

## Engaging Ideas: Exploring Newfoundland and Labrador's Cultural Economy

Wednesday, Nov. 25 | 8-10 a.m. | Virtual Event



**Hugh Donnan, Chief Executive Officer, Newfoundland Symphony Orchestra**  
*The NSO: An anchor for instrumental musicians*

As the province's only orchestra, the Newfoundland Symphony Orchestra (NSO) provides an important artistic anchor for instrumental musicians. However, in addition to the work of the NSO, the presence of these players in the province means that they are able to contribute to a broad series of artistic endeavors ranging from participating in community musicals and opera, teaching local students and presenting their own solo and group projects.



**Amy House, Business Manger, NL Directors Guild of Canada**  
*An investment with a guaranteed return*

Investing in our cultural community is investing in our greatest natural resource: our people. There are many levels to our cultural economy. Arts, culture and heritage – all have institutions in this province, all have several industries within, all are economic generators. Cultural goods and products are created everywhere and here in Newfoundland Labrador, our cultural goods and art are world class. In fact, this province has made its name nationally and internationally as a place that values, supports and rallies around its arts and culture. Recognition of the cultural sector as an economic generator is relatively new here, yet it has made incredible contributions to the social and economic fabric of our province for quite some time.



**Dr. Alex Stewart, Memorial University of Newfoundland**  
**David Krackhardt, Carnegie Mellon University**  
*Peter's puppies: Managerial autocracy and employee relations*

Peter, a divisional manager, dominated connections with the corporation and with customers' buyers. This gave him authority over employees' careers. As a result, employees' relational configurations – their activities in different networks as defined by content – matched his preferences. Rewards were greater for involvement in crucial operations and lower for involvement in negativity. Peter was ambivalent about involvement in managerial work, which was neither encouraged nor discouraged. Technocratically competent managers were increasingly needed

but they could threaten as rivals. This was true of Cliff, as we see on comparing their configurations. Both had high scores in management, negativity, positivity and crucial operations. Profitable sales of new products was a source of credibility within Magna, giving Peter the clout to survive Cliff's challenge to his dominance. As one of Cliff's colleagues said, "We're all just Peter's puppies ... his so-called management team ... We're all puppies ... even Cliff. He may bark the loudest, and he may be the biggest, but when Peter says 'sit,' he sits, with paws up in the air." Peter warded off Cliff's challenge but his inattention to developing the management team increasingly threatened the division's competitive position.

Registration:

Email [businessevents@mun.ca](mailto:businessevents@mun.ca) to receive the Zoom link.