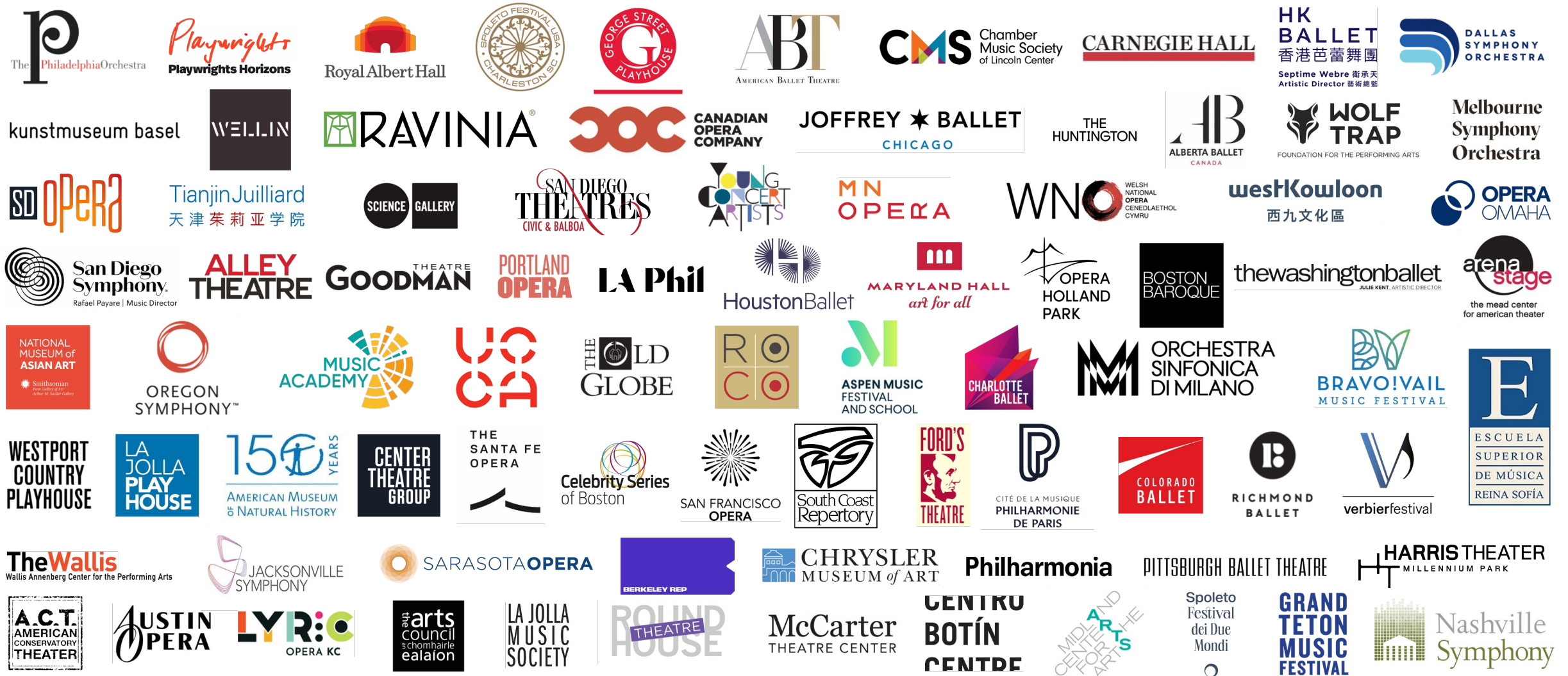




The Great Upgrade

Why Workforce Retention and Development Matters More Than Ever

ABA Members: A Global Network at the Ready



The ABA Difference: The Best Ideas Regardless of Source

Breakthrough Ideas

Rapid access to rigorously assessed best practices and big data analytics conclusions

Customized Support

Personalized research and implementation support to drive ideas through to impact

Tangible Impact

An extension of your staff to help make real progress on key priorities

Long-Term Partner

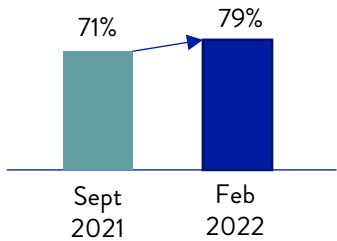
A partner not just for a project or single priority – but rather for the future



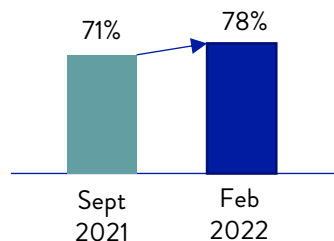
For Many, Talent Pain is Severe Enough to Slow Recovery

Difficulty Hiring

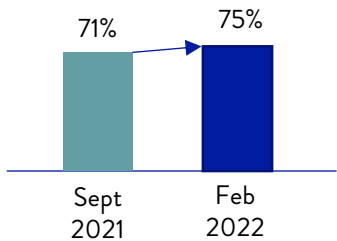
Difficulty Filling Senior Roles



Harder To Fill Than Pre-Pandemic



Difficulty Filling Mid-Level Roles

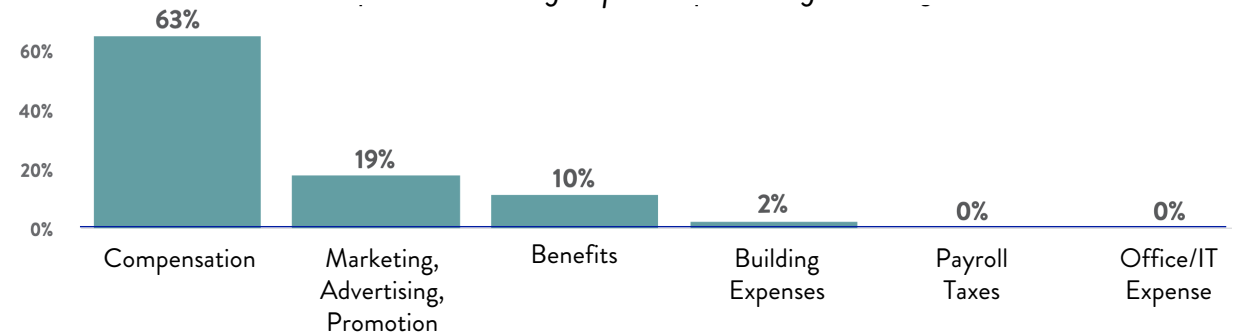


“There seems to be a whole section or level of suitable people missing in the arts sector right now.”

Survey Respondent

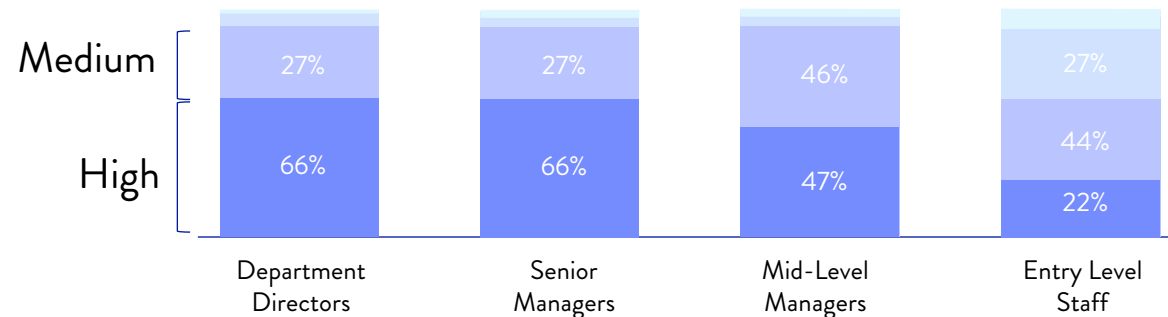
Rising Payroll Costs

Biggest Expense Increase As Percentage of Next FY Budget



N = 48

Level of Burnout



N = 73

The Study



March-May of 2022

Employment Offer Attributes That We Tested

Organizational

1. **Artistic reputation:** reputation for highest-caliber/innovative artists
2. **Inclusive decision-making:** extent to which decisions are collaborative
3. **Organizational transparency:** extent of communications/degree of participative decision-making
4. **Organizational recognition:** extent of performance recognition
5. **Organizational commitment to DEIA:** Commitment to improving diversity, equity, inclusion and accessibility
6. **Community impact:** extent to which organization is embedded in the community it serves

Job

7. **Job accountability for outcomes:** clarity of job responsibilities and accountabilities across the organization
8. **Job schedule:** total number, predictability and flexibility of work hours
9. **Ability to work from home:** amount work allowed away from the office
10. **Manager quality:** degree of your manager's skills and coaching
11. **Opportunity to manage others:** the ability to delegate and support career development of others as part of your job responsibilities

Job (Continued)

12. **Room for advancement:** opportunity to progress in responsibilities, skills, and salary
13. **Job Security:** endurance of job and reliability of income over time

Benefits

14. **Onsite benefits:** Access to range of in-office amenities (e.g., fitness, coffee/snacks, free event tickets or memberships, or reimbursed parking)
15. **Office environment:** Extent of office environment spaciousness/privacy
16. **Technology:** the extent of technology to make your job easier
17. **Professional development:** the extent to which development opportunities (e.g., training, conferences) are offered/paid for
18. **Caregiving Leave:** the extent to which the company exceeds legally-required parental leave
19. **Healthcare support:** Generosity of healthcare benefits (beyond legal requirements)

Critical Comparison Point

20. **Base Salary:** Total annual compensation provided by the job

A Marketing Tool, Adapted To Determine Employment Preferences

Which Would You Buy?



Color	White	Red
Power	3.6 L	4.2 L
Mileage	35/41 MPG	27/34 MPG
Trim	Heated Seats	Machine-Finished Alloy Wheels
Price	\$21,000	\$24,000

Forcing Choices Offers a Better View of What Staff Values

Example of Conjoint Analysis Applied to the Job Offer

Attribute/Feature	Job Offer #1	Job Offer #2
Base Pay	20% increase in pay	No increase in pay
Health Benefits	Company offers no benefits	Company offers full benefits
Manager Quality	Work for an average manager	Work for “best” manager
Org DEIA effort	Mostly performative	True commitment
Artistic Reputation	Known for artistic quality	Known for artistic innovation
Work from Home	1-2 days per week	No work from home

For several ‘rounds,’ employees choose between 3 job offers to reveal most valued elements in a job offer.

Importance Scores

How important are changes in base pay compared to amount of vacation time?

Utility Scores

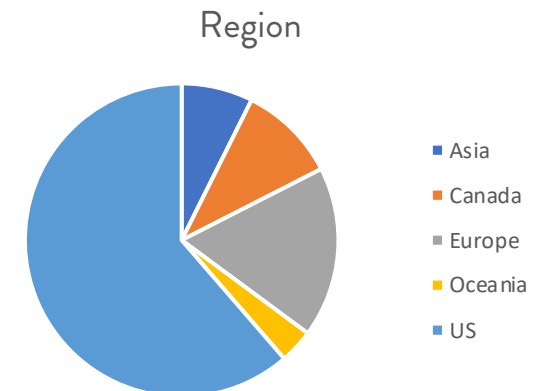
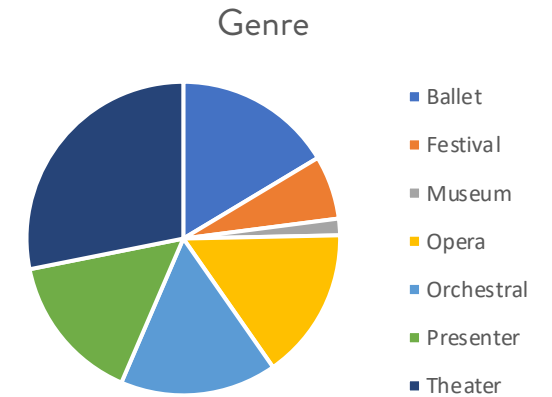
How much more (or less) utility does an individual receive from an offer 20% above market compensation versus a market-level offer?

The Largest Arts Staff Survey Ever Conducted

Participating Organizations

Adelaide Symphony Orchestra	Nashville Symphony	The Bass Museum of Art
Alabama Shakespeare Festival	Newcastle Theatre Royal	The Old Globe
Alberta Ballet	Opera Omaha	The Santa Fe Opera
Alberta Theatre Projects	Opera Theatre of St. Louis	Thyssen-Bornemisza National Museum
Alley Theatre	Oregon Symphony	Verbier Festival
Aspen Music Festival and School	Pasadena Playhouse	Wellin Museum of Art
Berkeley Repertory Theatre	Philadelphia Ballet	West Kowloon Cultural District
Bravo! Vail	Pittsburgh Ballet Theatre	Westport Country Playhouse
Brevard Music Center	Portland Opera	Wolf Trap
Calgary Opera	Ravinia Festival	Young Concert Artists
Canadian Opera Company	Richmond Symphony	
Charlotte Ballet	ROCO	
Dallas Symphony Orchestra	Royal Albert Hall	
Grand Teton Music Festival	Royal New Zealand Ballet	
Houston Grand Opera	Royal Ontario Museum	
Joffrey Ballet	San Diego Opera	
Lyric Opera of Kansas City	San Diego Repertory Theatre	
McCarter Theatre	San Diego Symphony	
Melbourne Symphony Orchestra	Sarasota Opera	
Midland Center for the Arts	Scottish Ballet	
Minnesota Opera	Tasmanian Symphony Orchestra	

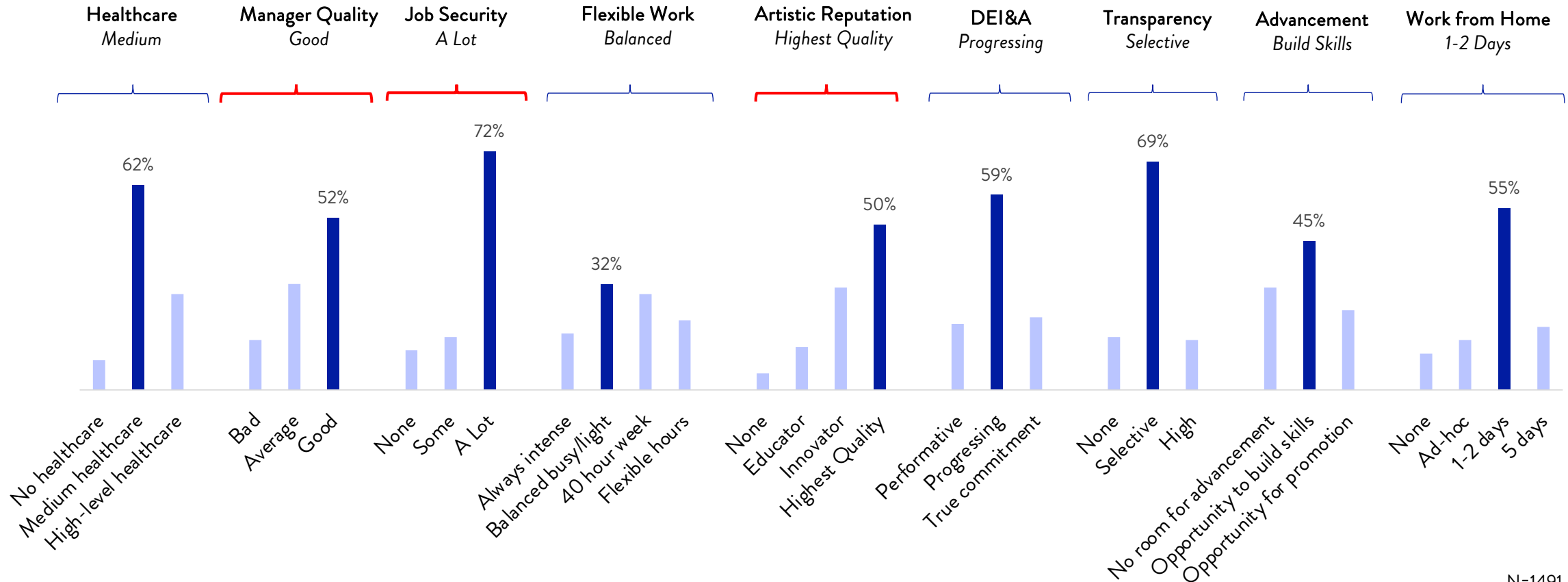
N=1491 staff globally



The “Average” Organization

How Institutions Are Rated By Staff

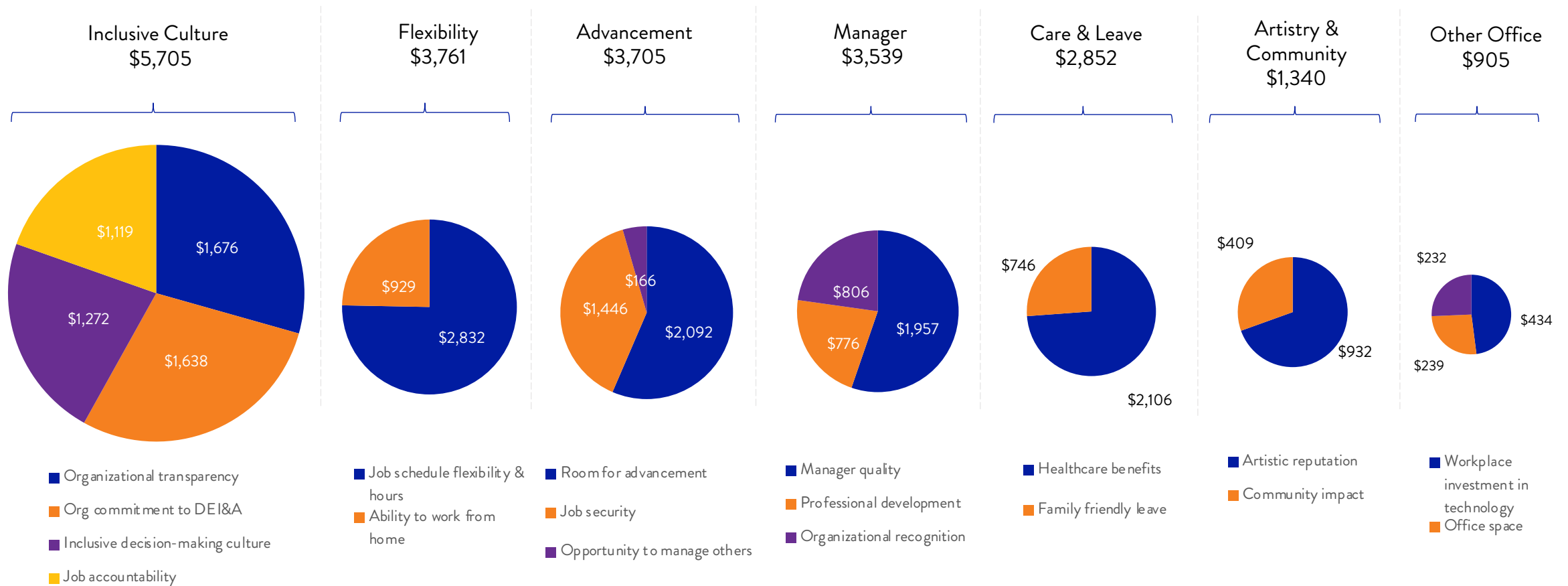
Most common answer in italics



N=1491

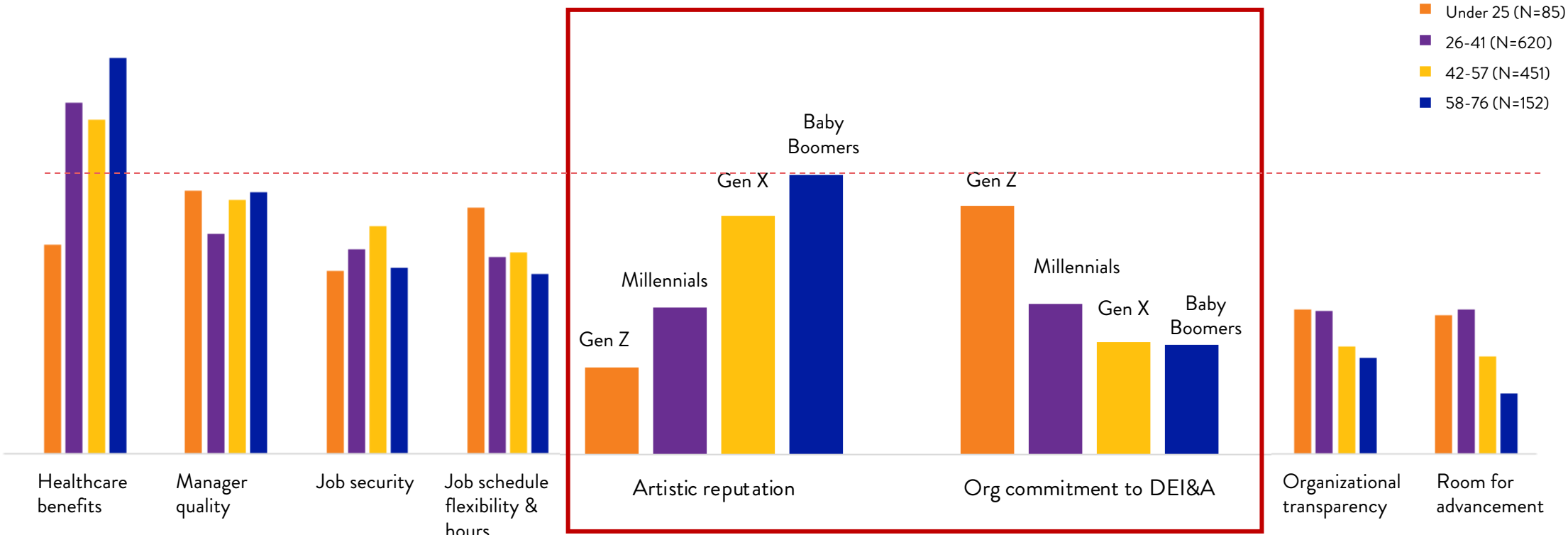
Value of Different Employment Brands

Financial Equivalent of Improving Performance by Attribute Cluster



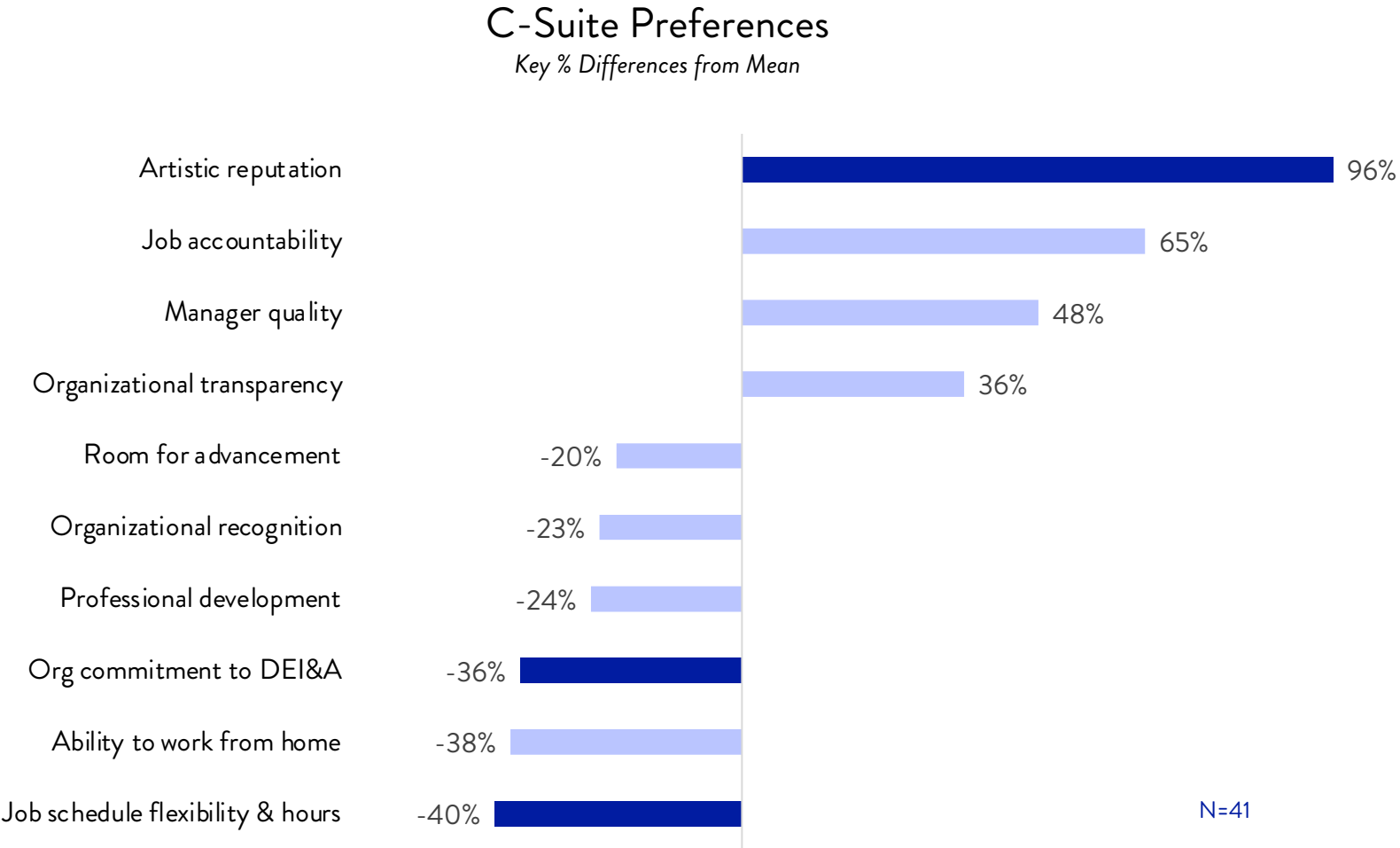
Generational Differences Are Remarkable

Importance of Employment Attributes—by Age



N=1491

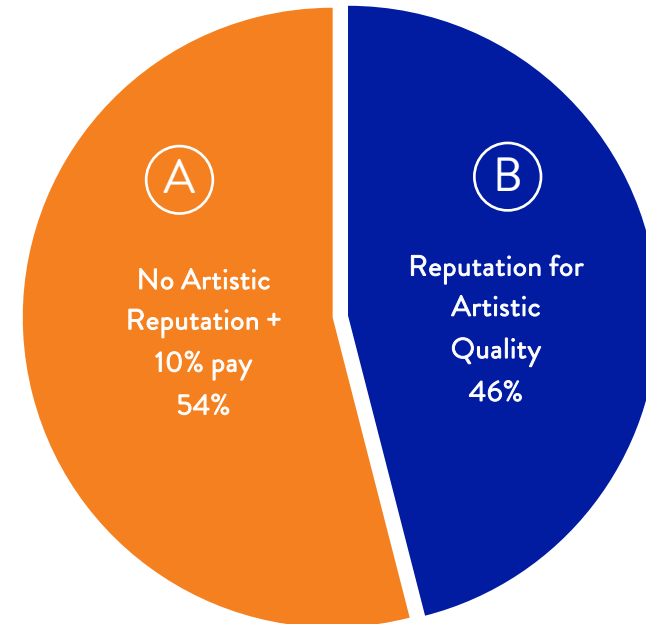
C-Suite Preferences Differ from Other Departments



Simulation: Artistic Reputation

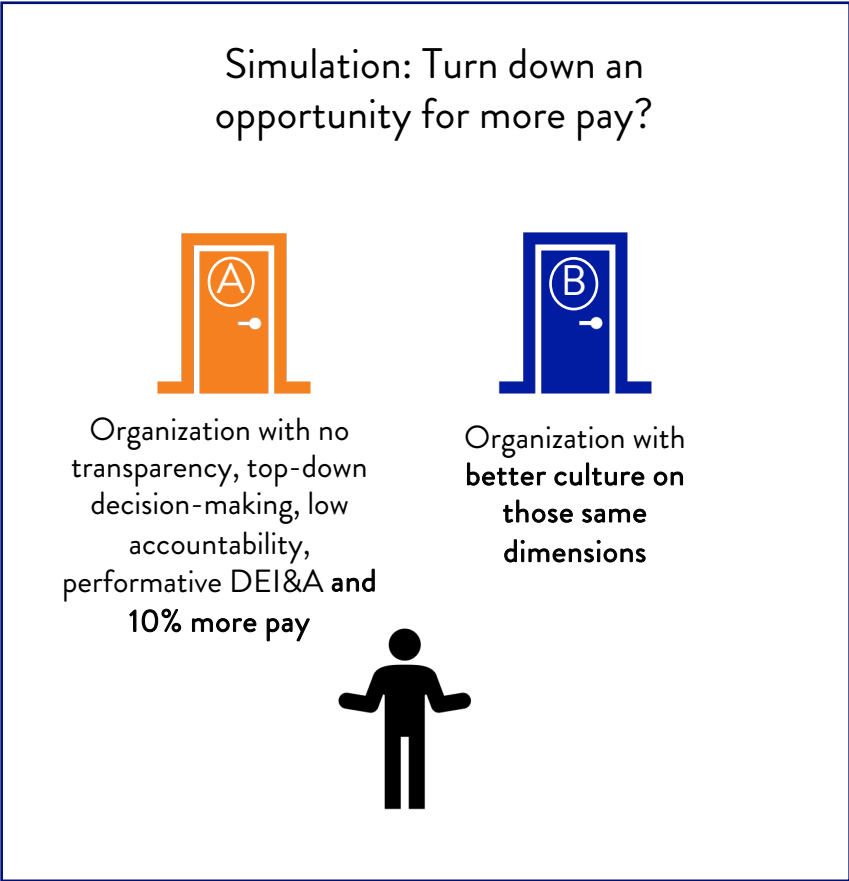


Share of First Choice

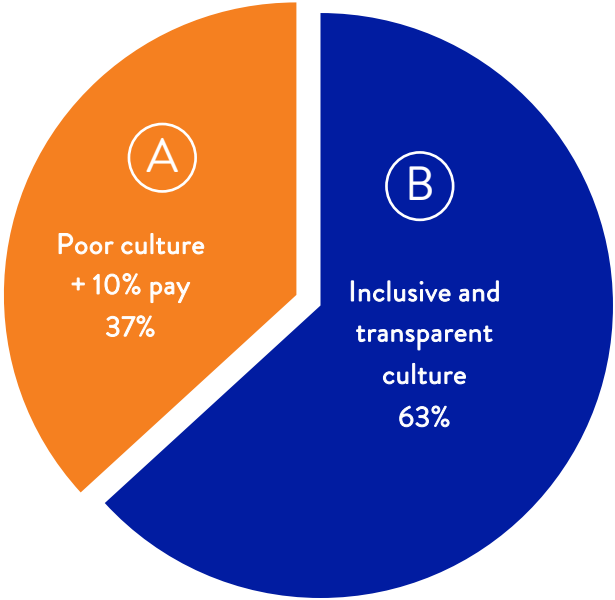


54% of staff will go to an organization with no artistic reputation for a 10% pay increase

Simulation: Inclusive & Transparent Culture



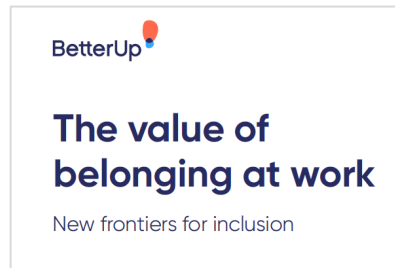
Share of First Choice



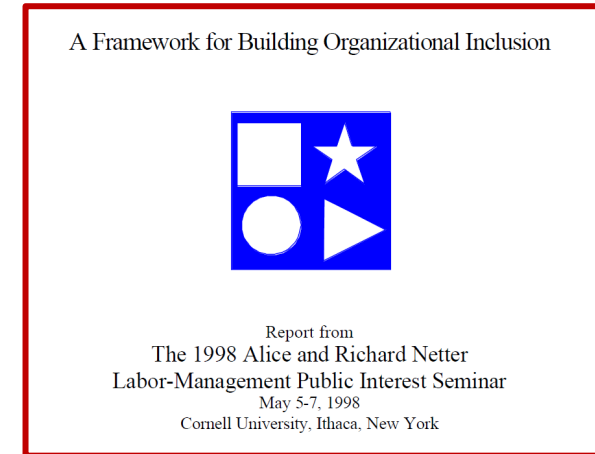
63% of staff will turn down a pay increase for an inclusive and transparent culture

How Do You Get Inclusion?

Among a sea of reports about inclusion...



... one stood out



The Building Blocks of Inclusive Culture

The Netter Principles

A Framework for Building Organizational Inclusion

Valuing Identity

- Demonstrated Commitment to Diversity
- Demonstrated Commitment to Community Relationships
- Demonstrated Commitment to Continuous Learning
- Accommodation of Diverse Physical & Developmental Abilities
- Holistic View of Employees

Giving a Voice

- 360° Communication & Information-Sharing
- Equitable Systems of Recognition & Reward
- Access to Opportunity
- Alignment of Organizational Culture & Process

Sharing Power

- Shared Accountability & Responsibility
- Participatory Work Organization & Work Process
- Collaborative Conflict Resolution Processes

← Improving the environment to make it welcoming to individuals →

← Improving the organization to make it more capable of participative decision-making →

An Imperfect View of the Evolution of Inclusion

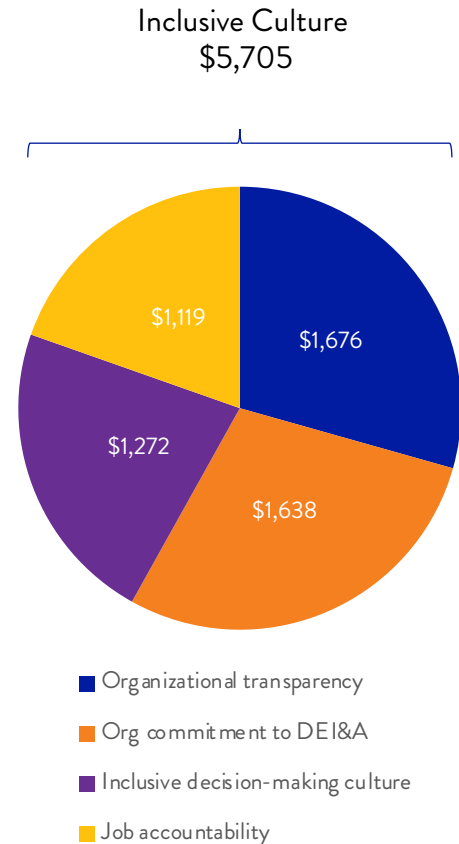
	Recognizing Identity		Giving A Voice		Sharing Power	
	Stage 1: Welcoming Diversity	Stage 2: Enabling Belonging	Stage 3: Sharing Information	Stage 4: Sharing Opportunity	Stage 5: Encouraging Involvement	Stage 6: True Power Sharing
Company-Wide Inclusion Structures	<ul style="list-style-type: none"> <input type="checkbox"/> DEI&A training offered regularly <input type="checkbox"/> Barriers to physical and developmental disabilities removed <input type="checkbox"/> Public, shared commitments to DEI&A <input type="checkbox"/> Diverse candidates actively sought <input type="checkbox"/> Elimination of bias-generating recruitment activities 	<ul style="list-style-type: none"> <input type="checkbox"/> Sense of shared identity/shared values, clarity of core cultural values <input type="checkbox"/> Written standards of behavior toward each other <input type="checkbox"/> Diverse hiring panels <input type="checkbox"/> Recognition/reward systems evaluated for bias <input type="checkbox"/> Recognition of nontraditional job qualifications 	<ul style="list-style-type: none"> <input type="checkbox"/> Leadership disposition to share thinking in advance of making decisions <input type="checkbox"/> Regular community meetings, feedback and communication structures 	<ul style="list-style-type: none"> <input type="checkbox"/> Company-wide review of staff capabilities and opportunities <input type="checkbox"/> Company rules of engagement <input type="checkbox"/> Group learning <input type="checkbox"/> Openness to different individual ways of working around cultural core <input type="checkbox"/> Promotions process publicized/open to all 	<ul style="list-style-type: none"> <input type="checkbox"/> Formal team structures for cross-company decision-making (beyond antiracism) <input type="checkbox"/> Mutually-agreed rules of engagement on cross-company teams <input type="checkbox"/> Employee-generated changes to ways of working 	<ul style="list-style-type: none"> <input type="checkbox"/> Leaders willingly share power (but not necessarily accountability) <input type="checkbox"/> Group rules of engagement for goal setting, power sharing and conflict resolution in collective decisions <input type="checkbox"/> Group participation in highest-stakes decisions (e.g., programming)
Employee Development/Support	<ul style="list-style-type: none"> <input type="checkbox"/> Welcoming posture to all <input type="checkbox"/> Employees involved in goal-setting <input type="checkbox"/> Anti-racism included in organizational goals 	<ul style="list-style-type: none"> <input type="checkbox"/> Racism actively challenged <input type="checkbox"/> Formal cultural onboarding <input type="checkbox"/> Creation of affinity groups 	<ul style="list-style-type: none"> <input type="checkbox"/> Expectation of staff willingness to share knowledge/experience <input type="checkbox"/> Feedback culture outside of reviews 	<ul style="list-style-type: none"> <input type="checkbox"/> Focus on representation at all levels of hierarchy <input type="checkbox"/> Thriving affinity groups <input type="checkbox"/> Two-way feedback <input type="checkbox"/> Regular identification of opportunities outside reporting structure 	<ul style="list-style-type: none"> <input type="checkbox"/> Exposure to leadership/decision-making outside core role 	<ul style="list-style-type: none"> <input type="checkbox"/> Involvement in decision-making outside core role <input type="checkbox"/> Opportunity to create own career path through collective work teams
How Individuals Feel	Allowed	Understood	Connected	Valued	Invested	Essential →

Why Assess Inclusion?

Most arts organizations are committed to improving **diversity** – in their workforces, their audiences, their boards, their artists, and their art. While most also embrace the idea of **inclusion**, fewer know how to measure or foster it, particularly among their employees. But, according to the NeuroLeadership Institute, **“Diversity without inclusion is a revolving door of talent.”**

Fostering a culture of inclusion – where people from diverse backgrounds all feel welcome and valued – is not only the right thing to do, it has also been shown to produce real results.

- A 2019 survey by BetterUp found that employees who feel a strong sense of inclusion and belonging demonstrate **a 50% reduction in turnover risk, a 56% increase in performance, and a 75% decrease in employee sick days** compared to employees with a low sense of inclusion and belonging.
- According to a study by Linkage, top quartile inclusiveness companies are also **50% more creative, collaborative, and innovative** than bottom quartile companies.



Definitions of “diversity” and “inclusion” from [The Netter Principles](#) (a framework for building organizational inclusion developed at the 1998 Alice and Richard Netter Labor-Management Public Interest Seminar at Cornell University).

ABA's Inclusion Assessment

Commitment & Culture

An arts organization's promises related to diversity and inclusion and the environment it fosters

Action & Accountability

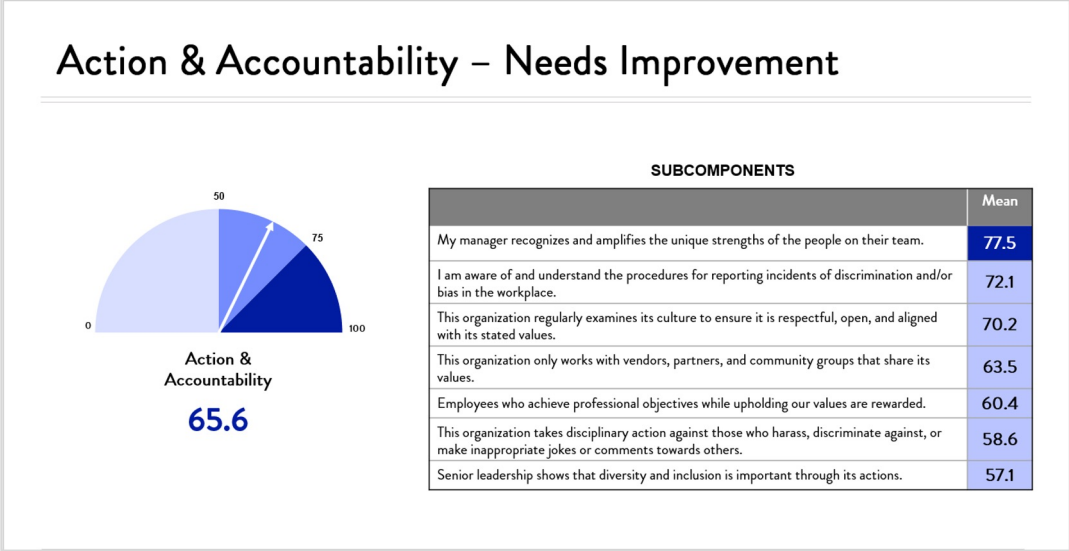
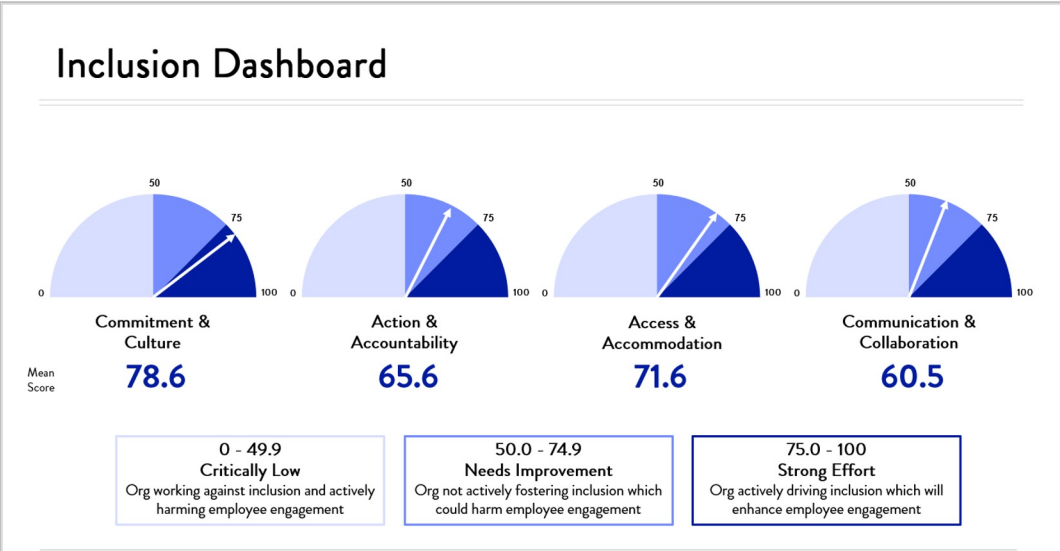
How an arts organization delivers on its DEI&A commitments and holds its leadership, employees, and partners accountable

Access & Accommodation

The ways an arts organization provides access and opportunity to a diverse set of people and needs

Communication & Collaboration

How an arts organization spreads information, gathers feedback, and enables innovation and problem-solving



Management Fundamentals Series

Understanding that arts leaders at every level may need to stretch their management muscles from time to time, ABA has developed a series of virtual, interactive sessions to tune-up member managerial and coaching skills.

UNDERSTANDING YOUR COMMUNICATION STYLE



- Identify your communication style
- Understand your reaction to stress and how it affects your interactions
- Learn clues to others' styles and how to tailor your communication

COACHING FOR PERFORMANCE



- Understand your role in coaching team members
- Learn how to deploy coaching to increase team performance and support staff development
- Practice key coaching skills

RECOGNIZING AND MANAGING BIASES



- Understand concepts of unconscious bias
- Identify and practice awareness of bias in the workplace and recruitment
- Practice calling out biases and prepare apologies for when you make a mistake

GETTING WORK DONE THROUGH OTHERS



- Build your system for prioritizing work
- Understand your personal delegating style and how to adjust your approach for others
- Reflect on your leadership brand

MANAGING DIFFICULT CONVERSATIONS



- Learn strategies for making difficult conversations (with team or your own manager) more productive
- Prepare for your own upcoming difficult conversations

NORMING YOUR TEAM AROUND PSYCHOLOGICAL SAFETY



- Understand the importance of individuality and how to set and enforce team norms
- Encourage team reflection and input
- Share power to boost team trust

Accompanying Cases

TODAY

Getting a holistic view
of talent



“Portfolio” Succession
Planning

IN THE APPENDIX

Building an atmosphere of
psychological safety

McCarter
THEATRE CENTER

User Guides

Balancing power sharing
with accountability

STAGES

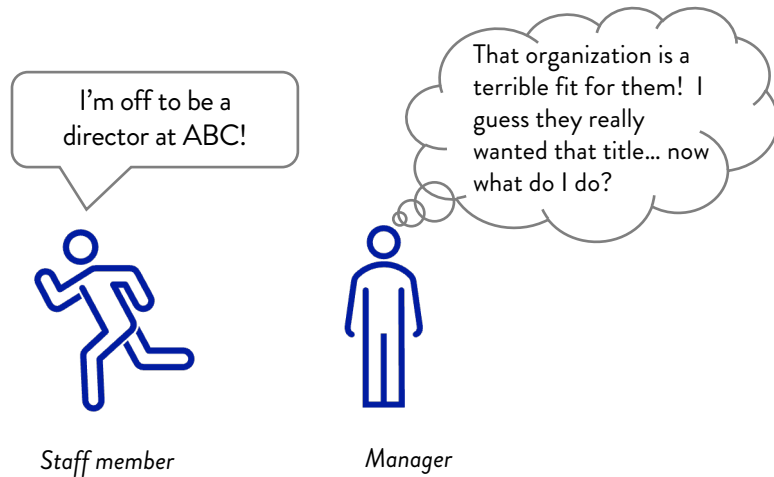
A case study in power
sharing

Does This Look Familiar?

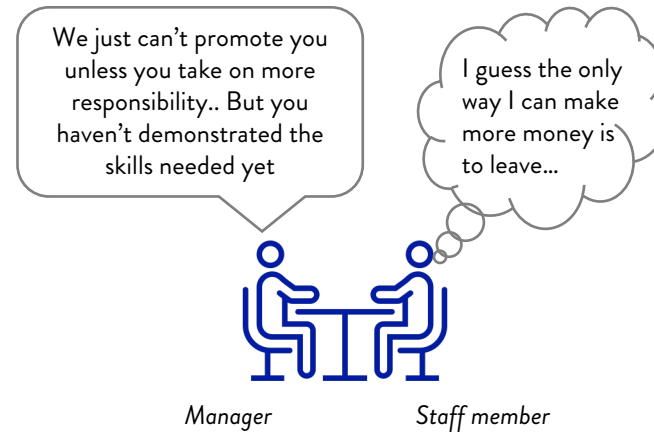
Arts organizations often don't recognize challenges in talent management until they have become acute.

Representative Challenges in Arts Organizations

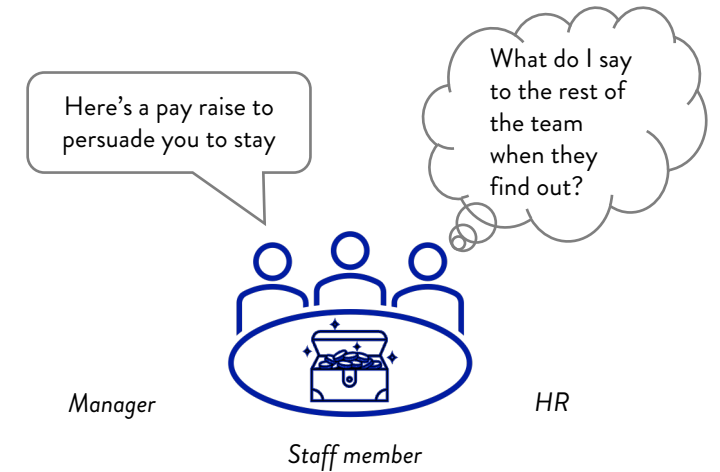
The Critical Departure – For Bad Reasons



The Stalled Staff Member



The "Diving Catch"



A Proactive Approach to People Planning



LA Phil asks staff to share their personal career accomplishments and aspirations with their manager, revisited annually....

...and the institution devotes people planning time to looking at team strengths and weaknesses as an input to customized successions plans.

1 Employee snapshot

9 box Talent Grid evaluation and retention risk:

● Retention Flag

● 9 grid assessment

Career aspirations: Continue growing in current role for next 2 years to advance Bowl Vision Plan. Ultimately Bowl Ops Director or VP of Ops

Ready for next move: (timing) 2 to 5 years

Strengths: (As they relate to career aspirations) Broad range of operations experience. Strong analytical skills. Strategic thinking. Impeccable customer service and de-escalation skills.

Development needs: (As they relate to career aspirations) Budget projection during fluctuating concert attendance. Continue learning predictive staffing model tool to increase efficiency.

Personal Development Plan and possible next career steps: Identify mentor to continue growing. Build external network to allow for more best practice sharing.

2 9 Box Grid

Each manager fills out for the team

	New to Role	Growth Employee	High Potential
Accelerate	More time needed for true assessment. No signs of concern at this point in short tenure.	Does extremely well at current job with potential to do more, give stretch assignments to continue assessing and help prepare for next level.	Perennial exceptional performer with the ability to advance at least 2 roles beyond current position. Consistently performs well in a variety of assignments; superstar employee.
Potential Increase	With coaching, could progress within level, focus on stretch goals for this employee to determine true potential.	May be considered for job enlargement at the same level but may have not performed as well when given other opportunities.	Consistently gets job done at a high level and is critical to the company's success. Desire or specific role/skill set may limit ability to advance to higher levels in the organization.
Stay	May be a candidate for reassignment, reclassification to a lower level or to exit the organization.	Effective performer but may have reached career potential; try to coach employee on becoming more innovative, focus on lateral thinking.	Experienced high performer but has reached limit of career potential. Still a valuable employee and leader must find way to maximize this employee's contributions.
	Lower Performer	Performer	High Performer

Department People Planning Tools

3 People Action Plan

Created by managers, adjusted during talent discussion

Name and role:	Rating:	Comments:	Short-term succession			
			Successors ready after current role	Successors ready after 1 more role	Successors ready after 2 or more role	Emergency successor
Imron Dennis		Consistent Performer but limited to current role and level of responsibility. Upgrade talent upon attrition.	Daniel Cayton Lafifi Annos Arnett Vaughn	Tia Fraser Zachary Foster	Maud Randon	Daniel Cayton Lafifi Annos Arnett Vaughn Pearl Williams
Colbert Alexander		Shows great promise to be future superstar. Need more exposure since he is new to this role.	Jennifer Sanders Byron Robinson	Chad Peterson	Ari Wake Juanita Garcia	Jennifer Sanders Byron Robinson
Latonya Moore		Hands down most valuable player on team. Concern that we don't have strong pipeline which limits ability to promote her immediately.			Artice Smith	
Rachael Hernandez		Long term employee who lacks motivation. Need to find ways to motivate and increase pipeline of successors.		Greta Pierce	Nila Perkins Viet Nguyen	

Retention Risk: ● Retention Flag ● No Retention Risk

Succession Plan strength indicators:

- 2 successors ready, short term
- 1 successor ready, short term
- No successors ready, short term

1 Changing the Manager and Employee Dialogue

Annual Employee Snapshot Conversation



Manager

Staff member

- Initially conducted with selected departments, ultimately to be used for all staff
- Separate conversation from performance reviews, but uses reviews as input
- Employee fills out personal achievements, development, cross-functional skills and career aspirations
- Manager then fills out sections on strengths/development needs (from performance review) and evaluates them against 9 box talent grid

Sample Employee Snapshot and Critical Benefits

Employee Snapshot

Name:	Theo Burns
Current role:	Operations Manager
In role since:	August 2007
With LA Phil since:	June 2000
Previous 3 roles:	Operations Supervisor Lead Usher Usher
Educational background:	Associates in Business Bachelor's in Business Administration
Key achievements in current role:	Transformed Ops department from tactical to strategic, forward-looking team. Bowl Centennial leader. Recipient of Ed Tom Leadership Award
Professional Development: (Internal and External)	Learned Spanish to better communicate with previous team and patrons. Self-taught Excel to proficiency level. Represented LA Phil in City Wide Arts Festival and received Leadership Certificate after completing their required course.
Cross-Functional skills:	Served as backup Parking Lot Manager. Spent two summers as Box Office team lead during staffing shortages. Previous Stagehand experience.
Language skills:	Fluent in Spanish and conversational in French



Evaluation: Manager's evaluation of performance and potential acts as input for 9 box grid

Engagement: "Key achievements" give all staff a chance to point out accomplishments to managers

Opportunity: Development activities and cross-functional skills open possibility of cross-company transfer for stalled staff

Guidance: "Career aspirations" discussion ensures manager knows ambitions, can cater development to those ambitions, and is not surprised when staff member seeks new opportunities

Career aspirations:	Continue growing in current role for next 2 years to advance Bowl Vision Plan. Ultimately Bowl Ops Director or VP of Ops
Ready for next move: (timing)	2 to 5 years
Strengths: (As they relate to career aspirations)	Broad range of operations experience. Strong analytical skills. Strategic thinking. Impeccable customer service and de-escalation skills.
Development needs: (As they relate to career aspirations)	Budget projection during fluctuating concert attendance. Continue learning predictive staffing model tool to increase efficiency.
Personal Development Plan and possible next career steps:	Identify mentor to continue growing. Build external network to allow for more best practice sharing.

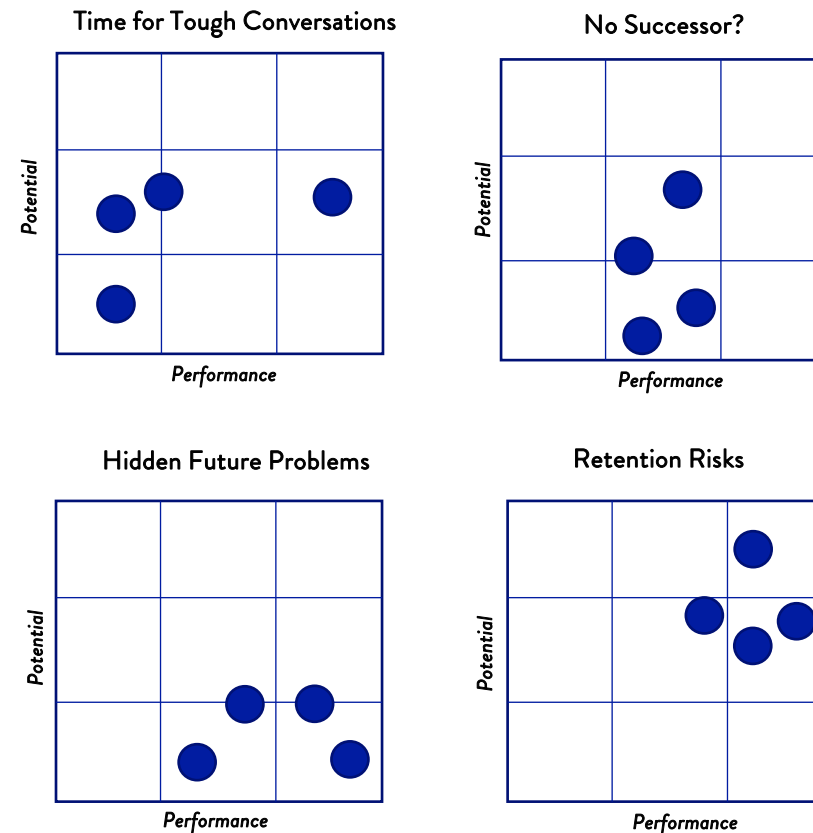
2 Performance + Potential Gives Full Team Picture

Evaluating all staff against a common grid...

Potential	Accelerate	New to Role More time needed for true assessment. No signs of concern at this point in short tenure.	Growth Employee Does extremely well at current job with potential to do more; give stretch assignments to continue assessing and help prepare for next level.	High Potential Perennial exceptional performer with the ability to advance at least 2 roles beyond current position. Consistently performs well in a variety of assignments; superstar employee.
	Increase	Improvement With coaching, could progress within level; focus on stretch goals for this employee to determine true potential.	Core Employee May be considered for job enlargement at the same level but may have not performed as well when given other opportunities.	High Impact Performer Consistently gets job done at a high level and is critical to the company's success. Desire or specific role/skill set may limit ability to advance to higher levels in the organization.
	Stay	Lower Performer May be a candidate for reassignment, reclassification to a lower level or to exit the organization.	Solid Performer Effective performer but may have reached career potential; try to coach employee on becoming more innovative, focus on lateral thinking.	Key Performer Experienced high performer but has reached limit of career potential. Still a valuable employee and leader must find way to maximize this employee's contributions.
		Lower Performer	Performer	High Performer
		Performance		

...shows areas of weakness now or in the future.

Potential Team Profiles of Concern



3 Thinking Creatively in Advance

Cascading team discussion focused on prioritized staff...

...provides for critical conversations...

...and creates an agreed-on plan with next steps.

Sample Agenda, People Planning Process

- 9:00 – 10:00 Managers discuss key individuals at coordinator and summer staff level*
- 10:00-11:00 Senior managers discuss key individuals at manager level
- 11:00-12:00 Top leaders discuss key individuals at director level

Sample Prioritized List For Discussion Completed by Managers

Prioritized list of individuals for discussion: Strong and Poor Performers		
Name/current role	Career issues to be resolved	Performance issues to be resolved
Latonya Moore / Operations Strategist	Need to find/develop backfill to avoid Latonya becoming a flight risk	N/A
Rachel Hernandez	Pipeline for backfill is poor	Rachel does just enough to get by. She has acceptable performance but specific skills are not there.

Discussion Topics

- Team balance issues from 9 box exercise
- Key person dependencies and solutions
- Employees needing pay adjustments or retention bonuses, and whether they make sense in the bigger picture
- Opportunities to give staff a jump to a different department to build new skills
- Progress on talent priorities such as diversity commitments

Sample Succession Planning Outcomes Document

Name and role:	Rating:	Comments:	Short-term succession			Emergency successor
			Successors ready after current role	Successors ready after 1 more role	Successors ready after 2 or more role	
Imon Dennis	3	Consistent Performer but limited to current role and level of responsibility. Upgrade talent upon attrition.	Daniel Crayton Laila Amos Arnett Vaughn	Tia Frasier Zachary Foster	Maud Randon	Daniel Crayton Laila Amos Arnett Vaughn Peel Williams
Cobert Alexander	4	Shows great promise to be future superstar. Need more exposure since he is new to this role.	Jennifer Sanders Byron Roberson	Chad Peterson	Art Wake Juanita Garcia	Jennifer Sanders Byron Roberson
Latonya Moore	2	Hands down most valuable player on team. Concern that we don't have strong pipeline which limits ability to promote her immediately.			Artice Smith	
Rachel Hernandez	2	Long term employee who lacks motivation. Need to find ways to motivate and increase pipeline of successors.		Greta Pierce	Nita Perkins Viet Nguyen	

Retention risk is considered as part of planning, but doesn't impact rating

Succession plan strength is rated against number of ready successors

Sample People Plan Completed by Managers

Talent priorities such as increasing diversity are part of the people plan

People Action Plan
1) Plans to address succession gaps: Latonya and Rachel are key concerns. Developing a shadowing plan for Artice and Greta. Also requested from HR to hire two new hires with the potential to grow into these roles.
2) Plans to enhance Diversity of our department's leadership talent pipeline: Attending National Black MBA Conference in May. Also diversifying our posting strategy to gain more exposure from diverse applicants.
3) Other priority actions to enhance long term talent pipeline: Participating in company's mentorship program. Establishing relationships with local community colleges.

*Individuals being discussed are not present in the meetings but have provided input to their managers in advance.

Proactive Pays Off



Benefits of Systematic Employee Discussions



Individual engagement: employees feel cared for when managers understand their aspirations and help plan for their future.



Focus on organizational priorities: staff discussion times allow for review against talent priorities such as increased diversity



At-a-glance view of talent in the department: company-wide understanding of strengths and needs, now and in the future.



Fewer surprises: forces conversations between managers and staff about retention; allows retention concerns to be addressed early.



Easier lateral movement of those 'stuck' in role: leadership teams understand the potential, skills and concerns of those who have been unable to progress.



More thoughtful progression of high potential staff: leadership has early visibility into high potential staff and can provide a variety of critical experiences as they grow.



Fairer pay increases: Retention pay increases agreed to by managers who could be impacted, avoiding excessive imbalance across teams

“The process helps managers realize when they are being ‘pennywise and pound foolish.’ If a key individual leaves, it is much more expensive for us than if we had helped retain them with a job change.

Where can we advance positions, areas of responsibility, so we can find a promotion that doesn't feel performative?

But even aside from the retention benefits of this process, the manager conversations are such a morale booster - individuals are left feeling like they are being thought about.”

Supporting Your Talent Efforts

Survey Development and Deployment

Organizational Inclusion Assessment Overview

What is it? An internal assessment for arts organizations deploy on a regular cadence to understand their strengths and weaknesses relative to creating an inclusive environment and culture.

- Employee engagement and satisfaction
- Awareness of organization's current diversity and inclusion systems, procedures, and resources

Who is it for? Organizations who deploy the assessment will receive a custom report highlighting strengths and areas for improvement.

Sample Assessment Report

Inclusion Dashboard

Category	Score
Company & Culture	78.6
Access & Accessibility	65.6
Arts & Programming	71.6
Community & Collaboration	60.5

Action & Accountability – Needs Improvement

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- *Compelling Offer* survey
- Cross-organization inclusion survey
- Simulations to understand culture outcomes

Case Study Implementation Support

Step by Step: Building a Community Agreement

Recognizing Identity

- Step 1: Welcoming Diversity**
 - Company-wide training
 - Publicly stated commitment
 - Employee resource groups
 - Employee-led diversity and inclusion committees
 - Employee-led diversity and inclusion councils
- Step 2: Building Stronger Connections**
 - Formal and informal mentorship programs
 - Employee resource groups
 - Employee-led diversity and inclusion committees
 - Employee-led diversity and inclusion councils

Going A Mile

- Step 3: Sharing Information**
 - Employee resource groups
 - Employee-led diversity and inclusion committees
 - Employee-led diversity and inclusion councils
- Step 4: Sharing Opportunity**
 - Employee resource groups
 - Employee-led diversity and inclusion committees
 - Employee-led diversity and inclusion councils

Sharing Power

- Step 5: Encouraging Feedback**
 - Employee resource groups
 - Employee-led diversity and inclusion committees
 - Employee-led diversity and inclusion councils
- Step 6: True Power Sharing**
 - Employee resource groups
 - Employee-led diversity and inclusion committees
 - Employee-led diversity and inclusion councils

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- Action templates and articles
- Group coaching on creation of group agreements

Workshops & Training

Understanding Your Communication Style

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- *Management Fundamentals* series
- Power-sharing diagnostic
- Alignment on key areas of focus

Analytical and Advisory Support



- Custom survey analysis
- Advice/research on talent issues, including performance management, onboarding, recruiting practices and more

Contact Information



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