

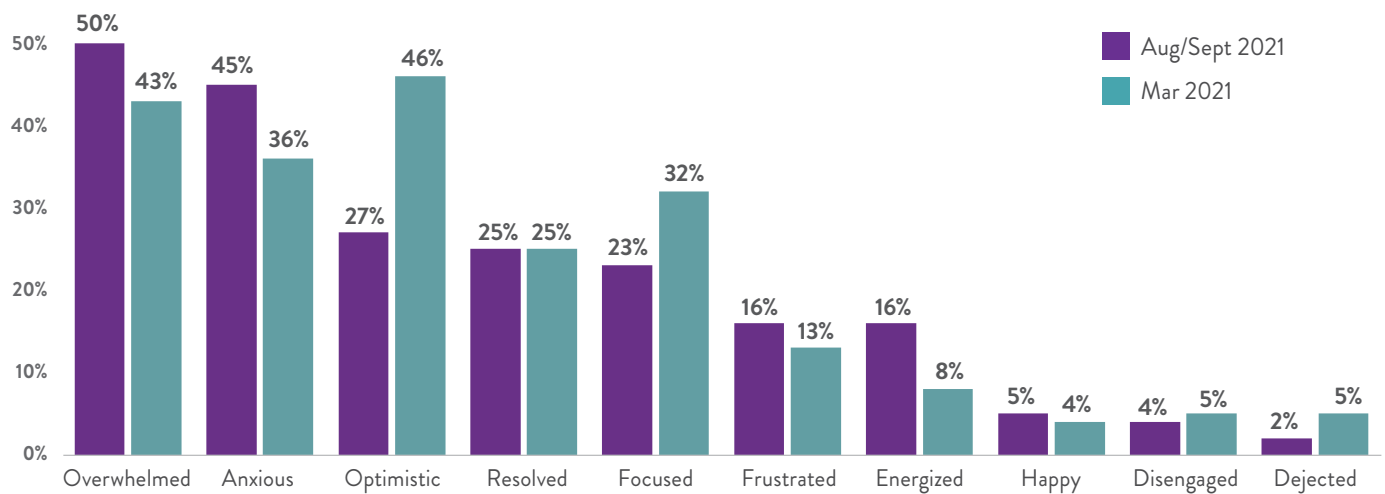
SEPTEMBER 7, 2021

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 **August 26–September 2, 2021**. This is the thirty-fourth survey of the series.

TEAM MORALE

Teams are Overwhelmed yet Determined

Prevailing Mood Among Management/Operations Staff



MAR N=111; AUG/SEPT N=130

How Leaders Are Keeping Teams Motivated Amidst Continued Uncertainty

- Keeping constant communication and transparency with our staff about the organization's status.
- Starting team meetings by talking about individual "wins" or "successes."
- Planning in-person activities to help staff meet people outside of their immediate teams.
- Closing the venue and office for one week.
- Prioritizing conversations about non work-related topics.
- Encouraging work-life balance and performing consistent wellness check-ins.
- Showing employees that we care about them, like giving everyone gift cards for lunch or treating staff to bagels after a show.
- Speaking openly about my own anxieties and what I do to help them to normalize these conversations.
- Listening to employees and being accommodating with remote work schedules.
- Finding strength in the positive progress of vaccine verification and statistics about those who are vaccinated.
- Looking to other arts orgs in the community as benchmarks and collaborators.
- Re-evaluating compensation and benefits packages.