



The following ideas were generated during the closing session of the 2003 Americans for the Arts Emerging Leader Preconference held in Portland, Oregon, June 5-6.

Creating a Vision and Value Statement for the Arts in American for the Year 2010

What should established leaders do to help emerging leaders?

Flip Chart Notes:

- Assess your relationship with and contribution to emerging leaders
 - Evaluate your own skills as a leader
 - Seek to understand and embrace differences and commonalities
- Increase Emerging Leader's access to and inclusion in vision, goals, and decisions of your organization
 - Invite their voices
 - Empower them/give responsibilities
 - Acknowledgement
- Serve as an active resource and mentor
 - Join a mentoring network and recruit others to do the same
 - Provide support and encouragement to Emerging Leaders
 - Share your knowledge
 - Facilitate dialogue across generations
 - Create a list of resources you find valuable and share with Emerging Leaders, service organizations
 - Support and fund Emerging Leader's participation in professional development opportunities

Specific Comments/Suggestions made by Attendees:

- Give serious consideration to new ideas put forth by emerging leaders
- Clarify and explain goals for organizations and expectations for staff. Offer guidelines, but also turn over responsibilities.
- Facilitate the participation of emerging leaders in decision-making processes, ensuring that their suggestions are seriously considered, and that their contributions are acknowledged. Participation has to be tempered by responsibility and an understanding of the big picture.
- Share in the vision of the organization with emerging leaders by inviting them to the table, inviting their input, and empowering them to take action.
- Allow emerging leaders to learn by proximity—mentoring by work example is often more helpful than learning by informational interview.
- Promote from within the organization based on aptitude and skill and embracing emerging leaders.
- Allow for growth by offering ownership to special projects with minimal supervision or supervision as necessary.



- Make career growth a job description.
- Plan for employees' or identified young arts professionals' professional development—be an active visionary.
- Share more—include new emerging leaders in everything, not just in isolated things, but also in everything. No more meeting behind closed doors
- Raise issue of inclusiveness, more meaningful challenging opportunities, and dialogue with emerging arts leaders within agencies.
- Regularly respond to periodic assessment devices on support for emerging leaders.
- Recruit their peers and colleagues to pledge a commitment to emerging leaders by volunteering a doable, finite action(s) whether it is to send a message to the listserv, volunteer a one-hour conversation with an emerging leader, or participate in a regional meeting.
- Identify emerging leaders or employees with leadership potential. Seek out ways to encourage leadership behaviors.
- Provide leadership opportunities and support to emerging leaders within their own organizations.
- Provide opportunities for emerging leaders to take on and own challenging projects; make necessary resources available to them; and give them authority along with responsibility.
- Be generous to emerging leaders—generous with their time and wisdom. Working for the greater good is the ultimate goal, so sharing tips and tasks with emerging leaders would be incredibly valuable.
- Share their experience and encouragement.
- Not set emergings up for failure. Inform emergings of obstacles ahead of them and brainstorm possible solutions and encourage.
- Encourage young leaders to accept responsibilities and offer moral support and professional guidance.
- Coach emerging leaders on how to talk and interact with the politics necessary to advocate the arts.
- Networking among established leader peers to make them aware of and excited about nurturing and encouraging emerging leaders.
- Help create a more subjective mentoring process by providing formal guidance versus baptismal by fire.
- Know how to let go. Grow, nurture, and empower emerging leaders. Train their staff or subsequent employees. Trust them with information. Help them navigate the system. Encourage them to be independent. Allow them to fail to find their own solutions. Provide them with options on how to accomplish necessary goals as far as project completion and administration.
- Find out what emerging leaders see as obstacles to their development and determine what impact the obstacle is having on the ability of the institution to implement its mission.
- Provide technical support, share experience and savvy with emerging leaders. Be honest with themselves—do they feel threatened by emerging leaders and therefore withhold assistance, etc?
- Improve your own leadership and supervisory skills.
- Embrace their responsibility as leaders in their field and pursue opportunities to mentor.
- Be aware that this is an issue and to take the issue seriously.
- Increase awareness of relevant issues. Be open to learning ways they stifle youth. Allow differences to exist and thrive in their offices.
- To continue to believe that emerging leaders new (or renewed) ideas, visions, and methods are possible (even if they weren't possible previously).
- Keep aware that emergings need their wisdom.
- Avail themselves as mentors to us.
- Actively mentor one or two emerging leaders.



- Make themselves accessible as mentors—share the wisdom of what they have learned over the years.
- Join mentoring networks.
- Begin/continue supporting the mentorship process.
- Be open to mentorship and inquiry from someone. Figure out how to become visible.
- Volunteer to mentor emerging leaders.
- Be willing to mentor (on an ad hoc basis) emerging leaders.
- Provide professional development opportunities to emerging leaders.
- Be a resource to emerging leaders.
- Assist in involving teens in a vision and goal identifying process.
- Volunteer for one-year roster of availability—i.e. for questions, resources, etc. facilitated by Americans for the Arts.
- Volunteer/sign on to a roster of established leaders willing to take calls/offer advice.
- Support and help fund emerging leaders in attending professional development conferences, etc.
- Create opportunities for professional development with other arts organizations.
- Work with emerging leaders to set up exchange/shadowing program.
- Provide emerging leaders with top ten resources, courses/programs, and mentoring tips that helped them when they were starting out.
- Establish an intergenerational arts leader dialogue in every community in the country.
- Teach classes or create training programs.
- Provide at least six opportunities for emerging leaders to develop their skills.
- Create more opportunities for relationships to develop—networking, mentorship programs, collaborations/shared resources, and brainstorming. Have food at these events/opportunities!



What should emerging leaders do together?

Flip Chart Notes:

- Establish communication/support network
 - Listserv
 - Face-to-face meetings
 - Preconferences, forums, and regional meetings
- Find a new way to define and/or “label” ourselves
- Communicate best practices
- Create formal partnerships and programming opportunities for emerging leaders
- Share resources (books, articles, and white papers)
- Create a mentoring network
- Start a local emerging leaders group in your community

Specific Suggestions/Comments made by Attendees:

- Develop one or two strong mentor relationships
- Watch out for co-dependence where reality takes a backseat to fantasy or fabrication
- Work with each other to create some formal partnerships—programming together, etc.
- Set up a network for each other to move conversations forward
- Begin articulating their needs and specific interests to their organizations and arts community. Become visible!
- Find support systems for their growth and development on a local and national level
- Conduct criticism/self-criticism
- Network
- Consciously affect the physical work environment -- try to make it fun to go to work
- Find a new way to define and "label" ourselves
- Further develop leadership skills by seeking opportunities to learn and exchange ideas
- Network (both nationwide and locally) through e-mail and listservs
- Create new ideas for mentorship and leadership for emerging leaders
- We will stay connected and share our challenges and successes throughout the year
- Share resources/ideas—compare experiences (referrals)
- Meet regularly—a support group
- Keep in touch, share concerns and solutions
- Network, listserv—Americans for the Arts
- Share ideas/work to set up a national exchange/shadowing program
- Stay in touch/use the listserv
- Communicate to service organizations and mentors what areas need to be addressed
- Collaborate with our various organizations to give, receive, develop, expand, produce and share needs, forms, artists, info, funds, etc.



- Continue pushing the envelope on finding new ways to invigorate the arts field (following non-traditional routes)
- Share resources and continue to share methods that have helped them gain success
- Reach out and identify other emerging leaders to continue to build the group, creating a critical mass
- Have an active peer network and build relationships with each other through face-to-face convening and discussions over the internet
- Set up series of best practices
- Brainstorm issues/support and encourage one another -- discuss challenges and opportunities
- Share resources and ideas: websites, books, and newsletters
- Create a support network
- Expand communications network between emerging leaders
- Reach out to emerging leaders working within different arts disciplines (theatre, dance, music, and visual art)
- Connect with each other! Meet up and chat in an informal, open environment. Talk about relevant issues, share ideas and resources
- Network. Share what works and what doesn't work
- Emerging leaders must communicate and share ideas, goals, visions with each other
- Continue this emerging leaders forum.
- Use the listserv (Americans for the Arts)
- Focus on developing resources (human knowledge base) and using the website and other electronic mechanisms as a clearing house
- Share resources for information on job duties, time management, etc.
- Remain in contact via listserv, chat, or bulletin board—or some other "check-in" system
- Reach out more—just do it—nothing to lose—connect with as many people as they can to broaden our network
- Start a local emerging leader group in your city
- Continue to be innovative and motivated
- Share strategies for managing managers, circumnavigating obstacles to access and provide support and sounding board opportunities
- Continue to build relationships
- Establish a stronger sense of communication between emerging leaders and other staff members
- Create mentoring network
- Seek out established leaders and ask for feedback and guidance
- Emerging leaders should gather information and share with other emerging leaders—peer-to-peer mentoring
- Take initiative—don't wait for the top to become enlightened and share our voice
- Accept direction from established leaders
- Keep ongoing relationship with other emerging leaders
- Continue to increase the knowledge in all ways and aspects
- Emerging leaders can work together to create an exchange/administrator-in-residence program



What should arts service organizations do?

- Provide professional development opportunities for emerging leaders
- Offer resources for emerging leaders
 - website
 - listserv
 - online mentoring
 - online lists of useful publications, websites, and organizations
- Facilitate dialogues
 - intergenerational
 - between established and emerging leaders
 - regional
- Outreach to emerging leaders
 - highlight and infuse emerging leaders throughout annual convention
 - provide space at future conventions for emerging leaders to meet
- Educate established leaders about the importance of nurturing emerging leaders
 - survey established leaders
 - encourage established leaders to mentor emerging leaders
- Invite emerging leaders to the table
 - participation on panels
 - serve as discussion leaders
- Approach arts search firms like Russell Reynolds in New York to fund emerging leaders initiatives



Emerging Leaders/Established Leaders Self-Help Pledges:

Seek resources for self-improvement and career development

- Research (most via internet) various other agencies and programs I've learned about at the conference.
- Offer to help with Americans for the Arts' Emerging Leaders Task Force
- Continue searching for professional development opportunities
- I plan on staying informed and finding new sources of revenue for our arts organizations

Join AFTA Emerging Leaders list-serve

- Research business/corporate models and share with listserv
- Maintain connection to newfound Americans for the Arts friends and colleagues
- Join Americans for the Arts and Emerging Leaders listserv
- I commit to sharing my experiences and conversing (via email, listserv and phone) with other emerging leaders.
- Network: build on new contacts made at conference and maintain e-mail correspondence.
- Increase listserv usage
- Keep a look out for emerging leader resources to share through the listserv--be it words of wisdom, website, or insight
- Follow up with some of the program exchange conversations I've had with people

Take proactive steps toward affecting change in my organization

- Motivate staff and board of my organization to move towards systemic change. Begin with understanding process then building programs.
- I will look for ways to seek leadership opportunities for staff that are already quite busy. Or I will help them to be more effective where aspects of leadership enter into their current tasks?
- Institute a more formalized process of staff/intern evaluation and orientation
- Involve teen arts advisory council members in local decision making boards and panels to accomplish some of their goals.
- Getting my supervisor to include me in his weekly grants meetings with my director.
- Meet and discuss current job situation with emerging staff. Offer suggestions for improvement/enhancement.
- Recommend shadow opportunities for emerging staff within office on a voluntary basis.

Find a mentor

- Have lunch with an established executive director of an arts council in my state.
- Find a mentor who is where I want to be and establish a relationship for professional development.
- Talk with a "mentor" about Arts Courses for Educators development—board development.
- Set up a shadowing experience
- Find some potential allies--including those with access to resources or knowledge regarding possible funding or design models for my professional development (to achieve my goals).
- Find some potential mentors (based on various factors--e.g. artists who have done similarly; landed grants/funding residencies/positions in community based organizations or schools or have done education and/or educational materials for community organizations/museums/schools)
- I will actively seek out new mentors and deepen my relationship with current mentors.



Be a mentor to an Emerging Leader

- Become a mentor myself (to someone younger).
- Become a mentor.
- Mentor students who are younger or less experienced than myself.

Communicate regularly with other emerging leaders on a local and regional level

- I will reach out to community leaders and remind them of the importance of supporting the arts in my community.
- Encourage a sense of unity among the arts organizations in my community. In order for the arts to move strongly into the next decade, it will be essential for the individual groups to think collectively as a unified force.
- Write an emerging leader article for increased visibility on the issue.
- Talk to other emerging leaders in my field about the emerging leaders program at Americans for the Arts.
- Continue to "coach" 10 new/emerging arts organizations/executive directors.
- Commit to frequent and meaningful communication with a mentor and other emerging leaders via email, phone, paper and in person.
- Tell my local peers (fellow emerging leaders) about the emerging leaders initiative.
- Continue to encourage my colleagues in established organizations to implement youth-friendly /new leader-friendly policy, programming, etc.
- Network with other emerging leaders in my state. I can already think of one-two "cold calls" I'll be making upon returning home.
- Re-energize and take a leadership role in the local Emerging Arts Leader group that already exists in Los Angeles.
- Host a regional gathering.

Focus on self-improvement including: leadership, energy, communication, and time management

- Be more opportunistic when looking at our events. Look for ways to fill a void before being asked how to go about it and establishing more trust between myself and "emerged" leaders.
- Continue as a mediator of the V Institute alumni group.
- Seek out opportunities, take risks, and articulate needs/wants.
- Ask more questions, read more.
- Continue to remain motivated and not get discouraged by setbacks. Continue to explore available opportunities.
- I will go back to school and continue my education in arts administration. I can make better connections and network by continuing my education.
- I will do more informational interviewing and take more initiative at my current job!
- Learn best practices for coaching.
- Take initiative to identify, ask for and do information interviews.
- Don't quit.
- Allow time for myself to think, relax, and take a moment to pause so that I'm more available for developing relationships with colleagues/potential mentors as well as with "emerging leaders."
- I will stop bellyaching and work more at addressing each issue/challenge/task one at a time without being overwhelmed but being more focused on goal/challenge/task--implementation and accomplishment. (By realizing I can only do one thing at a time—okay, maybe four or five—but I know when to ask for help from mentor or peer or other.)



Facilitate intergenerational communication in my office and/or organization

- I will look for and pass along strategies to facilitate communication between emerging and established leaders.
- Work with other staff that have attended conference to bring this issue back to the local level.
- Do two information interviews and day/week shadow.
- Incorporate practices addressed at meeting, such as "bottom up" evaluation, in standard operations.