

**MANAGING CULTURE:  
RESPONSIVE LISTENING AND GUIDED EMPOWERMENT**

CBDNA Athletic Bands Symposium 2017

Thursday, June 1, 10:45am

Betsy McCann, University of Minnesota

**ASSESSMENT AND GOAL SETTING**

What is the culture of my band?

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Who is part of the culture of my band?

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What changes would I like to see to the culture of my band?

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Who needs to be involved in these changes and how?

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Where do I want to begin?

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### **TIPS AND TOOLS**

Every stakeholder must feel that they are valued and they have value to contribute.

Stakeholders must have trust in their leader

Engineer buy-in

Three levels of decision-making

D3

D2

D1

## **WHEN CONFRONTED WITH A CULTURE CRISIS**

Maintain a safe space for all

Give direction quickly to avoid misinformation, negative spirals

Listen and only commit once there is time to make a wise decision

Follow up with as much transparency as is appropriate

## **RESULTS**

Increased satisfaction and engagement of students

Improved rehearsals

Improved performance

**“If they possessed the courage and determination he perpetually saw in them, it was because he had helped to create it by the intensity of his belief in their qualities.”**

-British philosopher Isaiah Berlin, speaking of Winston Churchill's belief in the British people.

Betsy McCann  
Director of Marching and Athletic Bands  
Assistant Director of Bands  
University of Minnesota  
kern0072@umn.edu