

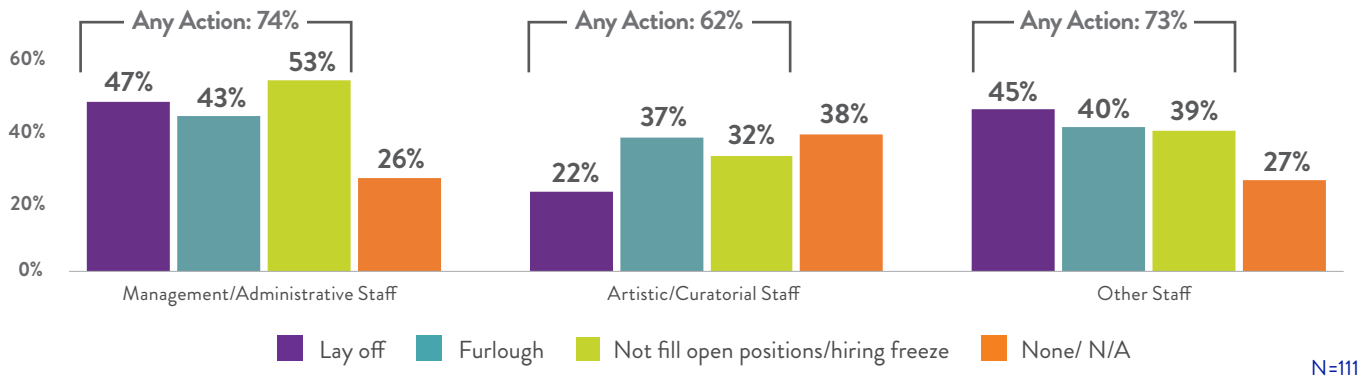
**MARCH 23, 2021**

The Advisory Board for the Arts regularly surveys leaders at arts organizations — including operas, ballets, symphonies, festivals, theaters, venues, schools, advocacy organizations, and museums — about issues relevant to the arts world. This online survey was fielded **March 15–20, 2021**. This is the twenty-fifth survey of the series.

## THE STATE OF OUR TEAMS

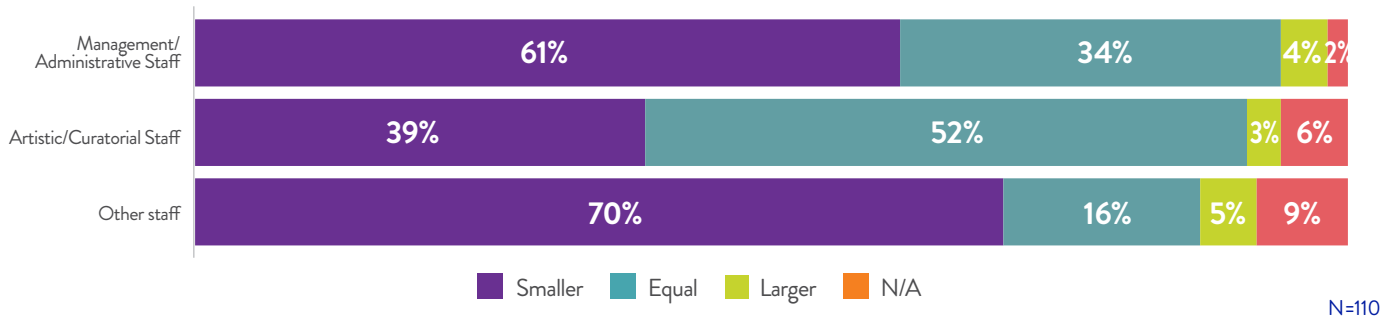
### Most Orgs Made Painful Staff Cuts During COVID-19

Staff-Related Actions During Pandemic



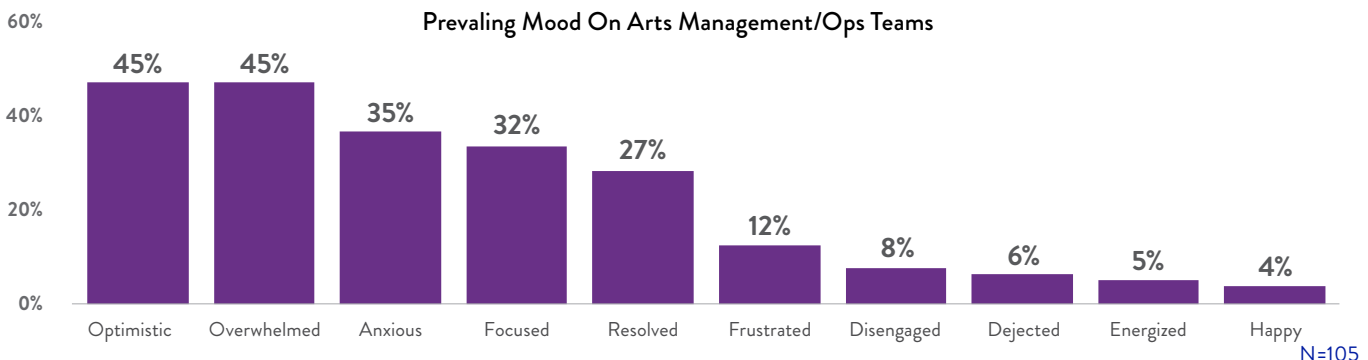
### Most Arts Orgs Still Working with Reduced Headcount

Current Size of Team vs. Pre-pandemic



### Teams Both Optimistic and Overwhelmed

Prevailing Mood On Arts Management/Ops Teams



# Arts Organization Leader Benchmarking

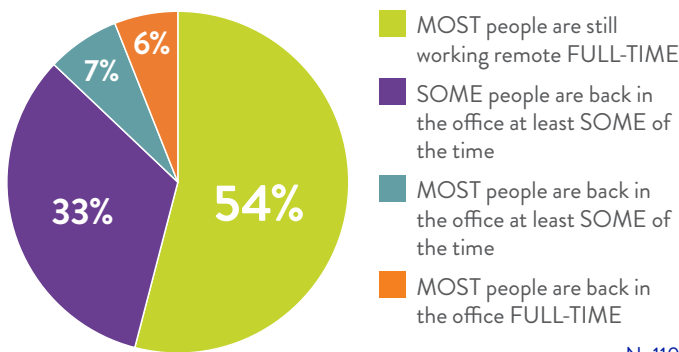
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## BACK TO THE OFFICE

### Majority Still Working Remote Full-Time

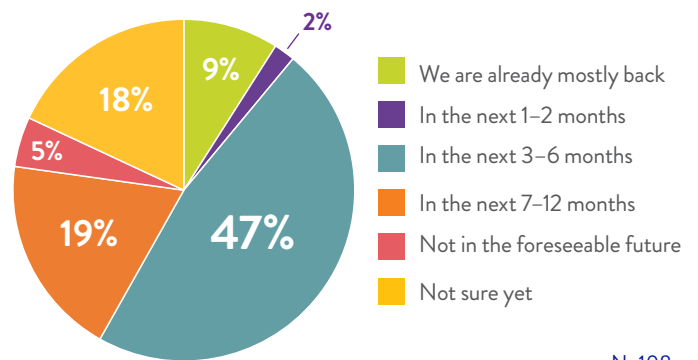
Current Working Situation



N=110

### Full Offices Still Months Away

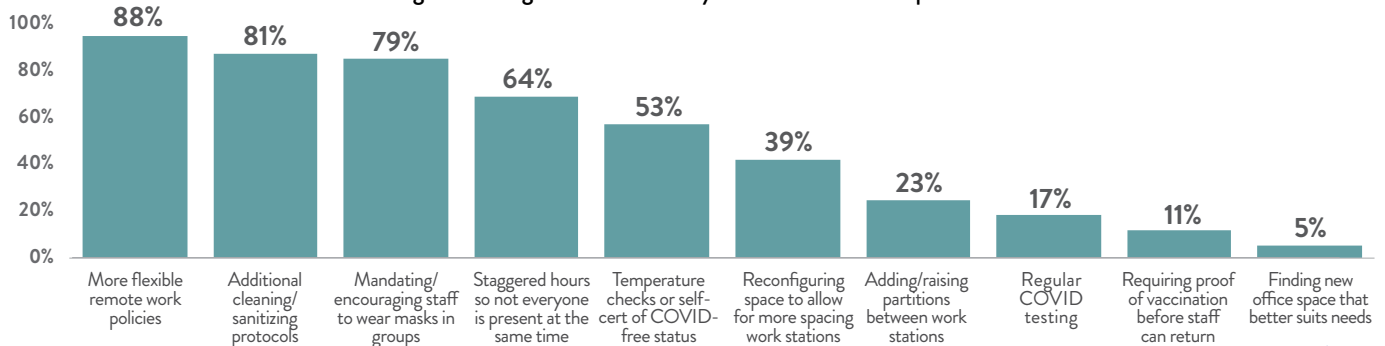
When Orgs Plan to Have Most Staff Back in Office Full-Time



N=108

### Flexible Policies, Additional Cleaning, and Masks Big Part of Office Return

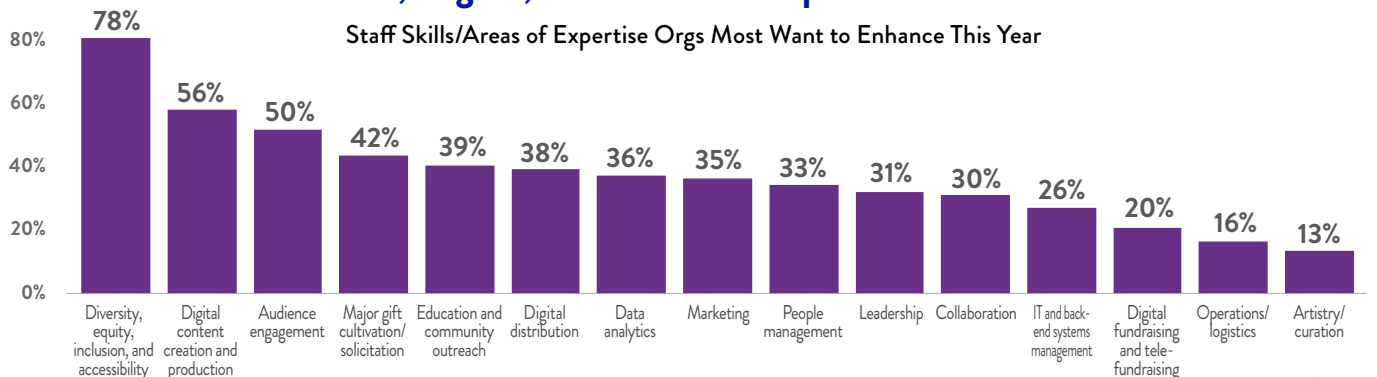
Changes to Bring Staff Back Safely (Planned and/or Implemented)



N=102

### DEI&A, Digital, and Audience Top Desired Skills List

Staff Skills/Areas of Expertise Orgs Most Want to Enhance This Year



N=104

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## LESSONS LEARNED

### Important Lesson Learned About Team Management During Pandemic

**Patience.  
Adaptability.  
Listening.**

Trust your staff and give them the responsibility and support to solve problems or suggest solutions.

You can never communicate your vision or say thank you enough.

Putting people first and leading with mission allows GREAT things to happen.

*A trust-based, decentralized, independent, devolved work environment has worked fantastically well both for the organization and individual workers, with no losses in productivity.*

The importance of 1:1 time and conversations with team members to make sure mental / behavioral health needs are met.

*Always speak the truth, even if it is NOT good news. Speak to the “optimism” of the future, but do not hide the tough reality of NOW.*

Look to retain and recruit utility players, always through an equitable process.

*I noticed how difficult it is to communicate when you can't simply walk by someone's desk and have a quick 2-minute conversation. I began to email differently, and it has drastically improved the pace at which others and I can complete tasks.*

**We can work from home and be productive.  
I would not have said that one year ago.**

*There is no “one size fits all,” that extraordinary circumstance shine a light on the best and worst of us, and that being nimble and flexible has new meaning.*