

# PERFORMING ARTS PROGRAM

## Staging Change: Associate Facilitator Training Initiative

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### 2018 Application

This document should be read alongside the [Staging Change Associate Facilitator Training Initiative Outline](#), which describes program design, curriculum, and Associate Facilitator compensation in detail.

### Introduction

*Staging Change*, Metcalf's latest version of its multi-year strategic funding program in the performing arts, is concerned with building local capacity to navigate complex organizational challenges by thinking and acting adaptively.

Alongside the organizational work, *Staging Change* will also invest in individual non-profit sector consultants and organizational leaders in all arts disciplines to develop their capacity to facilitate adaptive change processes in response to complex challenges. This aspect of *Staging Change* is called the **Associate Facilitator Training Initiative** and will provide useful training in this area. Metcalf and EmcArts, an arts-focused non-profit service provider based in New York, believe the initiative will not only strengthen the legacy of the program across the arts community but will also open up new and timely opportunities for experienced practitioners and consultants.

Up to eight Toronto-based consulting practitioners, teaching artists, and organizational leaders will be selected to participate in Stages 1 and 2 of the training. Up to five individuals of the original eight will be selected to engage in Stages 3 and 4. Further information regarding this second selection process will be made available at the beginning of the program.

## Curriculum and Approach

The training sessions will balance knowledge development and the rehearsal of well-researched facilitation practices with action learning in real-life situations. EmcArts' curriculum makes use of a variety of creative facilitation exercises and arts-based activities.

The background research and theoretical underpinning of EmcArts' programs is extensive and multi-faceted. Rarely has the theory and practice used by EmcArts in its program design been applied to not-for-profits or to the arts. The leading influences include:

- **Dave Snowden/Cognitive Edge:** The Cynefin Framework bridges complexity theory, systems thinking, and knowledge management. It can be used to help organizations adequately understand the differing contexts within which challenges arise, and how best to construct adaptive responses. Snowden's *Line of Coherence* is also useful for teams in navigating the Complex domain and developing effective experiments and prototypes.
- **Ronald Heifetz's** six tenets of adaptive leadership infuse all EmcArts programs. His understanding of the distinction between authority and leadership has been highly influential, and his recognition of the difference between technical fixes and adaptive responses to challenges echoes Cynefin.
- **Edgar Schein's** groundbreaking work on leadership and organizational culture recognizes the hidden power of culture, how it gets formed, and how leaders can act symbolically to accelerate culture change. Schein acknowledges the stickiness of organizational assumptions and the importance of questioning them as an essential prelude to innovation work.
- **Brenda Zimmermann** was a pioneering Canadian thinker in applying the dynamics of complex adaptive social systems to organizational management. She articulated the sometimes topsy-turvy, counter-intuitive approaches needed to be a successful strategic leader when unpredictability rules and networks are proliferating.
- The radical systems thinker **Donella Meadows** is highly influential in contemporary systems practice, at both the organizational and social levels. Her work helps to connect the questioning of assumptions, via Schein's analysis of culture, to leveraged systemic change within organizations.
- **Meg Wheatley's** work links complexity and systems change through the crucial idea of emergence, developed from her study of the natural world. Intentionally fostering emergence through three stages of human network development is an important part of the guidance offered to Innovation Teams.
- English researcher **Meredith Belbin** has carried out decades of work on the qualities of high-performing teams. Team members find that understanding their own and others' habitual team-role preferences makes them better able to contribute to different stages of adaptive work, manage disagreements, and positively impact team dynamics.

## 2018 Application Instructions and Requirements

Please submit a completed application with all materials by email to [hdunford@metcalffoundation.com](mailto:hdunford@metcalffoundation.com) by **2pm on May 28, 2018**. The materials for submission include:

- A completed written application with responses to all of the written prompts indicated in parts A through F below
- Your photograph and brief bio (to be used for the Staging Change Associate Facilitator Training Initiative Announcement)
- Short video as described in part C below
- For organizational leaders, signed authorization to participate as described in part F below

**Note:** This section is available in a Word version at <http://www.metcalffoundation.com/performing-arts>

### PART A: Applicant Information

First and Last Name:

Title (if any):

Organization or Firm (if any):

Email:

Telephone:

Website:

Mailing Address:

Please address all of the following questions in your application, using no smaller than 11-point type and please number your pages.

### PART B: Why are you applying for this training opportunity? How are you entering into this work?

1. In whatever format is most suitable to represent your experience (resume, C.V., cover letter, etc.) help us get to know about your most recent work.
2. In 1 – 2 short paragraphs, tell us about your consultation/leadership approach and how you prefer to work.
3. We'd like to know what sorts of change interventions you are noticing in the arts and culture field (or another field that is your predominant one). In a few sentences, tell us what you are curious about and/or have found effective/ineffective.
4. In a few sentences, tell us what you hope to gain from this opportunity.

### PART C: About Your Practice

1. In a short video of up to 3 minutes in length, please bring your practice alive by responding to the following prompt: *What's a deeply held belief or value you uphold in your practice as a facilitator and/or practitioner? Share a story of how that value showed up in the room.*

2. What do you do to keep learning and to develop your practice? Please describe in a few sentences.
3. What's on your reading list? Please list two articles or books, briefly describe them, and tell us why they resonate for you.

#### PART D: Important Dates

1. Please indicate that you are available for all of the following programmatic dates in 2018:

|                                   |                         |
|-----------------------------------|-------------------------|
| Associates orientation session    | September 5, afternoon  |
| Workshop #1                       | September 6, 9am – 1pm  |
| Workshop #2                       | September 27, 9am – 1pm |
| First Associate training session  | September 27, 2 – 5pm   |
| Workshop #3                       | October 25, 9am – 1pm   |
| Workshop #4                       | November 8, 9am – 1pm   |
| Second Associate training session | November 8, 2 -5pm      |
| Workshop #5                       | November 29, 9am – 1pm  |
| Workshop #6                       | December 11, 9am – 1pm  |
| Third Associate training session  | December 11, afternoon  |

#### PART E: Other Comments

1. Anything else you'd like us to know?

#### PART F: Permission to Participate (for managers and practitioners working inside an organization)

Please have your Executive Director, Chair of the Board of Directors, or other senior executive responsible for overseeing your work authorize your participation by reading the [Staging Change Associate Facilitator Training Initiative Outline](#), and signing and dating your application.

I fully support the applicant's petition to participate in the *Staging Change Associate Facilitator Training Initiative*. I have read the *Staging Change Associate Facilitator Training Initiative Outline*, I understand that he/she will be attending workshops, training, and coaching sessions from September 2018 through at least June 2019.

**Name of Supervisor:**

**Title:**

**Email:**

**Signature:**

**Date:**

## Application Deadlines and Support

We highly recommend that interested candidates attend the program information session from 1-4pm on April 23, 2018 at the Alliance Française, 24 Spadina Road, Toronto. The session will be led by Metcalf and EmcArts. Registration is required through Eventbrite at: <https://2018-staging-change-info-session.eventbrite.ca>. The last hour of the session will be devoted to the Associate Facilitator Initiative.

In the meantime, please direct any questions regarding the Associate Facilitator program to Melissa Dibble at EmcArts ([mdibble@emcart.org](mailto:mdibble@emcart.org)) or Michael Trent at Metcalf ([mtrent@metcalffoundation.com](mailto:mtrent@metcalffoundation.com)) regarding the *Staging Change* program.

Applications are to be submitted in **electronic form only**.

Please email **one pdf file** of all parts to [hdunford@metcalffoundation.com](mailto:hdunford@metcalffoundation.com).

Application deadline: **2pm on May 28, 2018**

After submitting your application, you will receive an email confirmation of its receipt. If you don't receive confirmation within three business hours of making your submission, please contact Foundation staff.

## Selection Process

Applications will be reviewed by EmcArts and Metcalf. Although no specific experience in guiding adaptive work is required, ***an openness to learning new approaches*** to complexity, systems thinking, group dynamics, and organizational innovation is essential. Participants will need to be prepared to share their knowledge and expertise with the other Associates, to support each other in developing skills, and to be committed to action-learning throughout the program. EmcArts and Metcalf value facilitators who:

- Communicate with clarity and confidence
- Are highly effective in managing room dynamics by allowing appropriate time for activities and ensuring all voices are heard
- Listen actively to synthesize and helpfully re-frame others' contributions
- Foster supportive environments that encourage inquiry and exploration
- Provoke others to question old assumptions and develop new insights

This application process is designed to better understand which candidates will likely accrue the most benefit to their practice and therefore also for the field. The summation of your application materials should give us an understanding of your current practice, your enthusiasm for adaptive change, and your appetite to build the above five skillsets. To further probe suitability, some candidates may be asked to participate in a video-conference call during the month of June 2018. All applicants will be notified of their application status by June 27, 2018.