STUDYDADDY

Get Homework Help From Expert Tutor

Get Help

Routledge
Taylor & Francis Group

An Examination of the Perceptions of Stakeholders on Authentic Leadership in Strategic Planning in Nonprofit Arts Organizations

Anthony S. Rhine

Florida State University, Tallahassee, Florida

Nonprofit arts organizations are experiencing declines not unlike those experienced by other nonprofits twenty years ago. At that time, key leadership in strategic planning reversed trends of decline. This research explores stakeholder perceptions of authentic leadership in strategic planning in nonprofit arts organizations in metropolitan Detroit. Eight arts organizations were represented in the study. Findings suggest that there is an insufficient application of authentic leadership traits, such as trust and empathy, in the strategic planning process of the sample organizations. Further, findings suggest that an imbalance between arts-based mission and commerce-based business in the strategic planning process hinders effective planning, leading to ineffective outcomes.

Keywords *arts management, authentic leadership, strategic planning*

INTRODUCTION

The professional leadership of nonprofit fine and performing arts organizations faces a long-term need to plan strategically to deal with changes in the national landscape of arts patronage, such as decreasing attendance and shrinking public and private financial support. The issue is of significance and requires a specific set of skills (Bryson 2004). Strategic planning is an invaluable tool that is used to coordinate resources, develop strategies and plans for successful growth and stability, assess environmental changes, and ensure that organizational stakeholders understand the current status of an organization as well as its projected direction (Bryson and Alston 2005). This study was undertaken to specifically examine stakeholder perceptions of interactions between authentic leadership traits and strategic planning in nonprofit arts organization.

In addition to a focus on strategic planning, authentic leadership traits play a role as the driver of the strategic planning process (Bryson 2004; 2010; Bryson and Alston 2005; Bryson, Crosby, and Bryson 2009). Authentic leadership traits have been shown to drive performance gains (Gardner and Schermerhorn 2004). Authentic leaders demonstrate qualities such as trust, hope, and emotional connection, particularly in the planning process with followers, in a way that influences follower attitude and behavior (Avolio et al. 2004). Non-arts nonprofits' authentic leadership traits, when applied to the strategic planning process, can affect organizational outcomes

Address correspondence to Anthony S. Rhine, School of Theatre, Florida State University, 540 W Call, FAB 239, Tallahassee, FL 32306. E-mail: arhine@fsu.edu

(McClamroch, Byrd, and Sowell 2001). Authentic leadership is a root construct for multiple leadership theories and refers to a leader's ability to have genuine, honest, and inherent emotional connection to, and logical backing behind, his or her words and deeds (Avolio, Walumbwa, and Weber 2009). Authentic leaders have a deep sense of who they are as individuals, both in relation to their work and non-work lives (Avolio and Gardner 2005). However, authenticity is determined largely by follower or stakeholder perception of that authenticity (Avolio et al. 2004).

NONPROFIT LEADERSHIP TRAITS

The trait paradigm of leadership research suggests that leadership outcomes can be predicted by the specific traits a leader possesses (Derue et al. 2011). The trait paradigm has been examined as part of a core of organizational strengths within arts organizations (Rhine 2006). More importantly, as a part of the strategic visioning process, which is entrepreneurial in nature, the trait paradigm has received recent attention (Ruvio, Rosenblatt, and Hertz-Lazarowitz 2010). In fact, the trait paradigm has received renewed attention across many sectors (Zaccaro 2007). This appears to be founded in a desire to integrate multiple perspectives on leadership theory, rather than for researchers to continue to develop new theories to replace older ones that have not had the advantage of being studied in conjunction with other perspectives (Derue et al. 2011).

In terms of this research topic, the gap in the literature that begins to be filled has been noted by Ruvio et al. (2010) by suggesting a need to find connections between different types of organizations, different types of leaders, and the various aspects of visioning. The Ruvio et al. (2010) study examined a very broad, generalized population of executives, and made sweeping observations about leadership style and strategy. This research topic uses the foundations laid in the Ruvio et al. (2010) study and others to find specific information regarding leadership in the arts and other nonprofits as it relates to strategic planning.

This research explores stakeholder perceptions of authentic leadership traits and stakeholder perceptions of strategic planning in nonprofit fine and performing arts organizations in the metropolitan area of Detroit, Michigan. This research helps to better define the leadership competencies that will be required to address the symptomatic issues surrounding declining support for nonprofit fine and performing arts organizations. Understanding stakeholder perceptions of authentic leadership and strategic planning allows for an assessment of the current profile of leadership in nonprofit fine and performing arts organizations.

Purpose of the Study

As noted, this study was undertaken to specifically examine stakeholder perceptions of interactions between authentic leadership traits and strategic planning in nonprofit arts organizations. The case sample was taken from the metropolitan Detroit area as part of a broader study to explore the possibility of improving nonprofit arts organizational outcomes of increased earned and unearned revenue streams as well as expanded arts education through the use of improved application of authentic leadership traits in the strategic planning process. This article discusses the results of a single case study focusing specifically on perceptions of stakeholders regarding authentic

leadership traits, strategic planning, and their interaction. This paper centers on two specific research questions:

RQ1: How do stakeholders experience authentic leadership in the strategic planning process at nonprofit arts organizations in the metropolitan area of Detroit, Michigan?

RQ2: How are authentic leadership traits, if any exist, and strategic planning linked according to stakeholder perception in nonprofit fine and performing arts organizations in the metropolitan area of Detroit, Michigan?

The purpose of this qualitative case study was to examine the perceptions of stakeholders towards both authentic leadership and strategic planning in nonprofit fine and performing arts organizations. Stakeholders were identified through personal contacts and from organizations identified from Guidestar.com. After being asked to participate, respondents were questioned about their involvement in organizational planning prior to being included in the study. Stakeholders such as board members, staff, executives, and volunteers who participate in strategic planning in their identified organizations were analyzed as a group to examine a single case of stakeholder impressions of authentic leadership in strategic planning. The interview guide was used to probe for responses regarding involvement in strategic planning to assure that participants who have been identified by colleagues, peers, or participating organizations, had a requisite working knowledge of the planning process at their identified organization. The guide included probes for stakeholder impressions of authentic leadership in strategic planning. By analyzing the differences in stakeholder perceptions with both strategic planning and authentic leadership as driving factors at several arts-based nonprofits, and describing these differences accurately, these findings begin to address the gap between studies of stakeholder perceptions of leadership (Madlock 2008) and strategic planning (Kim 2002).

The data were gathered in the form of stakeholder telephone interviews. The purposive sampling of stakeholders from eight nonprofit arts organizations in the metropolitan Detroit area occurred until multiple disconfirmations indicated saturation (Devers and Frankel 2000). Participating organizations included two each from the fields of dance, theater, orchestral music, and fine arts museums. Among the eight organizations, there were four with annual budgets under $250,000 and four with annual budgets ranging from $300,000 to several million dollars. Primary data were collected in the months prior to the city's bankruptcy, and were therefore not interpreted for variations due to economic changes that may have occurred at the time. All interviews were recorded via attached handset microphone and transcribed, and the data were studied to determine a general tone (Denzin and Lincoln 2008). The data were then organized into separate chunks of data that have similar themes and ideas (Creswell 2009). Data were entered into Altas.ti, a software package to aide in the process of analysis. This process included interpretation of themes as well as a scan to recognize frequently repeated words or phrases. Demographic information was compared to individual responses to determine if there were variances between different demographics and themes or specific perceptions. The analysis concluded with questions for future studies, which can examine the direct effects of improved leadership and strategic planning on attendance, education, and funding in arts-based nonprofits.

RESULTS

RQ1: Experiencing Authentic Leadership in Strategic Planning

The first research question was, "How do stakeholders experience authentic leadership in the strategic planning process at nonprofit arts organizations in the metropolitan area of Detroit, Michigan?"

The collected information included: (1) individuals' involvement in strategic planning within their organization; (2) details about those who participate in strategic planning in their representative organization; (3) the way in which leadership of the strategic planning process is described by the respondent; (4) the interactions that generally occur in the process and the respondents' feelings regarding sufficiency or need for improvement in that process; (5) the respondents' feelings about the way people are treated in the strategic planning process by those who lead the process, and why they perceive the treatment of followers by leaders as they do; and (6) a broad definition of leadership in the strategic planning process using five descriptive adjectives.

In the investigation into participation in the strategic planning process, there appear to be varying degrees of participation. Because all individuals had been screened to ensure their participation in the strategic planning process was active and consistent, it was unusual to find that some participants cited minimal involvement during the interview. The level of involvement, however, may be regarded as level of engagement in the process, as it was found that, particularly in organizations that indicated they have less formal strategic planning processes, engagement appears to be less.

When asked about specific involvement in strategic planning, it was expected that a high level of involvement could be expected from all respondents, though only 53.3% of respondents were considered to be highly involved, while 40% of respondents indicated involvement in strategic planning with their organization that was sporadic, and 6.7% reported that they had minimal interactive involvement in strategic planning with their organization (Table 1). One particular respondent from one of the two small dance companies indicated he felt he was not directly involved in the strategic planning process, though he did feel his opinions are included in the process (respondent #19). A second respondent from the same organization felt his participation was minimal as his opinions were only relevant to his staff position (respondent #18). Neither respondent indicated that a formalized strategic planning process exists, though the organization does have annual planning meetings. Accordingly, for purposes of analysis, these two respondents were considered to have relatively low involvement.

TABLE 1
Respondents' Level of Involvement in Strategic Planning

	Frequency	Percent	Cum. Percent
Not Involved/No Idea	2	6.7	6.7
Moderate Involvement	12	40.0	46.7
Much Involvement	16	53.3	100.0
Total	30	100.0	

Similarly, one respondent was a student working for the public agency that supports organization #8 and stated that his participation in strategic planning occurred through participating in specific projects and initiatives with groups, though he was uncertain how his individual participation fit into the strategic planning process as a whole (respondent #2). The managing director of organization #8 stated that his involvement in the process was limited to specific organizational objectives, rather than to the process as whole (respondent #3). Similarly, an individual working as a staff member with organization #8 responded that his involvement was likewise limited to specific organizational objectives, especially those relating directly to his position, though he felt he was not part of the macro process of strategic planning (respondent #4). As a result of these responses, these individuals were considered to have only moderate direct participation and impact on the strategic planning process.

Many respondents indicated only moderate direct participation in the strategic planning process, and there appears to be some correlation between level of involvement and level of superiority within the organization. That is, the higher the position for a respondent, the more likely they are directly involved in the entire strategic planning process. While, in some instances, respondents with titles that appear to be more superior indicated only moderate involvement, and there was some slight variation to these responses, this could have to do with discrepancies between job title and actual responsibility. Further, it was found that all the individuals from one of the small dance companies reported their involvement in strategic planning to be only moderate, while only 75% of the individuals from organization #8 reported that their involvement was moderate, with the remaining 25% indicating they are very much more involved in such planning.

When asked to discuss who participates in strategic planning at their representative arts organization, respondents gave responses that were categorized into three general answers: (1) unknown; 2) only staff, management, or leaders at the organization; and (3) management, staff, board, leadership at the arts organization, as well as others, such as volunteers and students. Results showed that 80% reported that only management staff, directors, leaders, and people with high positions in the organization participate in strategic planning. Further, 13.3% reported that management, staff, board, leadership, and others, including volunteers, the public, and students, participate in strategic planning in the organization. However, 6.7% of respondents reported that they are not certain about full participation in strategic planning at their arts organization, generally due to the fact that they had been a past participant, but do not currently participate (Table 2). It appears that mostly people in a higher position, such as management, staff, executive directors, and board leaders in organizations, participate fully in the strategic planning process, and there is minimal inclusion or involvement of volunteers, civic leaders, or service recipients who participate in strategic planning in the organization.

TABLE 2
Respondents' View of Who Participates in Strategic Planning

	Frequency	Percent	Cum. Percent
No Idea	2	6.7	6.7
Only Staff/Mgmt.	24	80.0	86.7
All Mgmt. & Public	4	13.3	100.0
Total	30	100.0	

TABLE 3
Respondents' View of Leadership in Strategic Planning

	Frequency	Percent	Cum. Percent
Effective	19	63.3	63.3
Moderate	5	16.7	80.0
Ineffective	6	20.0	100.0
Total	30	100.0	

Because organizational leadership is at the heart of this study and at the core of organizational strategic planning, it was expected that each respondent would report that both staff members and external stakeholders were involved in the strategic planning process for their organization. However, just 13.3% reported that strategic planning included volunteers, the public, and participants or external stakeholders other than staff (Table 2).

One of the organizations' artistic directors indicated that he, the board president, and four other board members participate in strategic planning (respondent #16). Strangely, the director of marketing and public relations for the same organization, who indicated having moderate involvement in the process, stated that those who are more actively involved in the strategic planning process are higher officials, such as the artistic director, vice president, executive director, and co-founders of the organization (respondent #18). The board president of the same organization indicated that direct participants in the strategic planning process were board members, who also serve in executive or higher managerial positions (respondent #17). It appears that participants noting moderate involvement are asked to provide data for specific organizational objectives in the process, but are not participating directly in the entire process.

Leadership of the strategic planning process, as described by respondents, was classified as effective, moderately effective, or ineffective based on their response to the interview questions. Respondents reported that the leadership in their strategic planning is effective 63.3% of the time, while 16.7% reported that it is moderate, and 20% reported leadership in strategic planning as ineffective (Table 3). The artistic director of one organization, who indicated leadership of the organization meant board leadership, reported that the leadership in his organization is strong (respondent #16). Specifically, he noted a balance between being an arts organization and functioning as a business. Conversely, an administrative manager from organization #6 noted that the strategic planning nucleus is much more interested in the artistic side than in business management (respondent #11). Similarly, an executive director from organization #1 reported that board leadership is strong from an artistic standpoint, while it lacked greatly from a business perspective (respondent #13). This respondent further reported the need for a shift in focus to a more balanced perspective in order to strengthen the organization.

Leadership of the strategic planning process, as described by people at various positions in the same organization, varied considerably. For instance, one respondent from organization #8 reported that leadership is strong and has great vision (respondent #2). Another respondent from the same organization reported that there were certain individuals with difficult personalities who took things personally, causing meetings to not have any momentum (respondent #4). It is interesting to note that nearly 20% of respondents holding varied positions such as low-level staff, development staff, board member executive, artistic board member, and vice president reported

TABLE 4
Respondents' Views Regarding Quality of Interactions in Strategic Planning

	Small Orch.	Dance 2	Med. Museum	Dance 1	Large Museum	Small Theatre	Large Orch.	Large Theatre	Total
Sufficient									
Count	0	3	0	1	1	1	1	1	8
%	.0%	75.0%	.0%	33.3%	25.0%	33.3%	33.3%	12.5%	26.7%
Needs Improvement									
Count	2	0	3	2	2	2	1	6	18
%	100.0%	.0%	100.0%	66.7%	50.0%	66.7%	33.3%	75.0%	60.0%
No Answer/No Idea									
Count	0	1	0	0	1	0	1	1	4
%	.0%	25.0%	.0%	.0%	25.0%	.0%	33.3%	12.5%	13.3%
Total									
Count	2	4	3	3	4	3	3	8	30
%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

that leadership in the strategic planning process is ineffective in their organization. The recurring theme from the individuals in this group is that there is a consistent struggle between artists and leadership, causing a gap between the artistic and business perspectives.

When examining whether the interactions are sufficient or in need of improvement, the result showed that 60% of respondents feel interactions are in need of improvement, while 26.7% reported interactions are sufficient, and 13.3% did not answer or reported they have no idea. Alternatively, higher officials reported interactions generally occurring in the strategic planning process are sufficient, and only a few reported interactions in need of improvement (Table 4).

Generally, the treatment of people by those who lead the strategic planning process differs from one organization to another. In this study, 36.7% of respondents felt that people in the process of strategic planning are poorly/badly treated by those who lead the process, while 33.3% felt that they were averagely/fairly treated, and 23.3% felt that they were treated in a positive manner. The majority of respondents who reported people are treated in a good manner belong to organization #4 (75%) and organization #3 (66.7%). Respondents reporting people are treated reasonably belong to organization #1 (100%), organization #5 (50%), and organization #8 (50%). Respondents who reported people are treated poorly belong to organization #2, organization #6 (66.7%), and organization #8 (50%) (Table 5).

In an effort to uncover what sort of positive attributes, or lack thereof, exist in the strategic planning process, respondents were asked to list five adjectives they would use to describe leadership of the process. Individuals defined those adjectives with positive words such as heard, motivated, hopeful, progressive, and forward thinking 33.3% of the time. Those adjectives were described with negative words such as frustration, intimidation, tiring, tense, different, and puzzled 36.7% of the time. Both positive and negative words were used by respondents 20% of the time (Table 6).

When asked how their organizations' strategic planning process made them feel, respondents who reported that their leaders displayed multiple authentic leadership traits such as passion, collaboration and inclusion, an ability to generate a sense of community and motivation, and an honest belief about the organization, tended to answer this question in very positive tones. Some

TABLE 5
Respondents' Views Regarding How They Feel People are Treated in Strategic Planning

	Small Orch.	Dance 2	Med. Museum	Dance 1	Large Museum	Small Theatre	Large Orch.	Large Theatre	Total
Good									
Count	0	3	2	0	1	0	1	0	7
%	.0%	75.0%	66.7%	.0%	25.0%	.0%	33.3%	.0%	23.3%
Fair									
Count	2	0	0	1	2	1	0	4	10
%	100.0%	.0%	.0%	33.3%	50.0%	33.3%	.0%	50.0%	33.3%
Poor									
Count	0	0	1	2	1	2	1	4	11
%	.0%	.0%	33.3%	66.7%	25.0%	66.7%	33.3%	50.0%	36.7%
No Answer/No Idea									
Count	0	1	0	0	0	0	1	0	2
%	.0%	25.0%	.0%	.0%	.0%	.0%	33.3%	.0%	6.7%
Total									
Count	2	4	3	3	4	3	3	8	30
%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

examples include: "Inspired. Thrilled. Passionate (respondent #16)." " Included. Valuable. Smart. Welcome. Part of the team (respondent #29)." However, those who did not perceive a number of authentic leadership traits as being present in their organization's leadership tended to answer this question in much more negative tones, such as: "Dissatisfied, unhappy, unenthusiastic, depressed,

TABLE 6
Respondents' Views Regarding Adjectives about Leadership in Strategic Planning

	Small Orch.	Dance 2	Med. Museum	Dance 1	Large Museum	Small Theatre	Large Orch.	Large Theatre	Total
Positive									
Count	0	4	2	1	1	1	0	1	10
%	.0%	100.0%	66.7%	33.3%	25.0%	33.3%	.0%	12.5%	33.3%
Negative									
Count	1	0	1	0	1	1	1	6	11
%	50.0%	.0%	33.3%	.0%	25.0%	33.3%	33.3%	75.0%	36.7%
Positive & Negative									
Count	1	0	0	2	2	0	1	0	6
%	50.0%	.0%	.0%	66.7%	50.0%	.0%	33.3%	.0%	20.0%
No Idea									
Count	0	0	0	0	0	1	1	1	3
%	.0%	.0%	.0%	.0%	.0%	33.3%	33.3%	12.5%	10.0%
Total									
Count	2	4	3	3	4	3	3	8	30
%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

TABLE 7
Respondents' Views Regarding Belief in Organizational Leadership

	Small Orch.	Dance 2	Med. Museum	Dance 1	Large Museum	Small Theatre	Large Orch.	Large Theatre	Total
Yes									
Count	2	4	3	2	4	3	1	5	24
%	.0%	75.0%	100.0%	66.7%	100.0%	100.0%	33.3%	62.5%	26.7%
No									
Count	0	0	0	1	0	0	1	2	4
%	.0%	.0%	.0%	33.3%	.0%	.0%	33.3%	25.0%	60.0%
Both									
Count	0	0	0	0	0	0	1	1	2
%	.0%	.0%	.0%	.0%	.0%	.0%	33.3%	12.5%	13.3%
Total									
Count	2	4	3	3	4	3	3	8	30
%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

challenged (respondent #31)." "Annoyed. Unpassionate. *[sic]* Stressful. Despicable (respondent #21)." Respondents discussed authentic leadership traits in the context of strategic planning. They were ultimately seen as traits that improve the quality of the strategic planning process, and provide links between authentic leadership and strategic planning.

RQ2: Linking Authentic Leadership and Strategic Planning

Several interview questions were designed to gauge the presence of hallmarks of authentic leadership, and then results to responses were sorted by theme. Responses to interview questions regarding this research question were found in multiple themes. Those themes include passion, collaboration and inclusion, a sense of community, motivation and shared vision, and art and business balance.

Hallmarks of Authentic Leadership

Values

When asked whether they believe in the values of their organization's leadership, 80% of respondents believe in the values of their organization's leadership, while 13.3% responded as not believing in those values (Table 7). Authentic leaders are perceived by followers as having values for the organization in line with their own personal values. Most respondents felt that, at least to some degree, they believed in the values of their leaders. While most responded to this question with a simple, "Yes, immensely (respondent #16)," or a less committal "I guess so (respondent #13)," some provided more detail on what those values were. A volunteer at organization #3 considered those values to center on a respect for the organization and the people involved in it, saying, "[The leader] knows how important the [organization] is and he wants to

TABLE 8
Respondents' Views Regarding Honest and Truthful Leadership

	Small Orch.	Dance 2	Med. Museum	Dance 1	Large Museum	Small Theatre	Large Orch.	Large Theatre	Total
Yes									
Count	2	4	3	3	4	3	2	5	26
%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	66.7%	62.5%	26.7%
No									
Count	0	0	0	0	0	0	1	3	4
%	.0%	.0%	.0%	.0%	.0%	.0%	33.3%	37.5%	60.0%
Total									
Count	2	4	3	3	4	3	3	8	30
%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

see it go forward, so I think, but he also treats people with respect and that's because we all are part of it like a great big team. So the values about the (organization) are all there (respondent #29)." A commitment to the artistic value and heritage of the organization was also seen as an important value. "Oh, absolutely. There is a deep and well regarded heritage of tradition for the masterworks as well as newer and emerging trends (respondent #23)."

Honesty About Belief in Organization

Of respondents, 86.7% believed that leadership is honest and truthful about their belief in their organization, while 13.3% do not believe this. All respondents from six of the participating organizations believed that leadership is honest and truthful about their belief in the organization. It was also observed that the average age of those who have such a belief is forty-nine years and those who do not is thirty-four years (Table 8).

All but six respondents felt leadership of their organization was honest about its beliefs in the organization. Some felt this honesty was necessary for success and showed that leadership has a realistic view of the organization. A director of marketing at one organization explained, "The leaders know the organization very well. They do not set forth goals and plans that they know is *[sic]* unattainable. Failure is the last thing they would want for the organization (respondent #18)." Good leaders' honesty was also seen as setting an example for followers. A volunteer at organization #3 responded, "[the leader] really wants everyone to be a part of a great place . . . whenever he is talking about what we should do . . . it's definitely honest, because he wants us all to be great, as part of the (organization) (respondent #29)." Honesty was not always seen as an instant recipe for success, though. Some felt that, although their leadership was honest, they were not experienced enough for that honesty to translate into a realistic view of their organization.

Satisfaction with Leadership

When asked about satisfaction regarding the traits of their organization's leadership, 46.7% indicated satisfaction, 36.7% were dissatisfied, and 16.7% reported being neutral. Two organizations had no respondent indicate satisfaction. The average age of respondents reporting that they

TABLE 9
Respondents' Views Regarding Satisfaction with Leadership Traits

	Small Orch.	Dance 2	Med. Museum	Dance 1	Large Museum	Small Theatre	Large Orch.	Large Theatre	Total
Highly Dissatisfied									
Count	0	0	0	0	0	1	2	0	3
%	.0%	.0%	.0%	.0%	.0%	33.3%	66.7%	.0%	23.3%
Dissatisfied									
Count	0	0	2	1	2	0	0	3	8
%	.0%	.0%	66.7%	33.3%	50.0%	.0%	.0%	37.5%	33.3%
Neutral									
Count	1	0	0	2	1	0	1	0	5
%	50.0%	.0%	.0%	66.7%	25.0%	.0%	33.3%	.0%	36.7%
Satisfied									
Count	1	1	1	0	1	0	0	4	8
%	50.0%	25.0%	33.3%	.0%	25.0%	.0%	.0%	50.0%	36.7%
Highly Satisfied									
Count	0	3	0	0	0	2	0	1	6
%	.0%	75.0%	.0%	.0%	.0%	66.7%	.0%	12.5%	6.7%
Total									
Count	2	4	3	3	4	3	3	8	30
%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

are satisfied or dissatisfied was forty-five years, while the average age of those who indicated neutrality was fifty-nine years (Table 9).

Satisfaction with Strategic Planning

Respondents were asked about their satisfaction with their organization's strategic planning process, and 36.7% of respondents indicated satisfaction, while 30% reported dissatisfaction, and 33.3% reported neutrality (Table 10).

Hopes for the Future

When asked if they perceive their organization's leadership to truly have high hopes for the future, 76.7% of respondents responded in the affirmative. Responses were categorized as positive or negative, though the subtleties in responses suggest that some negative responses were more likely mixed responses. Effectively, some negative respondents did feel there were high hopes to some degree, even if they used the word "no" in their response. The percentage of completely positive responses varied when the variable of age was considered. Those individuals who perceived their organization's leadership to truly have high hopes for the future were an average of forty-nine years. The average age of those who did not perceive leadership as truly having high hopes for the future was thirty-four years. Five of the participating organizations

TABLE 10
Respondents' Views Regarding Satisfaction with Strategic Planning

	Small Orch.	Dance 2	Med. Museum	Dance 1	Large Museum	Small Theatre	Large Orch.	Large Theatre	Total
Highly Dissatisfied									
Count	0	0	0	0	0	0	1	0	1
%	.0%	.0%	.0%	.0%	.0%	.0%	33.3%	.0%	3.3%
Dissatisfied									
Count	1	0	1	0	1	0	1	4	8
%	50.0%	.0%	33.3%	.0%	25.0%	.0%	33.3%	50.0%	26.7%
Neutral									
Count	0	0	1	3	2	2	0	2	10
%	.0%	.0%	33.3%	100.0%	50.0%	66.7%	.0%	25.0%	33.3%
Satisfied									
Count	1	1	1	0	1	1	1	2	11
%	50.0%	25.0%	33.3%	.0%	25.0%	33.3%	33.3%	25.0%	36.7%
Highly Satisfied									
Count	0	3	0	0	0	0	0	0	2
%	.0%	75.0%	.0%	.0%	.0%	.0%	.0%	.0%	10.0%
Total									
Count	2	4	3	3	4	3	3	8	30
%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

had 100% of respondents indicate that they believe their organization's leadership truly has high hopes for the future (Table 11).

Most respondents felt that, to some degree, the leaders of their organization had high hopes for the future. Some related these hopes to revenue, reporting, "the hopes are very high, indeed. I think it wise to shoot for the moon, and they appear to be doing just that . . . they bring in millions of dollars and know how to go about raising money (respondent #23)." Others' hopes centered

TABLE 11
Respondents' Views Regarding Leadership High Hopes for the Future

	Small Orch.	Dance 2	Med. Museum	Dance 1	Large Museum	Small Theatre	Large Orch.	Large Theatre	Total
Yes									
Count	2	4	2	3	4	3	1	4	23
%	100.0%	100.0%	66.7%	100.0%	100.0%	100.0%	33.3%	50%	76.7%
No									
Count	0	0	0	0	0	0	2	3	5
%	.0%	.0%	.0%	.0%	.0%	.0%	66.7%	37.5%	16.7%
No Idea									
Count	0	0	1	0	0	0	0	1	2
%	.0%	.0%	33.3%	.0%	.0%	.0%	.0%	12.5%	6.7%
Total									
Count	2	4	3	3	4	3	3	8	30
%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

TABLE 12
Respondents' Views Regarding Leadership's Emotional Connection to Respondent

	Small Orch.	Dance 2	Med. Museum	Dance 1	Large Museum	Small Theatre	Large Orch.	Large Theatre	Total
Yes									
Count	2	3	3	2	3	3	1	5	22
%	100.0%	75.0%	100.0%	66.7%	75.0%	100.0%	33.3%	62.5%	73.3%
No									
Count	0	1	0	1	1	0	2	3	8
%	.0%	25.0%	.0%	33.3%	25.0%	.0%	66.7%	37.5%	26.7%
Total									
Count	2	4	3	3	4	3	3	8	30
%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

on growth. One such respondent explained, "Oh yes. As an organization we are going strong and I foresee us continually growing stronger in the future (respondent #16)."

Changes in the balance of art and business were seen as inspiring hope for organization #6's leaders. "We actually just hired an artistic director that we hope to bring forth new ideas on how we can grow, not only as a . . . company, but also as a business (respondent #14)." For leaders in organization #1, hope was inspired when new creative directions were given to artistic staff, and "the (artists) have been surprised and engaged. Which brings an overwhelming sense of hope for the future (respondent #7)."

Similar to honesty, "high hopes for the future" are not necessarily seen as a positive point if leadership is not clear on the present reality of their organization. "The board, the leadership, really, has very high hopes. But sometimes they don't see the practicality of the things they want to do. They sometimes get a bit off track . . . [They have] very high hopes, just not always realistic (respondent 25)."

Emotional Connection

Respondents were asked three questions regarding organizational leadership's demonstration of emotional connection to them, to others, and to the organization. Fully 73.3% of respondents indicated they perceive their organization's leadership as demonstrating an emotional connection to them. The average age of these individuals was fifty-two years (Table 12). Similarly, 76.7% of respondents perceive their organization's leadership as demonstrating an emotional connection to others. Also, 83.3% of respondents perceive their organization's leadership as demonstrating an emotional connection to the organization (Table 13).

All but two respondents perceived the leadership of their organization as having an emotional connection of some kind, either to themselves, to others, and/or to the organization. Most commonly, leaders were seen as having an emotional connection to the organization and, to a slightly lesser degree, to the respondents and others connected to the organization. This was also seen as furthering leaders' abilities to inspire staff. "I think that our board chair is very strong. He will take on really thinking about the future, dreaming about it. Exploring, researching, challenging us to dream bigger and do more, and [have] higher aspirations (respondent #7)."

TABLE 13
Respondents' Views Regarding Leadership's Emotional Connection to the Organization

	Small Orch.	Dance 2	Med. Museum	Dance 1	Large Museum	Small Theatre	Large Orch.	Large Theatre	Total
Yes									
Count	2	4	2	2	4	3	3	5	25
%	100.0%	100.0%	66.7%	66.7%	100.0%	100.0%	100.0%	62.5%	83.3%
No									
Count	0	0	0	1	0	0	0	3	4
%	.0%	.0%	.0%	33.3%	.0%	.0%	.0%	37.5%	13.3%
Not Sure									
Count	0	0	1	0	0	0	0	0	1
%	.0%	.0%	33.3%	.0%	.0%	.0%	.0%	.0%	3.3%
Total									
Count	2	4	3	3	4	3	3	8	30
%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

When an emotional connection to the respondent was perceived, it was usually seen as important to the respondent personally, such as a director of marketing in organization #2 who responded, "yes, I personally know all of the members who are involved in leadership roles. I believe that they care for me and value me as a valuable asset to the organization (respondent #18)." Some respondents perceived this emotional connection as important to fostering a shared passion for the organization, though there were some cases when an emotional connection to the respondent was not seen as important. In these contexts, respondents were satisfied to have a professional rapport with leaders, and still reported that leaders possessed authentic leadership traits. "Not to me personally no, but I know they have the best interest of the company in mind. So in turn, I benefit since I am part of the company (respondent #19)."

Themes

Respondents answered prompts as well as voluntarily about the hallmarks of authentic leadership in strategic planning, and how they experienced those hallmarks. For this study, authentic leadership was broken down into some of its component parts; common traits respondents perceive their leadership to possess. Respondents were directly asked about some of these hallmarks of authentic leadership in interviews, such as honesty, shared values, hopes for the future, and emotional connection. Some hallmarks were mentioned spontaneously by respondents as positive traits of their leaders, and can be added to the operational definition of authentic leadership. These include passion, strength, sense of community, inclusion and collaboration, motivational ability, and an ability to balance artistic and business interests.

Passion

Passion was mentioned by a number of stakeholders in smaller organizations as a very important factor among their leadership. This passion inspired a sense of satisfaction in the job, even when more practical concerns needed work. The new executive director of organization #6 felt

this way, explaining, "I would definitely say seeing how passionate they are is a very satisfying feeling. I would say that coming in and seeing very little concrete organizational structure is very dissatisfying. But that's nothing that cannot be fixed in time (respondent #15)." This passion was seen as permeating the organization, inspiring stakeholders from the top down, and ultimately showing through in the end product. In this way, passion could also be seen as an important link to strategic planning. "We are all very artistic people and are very passionate about the arts in general . . . . I believe that the members of the organization can see how passionate the leaders are, and in a sense it makes them more passionate as well. I think this shows through what we do (respondent #14)."

Collaboration and Inclusion

The importance of collaboration is illuminated by the quote below, which discusses the ease of working within a good group dynamic versus the difficulty of accomplishing tasks within a group that does not collaborate well together. "Sometimes when you got a really good group of people together the communication flowed easily and there was not a power struggle. Other times there were certain individuals with difficult personalities who took things personally, and those meetings never had any momentum. Often [work was] stalled on personal situations. Difficult times (respondent #8)."

Collaboration and inclusion were commonly seen as the fair way to make decisions. A representative at organization #8 noted, "I think everything is fair. I think voices are heard (respondent #2)." The strategic planning in organization #1 was seen as collaborative, and was fostered by a shared interest in the importance of the work. The vice president explained, "it's been a really collaborative process . . . . Nobody is pointing fingers. We have to get this done. It's very important. We each bring different things into it (respondent #7)." Good leadership was often seen as guiding the collaborative process, but allowing input from others. The managing director of organization #8 said, "we all participated in [the strategic planning process]. The projects were led by the directors and the managers, but everyone at the organization had a say. Everyone had a part of the plan, and that's from set-up to execution to evaluation (respondent #3)."

Sense of Community

A sense of community was mentioned by some of the smaller organizations as an important aspect in how the organization thrives. A strong family-like bond was perceived by the director of marketing in organization #2. "I think the treatment is very positively perceived. Everyone is like a family there. We tend to each other. We grow and nurture each other's ideas. We always look out for each other and make sure that as individuals we are thriving and continually growing, while keeping the desired result and the bigger picture in mind (respondent #18)." One respondent involved with an organization for some time felt he had grown up with his coworkers, explaining, "It's like a family. Because I've grown up here and we've grown so much since I've been here. We're completely intertwined and supportive of each other's growth and success (respondent #7)."

Motivation and Shared Vision

A few respondents touched on the qualities of charisma, influence, and vision common to authentic leaders, which allows them to motivate and inspire their staff. As explained by the director of marketing in organization #2, "[the leaders] have this amazing way of motivating people around a particular vision, making them understand it and unite to make that vision become a reality (respondent #18)." This also refers back to the importance of the delicate balance between collaboration and guidance.

Art and Business Balance

The particular values needed to properly balance art and business in these organizations may be an important trait for authentic leadership in arts-based nonprofits. This balance is very context-specific, and within the respondent sample, some called for a greater focus on art, while some perceived a need for a greater business influence. Only one organization was perceived as perfectly balanced. The few who mentioned this also perceived a high level of authentic leadership traits in their organization. One such respondent, the director of marketing in organization #2, perceived that the management is, "very effective, all while maintaining a very strong artistic value which is extremely rare in a fine arts organization (respondent #18)." The same organization was seen as having "found the almost perfect balance between being an arts organization as well as a company (respondent #16)." Organizations that sought to correct an imbalance seemed to inspire and excite stakeholders. "The artistic direction of the organization hasn't been thought about in a long period of time. The direction that we are going, which is trying to come up with ways to be creative as possible in the space of (our art), is great and makes me feel excited. I feel like I'm a part of something I want to support and champion (respondent #7)."

DISCUSSION AND CONCLUSIONS

Research Question #1

Stakeholders in the study expressed mixed responses about level of participation in strategic planning in nonprofit arts organizations in metropolitan Detroit, with just over half of all respondents indicating that they were highly involved in the process. Active participation is one of the key ingredients to proper strategic planning, and it demonstrates leader trust in participants, a key part of authentic leadership (Bryson 2010; Bryson and Alston 2005; Bryson et al. 2009; Ketokivi and Castañer 2004; Rezvani 2011). Further, 26.7% indicated that their interactions in the strategic planning process were sufficient. Because authentic leaders demonstrate genuine care and concern for their followers, the implication is that this trait of authentic leadership may also be lacking (Walumbwa, Avolio, and Zhu 2008; Walumbwa et al. 2010; 2011). This result is particularly interesting, as it suggests that a majority of nonprofit arts organizations are in need of improvement in terms of authentic leadership experienced by their stakeholders in the strategic planning process.

Only 13.3% of respondents indicated that strategic planning included a full compliment of stakeholders beyond organizational staff and leadership. The failure of leadership to provide full inclusion is damaging to the strategic planning process, because required input to the process is lacking (Bryson and Alston 2005). Authentic leaders demonstrate trust of individuals, and a lack of inclusion does the opposite. It appears that the trait of trust is also lacking in the strategic planning process in nonprofit arts organizations in metropolitan Detroit. The fact that 40% of respondents felt only minimally involved in the process further supports the notion that a lack of trust and empathy exists.

An employee for organization #2 noted his participation in strategic planning and added that the board president and four other board-member participants round out the entire strategic planning team, suggesting that input into the process is extremely myopic, and lacking some of the hallmarks of authentic leadership, including trust of staff and service recipients (respondent #16). That company's board president supported the comment (respondent #17). The matter of lack of inclusion of lower staff and external stakeholders could engender lower-leadership trust in all arts organizations in the study (Table 2).

Based on the views of the respondents, it is evident that leadership is not sufficiently demonstrating care, concern, empathy, or trust of stakeholders who are not executive-level staff or board. From this data, it can be reasonably concluded that leaders who demonstrate genuine and honest care, concern, empathy, or trust of all stakeholders are more likely to engage in robust strategic planning that is fully informed, and therefore should be more successful. Fully informed strategic planning in nonprofits has been demonstrated to lead to better organizational outcomes (Crittenden et al. 2004).

The implication of the data is that the key authentic leadership trait of trust appears to be lacking in these arts organizations. The results for the research question demonstrate that stakeholders do not experience authentic leadership, specifically because there is a lack of trust in stakeholders in the strategic planning process. While this does not demonstrate that leaders lack trust in stakeholders, it implies there is a lack of transparent trust being afforded to stakeholders or there is a misperception of trust on the part of stakeholders. While the specific cause of this perception of lack of trust is not apparent, this lacking trait may be causing poor organizational outcomes (Walumbwa et al. 2011).

Research Question #2

Stakeholders generally indicated an understanding of the traits present in authentic leaders, and noted that, occasionally, some of those traits exist in their organization's leadership. However, there did not appear to be any leadership recognized as demonstrating all of the qualities of an authentic leader. In fact, there was considerable variation in reports of leadership in the strategic planning process. A respondent from organization #8 indicated there was great vision and strength in organizational leadership (respondent #2). A second respondent, also at organization #8, noted that there are challenges in the planning process when it is hijacked by particularly opinionated individuals, suggesting that leadership is not demonstrating appropriate respect for all participants (respondent #4). The implication is that leadership of the strategic planning process is inconsistent within individual organizations, consistency being a hallmark of authentic leadership (Gardner and Schermerhorn 2004).

When experiencing authentic leadership traits in strategic planning, respondents regularly noted that the process is flawed by a struggle between artists and leadership. This consistent struggle between artists and leadership appears to be causing a gap between the artistic and business perspectives. Leaders are most notably cited for focusing on art too much. The implication is that ineffectiveness may be related to an organizational leadership focused more on art (ego-driven) and less on business strategy (data-driven).

Interestingly, there seems to be a relationship between stakeholders who recognize authentic leadership traits in their organization's strategic planning and a positive attitude toward the process. When asked to consider the way their organizations' strategic planning processes made them feel, respondents who felt their leaders have many authentic leadership traits tended to answer in more positive tones. Examples include: "Inspired. Thrilled. Passionate (respondent #16)." " Included. Valuable. Smart. Welcome. Part of the team (respondent #29)." Respondents who did not perceive the presence of many authentic leadership traits generally answered with negative terms, like: "Dissatisfied, unhappy, unenthusiastic, depressed, challenged (respondent #31)." "Annoyed. Unpassionate. *[sic]* Stressful. Despicable (respondent #21)."

Respondents saw allowing for input and ensuring that the strategic planning process was led in a collaborative fashion as important. Encouraging collaboration demonstrates the authentic leadership trait of respect for individuals (Garger 2007). Good leadership was often seen as guiding the collaborative process, but allowing input from others. As one member of organization #8 pointed out, "We all participated in [the strategic planning process]. The projects were led by the directors and the managers, but everyone at the organization had a say. Everyone had a part of the plan, and that's from set up to execution to evaluation (respondent #3)." This authentic leadership trait may be an important link to improved strategic planning processes.

The appearance of tension between art and commerce appears to have some mediating factor on success, though it was beyond the scope of this study to address the specific issue. Further qualitative study could examine stakeholder perception of authentic leadership, strategic planning, and organizational outcomes, with an eye for a reemergence of this theme. A quantitative evaluation of empirical evidence could then be undertaken to determine if and how authentic leadership is a mediating factor in the art and commerce balance.

A clear connection appears to exist between authentic leadership traits and satisfaction with the organization. Leaders who demonstrate more inclusion, collaboration, and honest beliefs that the future holds great potential are more appreciated. These traits, honest hopes, inclusion or empowerment, and collaboration, if added to a leadership style and maintained, should contribute to solid strategic planning. Satisfaction has been directly correlated to these traits, (Bartram and Casimir 2007), and satisfaction with leadership strengthens the strategic planning process (Bryson 1988).

REFERENCES

Avolio, B. J., and W. L. Gardner. 2005. "Authentic Leadership Development: Getting to the Root of Positive Forms of Leadership." *The Leadership Quarterly 16* (3): 315–338.

Avolio, B. J., W. L. Gardner, F. O. Walumbwa, F. Luthans, and D. R. May. 2004. "Unlocking the Mask: A Look at the Process by which Authentic Leaders Impact Follower Attitudes and Behaviors." *The Leadership Quarterly 15* (6): 801–823.

Avolio, B. J., F. O. Walumbwa, and T. J. Weber. 2009. "Leadership: Current Theories, Research, and Future Directions." *Annual Review of Psychology 60* (1): 421–449.

Bartram, T., and G. Casimir. 2007. "The Relationship Between Leadership and Follower In-Role Performance and Satisfaction with the Leader." *Leadership & Organization Development Journal 28* (1): 4–4–19.

Bryson, J. M. 1988. "A Strategic Planning Process for Public and Non-Profit Organizations." *Long Range Planning 21* (1): 73–81.

Bryson, J. M. 2004. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement, 3rd ed.* San Francisco: Jossey-Bass.

Bryson, J. M. 2010. "The Future of Public and Nonprofit Strategic Planning in the United States." *Public Administration Review (Special)*: 255–267.

Bryson, J. M., and F. K. Alston. 2005. *Creating and Implementing your Strategic Plan: A Workbook for Public and Nonprofit Organizations, 2nd ed.* San Francisco: Jossey-Bass.

Bryson, J. M., B. C. Crosby, and J. K. Bryson. 2009. "Understanding Strategic Planning and the Formulation and Implementation of Strategic Plans as a Way of Knowing: The Contributions of Actor-Network Theory." *International Public Management Journal 12* (2): 172–207.

Creswell, J. W. 2009. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 3rd ed.* Thousand Oaks, CA: Sage.

Crittenden, W. F., V. L. Crittenden, M. M. Stone, and C. J. Robinson. 2004. "An Uneasy Alliance: Planning and Performance in Nonprofit Organizations." *International Journal of Organization Theory and Behavior.* Available at: http://www.pracademics.com/ijotb.html. Acceessed December 6, 2012.

Denzin, N. K., and Y. S. Lincoln, Y. S. (Eds.). 2008. *Strategies of Qualitative Inquiry,* 3rd ed. Thousand Oaks, CA: Sage.

Derue, D. S., J. D. Nahrgang, N. E. D. Wellman, and S. E. Humphrey. 2011. "Trait and Behavioral Theories of Leadership: An Integration and Meta-Analytic Test of their Relative Validity." *Personnel Psychology 64* (1): 7–52.

Devers, K. J., and R. M. Frankel. 2000. "Study Design in Qualitative Research—2: Sampling and Data Collection Strategies." *Education for Health 13* (2): 263–271.

Gardner, W. L., and J. R. J. Schermerhorn. 2004. "Performance Gains through Positive Organizational Behavior and Authentic Leadership." *Organizational Dynamics 33* (3): 270.

Garger, J. 2007. "Developing Authentic Leadership in Organizations: Some Insights and Observations." *Development and Learning in Organizations 22* (1): 14–16.

Ketokivi, M., and X. Castañer. 2004. "Strategic Planning as an Integrative Device." *Administrative Science Quarterly 49*: 337–365.

Kim, S. 2002. "Participative Management and Job Satisfaction: Lessons for Management Leadership." *Public Administration Review 62* (2): 231–241.

Madlock, P. E. 2008. "The Link Between Leadership Style, Communicator Competence, and Employee Satisfaction." *Journal of Business Communication 45* (1): 61–78.

McClamroch, J., J. J. Byrd, and S. L. Sowell. 2001. "Strategic Planning: Politics, Leadership, and Learning." *The Journal of Academic Librarianship 27* (5): 372–378.

Rezvani, M. 2011. "Strategic Planning: A Tool for Managing Organizations in Competitive Environments." *Australian Journal of Basic and Applied Sciences 5* (9): 1537–1546.

Rhine, A. S. 2006. "A Great Confusion in Theater Management." *The Journal of Arts Management, Law and Society 36* (1): 33–47.

Ruvio, A., Z. Rosenblatt, and R. Hertz-Lazarowitz. 2010. "Entrepreneurial Leadership Vision in Nonprofit vs. For-Profit Organizations." *The Leadership Quarterly 21* (1): 144–158.

Walumbwa, F. O., B. J. Avolio, and W. Zhu. 2008. "How Transformational Leadership Weaves its Influence on Individual Job Performance: The Role of Identification and Efficacy Beliefs." *Personnel Psychology 61* (4): 793–825.

Walumbwa, F. O., F. Luthans, J. B. Avey, and A. Oke. 2011. "Authentically Leading Groups: The Mediating Role of Collective Psychological Capital and Trust." *Journal of Organizational Behavior 32* (1): 4–24.

Walumbwa, F. O., P. Wang, H. Wang, J. Schaubroeck, and B. J. Avolio. 2010. "Psychological Processes Linking Authentic Leadership to Follower Behaviors." *The Leadership Quarterly 21* (5): 901–914.

Zaccaro, S. J. 2007. "Trait-based Perspectives of Leadership." *American Psychologist 62* (1): 6–16.

STUDYDADDY

Get Homework Help From Expert Tutor

Get Help