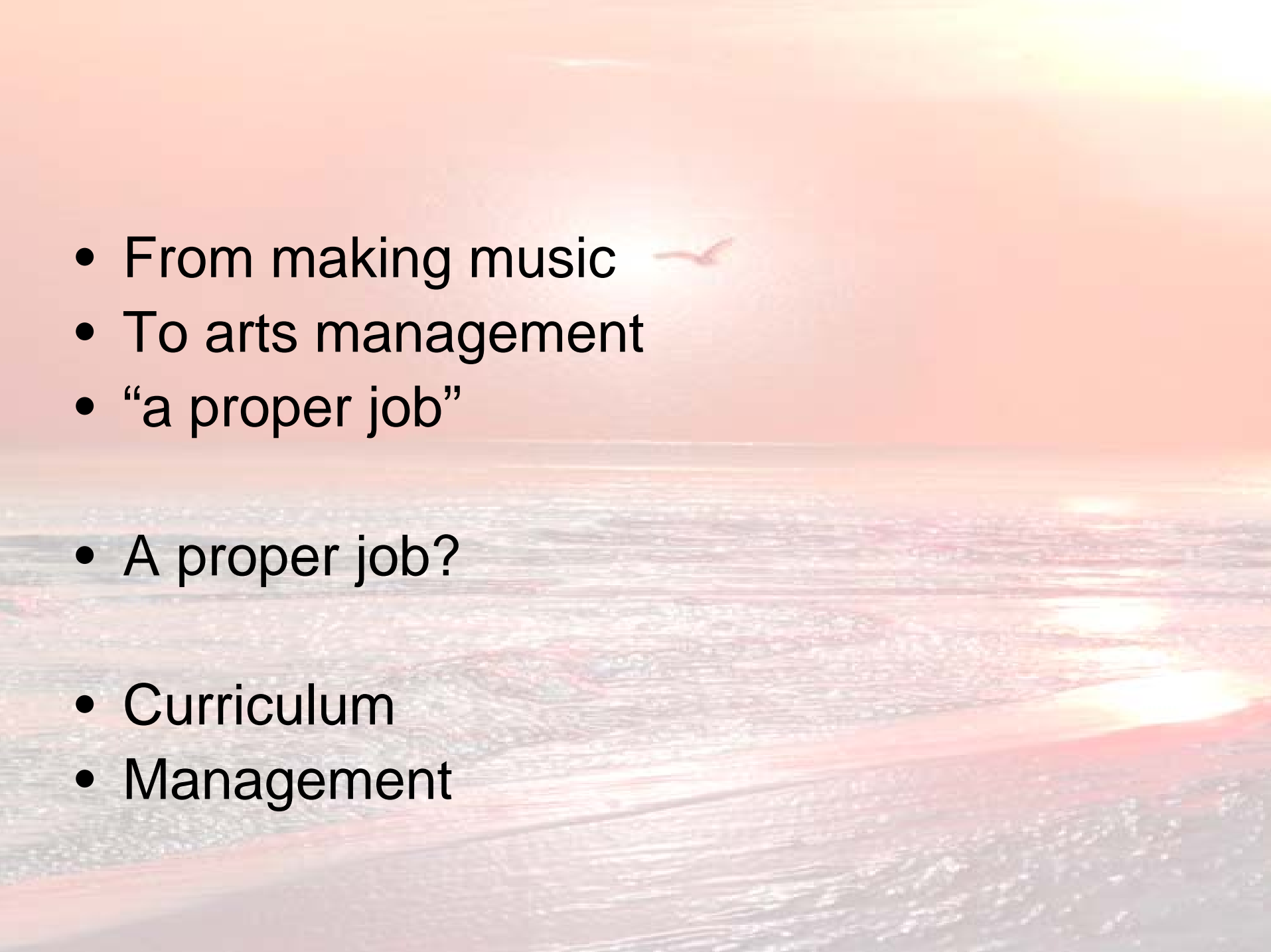
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Education and Career

- Manchester
 - Chetham's
 - Cathedral Choir
- Orchestral conducting
- Choral conducting
 - A Coeur Joie
 - ILEA, Cockpit Voices, Cockpit Opera, Freelance
- City University
- Arts Management
 - Barbican, Orchestra, etc
 - Open University Business School
- University of Leeds

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- A sunset over the ocean with a bird in flight. The sky is a mix of orange, pink, and yellow, with the sun low on the horizon. The water is dark with white foam from the waves. A single bird is seen in flight against the bright sky.
- From making music
 - To arts management
 - “a proper job”

- A proper job?

- Curriculum
- Management

University of Leeds

- School of Performance and Cultural Industries
- <http://www.leeds.ac.uk/paci/>

Key Features in the School

- Regular opportunities for interdisciplinary work and creative collaboration, including with external organisations
- Preparation for the creative marketplace or further academic or professional study, with highly developed intellectual and reflexive practitioner skills
- Opportunity for research/work study in a cultural/creative industries context

BA Managing Performance

- The Managing Performance course provides a unique opportunity to explore, understand and demonstrate the practical application of a broad range of theoretical concepts underpinning managing in the context of performance, events, and the creative and cultural industries. It is the only UK undergraduate course addressing the managing of performance in this way.
- <http://www.leeds.ac.uk/paci/courses/managingperformance.htm>

Staff

- Develop leadership skills
- Ensure effective communication
- Achieve high performance through teamwork

Director of Learning and Teaching

- Directly responsible for the quality assurance and standards of the School's learning and teaching provision

Director of Learning and Teaching

- Play a lead role in overseeing the quality of the provision of the school's programmes as well as the student experience
- Promote and co-ordinate quality enhancement in teaching, with particular respect to effective and high quality learning, teaching, assessment and support practices.....

DILBERT

AS REQUESTED, I DID A "RISK MANAGEMENT" ASSESSMENT.



www.dilbert.com scottadame@aol.com

www.dilbert.com

I CONCLUDED THAT THERE WAS NO RISK OF ANY MANAGEMENT.



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Hattie Caraway





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Edgar Schein

- The only thing of real importance that leaders do is to create and manage culture.

- (1985?)

Casey Stengel

- Getting good players is one thing. The harder part is getting them to play together.
- Former Manager of New York Yankees

Jon Katzenbach

- Team performance is more a matter of discipline than togetherness
- Private Communication with McKenna and Maister

Ben Zander

- The conductor's role depends on his ability to make other people powerful.

Everyone gets an A

- I got my A because



.....

- Grades as a possibility to live into

Look into the Eyes


- The eyes never lie. If the eyes are shining then I know my leadership is working



Warren Bennis (1998)

- Management of attention
 - Through vision
- Management of meaning
 - Communicating the vision
- Management of trust
 - Constancy of purpose
- Management of self
 - Knowing and deploying one's skills

Bass, et al

- Transactional leader 
 - Motivates subordinates to perform as expected
- Transformational leader
 - Inspires followers to do more than originally expected

Tom Johnson

- Management by means nurtures aspirations, aims that we pursue because they matter to us

Arie de Geus

- The choir as a living company
- River metaphor
- Don't protect too much against invaders
- Take people as they come. Create the conditions in which they voluntarily give of their best

W Edwards Deming

- Western management in industry, education, government, is due for sweeping changes. The prevailing system of management has smothered the individual, and has consequently dampened innovation, applied science, joy in learning, joy in work. It will be necessary to restore dignity and self-esteem to the individual. This can be done, but only by transformation.

In the UK, 1994



The 14 Points

- Create constancy of purpose to improve

The 14 Points

- Adopt the new philosophy. Do not live with commonly accepted levels of mistakes

The 14 Points

- Build quality in, rather than depend on inspection

The 14 Points

- Relationships built on trust and loyalty

The 14 Points

- Constantly improve the system

The 14 Points

- Institute modern methods of training on the job

The 14 Points

- Institute leadership



The 14 Points

- Drive out fear
- Encourage communication

The 14 Points

- Break down barriers
- Work in teams



The 14 Points

- Eliminate the use of slogans and exhortations

The 14 Points

- Eliminate arbitrary numerical targets

The 14 Points

- Permit pride of workmanship

The 14 Points

- Encourage education for everyone

The 14 Points

- Top management's commitment
- Take action to accomplish the transformation
- The transformation is everyone's business

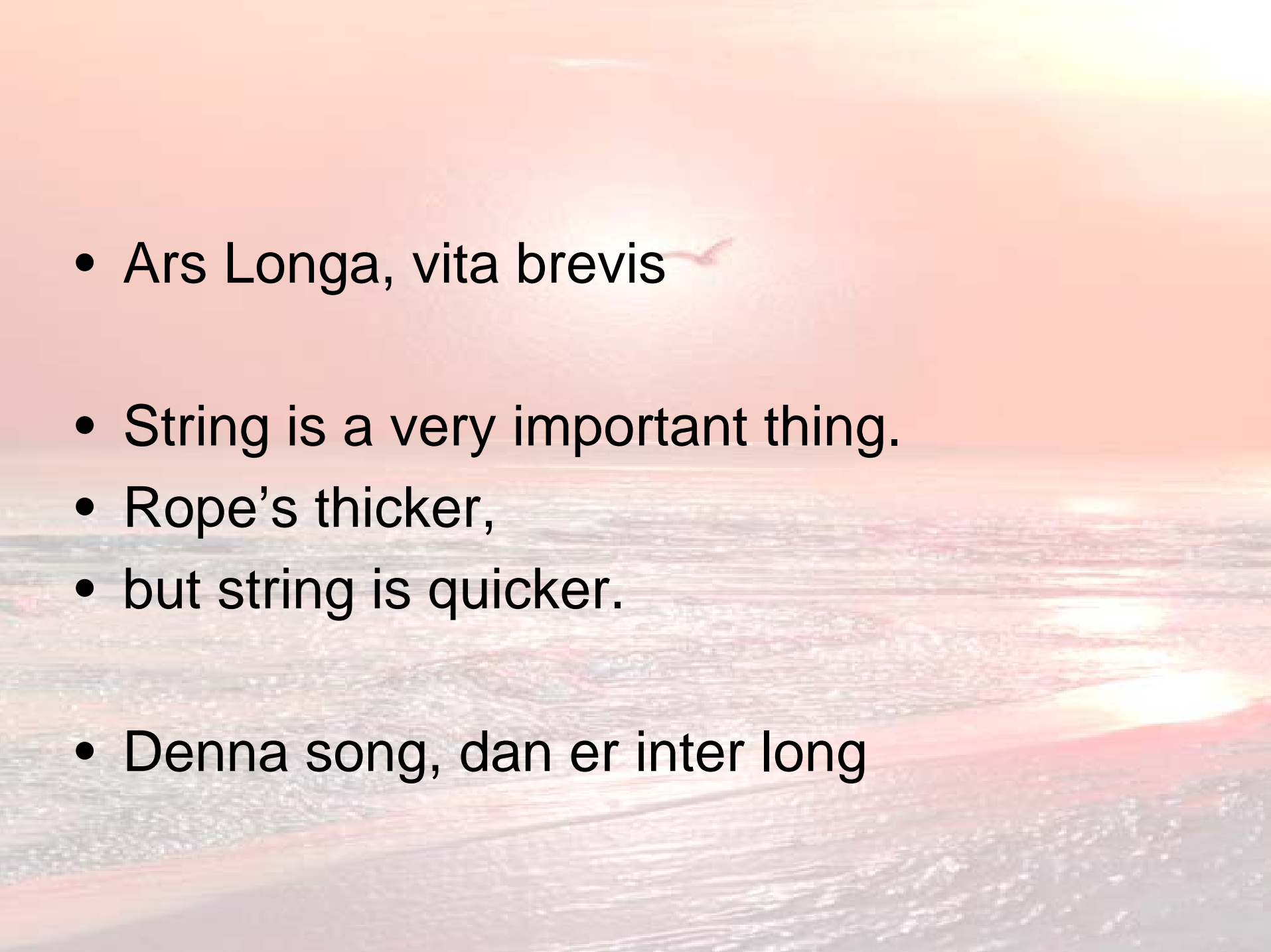
System of Profound Knowledge

- Systems Thinking
- Understanding Variation
- Psychology
- Knowledge

Kum-Ba-Ya

- Kum-ba-y- my Lord, Kum-ba-ya
- Kum-ba-y- my Lord, Kum-ba-ya
- Kum-ba-y- my Lord, Kum-ba-ya.....
- Kum-ba-ya

- Someone's crying Lord, Kum-ba-ya
- Someone's laughing Lord, Kum-ba-ya
- Someone's sleeping Lord, Kum-ba-ya

- 
- A sunset over a body of water with a bird in flight.
- Ars Longa, vita brevis
 - String is a very important thing.
 - Rope's thicker,
 - but string is quicker.
 - Denna song, dan er inter long

Maslow

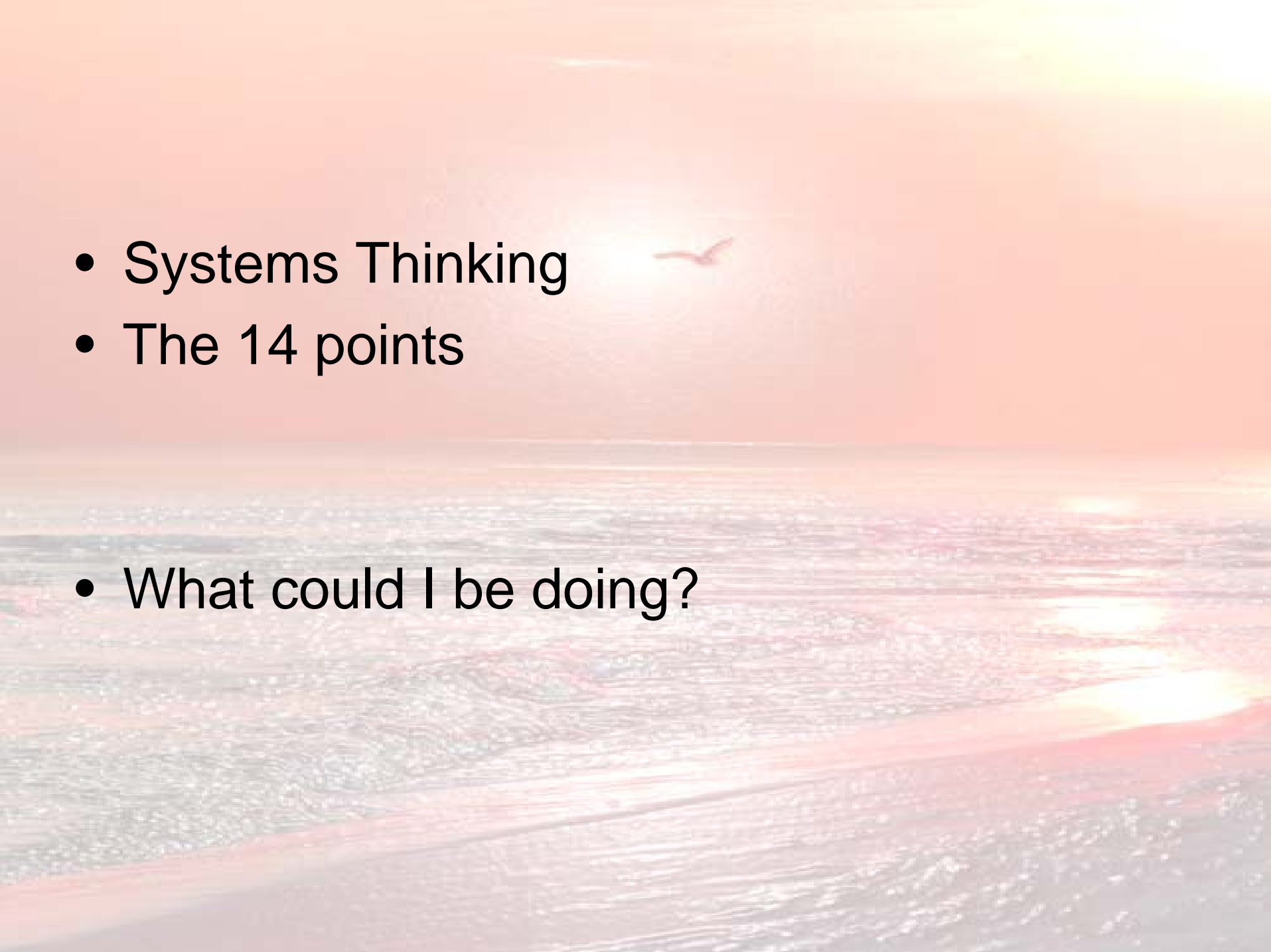
- Eupsychian Management, 1962
- Eupsychia was Maslow's term for the ideal society or organization

36 assumptions

- Assume:
 - In all your people the impulse to achieve
 - That everyone can enjoy good teamwork
 - That people are improvable
 - That everyone prefers to feel important, needed, useful

Jake Chapman

- System Failure
- Why governments must learn to think differently
- Demos (2002)
- <http://www.demos.co.uk/catalogue/systemfailure2/>

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- A serene sunset scene over a vast ocean. The sky is a gradient of warm colors, from pale yellow near the horizon to a soft pink and purple at the top. The sun is a bright, glowing orb on the right side of the horizon, casting a shimmering path of light across the water's surface. A single bird is captured in flight, its wings spread, against the bright sky. The water in the foreground shows gentle ripples and a few small waves breaking near the shore.
- Systems Thinking
 - The 14 points

 - What could I be doing?

References

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- Bennis, W. (1998) *On Becoming a Leader*, Reading, Arrow
- Chapman, J. *System Failure*, London, Demos
- De Geus, A. (1997), *The Living Company*, London, Nicholas Brealey
- Johnson, T. and Broms, A., *Profit Beyond Measure*, London, Nicholas Brealey

Deming

A serene sunset scene over a vast ocean. The sky is a gradient of warm colors, from pale yellow near the horizon to a soft pink and purple at the top. The sun is a bright, glowing orb on the right side of the horizon, casting a shimmering path of light across the water's surface. A single seagull is captured in flight, its wings spread, against the bright sky. The water in the foreground shows gentle ripples and a sandy beach edge.

- Out of the Crisis
- The New Economics

Contact Info

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<http://www.leeds.ac.uk/paci/staff/pc.htm>