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# Advancing Leaders in the Arts Program Guide 2019



## Advancing Leaders in the Arts

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Advancing Leaders in the Arts is a new program of 501 Commons. Advancing Leaders is an intensive cohort program designed for arts and culture professionals to develop their leadership skills. The cohort is designed for 16-20 participants and will include classroom sessions and one-on-one coaching sessions.

Advancing Leaders was developed by Dr. Mark Light of First Light Group, LLC, in partnership with 501 Commons. Dr. Light will deliver four sessions and 501 Commons will manage the program and deliver one of the sessions.

## About Dr. Mark Light

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Dr. Mark Light is president and founder of First Light Group. His mission is to bring your future within reach. He is a trusted leadership coach who empowers others to go for great, a master teacher known for his contagious enthusiasm and actionable learning, and a street-smart writer.

His leadership experience includes directing the Victoria Theatre Association, the Dayton Opera, the Arts Center Foundation, and the Louisville Ballet. He was a decade-long Tony Awards voter and received the first-ever Award for Outstanding Achievement in Presenter Management from The Broadway League .

Mark is an International Coach Federation Associate Certified Coach, an iPEC Certified Professional Coach, and a graduate of the Center for Creative Leadership Coaching for Greater Effectiveness and Leadership for Development programs. He was a highly-rated full teaching professor at DePaul University's School of Public Service and an instructor at Case Western Reserve University's Weatherhead School of Management, where he received the Mandel Center Teaching Award.

Mark's books include: *Results Now*, *The Strategic Board*, both from Wiley & Sons, and *Executive Committee*, from BoardSource, where he served for many years on its Council of Editorial Advisors.

Mark holds a BFA from Drake University, an MBA from UCLA, and a Ph.D. from Antioch University. Visit [www.firstlightgroup.com](http://www.firstlightgroup.com) for more information.

## About 501 Commons

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We all rise when nonprofits thrive. 501 Commons serves nonprofits as experts, innovators, and partners. Our passion is to amplify the strengths of nonprofits—so people and communities flourish.

501 Commons provides expertise to nonprofits through 30+ services, including a full range of management consulting; technology consulting (IT planning and database development); outsourced HR, accounting, IT infrastructure, and database management services; professional development and board training; and free information and referral services. Annually our services strengthen more than 1,000 nonprofits, improving the quality of life for individuals, families, and communities.

501 Commons was founded in 1989 as Executive Service Corps of Washington. In 2010, we changed our name to 501 Commons, reflecting a changing role and broader range of services. In 2012, we absorbed some of the programs and services of the Alliance for Nonprofits and the technology services

of NPower Northwest. Most of our clients are in the Pacific Northwest but many of our services are available to nonprofits in other geographic areas.

501 Commons is a 501(c)(3) tax-deductible, nonprofit, charitable organization and is a member of the Executive Service Corps - United States.

## Program Goals and Process

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1. Learn the essential concepts of effective leadership.
2. Define individual leadership style and personal mission.
3. Write a professional development plan.
4. Discuss best practices in leading increasingly diverse organizations and engaging increasingly diverse audiences.
5. Practice leadership and management skills with cohort participants and immediately use in your organization.

## Getting Started

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### Add all the classroom sessions to your calendar

Participants are responsible for attending all classroom sessions in full. Each session contains a mix of content, discussion, and practice. All classroom sessions are from **9:00 – 1:30 p.m.** and will be held at 501 Commons, Pacific Tower, 1200 12<sup>th</sup> Avenue South, Seattle, WA 98144.

Visit **[pactower.org/directions](http://pactower.org/directions)** for mass transit and parking lot options. Lunch will be served at all sessions, with gluten-free and vegan options.

### Classroom Dates

Monday, April 8, 8<sup>th</sup> Floor, Room #810  
Wednesday, April 10, 8<sup>th</sup> Floor, Room #810  
Friday, April 12, 8<sup>th</sup> Floor, Room #810  
Friday, May 10, 8<sup>th</sup> Floor, Room #810  
Tuesday, May 14, 8<sup>th</sup> Floor, Panoramic Center

### Schedule your 45-minute coaching sessions

<https://firstlight.as.me/501CommonsALP>

Using the link above, schedule three 45 minute coaching sessions with Dr. Light during the following time periods:

Week of April 15, Monday – Friday, 8:00 a.m. – 2:00 p.m.  
Week of April 29, Monday – Friday, 8:00 a.m. – 2:00 p.m.  
Week of May 21, Monday – Friday, 8:00 a.m. – 2:00 p.m.

Please email or call him at least 48 hours in advance if you have to re-schedule.

## Stay Informed and Connected

All classroom materials will be available on the portal:

<http://www.firstlightgroup.com/501ALP.htm>

## Participant Expectations

The participant is expected to participate actively throughout the process. Participants are asked to:

- Attend all scheduled program events and 45 minute individual coaching sessions.
- Participate in the classroom sessions by engaging in facilitated discussion, asking clarifying questions, and practicing new skills with fellow leaders.
- With the cohort participants and coach, practice: respect, inclusivity, partnership, and confidentiality.
- Practice and implement your new skills in your organization.
- Complete the program evaluation upon completion of the program. Your feedback is valuable!
- Complete six and twelve-month check-in reports using the online survey provided by 501 Commons.

## Instructor / Coach Expectations

The instructors/coaches are asked to:

- Provide materials, tools, and other engaging practices to help support learning.
- Encourage participants to learn from and practice new skills with each other.
- Use best practice teaching and coaching methodologies.
- Practice respect, inclusivity, partnership, and confidentiality.

## Program components

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1. Leading Self: This session begins with Bolman and Deal's four-frame multidisciplinary toolkit for navigating organizational culture. The learning objective is to use the structural and symbolic frames to analyze issues and to create a personal development plan including: strengths (informed by Gallup's Clifton StrengthsFinder profiles); vision, values and personal missions.
2. Leading Now: This session will include a generative discussion and a series of guided reflections on how to lead increasingly diverse organizations and serve increasingly diverse communities. This will incorporate the ADDRESSING model of cultural identity developed by Pamela Hayes and the writings of Dr. Leticia Nieto on how to create allyship and address power and privilege. The intent is to be better prepared to practice inclusivity within your organization and be more intentional in engaging increasingly diverse audiences and communities.
3. Leading Others: After a review of the previous sessions, the learning objective is to use the human resource frame to gain pragmatic tools focused on employee engagement, talent management, and relationship building that enable effective leadership and management of others, including teams, peers, supervisors, and others.
4. Leading Work: This session will introduce the political frame covering the importance of allies and coalitions, and revisit the structural frame to explore and practice decision-making and problem solving including cause and effect protocols, and operational planning for each participant's chosen work project.

5. **Leading Change:** This session begins with a refresher of the learning from the previous sessions, and then introduces and deepens understanding of organization change, major leadership approaches, and ethical leadership and practice.
6. **One-on-one coaching:** To support learning and accountability, each participant will receive three 45-minute coaching sessions, either onsite or via telephone.

Woven throughout the sessions will be an emphasis on bringing greater diversity, equity and inclusion into today’s arts organizations, focusing on all groups of individuals that interface with the arts. The objective is to provide emerging arts leaders with a heightened level of consciousness to the development of audiences, boards, staffing and programming that reflects and celebrates the diversity of the communities served.

Each participant’s professional plan will only work if the individual “works the plan.” Keep your professional development plan updated, and if applicable, ask your supervisor and mentor for support to help you reach your goals.

## Schedule

<b>Advancing Leaders in the Arts: Program Schedule 2019</b>	
Online applications open	Friday, February 1, 2019
Interviews and notification	By Friday, March 29, 2019
<b>Program Launch and Classroom session #1: Leading Self</b>	<b>Monday, April 8 9:00 a.m. – 1:30 pm</b>
<b>Classroom session #2: Leading Now</b>	<b>Wed., April 10, 9:00 am. – 1:30 p.m.</b>
<b>Classroom session #3: Leading Others</b>	<b>Friday, April 12, 9:00 a.m. – 1:30 pm</b>
Self-scheduled coaching session #1	Week of April 15, 8:00 a.m. – 2:00 p.m.
Self-scheduled coaching session #2	Week of April 29, 8:00 a.m. – 2:00 p.m.
<b>Classroom session #4: Leading Work</b>	<b>Friday, May 10, 9:00 am. – 1:30 pm</b>
<b>Program Conclusion and Classroom session #5: Leading Change</b>	<b>Tuesday, May 14, 9:00 a.m. – 1:30 pm</b>
Online program evaluations due	Friday, May 17
Self-scheduled coaching session #3	Week of May 21