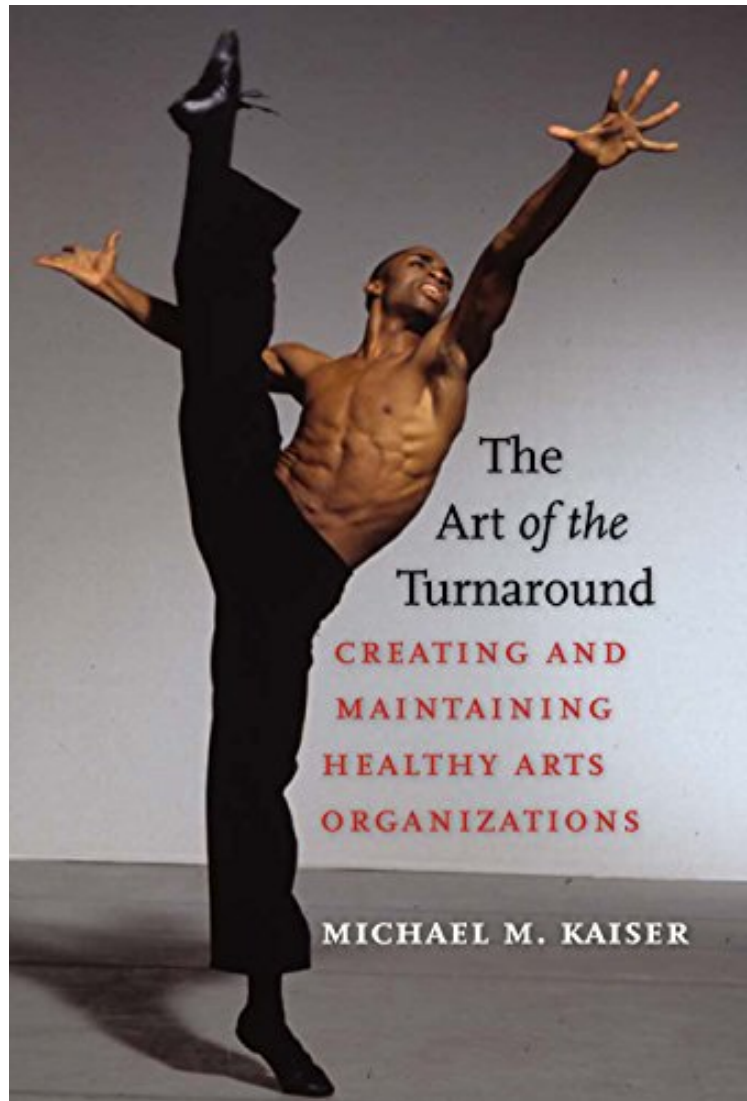


[FREE] The Art of the Turnaround: Creating and Maintaining Healthy Arts Organizations

The Art of the Turnaround: Creating and Maintaining Healthy Arts Organizations

Michael M. Kaiser

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Michael M. Kaiser : The Art of the Turnaround: Creating and Maintaining Healthy Arts Organizations before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Art of the Turnaround: Creating and Maintaining Healthy Arts Organizations:

1 of 1 people found the following review helpful. I recommend this book to anyone who is involved with an ...By CustomerIt is a well written book with incredible social implications. Kaiser is a man of risk and he takes this ability with him into all of the organizational crises. I, however, tired of the name calling, and the people with whom he came contact were helpful to him I suppose, but it certainly got very social. One thesis which did arise from the book is that

most arts organizations which flourish do so with the help of governmental support, without which they would probably fail. Kaiser has a big personal ego and it helps him cope with what must have been a very traumatic existence during his battles of organizational survival. I recommend this book to anyone who is involved with an arts organization.

1 of 1 people found the following review helpful. A Must Read for any Arts Administrator or Board Member.

By B. Grant

The Arts, especially the performing arts are a passion of mine and my family. Kaiser's work as described in his book serves as a guide that can be generalized to challenges and opportunities facing the arts in America and elsewhere. Many join Boards unclear of their role or the role of the CEO. And many likely have little grasp of the funding cycles and sources of funds and deficits. Arts operate on a model so different from the for profit sector. Organizational management often fails in their fundamental roles of understanding their numbers and Boards often fail in their governance, such that turnarounds and failures to achieve turnarounds are all too common. The individual stories Kaiser shares and the group in aggregate serve as both good reading as well as a useful set of pointers that spell out the challenges and how he attacked them. As interesting as what was said, I was amused by what was left out and what lay between the lines on the human side. Also his own journey of self-discovery was clearly laid out. Those who criticize the book for lack of depth or being too personal miss the point. This is a 180 page or so personal narrative about one man's journey to the highest ranks of arts management. It is not a course, though he teaches one at the Kennedy Center. It presents a number of contexts and challenges and helps frame the work of arts management in a most readable and entertaining way. Anybody joining a non-profit board, especially in the arts would do well to read this book. Likewise anyone managing such organizations.

0 of 0 people found the following review helpful. If your Arts organization is struggling, read this book.

By BBAs I work on helping to turn around two small performing arts non-profits, I keep referring to this book. It's a great place to start and points one in the right direction. I've passed it around to Board Members and others involved, some have purchased their own copies (my copy is highlighted and heavily sticky noted). Michael Kaiser has turned around some of the great performing arts organizations when they were down on their heels. Artists often don't know anything about operating a business, so they fail. Large or small organization, you will learn something from this book. You will need to supplement with other material, but begin here. Mr Kaiser is a businessman who loves the arts. If that's not who serves on your Board and Management, get rid of them and learn who should be on those Boards and Management. I highly recommend this book for your performing arts organization.

Many arts organizations today find themselves in financial difficulties because of economic constraints inherent in the industry. While other companies can improve productivity through the use of new technologies or better systems, these approaches are not available in the arts. Hamlet requires the same number of performers today as it did in Shakespeare's time. The New York Philharmonic requires the same number of musicians now as it did when Tchaikovsky conducted it over one hundred years ago. Costs go up, but the size of theaters and the price resistance of patrons limit what can be earned from ticket sales. Therefore, the performing arts industry faces a severe gap between earnings and expenses. Typical approaches to closing the gap—raising ticket prices or cutting artistic or marketing expenses—don't work. What, then, does it take to create and maintain a healthy arts organization?

Michael M. Kaiser has revived four major arts organizations: the Kansas City Ballet, the Alvin Ailey American Dance Theater, American Ballet Theatre, and London's Royal Opera House. In *The Art of the Turnaround* he shares with readers his ten basic rules for bringing financially distressed arts organizations back to life and keeping them strong. These rules cover the requirements for successful leadership, the pitfalls of cost cutting, the necessity of extending the programming calendar, the centrality of effective marketing and fund raising, and the importance of focusing on the present with a positive public message. In chapters organized chronologically, Kaiser brings his ten rules vividly to life in discussions of the four arts organizations he is credited with saving. The book concludes with a chapter on his experiences at the John F. Kennedy Center for the Performing Arts, an arts organization that needed an artistic turnaround when he became the president in 2001 and that today exemplifies in practice many of the ten rules he discusses throughout his book.