

## Artist Report on Jodi Davis Consulting

Paul John Rudoj

160419

### Overview

As can be seen on page 2 of Jodi Davis' assessment, Jodi Davis, from JD Coaching and Consulting, was retained to provide strategic consulting and support the leadership and organization development of Cantus. With compiled information from an initial questionnaire and, later on, confidential phone interviews, she was able to get a sense of the situation between the artists and the executive director. She create the assessment summary which you've been given, and she met with the artists and the executive director for three hours to discuss the assessment and make sure everyone was on the same page.

### Assessment Analysis

In her assessment, Jodi outlined organizational strengths and needs alongside the particular themes and challenges of the current situation between the artists and the executive director. She also outlined a variety of "Considerations / Best Practices" and her own recommendations for next steps. In addition, the artists and administration took a survey to find out which items need immediate attention. The survey results indicated the following as the most pressing from Jodi's list:

- *Cantus needs articulated guidelines relating to the artists' control of "Artistic Work".*
- *Cantus needs clearly defined roles / responsibilities and accountabilities for the artists. The artists have multiple "job descriptions" for "singer", "producer/music director", and "artistic director". The various roles need defining with accountability clarified.*
- *Greater clarity for the Executive Director's role and authority relative to artistic decisions. A more well-defined and communicated position description for the ED that outlines appropriate responsibilities and authority.*

These three items are linked together through the clarification of job descriptions, duties, and jurisdictions. This was an important point on Jodi's recommendations list, and we will look to update and draft job descriptions and jurisdiction agreements in the near future.

Although the three items above had the most votes from the survey, many of the other points on Jodi's considerations list were close behind, meaning that the artists and administration agree that nearly all of the points from her list will need to be addressed in the near future. There were two points that nearly made it onto the "urgent" list above. These were:

- A shared understanding of how the Artists, Executive Director (Staff) and the Board can work together.
- A good faith effort (on both sides) to understanding of each other (including reasoning and intentions behind actions).

### Conclusion

The artists were not able to focus on the assessment results due to our pressing need to work on the spring program, *Would You Harbor Me?* Now that the artists have returned from time off following the *WYHM* program, we will work together on the immediate next steps mentioned above, and hopefully address Jodi's other recommendations as soon as possible. We hope that

by clarifying job descriptions and jurisdictions the company as a whole may be able to repair the AD/ED relationship and move forward.