



# A Marketing Tool, Adapted To Determine Employment Preferences

---

Which Would You Buy?



Color	White	Red
Engine Power	3.6 L	4.2 L
Fuel consumption	4.9l/100km	7l/100km
Internal Features	Heated Seats	Heated steering wheel
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.

<p><b>Importance Scores</b></p> <p>How important are changes in base pay compared to amount of vacation time?</p>	<p><b>Utility Scores</b></p> <p>How much more (or less) utility does an individual receive from an offer 20% above market compensation versus a market-level offer?</p>
---	---

# 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

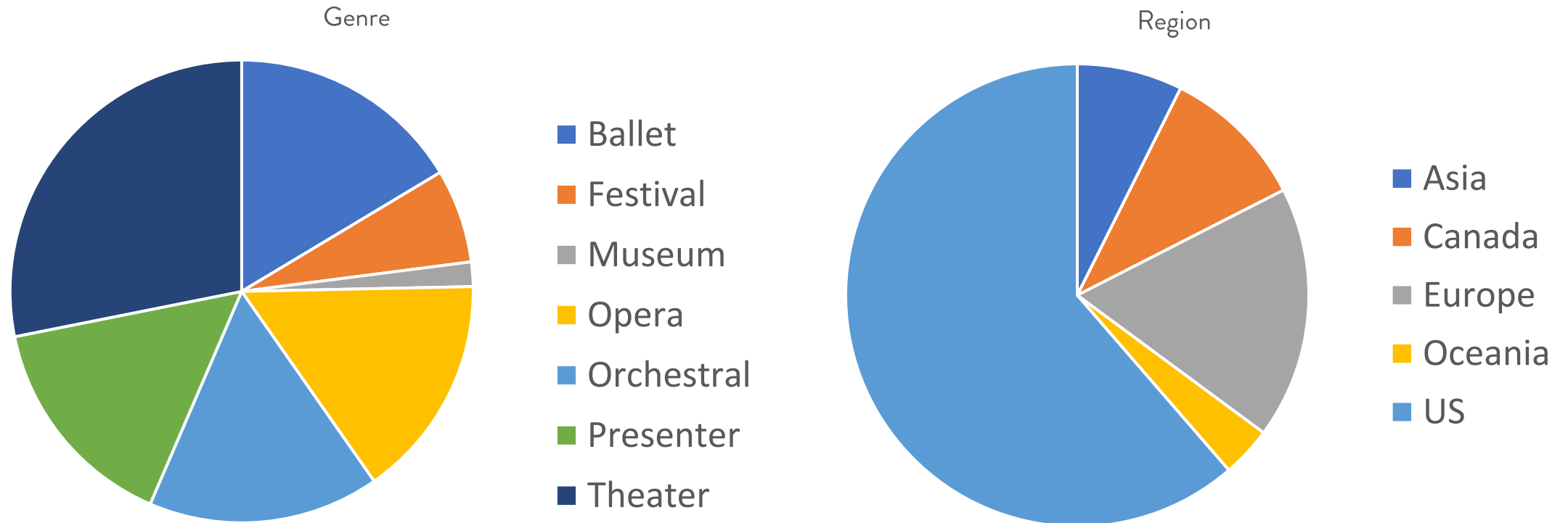
14. **Onsite benefits:** Access to range of in-office amenities (e.g., fitness, coffee/snacks, free event tickets or memberships, or reimbursed parking)
15. **Office environment:** Extent of office environment spaciousness/privacy
16. **Technology:** the extent of technology to make your job easier
17. **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

# The Largest Arts Staff Survey Ever Conducted

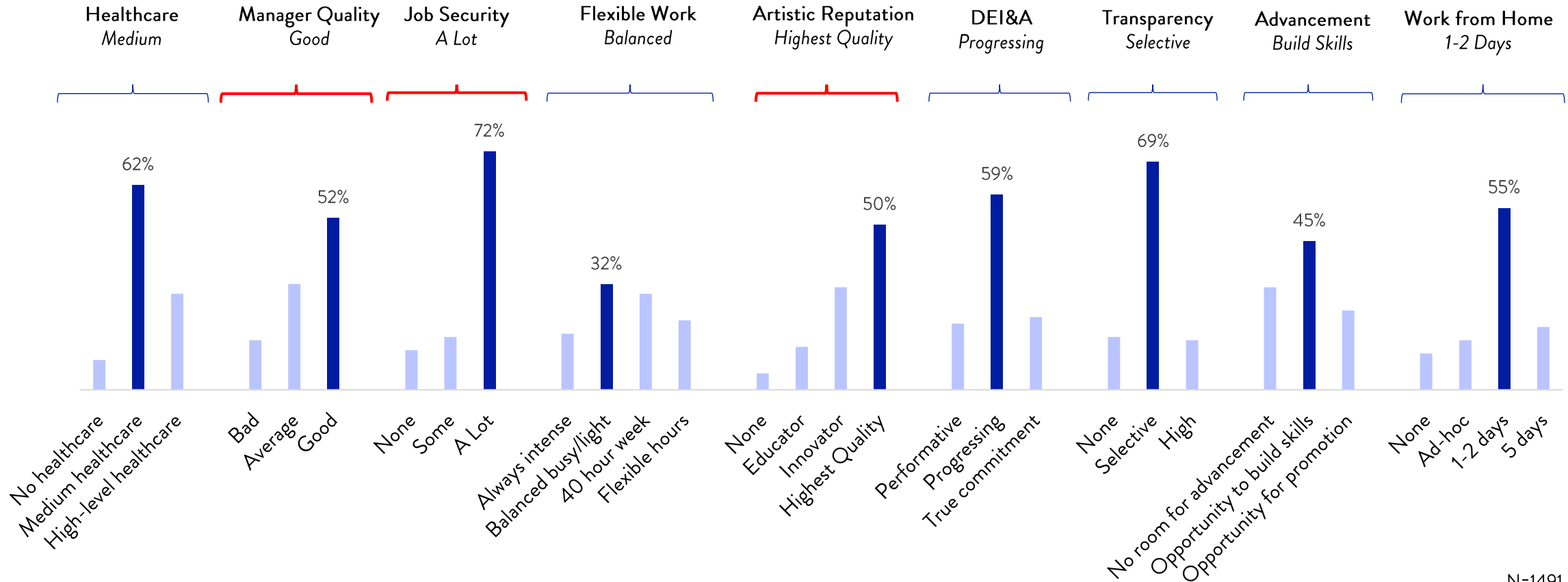
N=1491 staff globally



# The “Average” Organization

## How Institutions Are Rated By Staff

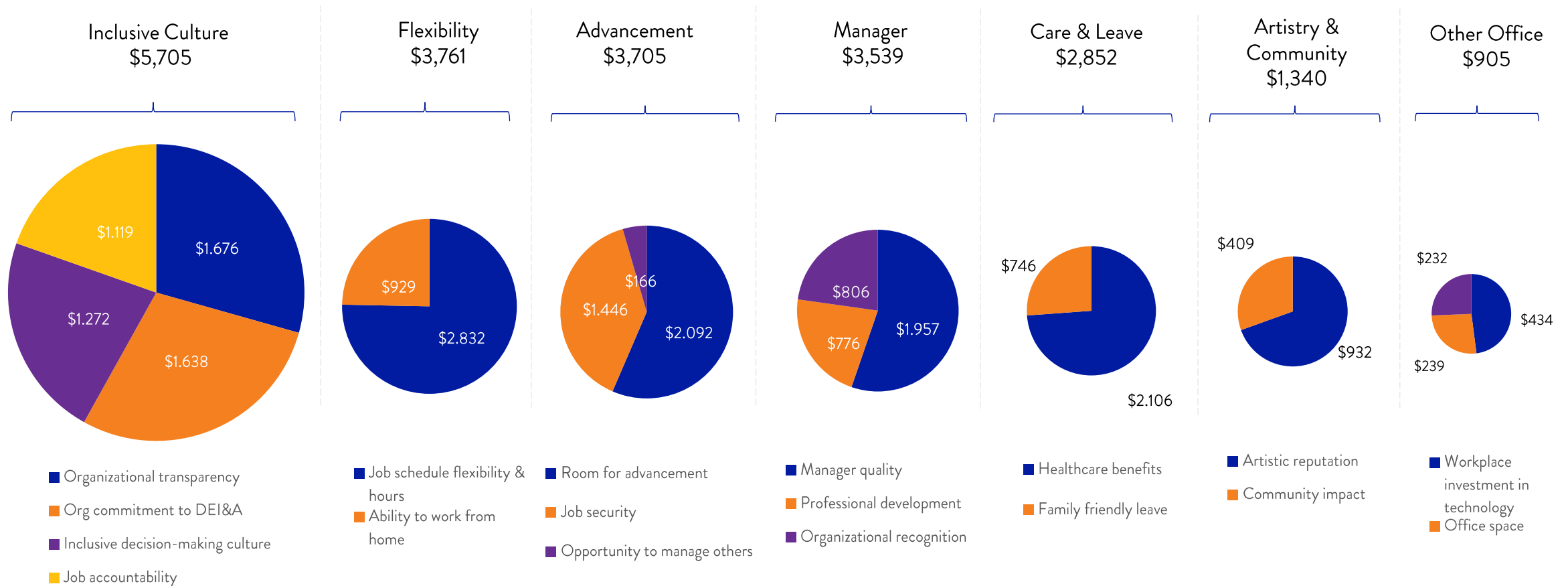
*Most common answer in italics*



N=1491

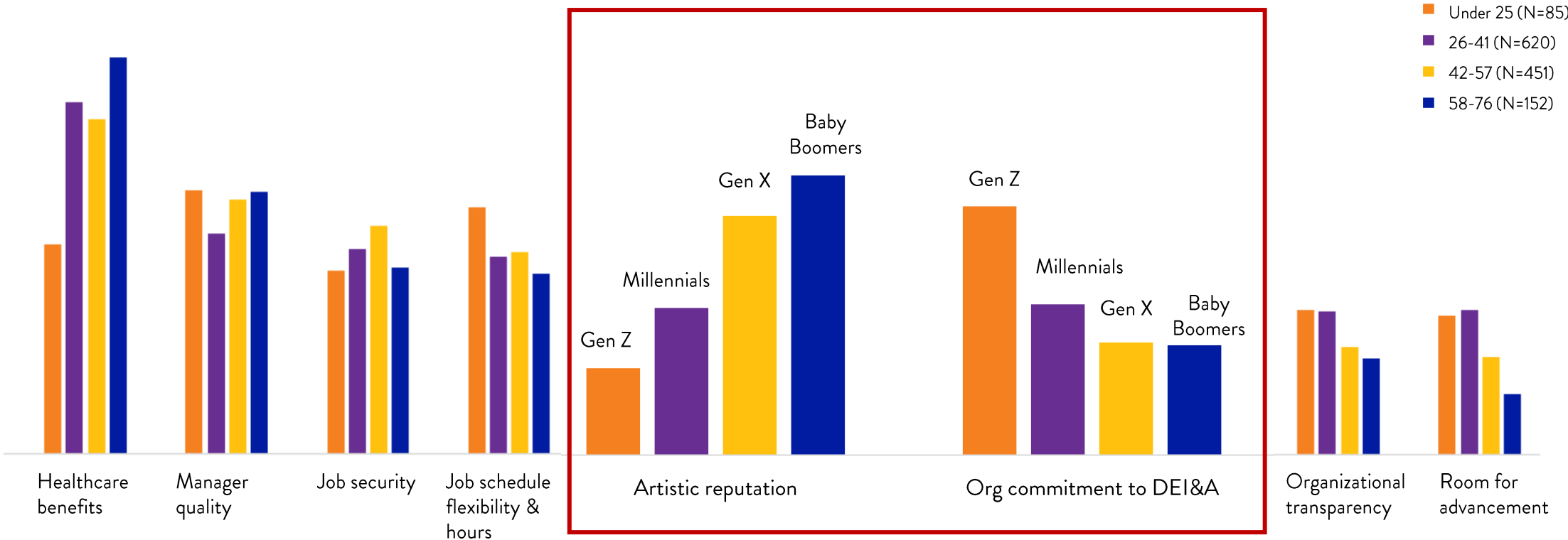
# Value of Different Employment Brands

## Financial Equivalent of Improving Performance by Attribute Cluster



# Generational Differences Are Remarkable

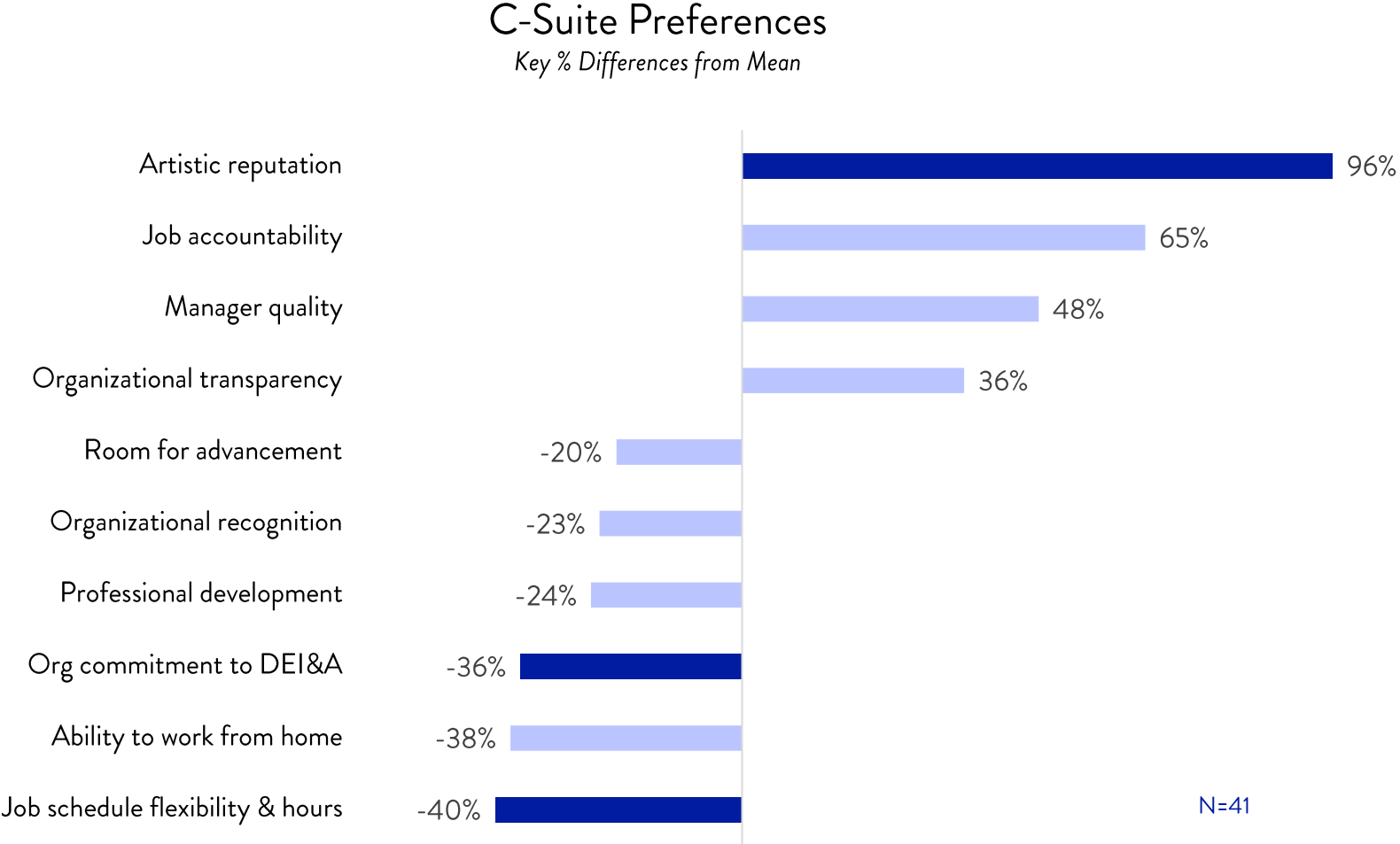
Importance of Employment Attributes—by Age



N=1491



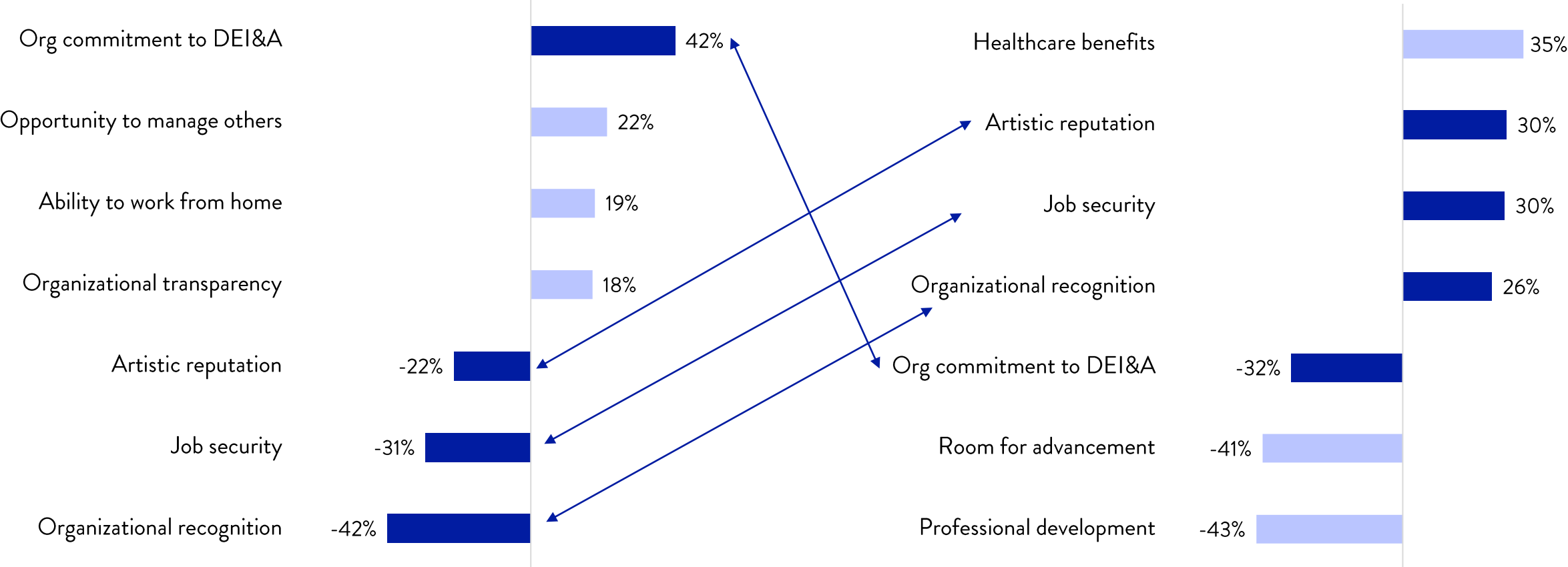
# C-Suite Preferences Differ from Other Departments



# Long-Timers & New Hires Very Different

New Hires (<1 year)  
Key % Differences from Mean

Long-Timers (11+ years)  
Key % Differences from Mean



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

# Cases We Will Explore Today

---

Balancing power sharing  
with accountability

STAGES

A case study in power  
sharing

Building an atmosphere of  
psychological safety

McCarter  
THEATRE CENTER

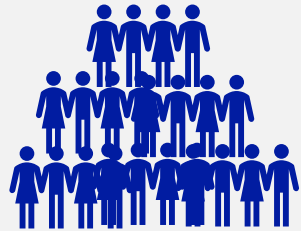
User Guides

Getting a holistic view  
of talent



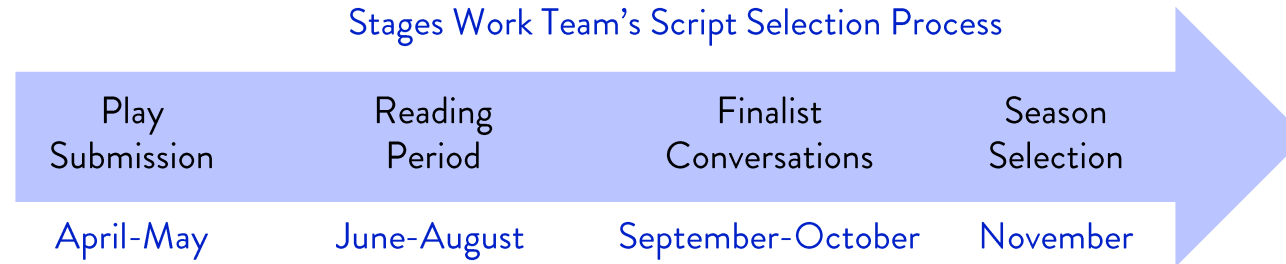
“Portfolio” Succession  
Planning

# Stages Opens Script Selection Process to All



- 15-20 person team (about half of the Stages community)
- All demographics, backgrounds and experience levels
- Cross-department
- Participation limited only by availability and interest

## Stages Work Team's Script Selection Process



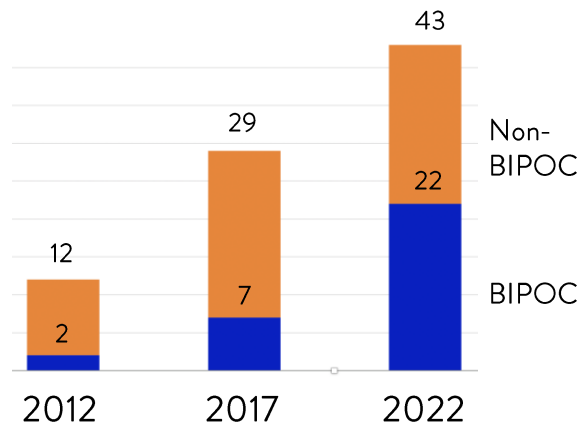
### Is the play/set-of-plays right for Stages right now?

- |   |  |
|---|--|
| <input type="checkbox"/> Houston needs this message/ debate/dialogue right now              | <input type="checkbox"/> Stages has capacity, resources and capabilities to host these productions |
| <input type="checkbox"/> Encourages the community and intimacy we want audiences to feel    | <input type="checkbox"/> Portfolio represents diverse range of production types                    |
| <input type="checkbox"/> Includes an element of surprise/ a 'powder keg of possibility'     | <input type="checkbox"/> Portfolio represents all kinds of diverse authors and subjects            |
| <input type="checkbox"/> Strong potential to strengthen the community and our service to it | <input type="checkbox"/> Portfolio represents sufficient financial upside                          |

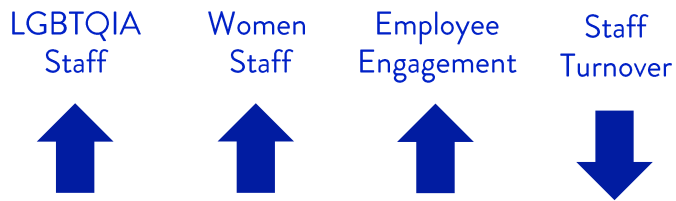
# Success on Any Measure

## Talent Metrics

### BIPOC Staff



Average Annual BIPOC Turnover = Less than 4%

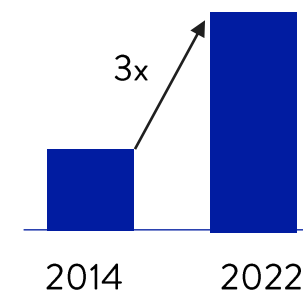


## Organizational Benefits

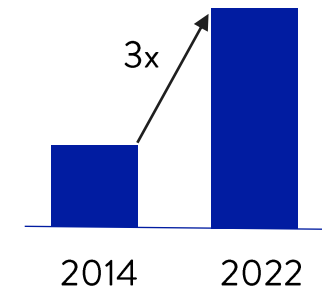
- Better organizational decision-making
- Wider buy-in to organizational decisions
- Deeper cultural competency and connection to the community
- Better responsiveness to changing community needs

## Business Metrics

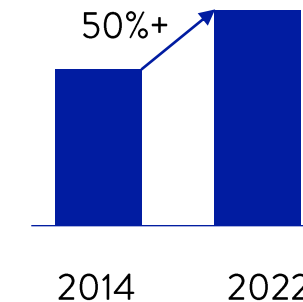
### Revenue



### Operating Budget



### Attendance



Successful \$35MM Capital Campaign

# Contact Information

---



*Transforming Arts Organizations Worldwide*

Chris Denby  
*Chief Executive Officer*  
chris.denby@advisoryarts.com