



ADVISORY
BOARD
for the ARTS

Transforming Arts Organizations Worldwide

Finding Your Shared Purpose

Interactive Member Workshop Series

What Is a Shared Value?

What It Is

A Shared Value is a belief that both our organization and our customers have about a **higher purpose, passion, or philosophy** that has meaning in our lives beyond our specific genre or the arts in general.



What It Does

A Shared Value enduringly connects the core beliefs of the people inside an organization with the fundamental human values of the people the organization serves.

Separating 'Shared Value' from Similar Concepts

Shared Value

A belief that both our organization and our customers have about a higher purpose, passion, or philosophy that has meaning in our lives beyond our specific genre or the arts in general.

We believe...

We exist in order to...

Vision

A portrait of a future that could exist if the value you believe in were instantiated in the world and that we intend to work to help create.

Therefore, we want to create a future that looks like...

The future we will work toward is...

Mission

A statement of the path we intend to take to bring that future vision into existence.

We we will bring that vision into reality by...

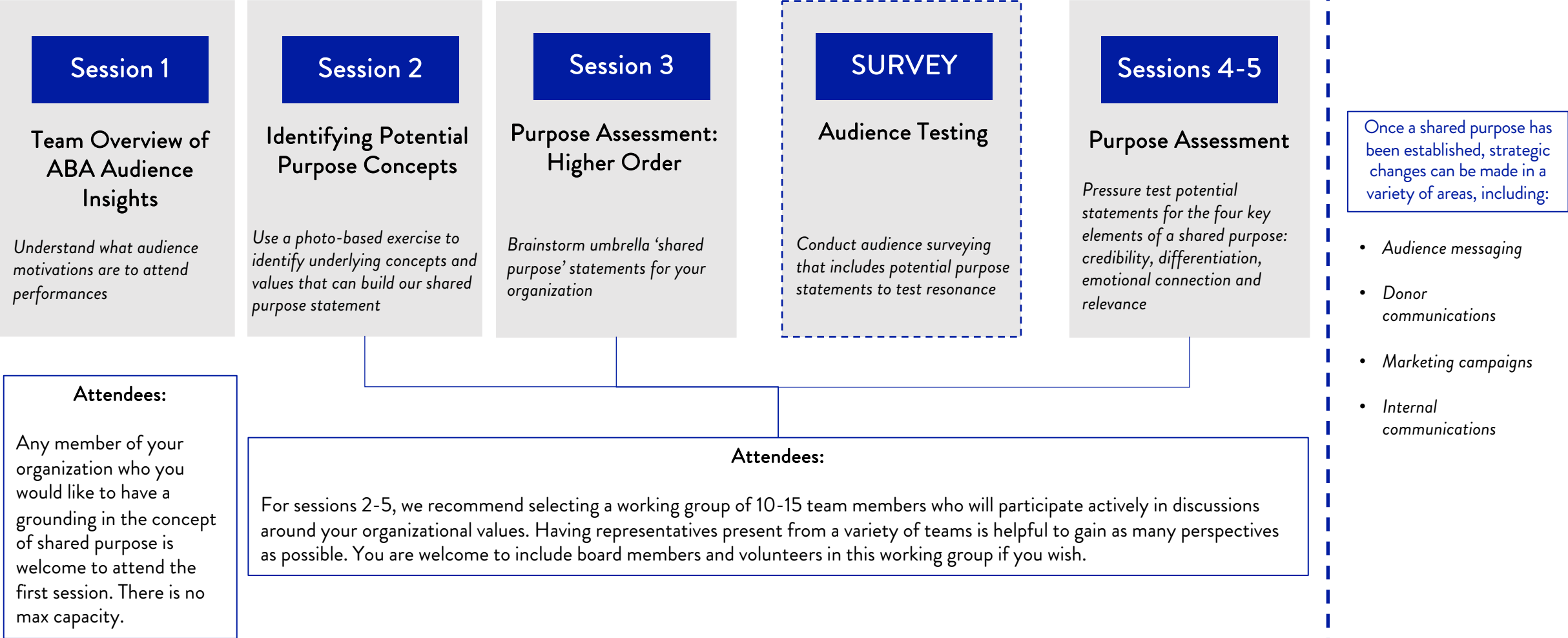
Values

A set of behavioral principles that we expect our staff, our stakeholders and our outside partners to adhere to.

We behave according to ...

We will seek partners who...

Workshop Series Overview



Session 1: Team Overview of Shared Purpose

Objective: provide a solid understanding of the Shared Purpose framework across the team

In this session, we'll share the core teachings and key takeaways from our research on the power of a Shared Purpose with your broader cross-functional team including:

- The power of Shared Purpose to drive loyalty, especially with casual attenders
- The five key elements of a Shared Purpose: higher order, emotional, relevant, credible, and differentiated.
- The difference between Shared Purpose and your organization's mission, vision, values, and strategy.
- Instantiating a Shared Purposed across touchpoints.



Length

1.5 hours



Pre-Work

Review the ABA Shared Purpose primer



Output

Guide to leveraging a Shared Purpose at your organization

This session is less interactive than the others, however there is ample opportunity for Q&A throughout the presentation.

Session 2: Team Imagery Exercise

Objective: identify values your organization can stand for, beyond the art form

In this session, we'll explore the Zaltman Metaphor Elicitation Technique (ZMET), which is a tool to surface the *emotional connection* your organization can have with audiences.

We will then conduct our own ZMET exercise to identify potential themes for our own Shared Purpose.



Length

2 hours



Pre-Work

Prepare an image for the ZMET exercise



Output

Recap of team ZMET exercise, including images and quotes

Session 2: Team Imagery Exercise

SESSION AGENDA

Time	Topic Covered
30 mins	Review of Shared Purpose and the Zaltman Metaphor Elicitation Technique (ZMET)
60-75 mins* <i>*depends on group size</i>	Group ZMET exercise, sharing the images we have prepared in advance and discussing the organization-defining themes that emerge
15 mins	Recap of emerging themes and preparation for next workshop

Session 3: Identifying Potential Higher Order Values

Objective: identify values your organization can stand for, beyond the art form

In this session, we will use the output from our ZMET exercise to brainstorm a set of Shared Purpose statements, which we will continue to pressure test in the subsequent workshops.

In breakout groups, we will prepare potential “higher order value statements.” We will then return to a larger group to discuss the breakout room suggestions and identify several values to continue exploring for your organization.



Length

2 hours



Pre-Work

Review ZMET recap



Output

Set of higher order values to test with audiences

Session 3: Workshop on Identifying Potential Higher Order Values

SESSION AGENDA

Time	Topic Covered
30 mins	Review of Shared Purpose and team ZMET outputs
30 mins	Breakout rooms to brainstorm possible higher order values based on our ZMET exercise
45 mins	In-depth group discussion of higher order values
15 mins	Narrowing down higher order value statements to test through audience surveying

Audience Survey: Testing Our Hypotheses

Surveying is a key step in understanding which of your potential shared purpose statements will truly resonate with your audiences. ABA will work with you to deploy an audience survey which can capture this and other insights.



Step 1: Design & Scoping

Working together with representatives from your organization, we will design a survey that captures audience reaction to proposed value statements (along with any other information you wish to collect).



Step 2: Coding & Deployment

The ABA team will code the survey in our SurveyMonkey system and share a live link for your team to send to a selected mailing list.



Step 3: Launch & Collection

The survey will remain open for **2 weeks** to collect responses. We recommend sending 1-2 reminder emails during this time.



Step 4: Analysis & Reporting

The ABA team will analyze all responses and build a report to share the final survey results, including which shared purpose statements resonated most with your audiences. This will be key input for the final pressure testing workshops.

Session 4: Values Assessment – Your Organization

Objective: pressure test our potential higher order values for credibility and differentiation

In this session, we'll start look inward at the unique gifts that your organization authentically offers the world.

We will select two potential higher order values and conduct two pressure testing exercises:

- **Credibility Test:** Examining your past productions and exhibitions, events, marketing, community engagement, and more to evaluate how well your organization has embodied potential values in the past.
- **Differentiation Screen:** Assessing potential values against what other arts organizations in your genre and geography might offer.



Length

1.5 hours



Pre-Work

Prepare an example of another organization that shares your value



Output

Internal strength matrix and steps for improvement

Session 4: Workshop on Values Assessment – Your Organization

SESSION AGENDA

Time	Topic Covered
15 mins	Revisiting our brainstorming and ZMET exercise
30 mins	Deep dive on credibility and how your organization authentically stands for these values – and where you might fall short
30 mins	Deep dive on differentiation and how you offer opportunities for audiences to connect with your shared purpose in a way that is unique from other institutions
15 mins	Preparing for audience values assessment

Session 5: Values Assessment – Your Audience

Objective: pressure test our potential higher order values for emotional resonance and relevance

While we start with the internal values the organization already holds, the real magic of Shared Values comes from attaching those ideas to audience aspirations.

In this workshop we'll focus on your audiences' higher order emotional needs and points of tension and identifying the ones you can help fulfill via your art. Exercises will include:

- Tension Test: Brainstorming tensions you can help audiences resolve.
- Relevance Screen: Examining potential values for connections to audience members' lives outside the arts.



Length

1.5 hours



Pre-Work

Review results from audience research



Output

2-3 potential values to turn into Shared Purpose statements

Session 5: Workshop on Values Assessment – Your Audience

SESSION AGENDA

Time	Topic Covered
15 mins	Discussion: how would our audiences benefit from the two possible shared purpose statements we have identified?
30 mins	Deep dive on emotional resonance and how your purpose can help resolve your audience's emotional tensions and anxieties
30 mins	Deep dive on relevance and how your purpose can connect to audience members' lives outside of the arts
15 mins	Wrapping up our group Shared Purpose journey: where do we go from here?



www.AdvisoryArts.com

For any questions related to the Shared Purpose Workshop Series:

Allyson Arnone

Senior Research Analyst

allyson.arnone@advisoryarts.com