

MANAGEMENT AND THE ARTS

Chapter 6

Organization and the Arts

Chapter Overview

In order to effectively carry out the mission and goals of an arts organization the alignment of the people, plans, budgets, and processes needs to carefully considered by the arts manager. Organizational structure should be stable, but not rigid. Formal and informal systems of organization can develop inside and organization and the cumulative impact of people and projects interacting helps produce an overall social system called an organizational culture. This chapter focuses on:

- Organizing and Organizational Design in the Arts
- Organizational Charts and the Story the Tell
- Structure and Strategy
- Building Positive Organizational Cultures

Organizing and Organizational Design in the Arts

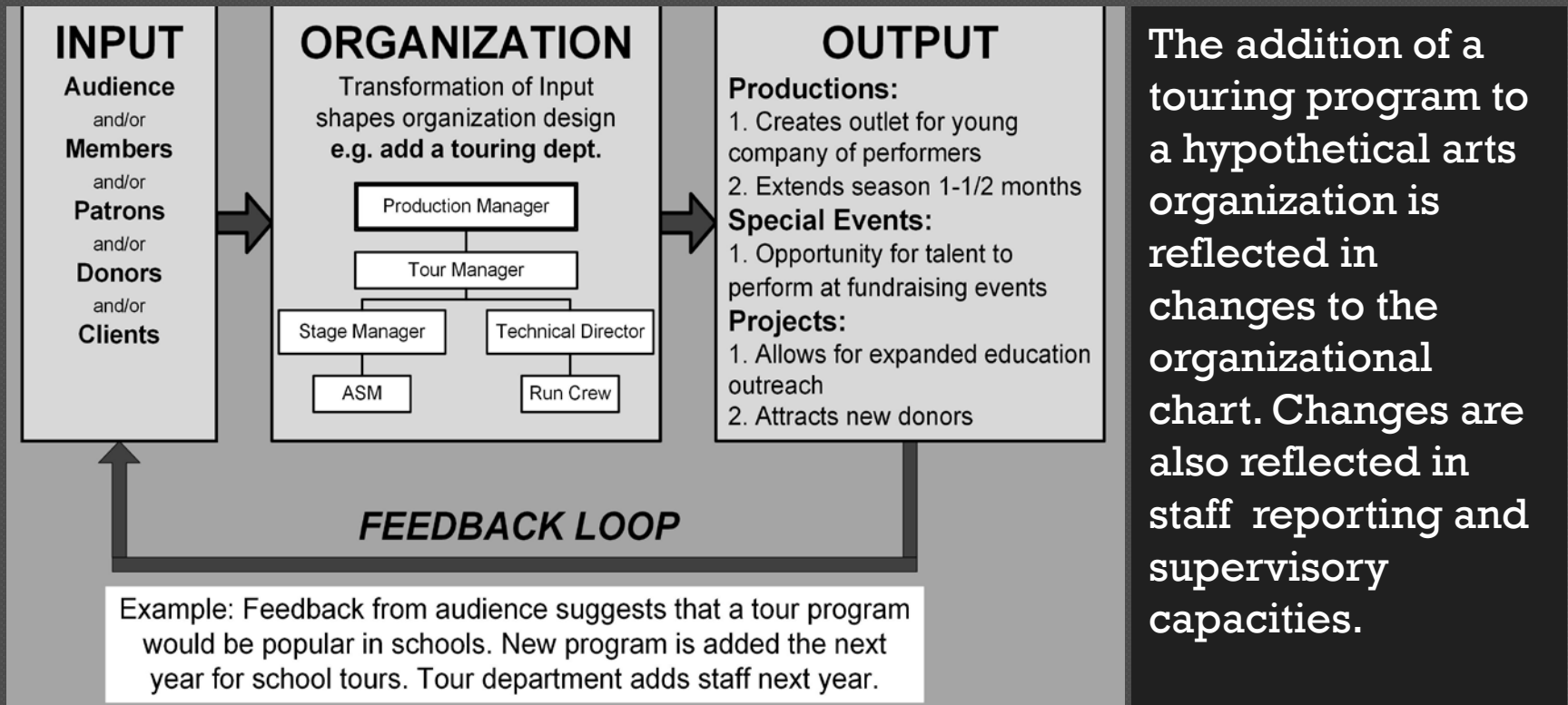
Benefits of Organizing

1. Helping to make clear who is supposed to do what
2. Establishing who is in charge of whom
3. Defining the appropriate channels of communication
4. Helping to clarify where resources need to be applied to meet objectives

The process of presenting performances for the public or opening an exhibit at a specific date, time, and place requires detailed coordination across multiple work areas in an arts organization. Each art form over time has developed processes that best align with the kind of work being done in preparing the work that will be shared with the public.

Organizing and Organizational Design in the Arts

Arts organizations are open systems and the organization design reflects external and internal influences



Organizational Charts

Organizational Structure – *A system of tasks, reporting relationships, and communication linkages.* An effective organizational chart will help you grasp the formal structure of an organization.

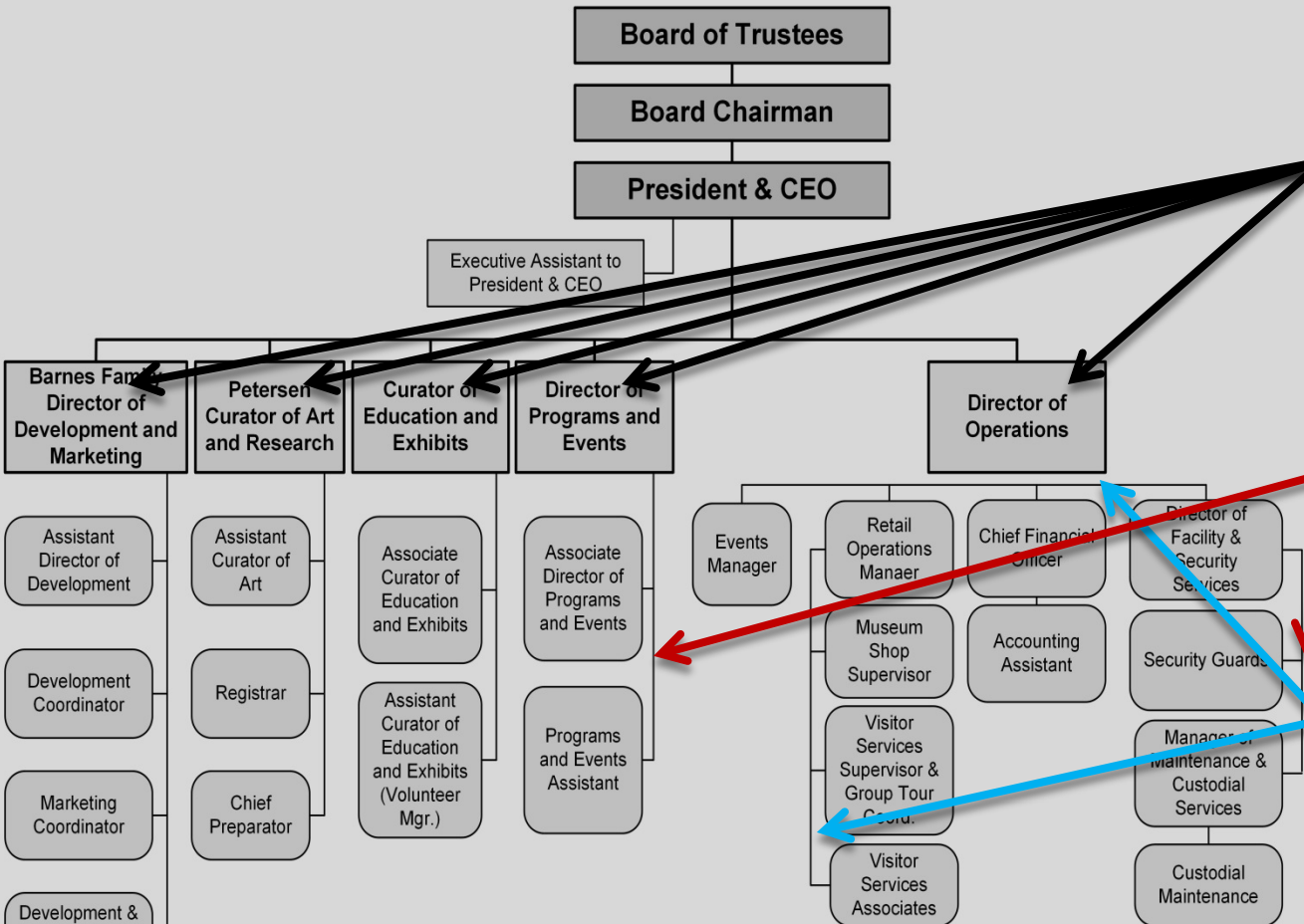
The key elements of an organization chart should communicate include:

- A. Division of work
- B. Supervisory relationship
- C. Lines of communication
- D. Subunits, departments, or Work Groups
- E. Levels of management

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National Museum of Wildlife Art of the United States



Elements of an Organizational Chart

A. Division of Work (e.g. development and marketing, curating, operations)

B. Supervisory relationship (vertical lines)

C. Lines of communication (horizontal & vertical)

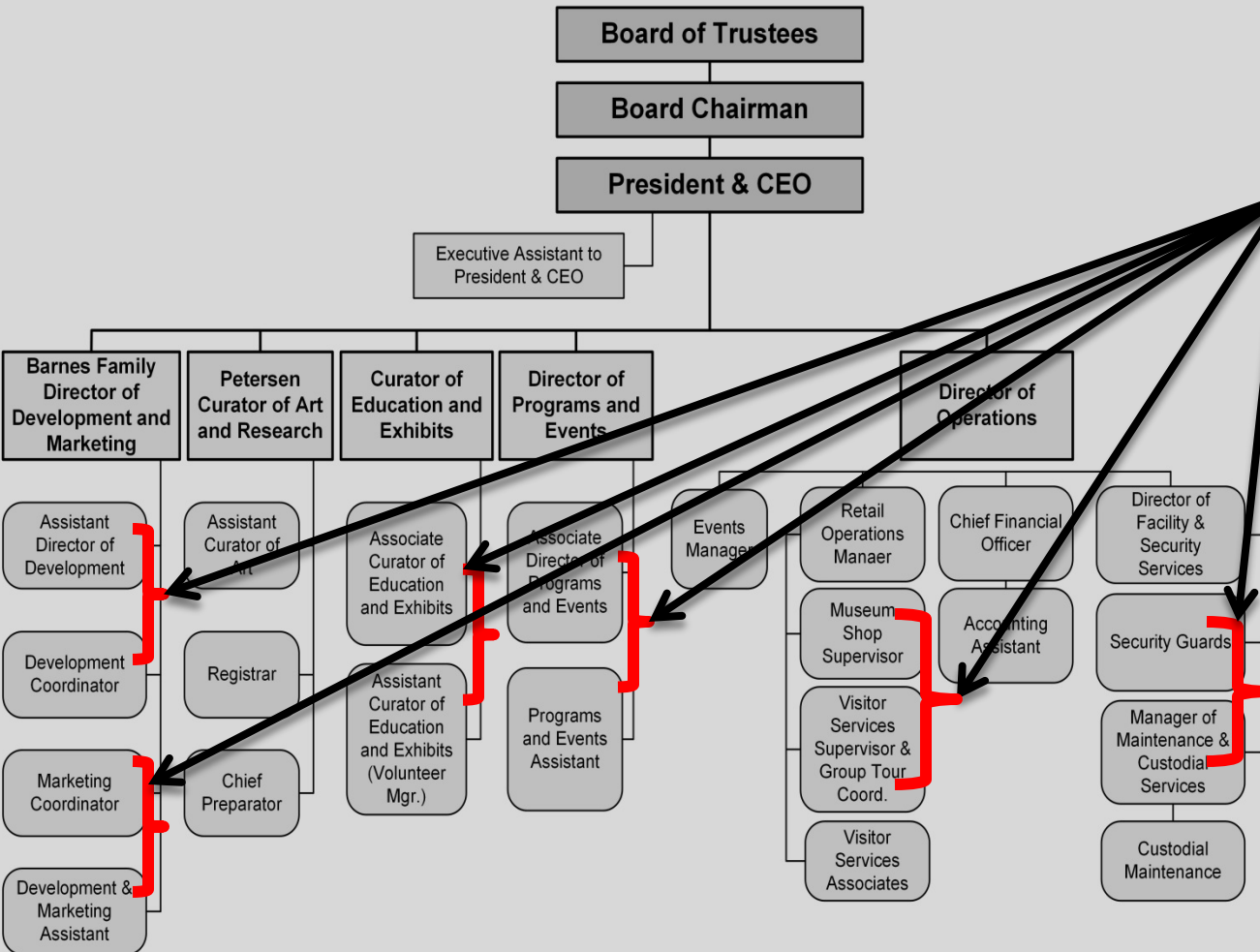
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Elements of an Organizational Chart

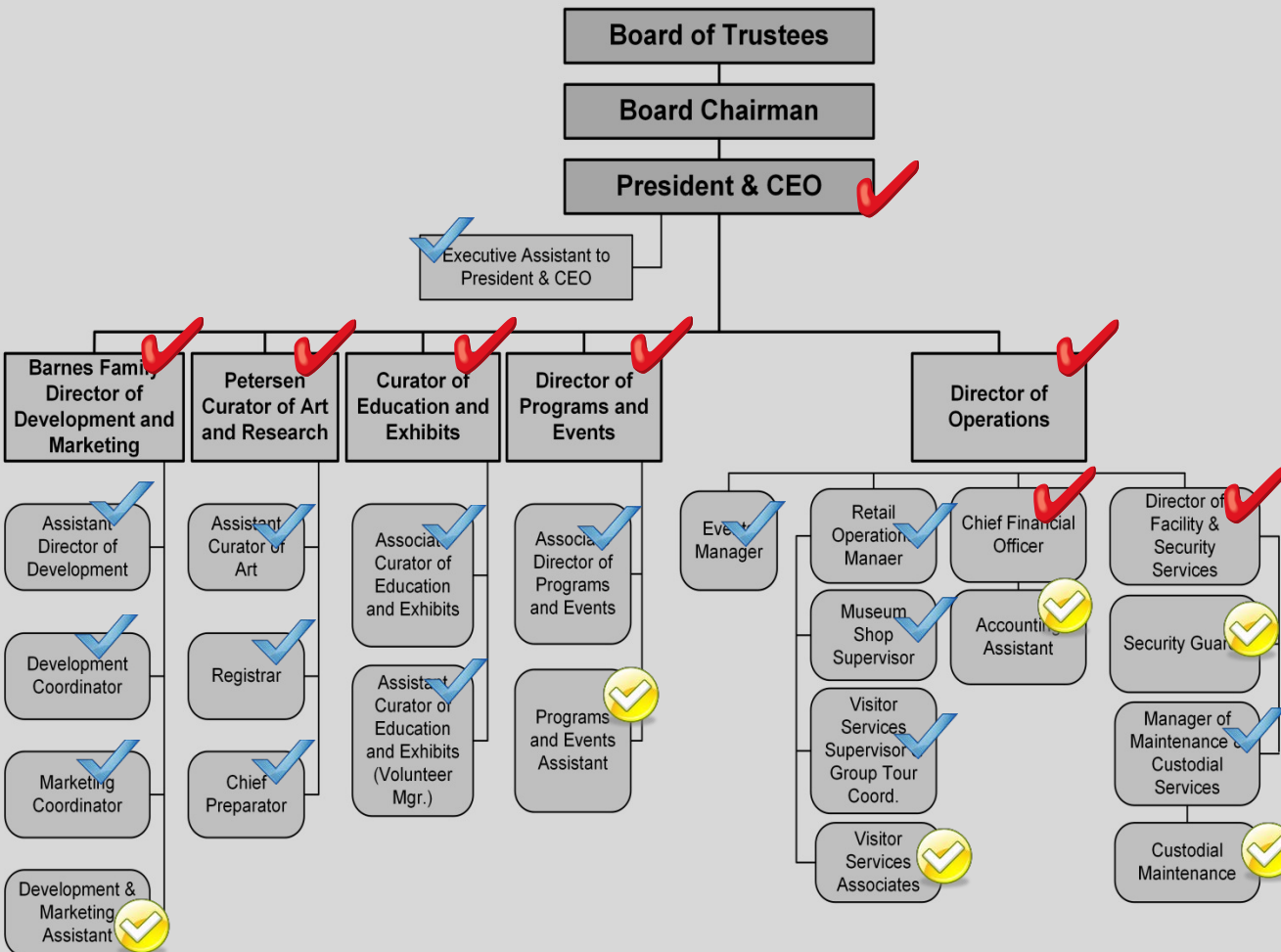
D. Subunits, Departments, or Work Groups (e.g. Subunits such as the museum shop, visitor services & security guards and custodial services, etc.)



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Elements of an Organizational Chart

E. Levels of Management *

This example is of a relatively “flat” organizational structure

Red = Upper level of management positions, e.g. “directors”

Blue = Middle management positions – [Note: Exec Assistant could be a staff support position]

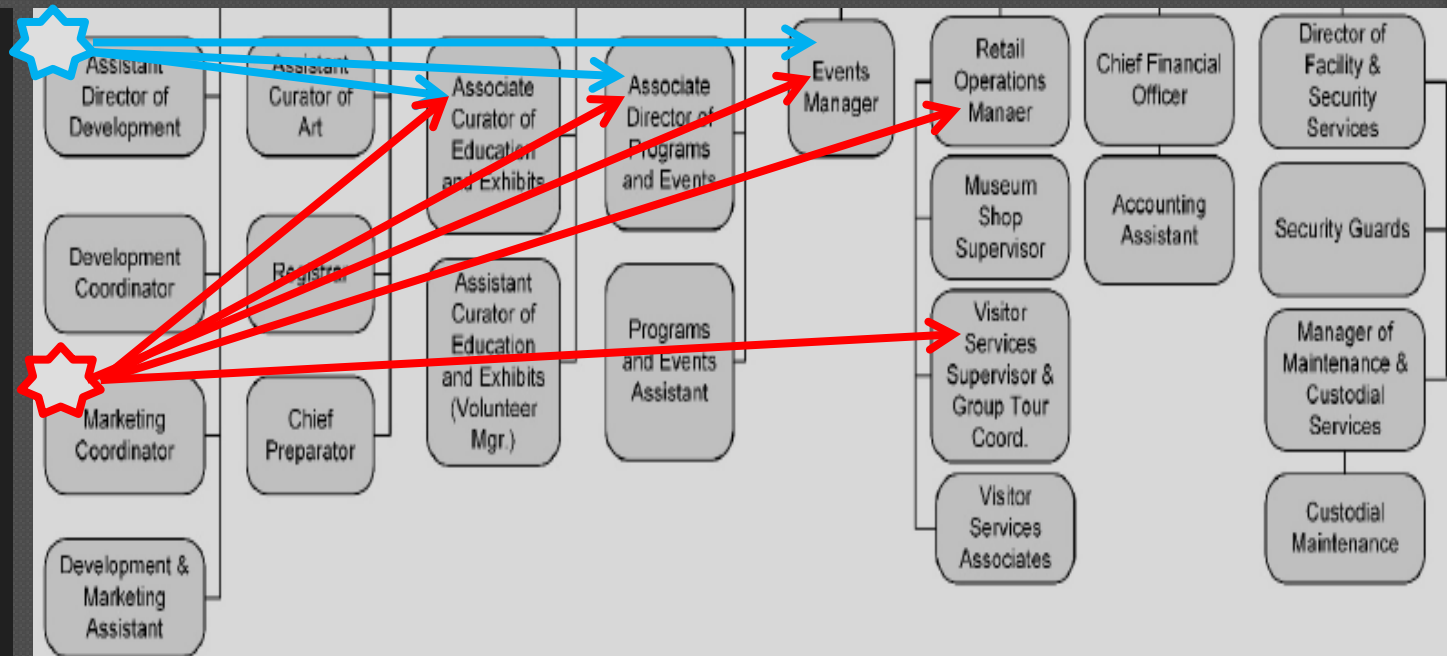
Yellow = Lower level management and/or support staff positions

* Board positions are not factored into the organization structure since they are the oversight body and not involved in day-to-day operations.

Informal Organizational Structures

These exist in all organizations and often are the truer picture of how people work together. For example, in the National Museum of Wildlife Art the marketing and development staff often work directly with other departments and do not go through the chain of command (i.e. Director of Development and Marketing).

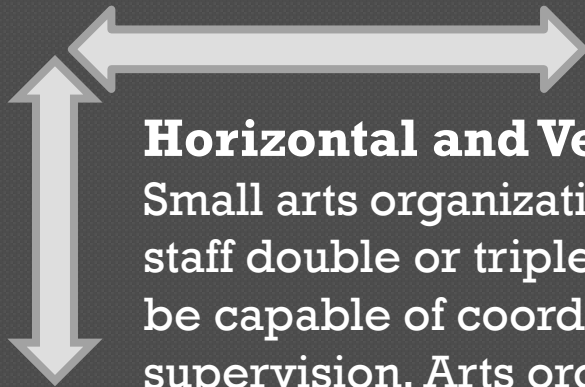
It's entirely possible that the Assist. Dir. of Development and the Marketing Coordinator will establish their own communication and working network with the organization in order to do their jobs.



Other Key Concepts in Organizational Design

Structure & Strategy

If you have are an arts organization with a growth strategy, then it makes sense you would be adding more staff in marketing, website support, support for increased social media interaction, and sales staff . With more people comes the need for more supervision, monitoring, reporting and overall communication. With a marketing and sales growth strategy comes enhanced technology to support research, sales tracking and enhanced customer relation management (CRM) systems.



Horizontal and Vertical Coordination of Staff Work

Small arts organization, often under-staffed and typically assigning staff double or triple jobs responsibilities, need to train employees to be capable of coordinating workflow themselves with little or no supervision. Arts organization often function with a matrix structure.

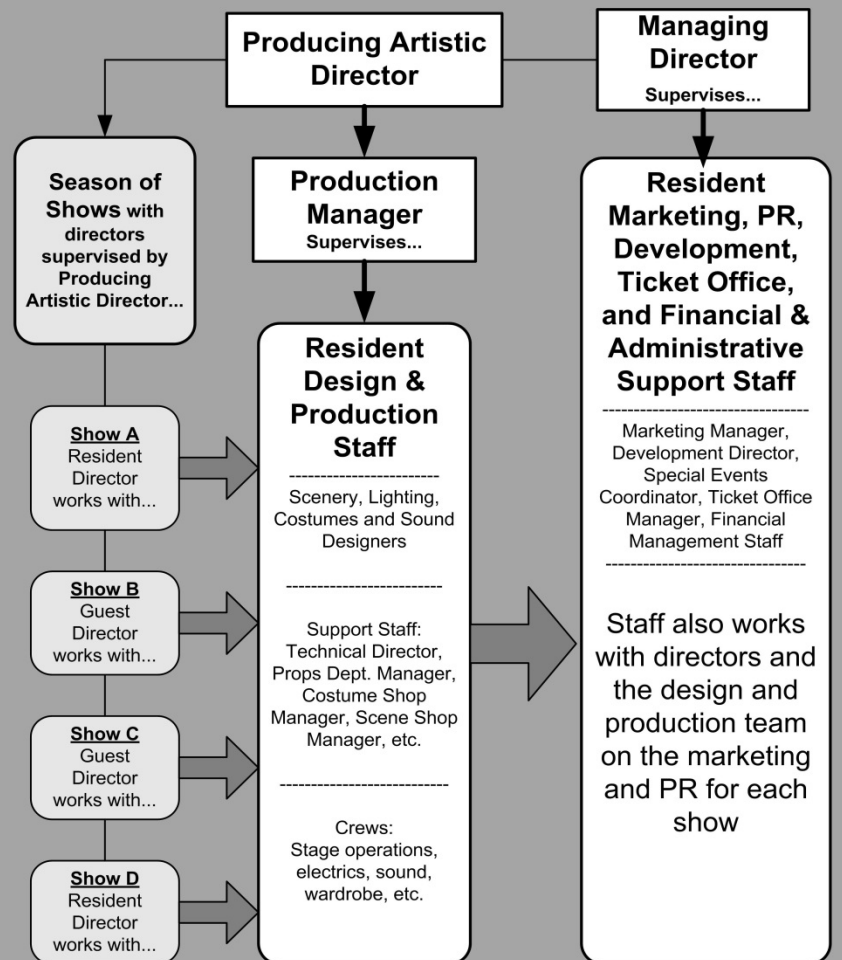
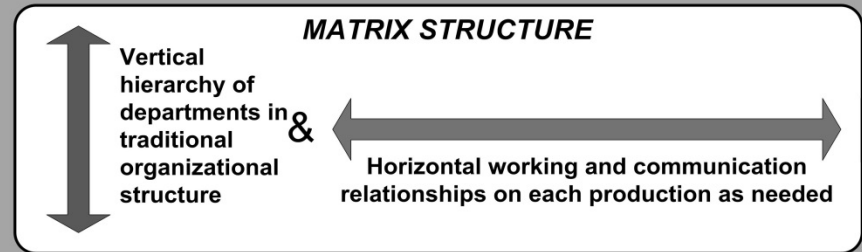
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Matrix Organizational Design

Arts organizations often are project or event driven when it comes to programming. A matrix organizational design intentionally applies high degrees of horizontal and vertical coordination to facilitate work that regularly occurs on multiple projects cutting across departments or functional areas.

Positions employing managers titled “Operations Director ” or “Production Manager/Director” are in effect project managers who coordinate the work of multiple managers.

Simplified Matrix Organizational Chart



Other Key Concepts in Organizational Design

Span of Control

8 to 10 direct-reports per manager is often a reasonable limit for one person to effectively juggle. Variables that alter this ratio include the similarity of the work being done, complexity of tasks, physical distance, and the amount of coordination required with other managers.

Delegation

The assumption underlying delegation is that you are capable of assigning work to others and you can give them the latitude to complete tasks without micromanaging them. Delegation takes time and patience.

Centralization vs Decentralization

Depending on the type of organization and the work being done, control and authority may be concentrated or widely dispersed. In an arts organization decision making by functional area is common (marketing, production). However, decisions such as the season of shows or exhibits are typically highly centralized.

Corporate Culture and the Arts

The social systems that develop in organizations based on shared values, beliefs, myths, rituals, and language as expressed through the behavior of the leadership and employees.

Culture through artifacts: What you see, hear and feel as you interact with the organization. Can include the way people dress, office layout, opened doors, common areas, and natural vs artificial light

Culture through espoused values: Mission and vision operationalized, values expressed through programming, activities connecting to community and stakeholders, and published statements and declarations on the website

Culture through shared tacit assumptions: Shared and often unspoken assumptions about the way people work in the organization. Can include work hard - play hard ethos, working until the job is done, or other elements such as assumptions about the value of the arts - art for arts sake.