

Harmonic Leadership

Navigating the Shared Podium

Turn & Talk

QUESTION

Name

Current Role

Ensemble(s)

What you hope to
gain from this session

Shared Leadership

**Kyra
Stahr**

Syracuse
University



**Ashley
Vance**

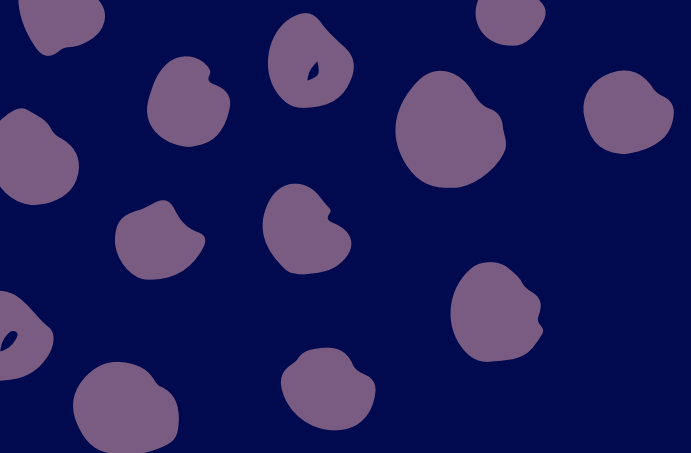
Colgate
University

Turn & Talk

QUESTION

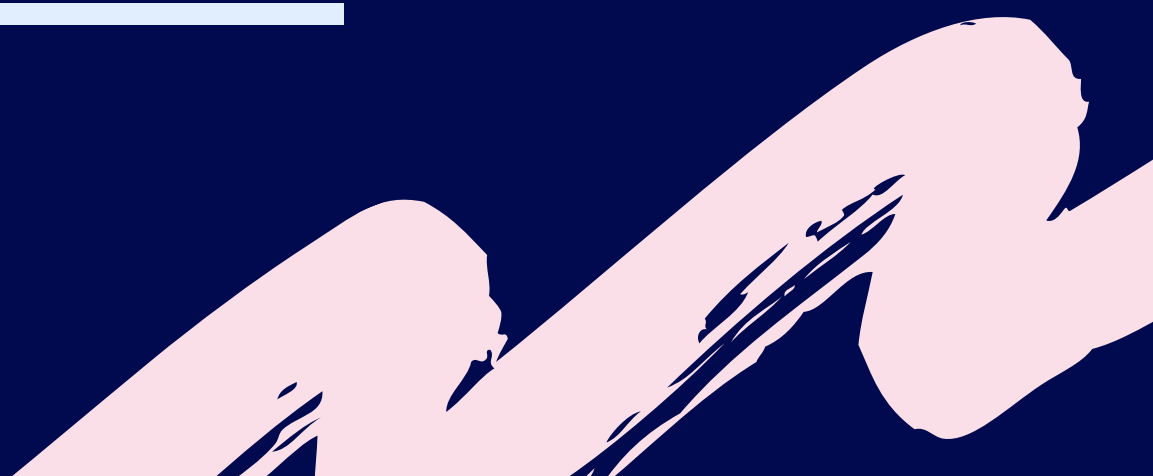
What are your experiences with shared leadership (musical or not)?

What challenges or successes did you find?



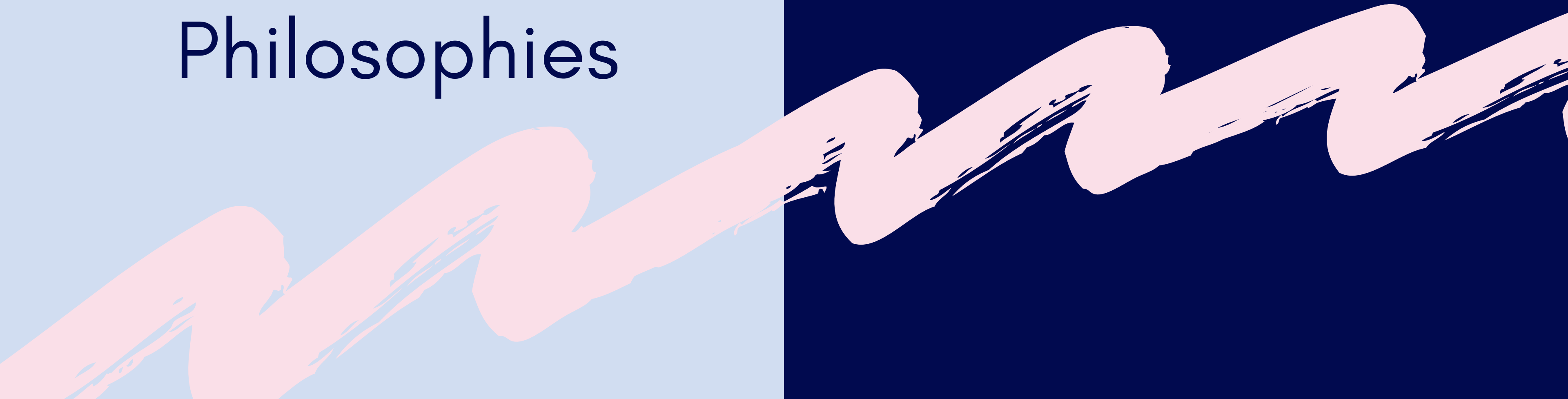
**"When we *Dare to Lead*...
we don't see power as finite
and hoard it; we know that
power becomes infinite when
we share it with others."**

Dr. Brené Brown



Shared Leadership

Philosophies



STUDIES

**Wu & Cormican,
2021**

Shared leadership is *more* effective than individual leadership, particularly in the early stages of a project.

**Porter, Amber, &
Stoverink, 2024**

Teams **perform better** and **learn faster** to the extent that they share leadership, leading to improved results.

**Wang, Waldman,
& Zhang, 2014**

When co-leaders take turns **driving the vision**, the team becomes drastically more effective.

THE “HOW” MATTERS

Co-leadership should be **intentional**, planned, and strategized.

Specific processes should still be intact.

The effects are stronger when every leader's work is **complex**.

Wang, Waldman,
& Zhang, 2014

Nakhasi, Njuguna, &
Feingold



ARTICLE

Co-Leadership as Practice for an Equitable Future

Stanford Social Innovation Review
(Nakhasi, Njuguna, and Feingold)

Traditional Hierarchy

- “Hero narrative;” burnout
- Maestro effect
- Fundamentally anti-equity
- Based in competition

Co-Leadership

- Multiple perspectives for complex problems
- Dismantles unhealthy power structures
- Intentional decision-making
- Based in sharing

Turn & Talk

QUESTION

Discuss a time when you experienced or participated in hierarchical leadership...

What were the pros and cons?

ARTICLE

Shared Leadership is Lauded as a Strategy that Improves: Team Performance, Team Creativity, and Organization's Effectivness

International Journal of Innovative Science
and Research Technology
(Modise, 2023)

Shared Leadership:

- Improves team effectiveness
- Requires mutual trust
- Individuals influence and are impacted by each other
- Inclusive and collaborative
- Boosts innovation and performance

Shared Leadership

Defining Traits:

- Distributes authority and accountability among team members
- All have a voice and responsibility
- All are accountable for making a difference
- Collaboration is encouraged

Characteristics:

- Emergent
- Adaptable
- Situation dependent
- Active engagement (contributions and decision making)
- Shares resources

(Modise, 2023)

“Team members are more inclined to be receptive to criticism, take calculated risks, and cooperate when they feel respected and trusted.”

(Modise, 2023)

Examples in the Field



TUCSON
GIRLS
CHORUS

VOX GRATA

WOMEN'S CHOIR



BROOKLYN
YOUTH CHORUS

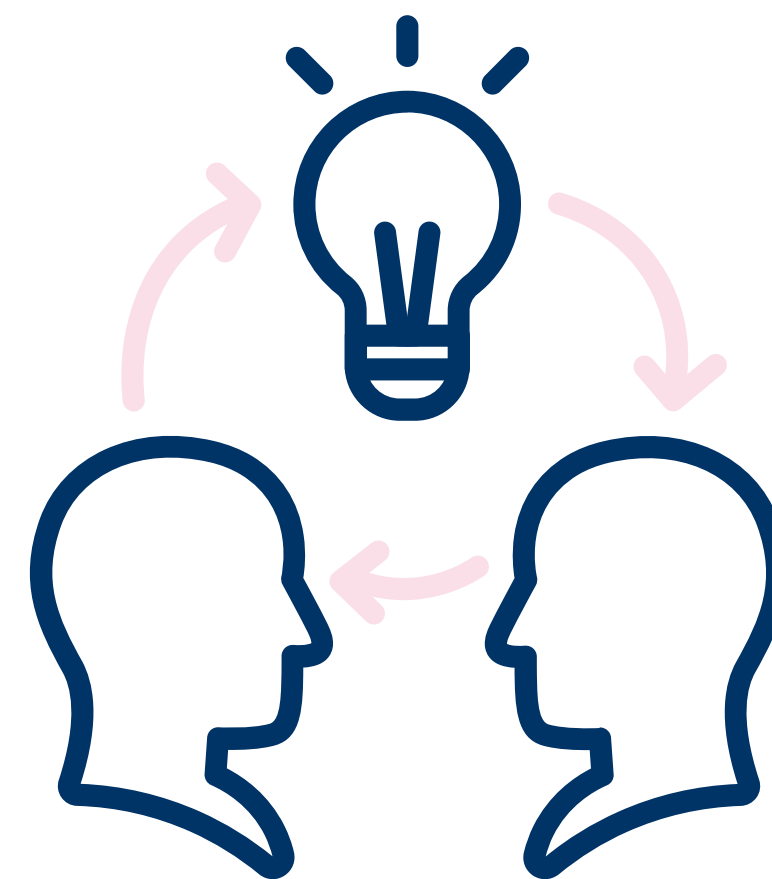


SEE CHANGE
TREBLE CHOIR

The Philadelphia Orchestra

OUR

Experience



Roles & Conditions

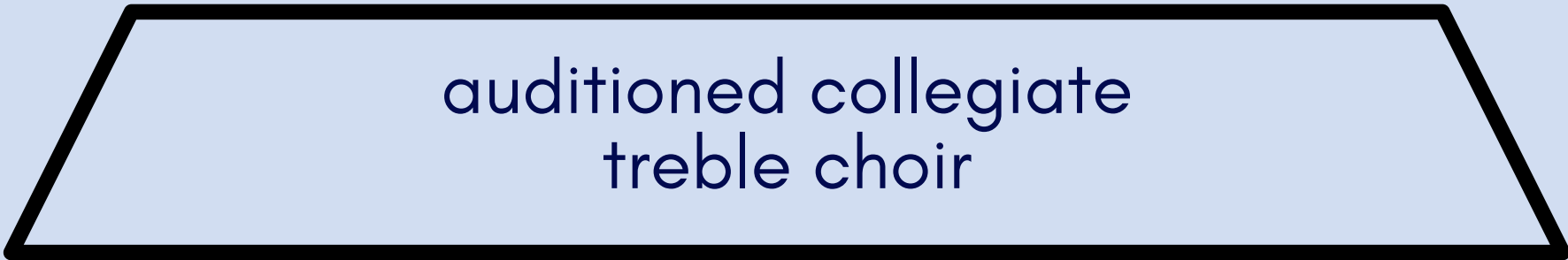
auditioned
collegiate
treble choir

professor

teaching
assistant

executive
board &
section leaders

from this



The shared leadership model that Ashley and Dr. Stahr put into place for Vox Salina allowed each of us to use our unique skills to spread out the workload of running a choir equally. While each of us got to utilize our skills for the benefit of the choir, it also gave me experience in my chosen course of study.

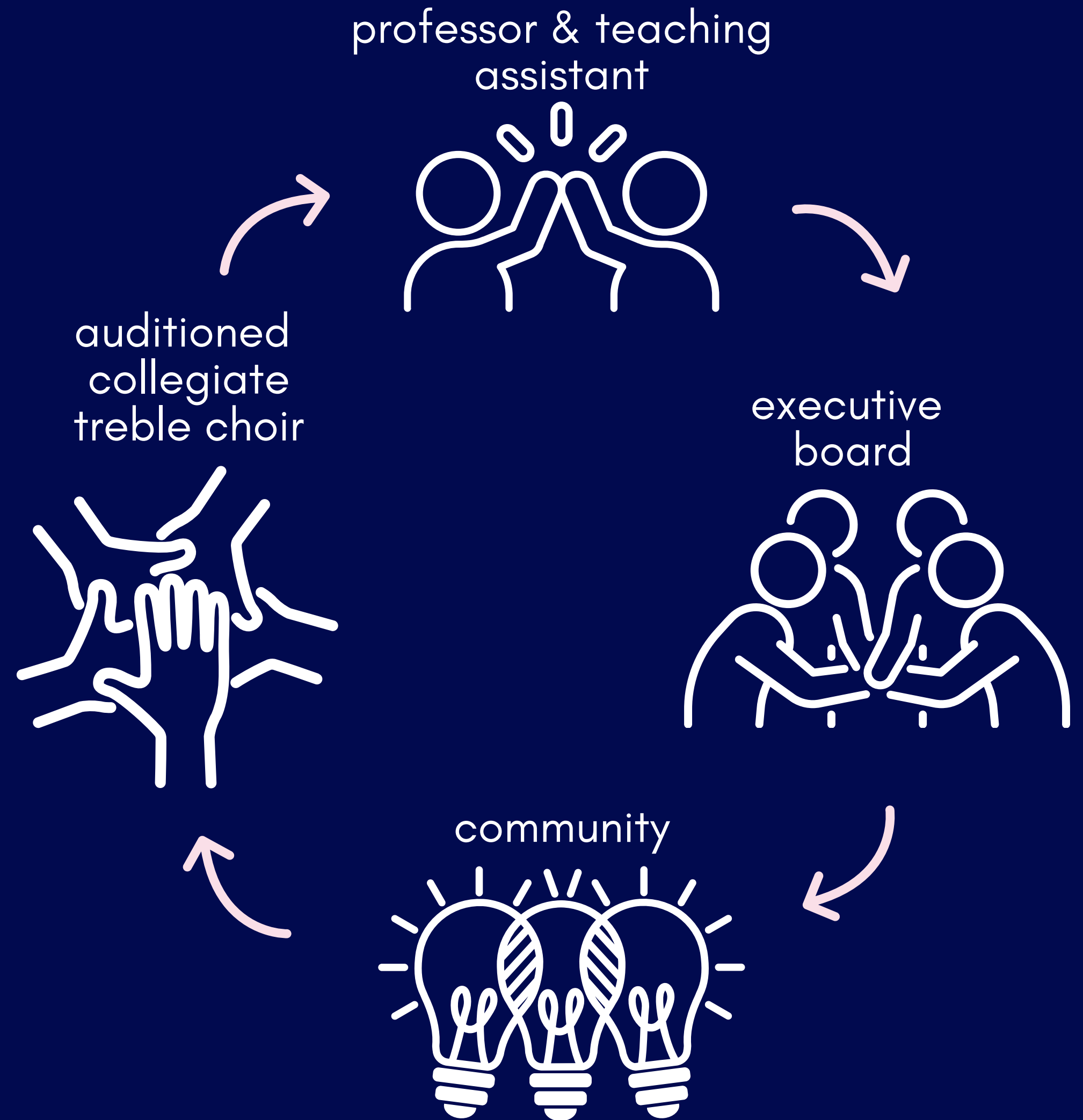
(Undergraduate Student, 2026)

Syracuse University

Vox Salina



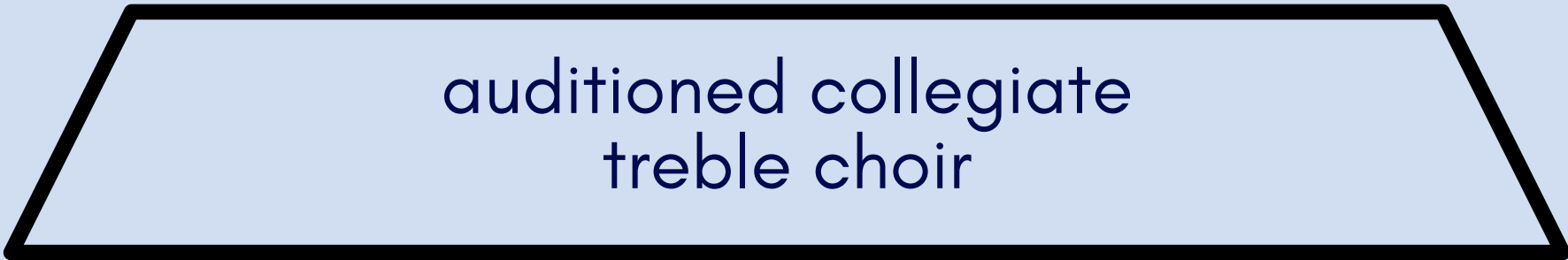
Shared Leadership Model



“Ashley and Dr. Stahr’s leadership was split in every rehearsal. I found that I could go to either of them with questions and expect a thoughtful response.”

(Undergraduate Student, 2026)

from this



Syracuse University

Vox Salina



“Having leaders that could collaborate well brought two perspectives to the group and always brought us great results!”

(Undergraduate Student, 2026)

Tales of a TA

2ND YEAR M.M.



PHILOSOPHY

- **Assess:** yourself, surroundings, environment, traditions, and possibilities
- **Model:** behavior, musicianship, and communication
- **Invest:** in your students individually
- **Allow:** Students come to a University to study; however, they also come for experience that will prepare them for their futures
- **Handle:** the business (tough conversations, expectations, large-picture issues) Let your TA and ensemble leaders shine, you handle
- **Trust:** trust your ensemble, the leadership team, and delegate
- **Regenerate:** If you build it, they will come. Create a space that allows for growth, curiosity, affirmation, and safety

Eyes of the Prof.

“To build a strong team,
you must see someone else’s
strength as a compliment
to your weaknesses:
not a threat
to your position or authority.”

SHARED LEADERSHIP MODEL

Know Yourself

Strengths, weaknesses,
personality, expertise



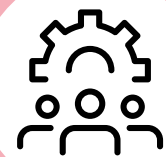
Set Goals

Establish priorities,
logistics, and timelines



Establish Systems

Establish decision-
making processes and
roles



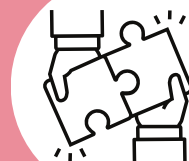
Share Feedback

Discuss how and when
to share feedback



Know Your Team

Strengths, weaknesses,
personalities, expertise



Build Community

Retreats, social events, in-
rehearsal activities



Navigate Conflict

Adopt strategies to
resolve issues and talk
openly



Cast Vision

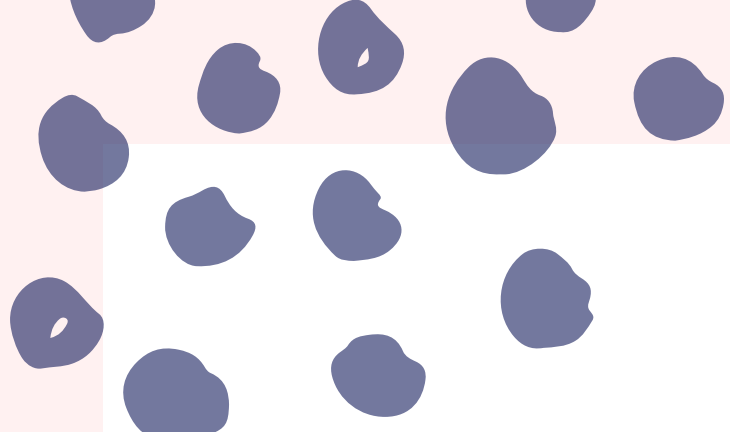
Establish values, share
ideas, dream up projects



*“Where urgent matters need a quick response, we take the lead individually where it concerns our areas of responsibility. If we get it wrong, we have the **support** of the other, and with open and caring dialogue we can learn and develop.”*

–Hayley Roffey

co-CEO of Global Fund for Children



Knowing Yourself

The Enneagram and
Other Personality Tests

SHARE WITH A FRIEND:

Do you know your personality type?

What are some strengths and
weaknesses you bring to a team?

TESTS TO EXPLORE:

Myers-Briggs (MBTI)
DiSC Behavioral Model
The Big Five (OCEAN)
The CliftonStrengths
Enneagram

THE CHALLENGER - 8

- My strength makes a difference in the lives of others!
- Stand up for yourself, and for me.
- Be confident and strong.
- Acknowledge my contributions; don't flatter me.
- I am passionate and protect others.
- I am decisive and direct and appreciate when others understand that.

What I don't like:

- Indecision
- Excuses
- Bullying
- When people don't keep their promises



THE ACHIEVER - 3

- I'm a hard worker and easily motivated!
- Affirm my accomplishments.
- I like to be locked in and focused.
- Give me honest feedback, but not judgement. I tend to be hard on myself, so I appreciate grace.
- Respect me and the job I do - it means a lot to me.

What I don't like:

- Unfulfilled potential
- Wasting time; interruptions
- When people don't try their best
- Doing nothing!



"Being a new member of Vox Salina and joining the Executive Board in my first semester allowed me to feel like a significant part of the Choir in a different way. It allowed me to practice my own skills in Marketing and put myself in a position where I could learn more about myself and each member in a unique way."

(Undergraduate Student, 2026)

Turn & Talk

QUESTION

Assess your 3 main strengths and weaknesses

Identify one **big dream** of yours that you'd like to see come to life this year?

Your Turn

SHARED- LEADERSHIP MODEL

Know Yourself

Strengths, weaknesses,
personality, expertise



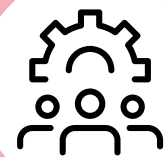
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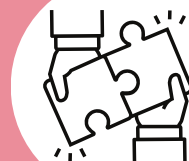
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Cast Vision

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"Vox Salina was so full of movement and joy that I knew I had to be a part of it. Once I became a member, I found it was so much better than I anticipated!"

(Undergraduate Student, 2026)

Harmonic Leadership

Navigating the Shared Podium

Questions?

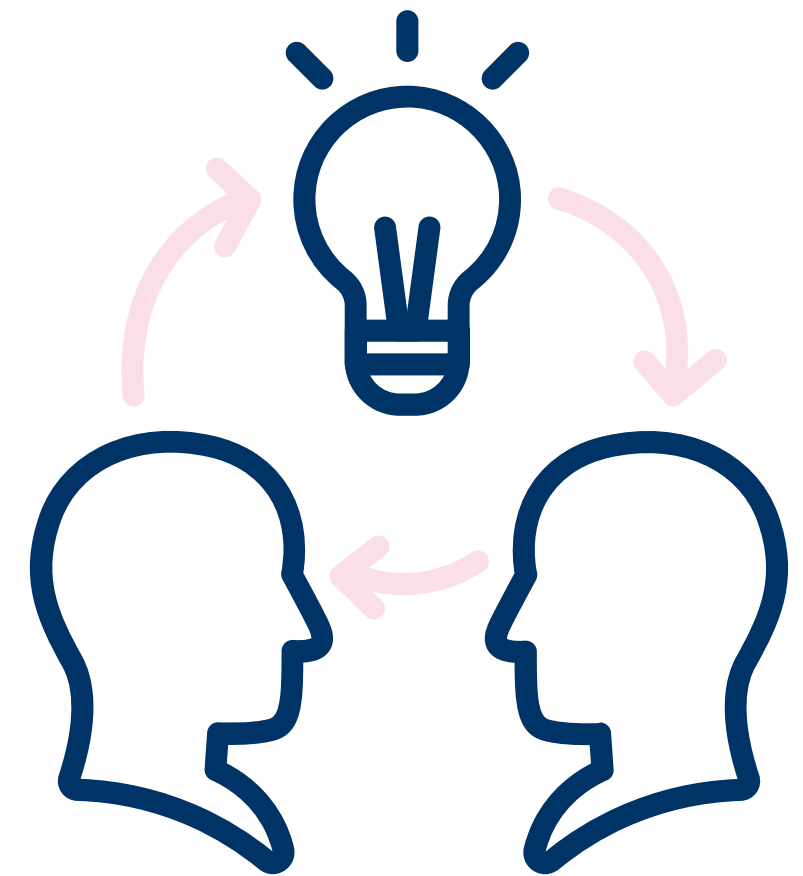
Conclusion

Know yourself and your team

Establish trust

Experiment with shared leadership

Create a regenerative approach



Contact

We'd love to chat!

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ASHLEY



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