

**Nobody on the Podium:
Lessons About Leadership from the
Orpheus Chamber Orchestra**

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The Eight Orpheus Principles

1. Put power in the hands of the people doing the work
2. Encourage individual responsibility
3. Create clarity of roles
4. Share and rotate leadership
5. Foster horizontal teamwork
6. Learn to listen, learn to talk
7. Seek consensus (and build creative structures that favor consensus)
8. Dedicate passionately to your mission

Myths about Leadership & Teams

- Leadership resides in a single person
(E.g., leader as charismatic hero)
- Leadership is based upon function, position
 - Leaders often must exercise influence *without* formal authority
 - Shared leadership
- Team effectiveness = performance
 1. Task output/performance is at least acceptable
 2. Team's ability to work together is enhanced
 3. Individual members develop as result of team

Four Team Activities

1. Execute the work, perform the task, deliver the service
2. Monitor and manage the work
3. Structure the team and its context
4. Set the overall direction

The Authority Matrix:

Four Levels of Team Self-Management

Setting Overall Direction				
Designing the Team and its Organizational Context				
Monitoring and Managing Work and Progress				
Executing the Team Task				

Management Responsibility

Team Responsibility

Manager-led Team Self-managing Team Self-designing Team Self-governing Team

Source for references to teams in this presentation: Hackman, J.R. (2002). *Leading Teams: Setting the Stage for Great Performances*. Cambridge, MA: Harvard Business School Press.

Personal Learning Questions

1. Leadership and Team Member Authority

- Where do you and your team fall out on the authority matrix?
- Why? (preferred leadership style, team member preferences, priorities, context)
- Is this where you want to be?

2. Team Effectiveness

- How do you evaluate team effectiveness? (>performance?)
- What do you need to pay more attention to?

3. Leader Selection and Training

- Do you select for attitude over aptitude?
- Do you look for charismatic heroes?