



INNOVATION LAB
for the performing arts



EmcArts

Why choose the Innovation Lab?

The word innovation is used a lot these days. But what does “innovation” really mean, especially for arts organizations? EmcArts has surveyed current research and its own consulting practice to develop a definition of innovation for performing arts organizations.

- in•no•va•tions** *n.pl.* instances of organizational change that:
- provide new pathways to fulfilling your mission
 - differ from previous practice
 - result from a shift in underlying organizational assumptions

Consider what frequently happens with “business as usual”:

The Scenario: Creative sparks are flying. Your organization has an innovative idea that has gained some momentum.

The Roadblock: You meet briefly every other week with the usual staff suspects. The conversations meander and previous decisions seem to get revisited. One by one, people stop showing up. Any record of the original idea either fades into people’s memories or disappears into a dusty file cabinet.

Sound familiar? Obviously, “business as usual” doesn’t get you innovation. The challenge is taking a creative idea — even one that may seem unfeasible at first — and shaping it into a potent new pathway for your institution.

The Solution: EmcArts’ Innovation Lab for the Performing Arts is a proven process that uses tested, effective strategies to cultivate your innovative ideas and bring the best of them to reality.

EmcArts offers a suite of programs fostering innovation that can be customized to your institution's needs. The cornerstone of our offerings is the EmcArts Innovation Lab. The EmcArts Innovation Lab supports performing arts organizations with nine to twelve months of individual coaching, group facilitation, an Intensive with distinguished faculty, and a variety of extended services tailored to each participating organization. The Lab Program is comprised of three distinct phases:



PHASE 1: Exploring, Refining, and Testing Your Ideas

Phase 1 helps your organization define the opportunity at hand by exploring several strategic approaches and assessing their potential. Early onsite visits with EmcArts consultants enable your organization's leaders:

- **to build an effective Innovation Team**, with the right people from your organization, working together to clarify your innovation idea.
- **to facilitate productive Team dialogues**, particularly during the critical moments when the best direction forward remains uncertain.
- **to identify crucial additional information** the Team needs to make informed decisions about the design of new strategies.

PHASE 2: Energizing Your Idea—The Innovation Team Intensive

The five-day, residential Intensive provides your Innovation Team with concentrated time for creative development, strategic planning, and shared peer-to-peer learning. Co-designed with and facilitated by EmcArts consultants, the Intensive has three aims:

- **to accelerate work on the emerging innovation**, allowing your Team to telescope months of meetings into a single intensely focused week.
- **to deepen your Team's understanding through work with experts** — practitioners, facilitators, and scholars in innovation, organizational learning, and teamwork.
- **to allow your Team to build a detailed plan for implementing the innovation.**

PHASE 3: Making the Leap from Planning to Implementation

Additional consulting support in Phase 3 harnesses the Intensive's creative momentum after your Team returns home. Follow-up coaching and facilitation by EmcArts consultants provide your organization with critical support:

- **to finalize the necessary plans** to propel the Team from innovation testing to full execution.
- **to maintain organizational momentum** through assistance with the prototyping process and follow-up activities.
- **to enhance the Team's ability to integrate its new adaptive capacities** so that "business as usual" changes.

“The Lab work was instrumental in helping us chart a strategic course for our work. The opportunity to break away from day-to-day pressures to articulate a common vision was critical to our planning process....an incredible experience for our team that resulted in several key electronic-media initiatives.”

J. Edward Cambron, Vice President, Marketing and Public Relations, *The Philadelphia Orchestra*

“The Innovation Lab was the catalyst that made our breakthrough musician-developed *Leading from Every Chair®* program, a collaboration with FedEx, successful.”

Ryan Fleur, President & CEO, *Memphis Symphony Orchestra*

EmcArts Inc. is a social enterprise for learning and innovation in the arts.

In response to the needs of the arts and culture sector, we have built a service organization of experienced consultants to support one primary mission: to strengthen the capacities and effectiveness of arts organizations.

EmcArts' services fall into three broad organization development areas:

- Innovation and Capacity Building
- Evaluation and Research
- Strategic Planning

Please contact us to explore how we might work with you to deepen your arts organization's impact in your community and field.

For more information about EmcArts' innovation programs or our other services, please contact:



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