

# LEADERSHIP IN CHALLENGING TIMES

Hilary Apfelstadt

#### KEEP THIS IN MIND:

Blessed are the flexible for they shall not be bent out of shape.

- If a choir is only about singing and performing there will be no choir for awhile. If choir is about teaching and learning, growing, connecting, community, cultural exploration and transmission, and innovating we will find a way to have choir."
  - ► (Kellie Walsh, Choral Canada President)

#### CONNECTING IN COMMUNITY

- Dr. Nola Krause of the Moravian Music Foundation:
  - Create community through working together in food banks and other volunteer opportunities
  - Add your own ideas For example, if you want to stay in the musical realm, how about porch concerts? With safe physical distancing, you could do this with a small group.

### PROCESS VS. PRODUCT

>How vs. What

>Action vs. Outcomes

#### CURRENT LEADERSHIP CHALLENGES

Finding and using new leadership skills

Leading in a new landscape

#### SELECTED RESOURCES TO DATE:

- Webinars (ACDA, NATS, Chorus America, etc.)
  - May 5 "Just the facts!"
  - May 26 "What CAN we do?"

#### Sample Resources:

- Choirs Unite (Facebook) information sharing
- Music Service Learning (f-flat Books and Marci Major) pedagogy
- Professional Choral Collective (Derrick Fox, U of Nebraska-Omaha; MS/HS)
- My Choral Coach (ACDA and GIA project) on-line rehearsal aid
- Western Region ACDA Task Force on Innovation includes webinars
- ► ACDA National Covid-19 document released June 15, 2020 scenarios and multiple resources listed

#### NOT JUST COVID-19: TRIPLE THREAT

**Pandemic** 

> Economic Fallout

➤ Murder of George Floyd

#### NATIONAL OUTCRY BECAME INTERNATIONAL

George Floyd's murder became the catalyst against racial injustice and social inequity, and

► Highlighted white privilege

#### SOME PROFESSIONAL RESPONSES

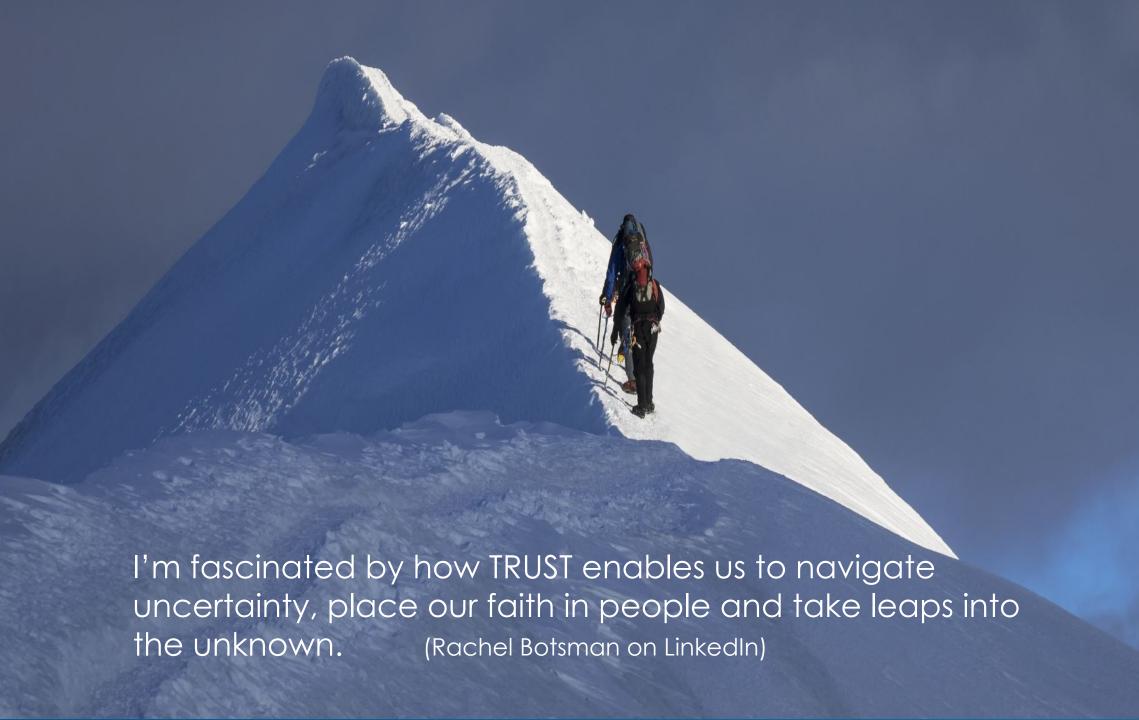
- MSVMA (Michigan Schools Vocal Music Association)
  purged their repertoire lists of music that demeans
  African Americans (e.g. Minstrel songs)
- Institute for Composer Diversity (SUNY-Fredonia) challenged us to program 50% female and 50% minority composers ("aspirational")
- Social media highlighted other resources such as Marques Garrett's document on "Non-Idiomatic Music of Black Composers"

#### QUALITIES OF STRONG LEADERSHIP

- Conviction
- ▶ Vision
- > Communication
- > Delegation
- > Flexibility
- > Appreciation

#### DEVELOPING LEADERSHIP SKILLS

- Understand the importance of leadership.
- Know your weaknesses and strengths.
- Implement coaching.
- > Be transparent.
- Earn respect, not love or fear.
- Reward people.
- > Network.



## FEMALE WORLD LEADERSHIP IN THE PANDEMIC SHOWS:

- ▶ Clarity
- Competence
- > Compassion
- ▶ Consistency

> These leaders have engendered TRUST.

#### LEADERSHIP IN TURBULENT TIMES

- DORIS KEARNS GOODWIN writes about four U.S. Presidents, offering ten lessons about leadership she draws from the lives of Lincoln, Johnson, Teddy Roosevelt and FDR.
- ▶ In her summary, she adds these two: HUMILITY and EMPATHY.
- As Dr. Amy Acton said often, "we are all in this together." Our singers are just as distressed as we are. Keep their needs in mind, too, and show empathy. That characteristic is much needed today.

#### THOUGHT FOR THE TIMES:

Do not follow where the path may lead. Go instead where there is no path and leave a trail.

(Ralph Waldo Emerson)