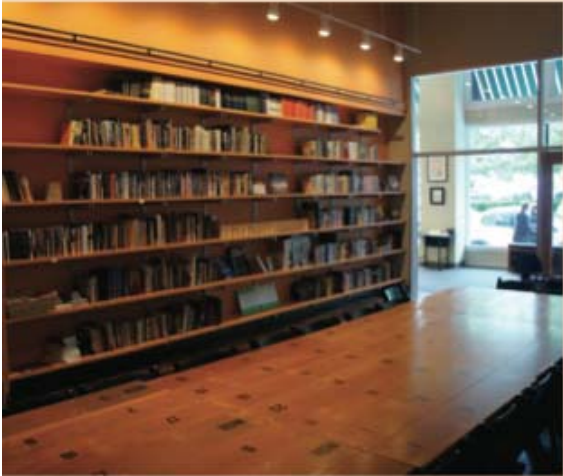


Cuyahoga Arts & Culture

Bright Spots Presentation and Discussion



Agenda for Today

- Introduction by Cuyahoga Arts & Culture
- Presentation of Bright Spots Research
- Questions and Discussion

Cuyahoga Arts & Culture Introduction

- Why this framework? And why now?
- What's the takeaway?
- What this webinar ISN'T



Bright Spots Project Questions

- Which cultural organizations are achieving exceptional results without exceptional resources?
- Do these organizations share characteristics or strategies that could be replicated by others?

Methodology

- Interviews with 43 cultural leaders in the Pacific Northwest
- Review of previous Bright Spots research (including 60 interviews)
- Review of resources on leadership and change
- 4 focus groups with cultural leaders and funders in the Pacific Northwest

“Bright spots” definition

- Observable exceptions to the norm
- Peer-selected
- Same resources as others
- Locally relevant practices

Five Bright Spot Principles

Animating purpose

Deeply engaged with community

Evaluation and analysis

Plasticity

Transparent leadership

Animating Purpose

- “Why should we exist now?”
- Clear, distinctive purpose and vision
- Review regularly
- Clear about desired impact and on whom
- High quality work that connects artists and audiences
- “Stop doing” list

Deeply Engaged with Community

- Exercise civic leadership
- See themselves as part of larger systems
- Invested in community goals
- Partner within and outside the arts
- View other arts organizations as partners, not competitors

Evaluation and Analysis

- Tell the truth to themselves
- Seek and use multiple perspectives
- Realistic and fiscally conservative
- Willing to make hard choices
- See opportunities, not obstacles
- Active agents in creating their future

Plasticity

- Very little is too sacred to change
- Continual adjustment in response to changing circumstances
- Growth doesn't equal success
- Are comfortable with uncertainty

Transparent Leadership

- Not ego-driven
- Empower others
- Build trust internally and externally
- Define clear roles
- Transparent decision-making
- Willing to make unpopular decisions
- Share leadership among staff and board

Am I a Bright Spot?

- Brightness is a practice, not a destination.
- Brightness is a spectrum.
- Brightness is uneven within an organization.
- The potential number of bright organizations is unlimited.

Feedback from the Field

- Non-judgmental self-analysis
- Applicable across kinds of organizations
- Explains positive results
- Sparks conversation among staff and board

Questions for Discussion

- Questions about the study or about elements of the framework?
- Does this framework resonate for your organization?
- How might you use it? With staff? With board? With partners?

We'd love to hear from you

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Cuyahoga Arts & Culture

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