

## What Cultural Building Projects Can Teach Us About Big Decisions

Based on a research project from the Cultural Policy Center at the University of Chicago:

**Set in Stone: Building America's New Generation of Arts Facilities**

<http://culturalpolicy.uchicago.edu/setinstone>

### Additional Resources:

Viewers of the film may find it useful to explore some of these further resources as they consider or manage a complex project or significant resource allocation. The following additional materials may be useful to you for a range of organizational decisions and group situations.

1. **Jeanne Liedtka and Tim Ogilvie**, Designing for Growth  
<http://freebooksearch.net/designing-for-growth-a-design-thinking-toolkit-for-managers-columbia-business-school-publishing>  
*This thoughtful exploration of design principles for management and leadership can help committees and boards explore how far in the future they are looking — and how clearly — when considering a new project.*
2. **Steven Kerr**, On the folly of rewarding A, while hoping for B  
<http://www.ou.edu/russell/UGcomp/Kerr.pdf>  
*This Academy of Management article gives an accessible and wise overview of how we unconsciously incentivize behaviors, and may be useful to circulate to a board or planning committee considering working with outside advisors.*
3. **Chris Argyris**, The Executive Mind and Double-Loop Learning  
[http://www.monitor.com/MENA/Portals/0/MonitorContent/imported/MonitorUnitedStates/Articles/PDFs/Monitor\\_Organizational\\_Dynamics.pdf](http://www.monitor.com/MENA/Portals/0/MonitorContent/imported/MonitorUnitedStates/Articles/PDFs/Monitor_Organizational_Dynamics.pdf)  
*Chris Argyris pioneered thinking on ladders of inference and how smart people find it difficult to learn. This article outlines these two theories and can be a useful mid-course correction tool for sparking discussion when changes need to be made to big projects and project champions are resistant to new ideas.*
4. **Robert B. Cialdini**, Influence: Science and Practice  
[http://www.amazon.com/Influence-Science-Practice-5th-Edition/dp/0205609996/ref=sr\\_1\\_2?s=books&ie=UTF8&qid=1338814022&sr=1-2](http://www.amazon.com/Influence-Science-Practice-5th-Edition/dp/0205609996/ref=sr_1_2?s=books&ie=UTF8&qid=1338814022&sr=1-2)  
*This work discusses how to influence others when there is power asymmetry.*
5. **Barry M. Staw**, Knee Deep in the Big Muddy: A Study of Escalating Commitment  
<http://classwebs.spea.indiana.edu/kenricha/Oxford/Archives/Courses%202010/Decision%20Making%202010/Articles/staw1976%20-%20Knee%20Deep.pdf>  
*This slightly more academic article gives an excellent summary of the theory and practical applications regarding escalating commitment, a theory that is often seen in practice in big projects.*
6. **Robert Kegan and Lisa Laskow Lahey**, The Real Reason People Won't Change  
[http://www.osu.edu/eminence/assets/files/Kegan\\_Lahey\\_HBR.pdf](http://www.osu.edu/eminence/assets/files/Kegan_Lahey_HBR.pdf)  
*This article appeared first in the Harvard Business Review and helps provide a discussion point for examining group dynamics in the face of disconfirming information.*

7. **Stone, Patton, Heen, Fisher, Difficult Conversations: How to Discuss What Matters Most**  
<http://www.amazon.com/Difficult-Conversations-Discuss-What-Matters/dp/014028852X>  
*This book summarizes the work of the Harvard Negotiation Project on how to handle difficult conversations productively and confidently. It is an accessible read with practical wisdom about how to speak truth to power.*
8. **Horst Abraham** is a faculty partner at the Ross School of Business and a leading lecturer on change and management communication challenges. In this brief film for National Arts Strategies, he talks about how cultural institutions manage change.  
[http://www.artstrategies.org/leadership\\_tools/videos/2012/01/19/horst-abraham-how-do-cultural-institutions-particularly-established-ones-manage-change/](http://www.artstrategies.org/leadership_tools/videos/2012/01/19/horst-abraham-how-do-cultural-institutions-particularly-established-ones-manage-change/)