



ADVISORY
BOARD
for the ARTS

Transforming Arts Organizations Worldwide

Week 3 Prework: Living Our Shared Values

November 2020

Week Three in 8 Conclusions

1. Trying to appeal to everyone means you likely aren't truly resonant to anyone. A single shared value will provide a clear message of what you stand for and attract more people than it turns away.
2. It is possible to serve several stakeholders with a single shared value. As an umbrella message, it can have sub-components tailored to different individuals or environments.
3. While using a resonant shared value that takes a strong stand has been shown to have financial returns for brands that adopt it, organizations can start with something less controversial to drive loyalty.
4. Shared values approach opens a much larger surface area for interacting with your stakeholders than your programming alone — which you particularly need now when in-person programming is limited.
5. Consistency in communicating your values through digital content will provide important signal value to audiences — likely with a stronger impact on loyalty than any content item's resonance would have.
6. Shared values leadership requires first followers - use shared values as a lens to identify new potential partnerships with the community and build those relationships, whether you are leader or follower.
7. Articulate your education and community engagement activities as manifestations of your shared value.
8. Your staff can be a source of shared value stories and amplification, and shared values delivers a much-needed sense of purpose during this period of closure.

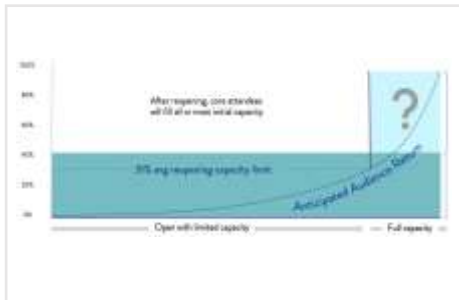
A Quick Review on the Importance of Emotional Connection

Strong return depends on boosting the loyalty of 'casual' ticket purchasers who are not yet loyal.

Audience Loyalty

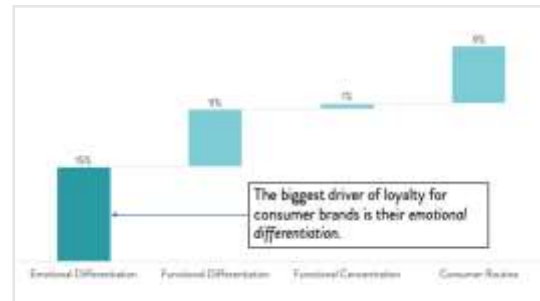


Venue Capacity

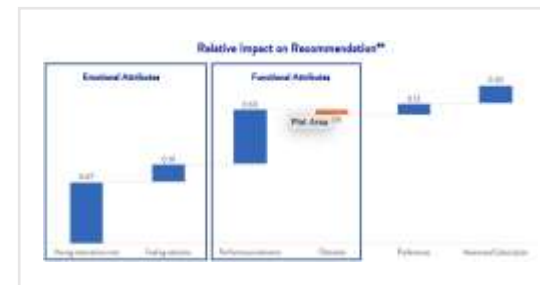


Emotional connection is the most powerful loyalty driver, both in and out of the arts.

Impact on Brand Loyalty

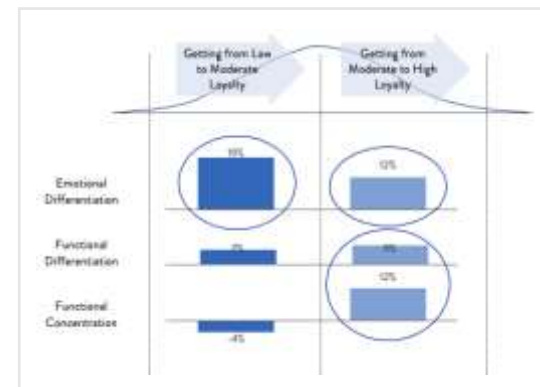


Impact on Brand Loyalty



Emotional connection is especially powerful at moving people from low levels of loyalty to moderate loyalty.

Impact on Loyalty by Stage



While a third of our audiences feels emotional connection to the art itself, the rest need something more.

Arts Lovers: 33%

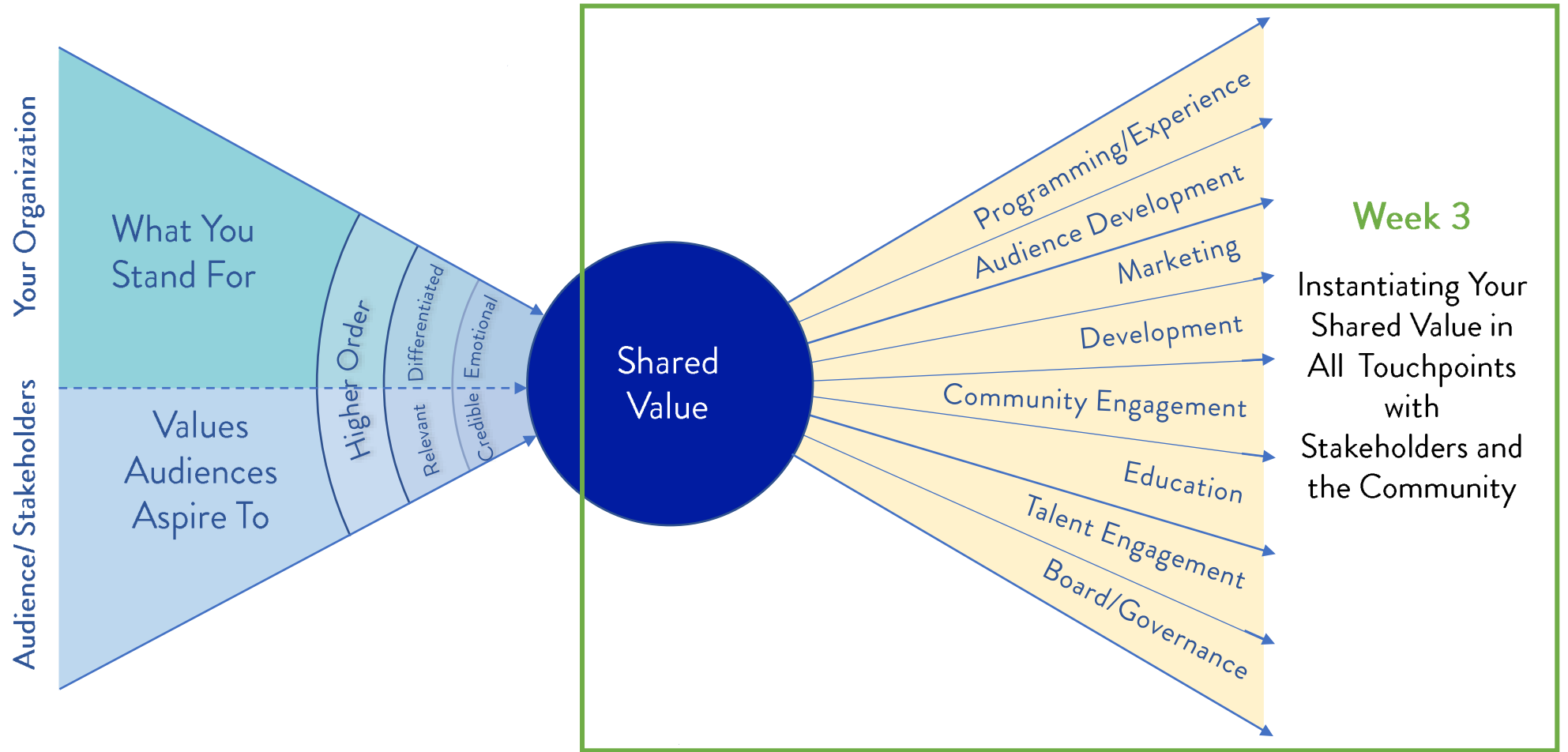


Looking for Something Else: 66%



Building the Purpose-Driven Arts Organization

Week 2
Articulating Your Shared Value as a Higher-Order Benefit That Audiences Value



Week 3
Instantiating Your Shared Value in All Touchpoints with Stakeholders and the Community

This Pre-Work Has Four Parts



Addressing
Internal
Obstacles



Reframing
Your Digital
Efforts



Extending Impact
through Purposeful
Engagement



Creating a
Shared Values
Culture

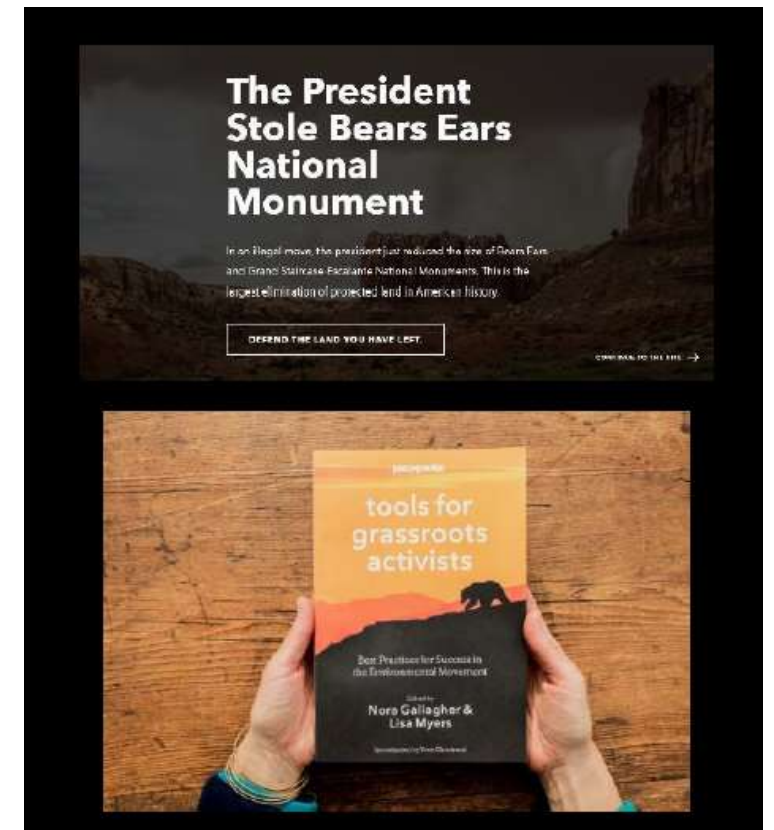
Patagonia Lives Its Values



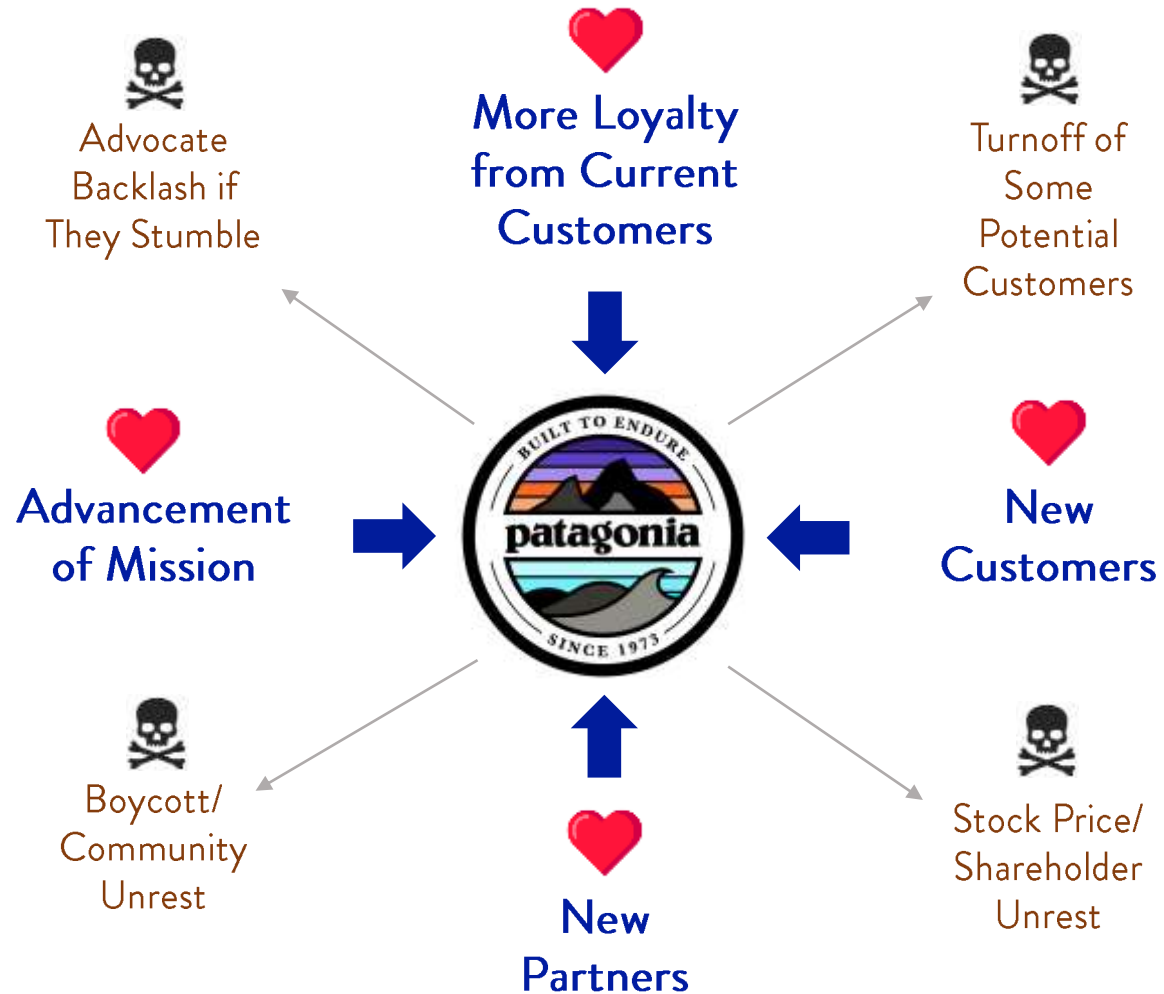
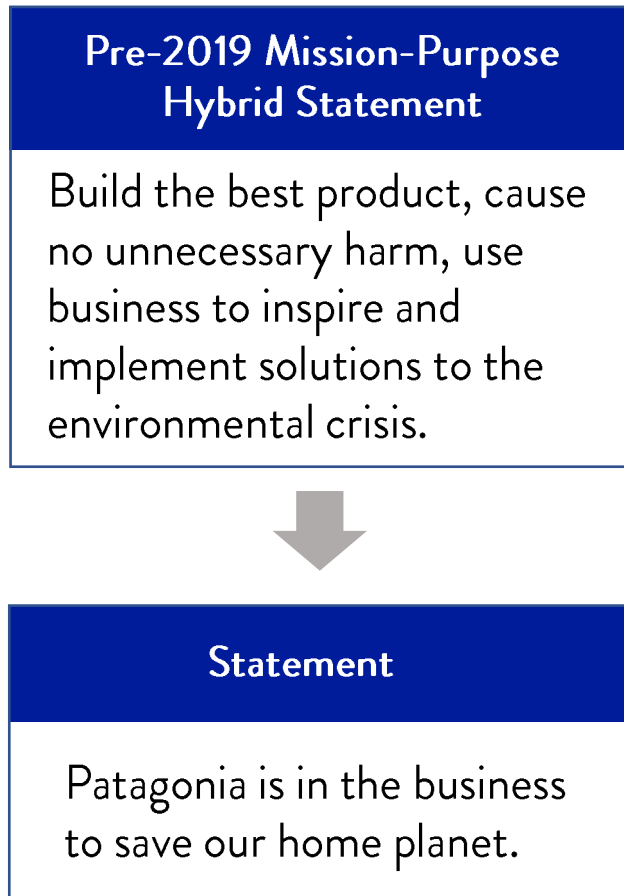
Advertising promotes 'sustainability' message over the company's revenue interests...



...and its partnerships promote an overtly political message.



An Approach with Clear Risks and Tradeoffs



The Risks and Rewards of Living Your Shared Value in the Arts

	Marketing/ Communications	Audience Development	Big Donors/ Board	Programming	Community Engagement	Education	Staff Engagement
What Is It	Unifying theme for marcom content beyond programming	Point of entry for those not as emotionally attached to our genre	Authentic, resonant pitch, especially for those looking to transcend elitist labels	Values-based north star to influence programming decisions	Coherent framework for describing engagement efforts, choosing partners	Unifying lens for thinking about the content and targeting of education efforts	Behavioral lens for thinking about talent is a particularly good fit for you
Benefits	Deeper connection due to consistent emotional message	New opportunity for engagement with existing and new audiences	Powerful justification for new current donors and new attraction tool for new donors	Deeper meaning to portfolio of programs, beyond the quality of each show on its own merits	Innovative new partnership pathways and new directions for current partnerships	Source of inspiration for new education content	Deeper connection to meaning and motivation to endure difficult times
Risks	Community backlash if message feels inauthentic or clashes with actual behavior	Disenfranchisement of audiences who don't resonate with shared values	Antagonization of some donors and board members	Clash with or restriction of artistic vision	Undermined credibility of value ownership if relationship with partners becomes troubled	Disenfranchisement of some long-time consumers if educational focus shifts	Unrest among staff who don't share the value at an already volatile time

What's in the Way of a Shared-Values Approach?

Not Sure I Can Get To a Single Shared Value

Not sure if I need one

Not sure if one exists for my organization

Not sure if I can limit a values statement to just one

We already spent (too much?) time on mission, vision, values

Not Sure I Should Get To a Single Shared Value Even if I Could

Our mission requires that we serve whole community

A shared value can turn some people off and we can't afford to do that

Wouldn't want to turn off my arts lovers by claiming we're about something else

Many internally believe focus should be artistic excellence

I get a lot of benefit from our multiple defining values without synthesizing into one statement

Not Sure I Should Undertake an Initiative Like This Right Now

Adding another big project would stretch our capacity

I need to pick carefully what I engage the board with now

We are getting too much flack for social justice right now no matter what direction we move (or don't)

Donors likely have different interests than those turned on by our likely shared value

Even if we were willing to turn people off at some point, we can't risk it now

I Want To Do This, But I'm Not Sure How

Don't know how to get to a shared value

Even in normal times, our whole budget is focused on awareness of programming

There will be a lot of work to bring staff and other stakeholders along

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Our Data and Summit Insights Have Helped With These in Gray

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Key Question: How Can I Serve Different Audiences with One Shared Value?

Nike Serves Many Different Audiences with a Single Shared Value



While Nike is going after a wide range of segments...

... it's able to convey a single shared value that resonates most where its growth opportunity is greatest



“We believe that, if you have a body, then you are an athlete.”



	Elites	Amateur	Casuals	Lifestyle
Women				
Youth Athletes				
Runners				

Lowé's Tailors Its Shared Value To Different Motivations



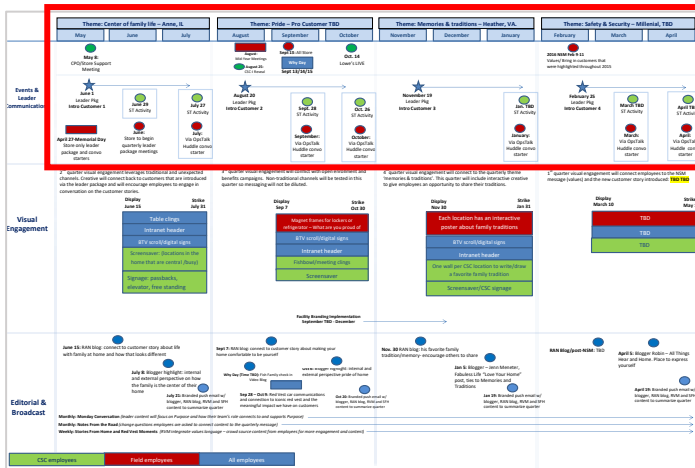
Lowé's Shared Value

**Purpose:
To Help
People Love
Where They
Live**

Thematic Organization of Roll-Out Calendar



Shared Value Roll-Out Calendar



Quarterly Themes

- Q1: Center of family
- Q2: Source of pride
- Q3: Collection of memories/tradition
- Q4: Safety/security



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Key Question: Will My Resonant Shared Value Turn Away Crucial Stakeholders?

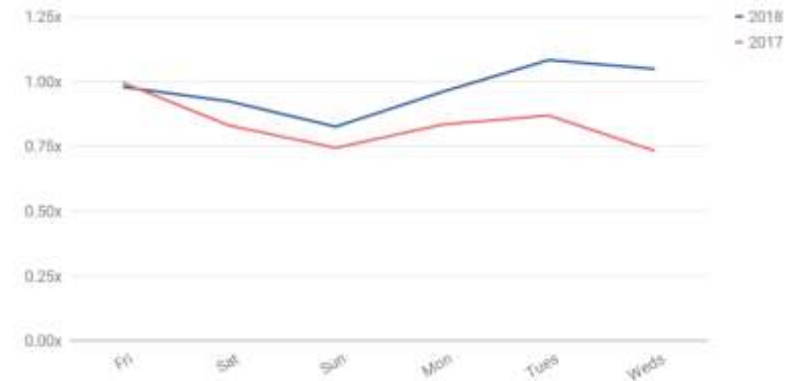
Despite Boycott, Nike Reaps Short-Term and Long-Term Returns



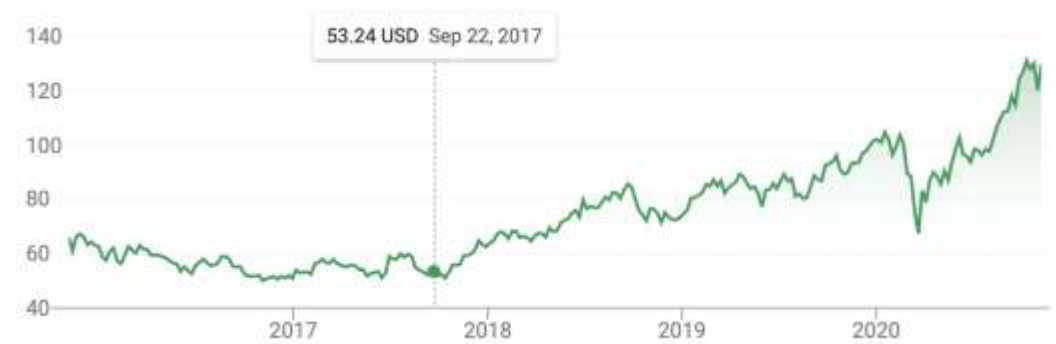
“One-size-fits-all network narrative is similar to what we see from brands that are afraid of alienating factions of their potential consumers. But the brands that are sticking with these boardroom-approved messages haven’t caught up with the times.”

<https://musebycli.io/sports/nikes-colin-kaepernick-ad-brand-purpose-its-best>;
<https://www.forbes.com/sites/jawertz/2018/09/30/taking-risks-can-benefit-your-brand-nikes-kaepernick-campaign-is-a-perfect-example/?sh=6cf5547f45aa>; <https://www.bbc.com/news/business-45472399>

Labor Day Weekend Sales—2018



Nike Stock Price—2016-2020



Taking a Stand Need Not Be as Confrontational as Nike



“Thinking Small” at American Express



Purpose:

We believe that thriving small businesses are the key to an active and vibrant community.

Follow the movement

Find us on Instagram @shopsmall to keep up with all the latest #ShopSmall news and events.



Business

Bloomberg

Small Business Saturday Grows Up

Small Business Saturday, an AmEx invention, resonates with shoppers

By [John Tozzi](#)

November 26, 2012, 6:26 PM EST

115th CONGRESS
2d Session

H. RES. 1144

Recognizing November 24, 2018, as “Small Business Saturday” and supporting efforts to increase awareness of the value of locally owned small businesses.

IN THE HOUSE OF REPRESENTATIVES
NOVEMBER 13, 2018

DETROIT

The Detroit News

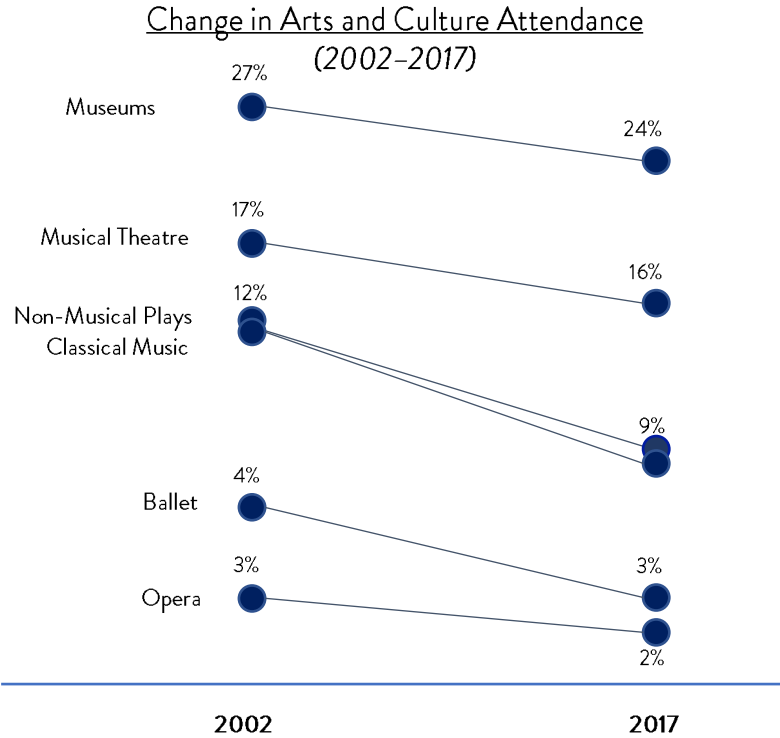
Black-owned shops showcased on Detroit's Small Business Saturday

Christine Ferretti The Detroit News

Published 12:47 p.m. ET Nov. 30, 2019 | Updated 3:00 p.m. ET Nov. 30, 2019

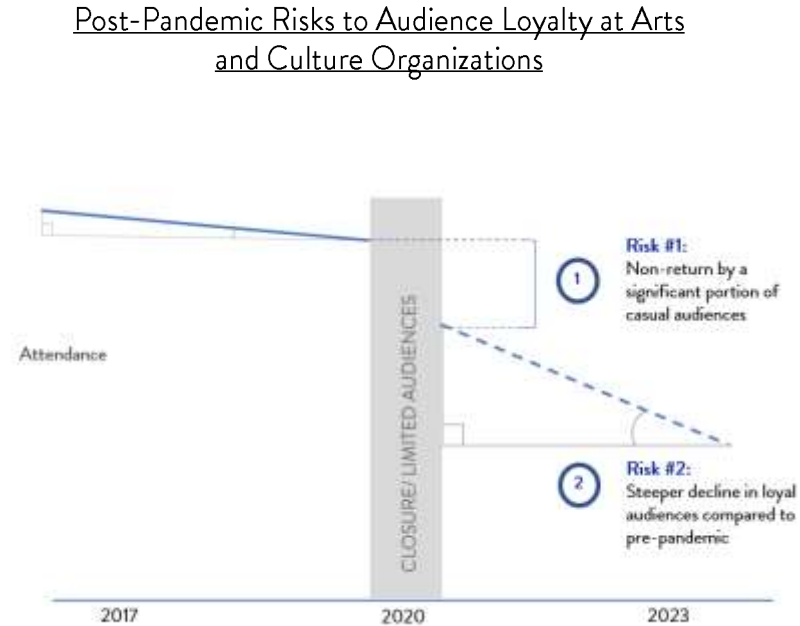
Appealing to Everyone Means You Don't Appeal to Anyone

Arts Interest is Dropping



“...the United States is growing increasingly diverse with people who do not look, think or behave like traditional visitors to a cultural organization.”

Subscriptions Are Falling



A 2016-2018 study measuring memberships and subscriptions across genres saw decreases at almost all types of organizations, with the greatest being an **11.4% drop in symphony orchestra subscriptions.**

Arts Passionates Are Not Enough

Arts Motivational Segments Motivated Primarily By On-Stage Activity

33%: Arts Lovers

14%: Arts Passionates

19%: Quality Seekers

Source: <https://www.colleendilen.com/2017/11/15/reach-likely-visitors-not-attending-cultural-organizations-data>; <https://www.pewresearch.org/fact-tank/2018/03/01/millennials-overtake-baby-boomers/>; SMU DataArts

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Key Question: How Do Start to Bring Our Shared Values to Life?

To Evolve Your Brand, Take Your Community on a Journey



Corley Kenna
Director of Global
Communications and
Public Relations



Can brands evolve?

For brands that weren't socially conscious previously, is it too late to evolve?

“It’s really important that you not surprise your community. It can backfire when a company does something too unexpected and they don’t have the credibility. **To evolve your brand, you have to take your community on a journey with you...**

Then the brand should be transparent with their community about the problem and story tell around that. **Once that foundation is laid, you can present the coming changes in a much more authentic way.**

Patagonia donates 1% of their sales to grassroots environmental organizations (approximately \$20MM annually) and **spends more time advocating for environmental causes than they do marketing their own products.** And, their business continues to thrive as a result.

That’s pretty clear proof of the impact of an authentic brand purpose and why it is so critical for companies today to find theirs.”

Source: <https://www.forbes.com/sites/veronikasonsev/2019/11/27/patagonias-focus-on-its-brand-purpose-is-great-for-business/?sh=5524bb0054cb>

Activities Critical At Each Stage

Things You Can Do Right Away

Things That Require More Stakeholder Buy-In

Emotional marketing used as a tactic

- Emotional marketing – translating functional benefits into emotions
- Communicating existing education & community engagement to audiences
- Digital organized by themes with an emotional experience

Shared values as a societal brand promise

- Commitment to a single umbrella shared value message in marketing

Shared values as an aligned organization-wide strategy

- Consistency across organization to single umbrella shared value message
- Partnerships evaluated against shared values
- Staff exploration of shared values in engagement

Shared values as an organization-led movement

- Commitment to shared value in everything you do

This Pre-Work Has Four Parts



Addressing
Internal
Obstacles



Reframing
Your Digital
Efforts



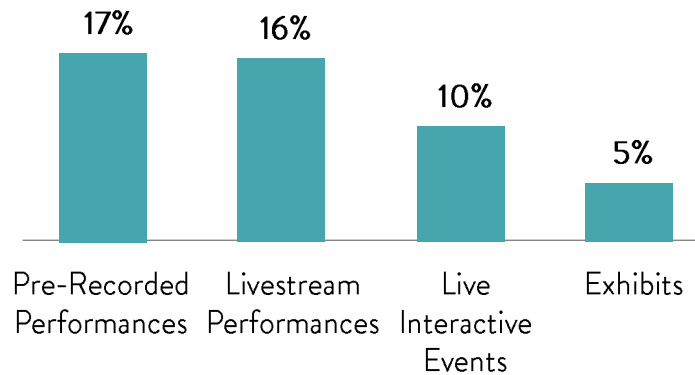
Extending Impact
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Creating a
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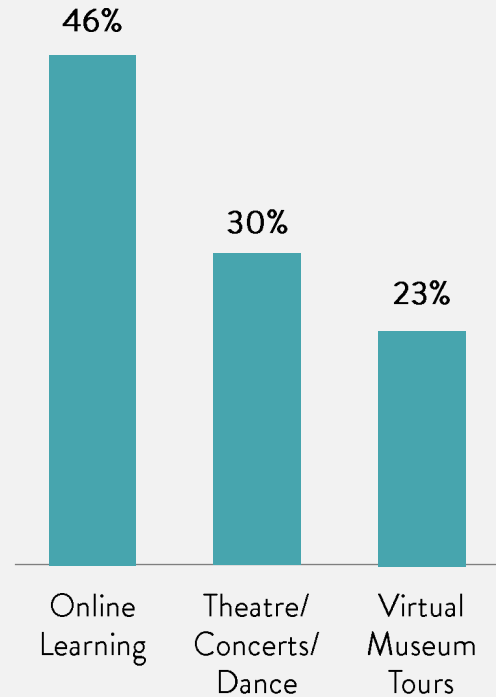
Use of Digital Has Growing, But Off a Fairly Small Base

Participation in Digital Arts Offerings—Past 30 Days



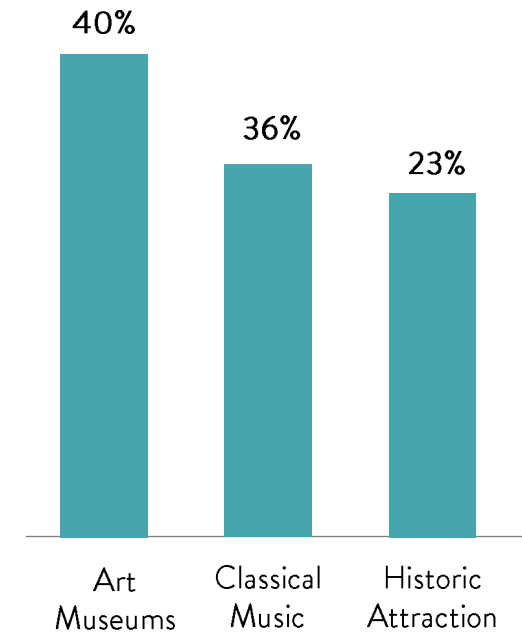
Source: Culture Track 2020

Change in Use of Digital Arts Offerings During the Pandemic



Source: TRG doc – from somewhere else <https://drive.google.com/open?id=1WWf-myGTZ7rWI5ENZCmeaX7XOmBJp3Z&authuser>

Percentage of First Time Visitors During the Pandemic



Source: Culture Track 2020

It's Astonishing How Far We've Come



San Francisco Symphony's "Throughline"

- Composed specifically for the virtual medium
- Created with 8 collaborative partners of Esa-Pekka Salonen
- Each partner has a solo, resulting in what sounds like a series of mini concertos, total 19 minutes of content
- Orchestra filmed in lengthy sessions at Davies Hall
- Soloists recorded remotely, though with the same high production values.

Katie Kadarau, assistant principal violist, recording "Throughline."



The soprano Julia Bullock recorded a song from Germany.



"No matter how we spin it, we are not an orchestra. We are a media house."

Esa-Pekka Salonen,
Music Director



This year the San Francisco Symphony welcomes new Music Director Esa-Pekka Salonen and eight Collaborative Partners with a digital concert event that charts a new direction for the Orchestra.

The vibrant program includes music by Ellen Reid, John Adams, Kev Choice, and Ludwig van Beethoven, and is highlighted by the world premiere of Collaborative Partner Nico Muhly's *Throughline*, a San Francisco Symphony commission written specifically for a digital medium and filmed in locations around the world.

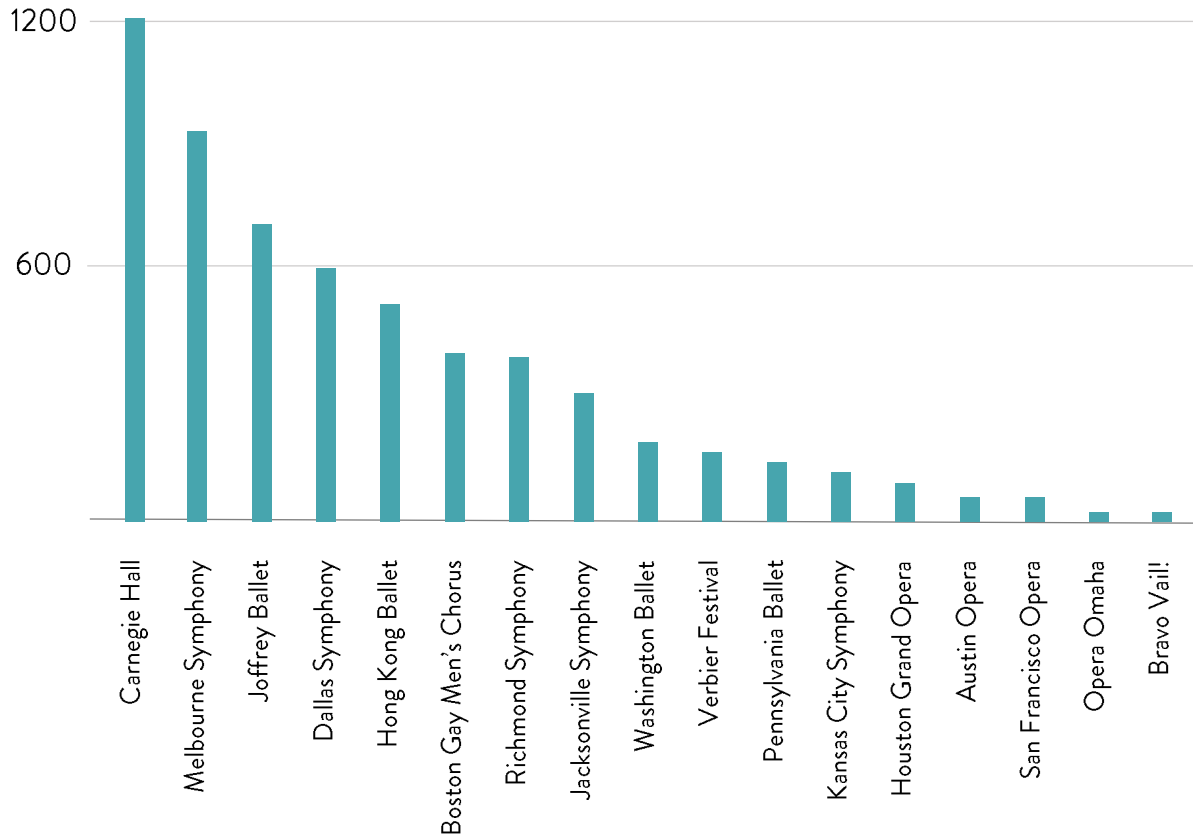
Throughline: San Francisco Symphony - From Hall to Home will broadcast locally in the Bay Area on November 14 at 7pm PST on KQED Public Television and simultaneously stream worldwide on this page, where it will remain for on-demand viewing.

ADD TO CALENDAR

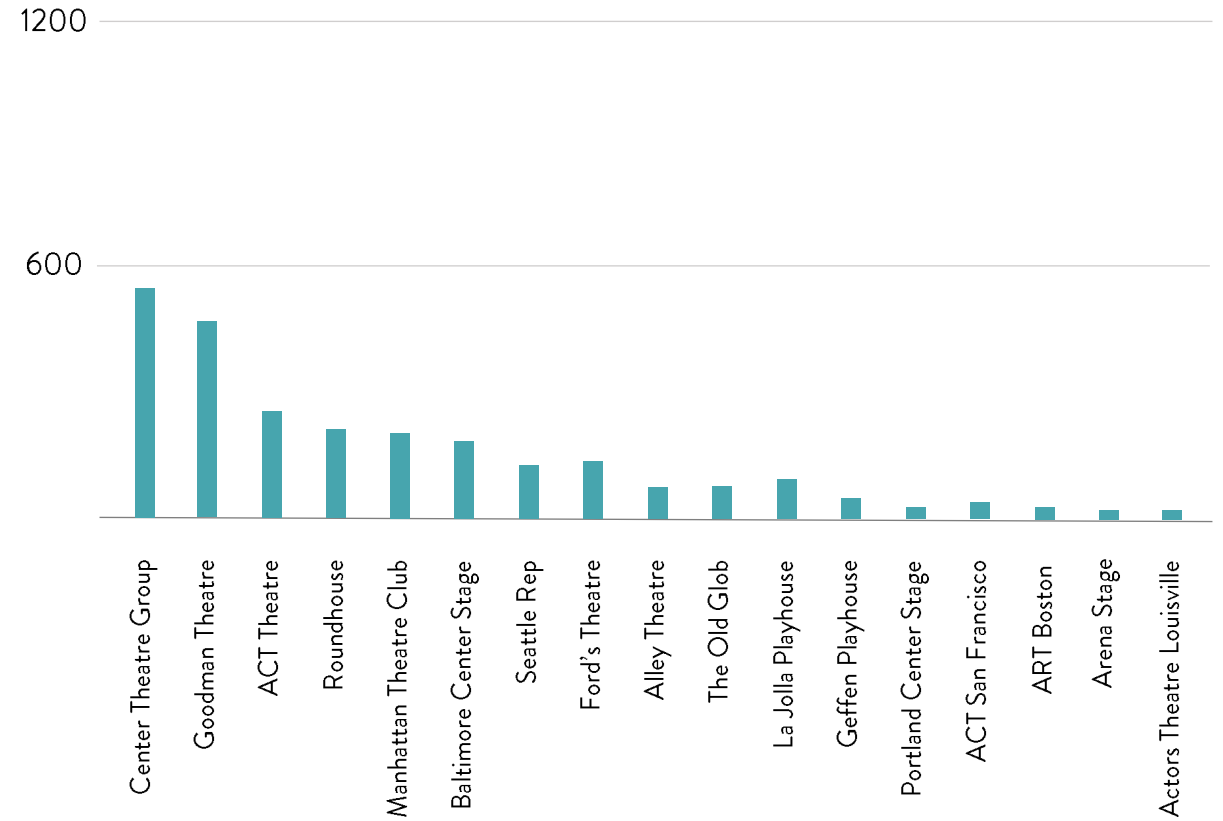


Is Your Digital Getting the Traction You Want?

Average Views (Last Five Videos)
Music/Dance – October 2020



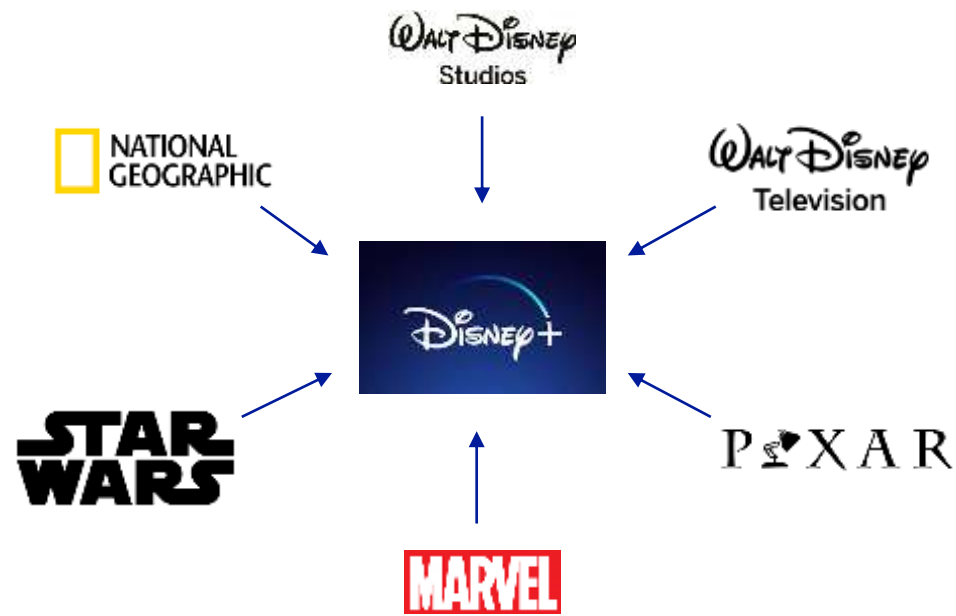
Average Views (Last Five Videos)
Regional Theatre – October 2020



You Are (Probably) Not Disney Plus for the Arts

Overview of Disney +

- Subscription streaming service for content owned by Disney
- Focused on family entertainment
- 60+ million subscribers
- Seven of the top ten highest-grossing movies of all time



Attributes of Most Arts and Culture Organizations

- Limited archive of audience-worthy digital content
- Limited technology and in-house capabilities to produce audience worthy content
- Restricted access to artists for creation of new content
- Intermittent access to new/commissioned content
- Audience bases not used to consuming digitally
- An end-point where production resources are likely to once again focus primarily on in-person content

Tough To Stand Out 'At Home'

Dayton Ballet
Dayton Ballet at Home

Asheville Symphony Orchestra

Cincinnati Opera
OPERA AT HOME 

English National Ballet



National Theatre



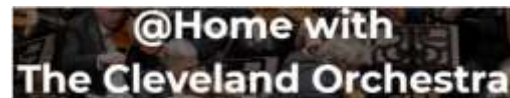
San Francisco Ballet



Opera Columbus

Join the movement. Stay at home.
See you at the opera – Opera at Home, that is.

Cleveland Orchestra



Houston Symphony



Minnesota Orchestra

MINNESOTA ORCHESTRA AT HOME

Geffen Playhouse



Ringling Museum



The Florida Orchestra



New Jersey Symphony



Des Moines Performing Arts



Whitney Museum



Lincoln Center



What Connects These?

One Wooden Ski



Prescription Bottle



Old Magazines



Fishnet Stockings



Context Gives Meaning

Marilyn Monroe Memorabilia

One Wooden Ski



\$1,600

Prescription Bottle



\$8,125

Old Magazines



\$10,625

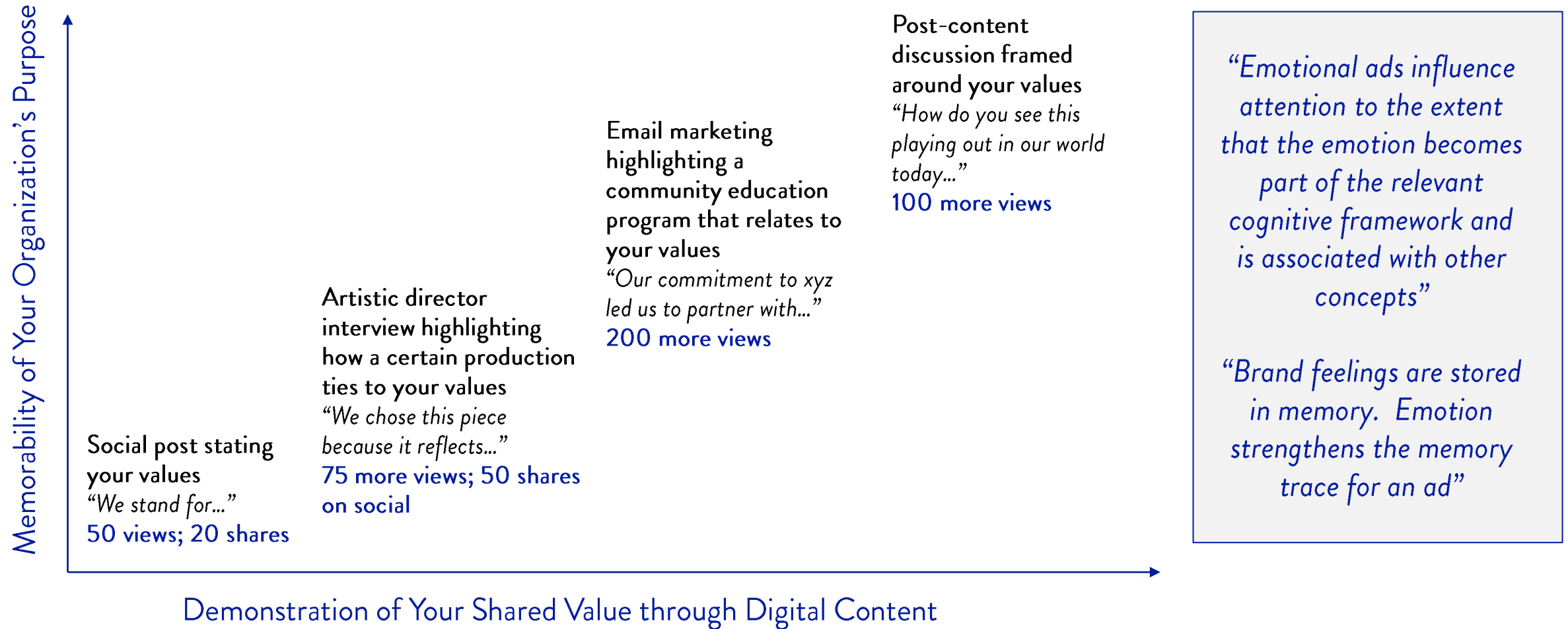
Fishnet Stockings



\$15,625

Source: <https://www.julienslive.com/m/view-auctions/catalog/id/180/>

Thematic Reinforcement of Values Increases Memorability



Source: Brand Equity & Advertising: Advertising's Role in Building Strong Brands. Aaker, Biel, 2013.

Brands Can Advance Their Purpose through Curated Content

These brands have been able to advance their purpose by supplementing limited original content with large amounts of curated content.

SBNATION

“Gives sports fans a place to be delighted, informed, and surprised, together”

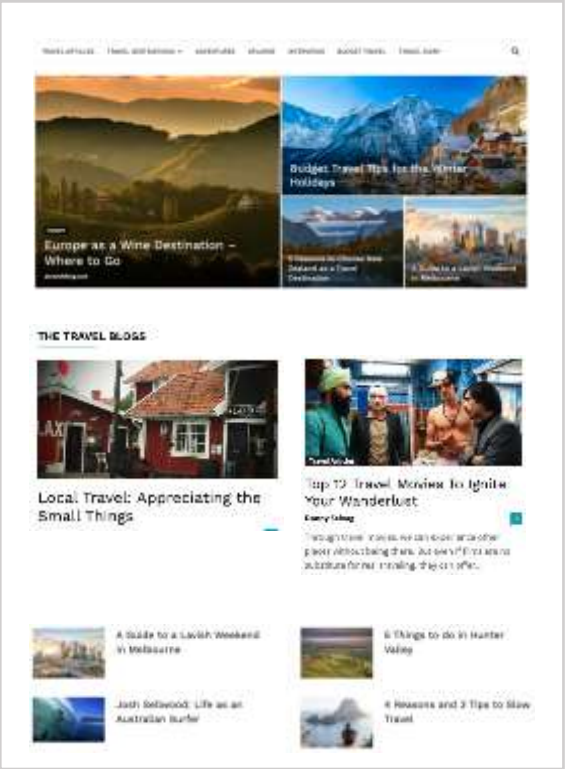


Secret Base: A community dedicated to the internet’s most entertaining and creative stories for sports fans—and anyone who loves great storytelling and community



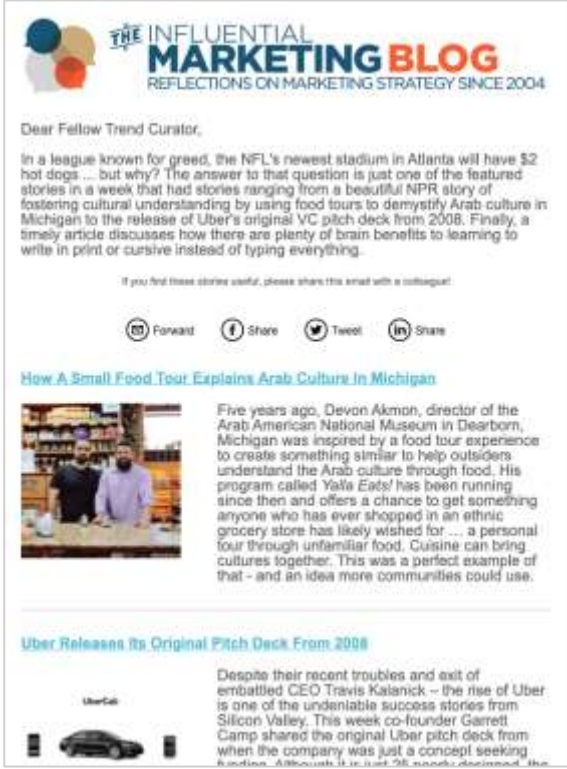
aTRAVELthing

“For travelers looking for something unique to explore”

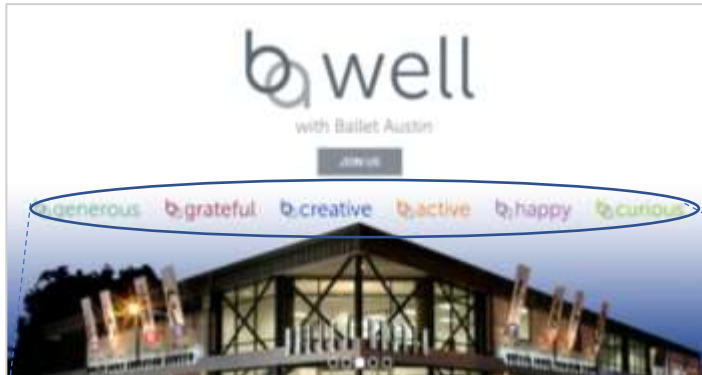


THE NON-OBVIOUS COMPANY

“This week’s most under-appreciated marketing stories”



Ballet Austin: A Common Thread Ties Content Together

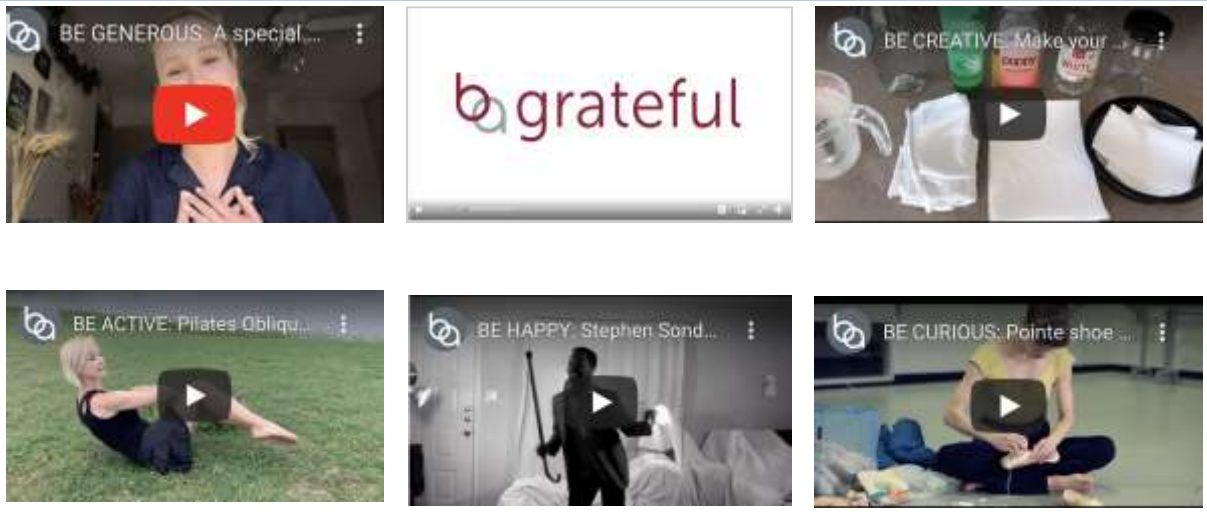


Our mission is to involve and strengthen our community through the creation and experience of dance and the encouragement of health and well-being.

Helping you stay active, creative, generous, and happy is our top priority every day! Connect with us virtually until we can be together in person, and help us share the joy of dance with our community and the world around us.

Click on the bars below to access engaging and interactive multi-media content that will keep you moving, thinking, and smiling. And as you enjoy this content, please consider a gift to Ballet Austin so we can come back to the stage and studio after these challenging times stronger than ever.

Content is cast in terms of personal benefits to site visitors



The Field Museum's Shared Value in Practice

Shared Value

We believe in the importance of scientific progress to protect the future.



“A smaller inset square (on our logo) represents the small proportion of what’s on display... and crucial work behind the scenes.”

The Common Thread

Our brand embodies the forward-thinking scientific leader we’ve always been and the work we do every day. Fighting climate change. Preserving biodiversity. Celebrating cultures. Championing science and taking action.

Curated Content

Start Small with Composting

Why compost? Food scraps are the number one material sent to landfill by weight—more than paper and plastic combined. When food sits in landfills to decompose, it's trapped by tons of other garbage and emits methane and carbon dioxide as it breaks down.



For additional information on home composting, check out these resources:

[The Environmental Protection Agency](#)

[EARTH911](#)

[Natural Resource Defense Council](#)

And keep up with the Field Museum's waste diversion efforts!

In-House Blog

Women in Science: Corine Vriesendorp, Conservation Ecologist



Corine Vriesendorp

Vice Artistic Director, Conservation Ecologist and Director of the Andes-Amazon Program, Andes Science Action Center

Corine directs the Andes-Amazon program in the Keller Science Action Center. She is a field biologist with deep experience with the flora and vegetation of the mountain corners of the Western Amazon. She works closely with South American partners to bring science to bear on conservation and the quality of life of local people.

(Opinionated) Social

Voter Registration



Boosting the Signal Value of Digital

Not (Just)...

Remind “the faithful” we exist

Create world-class content

Focus on artistic integrity of each piece of content

Communicate artistic value of what we create

Tell supporters what we need



But (Also)...

Draw non-“arts lovers” in

Curate thematically relevant content

Focus on emotional resonance against the theme

Communicate usefulness of content in helping audience make progress in “struggling moments”

Tell the community what we stand for

Tips for Communicating Your Values through Digital

Explicitly State Your Values

Don't assume people know what you stand for. Use your website and social channels to explicitly say what your organization is about.

Use Audience Testimonials

Audience/community testimonials about your brand and values and share it on your digital channels can build trust and credibility among new audiences.

Be Consistent

The more consistent you are, the more your audience will remember and believe the messages you are communicating to them.

Choose Your “Personality” Carefully

Adopting a tone of voice that matches the shared value you're projecting will increase emotional connection to your organization.

Put Your Values Into Action (and Talk About It)

Tell audiences about actions that demonstrate your values. Audiences rarely appreciate our community-building activities, largely because we don't tell them.

This Pre-Work Has Four Parts



Addressing
Internal
Obstacles



Reframing
Your Digital
Efforts



Extending Impact
through Purposeful
Engagement



Creating a
Shared Values
Culture

What is the Through Line?



Our Commitment

Segerstrom Center for the Arts civic commitment to the diverse communities of Orange County takes our programs far beyond the physical walls of our campus. These programs reach thousands across Southern California, expanding the possibilities of the organizations and families with whom we partner and the potential for art to transform lives.

Segerstrom Center's community engagement commitment sounds very similar to statements from hundreds of arts organizations that ABA has collected.

Military & Elders?



Military Families
Marines from Camp Pendleton and their family members are given opportunities to bond.



Alzheimer's Orange County
The Center brings music and movement to early-stage Alzheimer's patients.

Mexicans?



El Centro Cultural de Mexico
The center works with ECCM to preserve and promote Mexican culture.



CASA
The center offers experiential learning through theater workshops for foster youth in Orange County.

Health & Wellness?



Radiant Health Services
A program of visual arts and dance empowers youth affected by HIV/AIDS to express themselves.



Children's Hospital Orange County
Artists visit patients and deliver therapeutic programs.

The Neighborhood?



City of Santa Ana
The Center has worked with the neighboring city to help local artists communicate their brand and get jobs.



City of Costa Mesa
The Center showcases local community artists from our hometown.

Shared Values Achieve a More-Intense Bond in Brands

Higher Order



Level of Emotional Connection

Lower Order



Functional Benefit

Generating excitement around specific functional aspects of the product/service

Examples:

- Famous spokesperson
- Well reviewed
- New features



Emotional Benefit

Drawing attention to emotional aspects of the value proposition

Examples:

- Have more confidence
- Experience range of emotions
- Spend time on self care



Shared Value

Connecting your purpose to beliefs that your target customer holds dear

Examples:

- A life spent outdoors is a life well spent
- If you have a body, you are an athlete
- Every dog deserves love

At its best, a shared value starts a movement

Woolly Mammoth Seeks To Catalyze a Movement

Woolly Mammoth Theater History

In 1978, two young New York actors, Howard Shalwitz and Roger Brady, had an idea for a new kind of theater that would **shake up the nation**.

The idea was simple: pull together a group of exceptionally talented actors, mold them into a company, seek innovative scripts with something challenging to say, and find fresh approaches to acting, directing, and design. **Above all, don't be afraid to take risks.**

AMBASSADOR PROGRAM

The Ambassadors are a network of DC area community members with connections to other arts and culture organizations, frontline service nonprofits, academic institutions, and policy think tanks, who care deeply about Woolly and growing our shared community.

They work closely with the Connectivity Department to:

- mobilize their circles around particular shows and programming
- advocate for Woolly and our Connectivity work
- deepening Woolly's ties to a range of communities in DC
- offer insights on Woolly's plays from an audience perspective
- volunteer their time in support of Woolly programs and events
- partner with Connectivity staff to create events, coordinate groups, and more!

COMMUNAL RITUALS

In the fall of 2019, Woolly Mammoth presented The Movement Theatre Company's production of *What to Send Up When it Goes Down* by Aleshea Harris. This piece was written in direct response to anti-Black violence, past and present, that honors loved ones lost. What follows are words that Aleshea wrote to encourage us to continue sending up love, strength, resilience and joy as many times as needed, in the face of injustice.

WHAT TO SEND UP ON YOUR OWN

The ritual doesn't have to end just because the performers are gone.

You may find it necessary to carry out your own ritual response when another tragedy occurs.

Here are a few things you/your community can do to send it up, some of which were modeled in the piece:

1. SPEAK THE NAMES

In WTSU, we speak the name of the deceased once for each year that they lived. You can do the same or find your own way of acknowledging the tragedy of their death while keeping their name alive.

LIBERATION LIBRARY

Welcome to The Liberation Library – a free, digital resource lab curated by Woolly Mammoth in an effort to critique and combat colonialism, racism, ableism, sexism, and countless other “-isms” that are used as tools of oppression. These systems, rooted in toxicity and brutality, harm all of us. We hope that you share these resources widely with your communities, and that they serve to galvanize more people to join the fight for liberation, safety, and joy for all, and especially for those whose identities and experiences are regularly marginalized and belittled. We see you, we celebrate your resilience, and we refuse to stand idly by.

Below find links to some of pieces we find particularly relevant, and click [here](#) for access to the full Liberation Library which includes these resources and more!

Introduction

- [Welcome to The Anti-Racism Movement – Here is What You've Missed](#)
- [101 – The Sampler Platter](#): A curated list of Must Reads

Abolitionism - #FreeThemAll

- [Do you believe in second chances? – Robert Barton](#)
- [Political Prisoners, Prisons, and Black Liberation – Angela Y Davis](#)
- [With 2.3 Million People Incarcerated in the US, Prisons Are Big Business – Liliana Segura](#)

Woolly describes its education and community engagement activities in terms that catalyze a movement.

How Do You Start a Movement?



<https://www.youtube.com/watch?v=lbaemWlljeQ>

A Movement Needs Bold Leaders and First Followers



If You Stand For a Shared Value—Lead

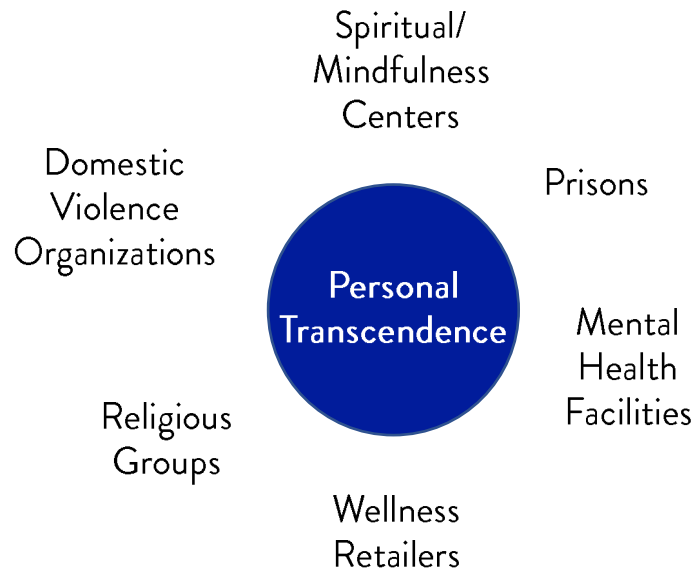
If you clearly stand for a shared value, you are more likely to attract first followers who can help build momentum around your movement.

If You Are Building a Reputation— “First” Follow

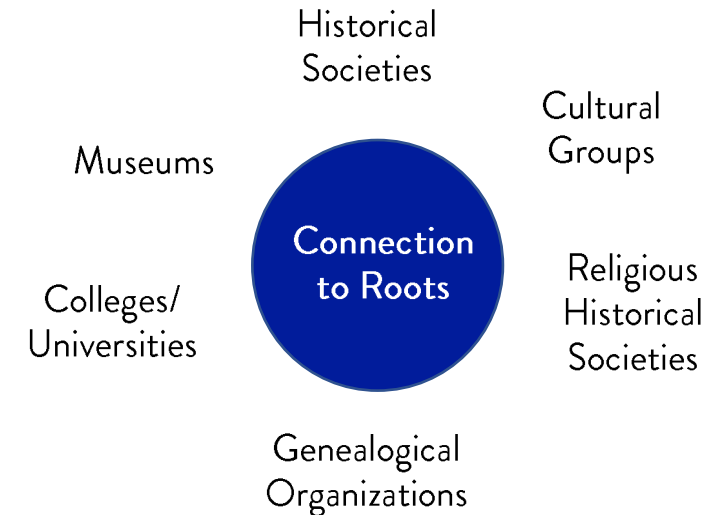
If you are in reputation-building mode around your shared value, you can be the first follower, catalyzing by supporting others in the community who stand for a similar value.

A Tale of Two Arts Organizations

The community ecosystem you build should depend on what you stand for



- How does your partner ecosystem reflect what you stand for as an organization?
- Does your community-engagement behavior naturally attract partners with the same values?
- How would we project authenticity around shared values to a new partner we are trying to engage?
- Do the clarity of your values help you decide which potential partners to say “no” to?



A Clear Through Line at Woolly



CONNECTIVITY CORE PARTNERS

Connectivity Core Partners are long-term mutually beneficial relationships with organizations who share the same values around inclusion, anti-racism, social justice, and the power of art. These core partnerships will allow both parties to accomplish together what neither could do alone.

Inaugural Partners:

Howard University College of Fine Arts

Howard's Professor Ruffin on Woolly Partnership



N-Street Village and Theatre Lab

N St. Village and The Theatre Lab co-founders discuss what makes this partnership unique



THEARC

THEARC Alums Talk About Their Woolly Experience



SPIT DAT

Hear from Dwayne B! about the history between Spit Dat and Woolly.



“The Core Partner Program is a natural outgrowth of Woolly’s mission to deeply engage with our world, and desire to practice radical inclusion. Stemming from the impulse to be of service and honor community needs, the Core Partner program represents one of the many ways Woolly Mammoth can be part of the solution for how we heal in the midst of this collective community trauma.” –Woolly Mammoth Connectivity Director, Kristen Jackson

A Values-Based Partnership at American Ballet Theatre

ABT organization believes in making ballet accessible to all.



"American Ballet Theatre's long partnership with Payless Shoe Source enabled students across the country to have access to affordable dance footwear..."

"We are grateful to Payless for helping us to fulfill our mission of reaching the widest possible audience."



Examples of Partnerships with Non-Arts Groups

Helping Disadvantaged Individuals



[Steppenwolf](#) hosted [Snow City Arts](#), allowing youth to perform theatre outside of a hospital setting for the first time. These two organizations share a common goal of reaching Chicagoland youth.



SAN FRANCISCO
OPERA

San Francisco Opera
[#earnyourwings initiative](#) to promote civic engagement



[Creative Music Making](#) is a partnership between the SLSO, St. Louis Arc, and Maryville University Music Therapy that empowers people with disabilities to conceive and perform their own concert.



Lyric Opera of Kansas City
[Opera To Go](#) partnership with local retirement homes

Sparking Conversation



Woolly's new launched [Connectivity Core Partner](#) Program will create mutually beneficial relationships with organizations who share the same values around inclusion, anti-racism, social justice, and the power of art.



Advocacy: ongoing campaign to strengthen the impact and ensure the longevity of the arts in Miami.
[#MiamiArtStrong](#)

Building Community Roots



[Saint Louis Symphony Orchestra UNISON](#) partnership with African American churches

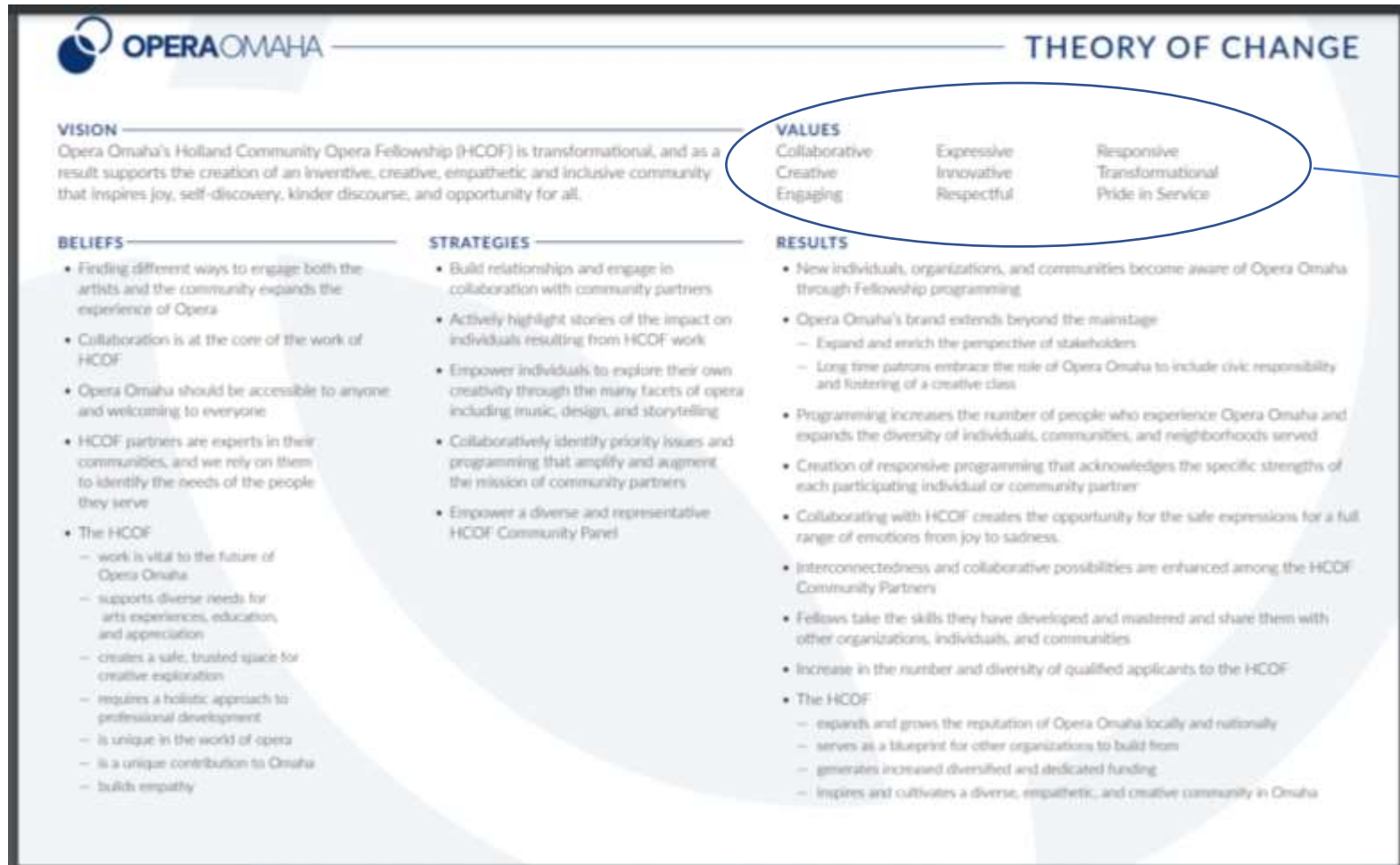


COVID support: Atlanta Opera
[partnership with Grady Hospital System](#) to provide masks



Through [NACC partnerships](#), Victory Gardens brings the arts into underutilized spaces to share theater-based tools and assets that can become integral to the community's health and vitality.

It Doesn't Have To Happen All at Once



A Good Starting Place
Name the values you care about when developing partnerships

A New Lens for Assessing the Value of Partnerships

Questions To Evaluate “Shared Values” Potential Partnerships

Traditional Partnership-Evaluation Questions

- By how much does the partnership increase exposure to our arts genre?
- Is the partnership innovative in our field?
- Does the partnership appeal to known sources of funding?
- Are we equipping people to appreciate our arts genre in the future?

Cross-Organizational Alignment

Does the potential partner have the same or complementary values?

Does the organization have some capability or access to audiences that we don't?

Can we both do better at advancing our shared value by working together?

Impact on Audience Progress against Shared Value

How many people will we be able to reach directly or enable our partner to reach through our partnership?

How many people will this partnership equip to advance our shared value?

How will this partnership improve the ability of people to make progress against our shared value?

Signal Value

Can our partner meaningfully boost our association with this shared value (or vice versa)?

Will our organizations' constituencies view this partnership as an authentic advancement of our shared value?

Does our partnership make it clearer to people what both we and our partner stand for?

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Ben & Jerry's Talk about How To Start a Movement

PURPOSE—Your Core Values

Business Activism is not driven by the values of your customers or the issues they care about. It is driven by the values of your brand and the things that you and your company care about. Why does your company exist, and what are your core values? Be clear about your values—make sure they are rooted in something real and that they can stand the test of time.

POLICY—Tangible Change

Stand for real policy changes that address the root cause of issues. Don't pursue empty actions that don't support and align with larger movements. Be transparent and be direct in this ask with your customers to bring them along.

PEOPLE—Of the Movement

Your employees must truly believe in and be connected to the issues and the movements you aim to support. They must be passionate about creating change. This work cannot be wholly outsourced to agencies.

POWER—Resources

Businesses have immense power and influence over policymakers, the media, and consumers. This includes expertise in consumer research, performance marketing, world-class creative development, and big budgets. Let's leverage all of that to better the world, not just sell more stuff.

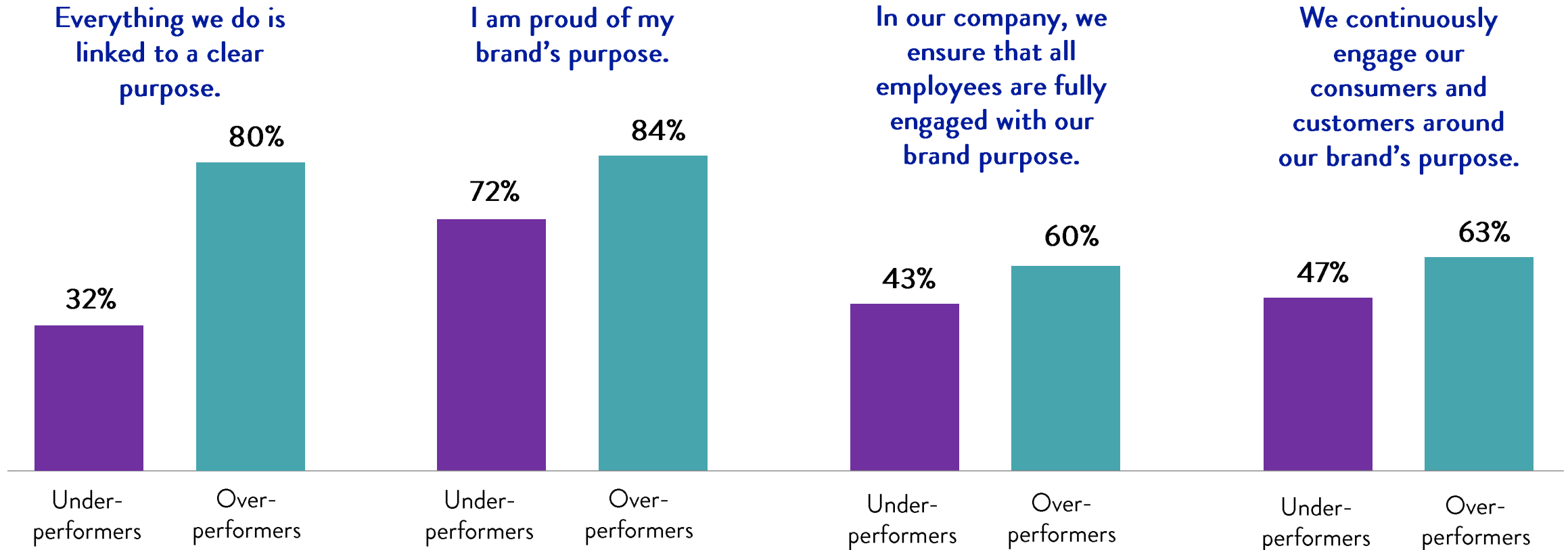
PUBLISHING—Storytelling

Use your voice and your consumer touch-points for ongoing storytelling and creative content that brings your consumers into these movements. Offer an easy onramp to participation, such as signing a petition or joining a march.

POP CULTURE—Relevancy

Use your brand positioning and tone to cut through the cluttered media landscape. Your connection with your consumers can help you drive them to movements, and your support of movements can make your brand relevant and top of mind.

Your Employees Are a Shared-Values Asset



Source: Igniting Purpose-Led Growth, Kantar Consulting.

Shell's Transformation to a Purpose-Driven Organization



Rahul Malhotra

Head of Brand Strategy and Stewardship
Shell Oil

To arrive at our purpose, we reached out to 600 employees from Australia to Brazil in a wide cross-section of positions... We asked them two simple questions:

“Why did you join Shell?”

“When you retire, what will you leave behind as a result of your work here?”

The Shell Purpose Playbook: I Get It, I Love It, I Live It

“The questions you really have to ask are:

Are my business choices and strategic tradeoffs reflecting my purpose?

Do my customers and employees feel my purpose in every interaction?

If I ask a random employee about our culture, they should respond that we are driven to pursue our purpose.”

“Marketing must inspire both internally and externally. Marketers must be that glue that connects the organization to its purpose. Marketers must ensure that every touchpoint is oozing with purpose... I’d say that marketing needs to be the chief advocate for purpose across the organization.”

Source: http://the-internationalists.com/trendsetters/Trendsetter_6-18-2020-more.html

The Power of Stories



Salmon Stories

Costco's buyers were able to obtain higher quality salmon at a lower price, which they passed on to customers. The lower price yielded a bump in sales, and the buyers were twice more able to negotiate lower prices for even higher quality salmon.



Proof Points

Similar stories within Costco are now known as "salmon stories." The company gives out Salmon awards to recognize individuals who have acted on the "salmon" example, which lies at the center of Costco's identity. These stories offer culture strengthening "proof points" inside and outside of the organization.

A Movement Starts with Your Staff



Soliciting Purpose Stories

WHAT IS YOUR RED VEST MOMENT?

You may or may not wear a red vest every day, but if you work at Lowe's, there's a good chance you've had a red vest moment. It's one of those times you realize that what we do is so much more than sell home improvement products. Red vest moments happen when we make a meaningful impact in someone's life.

[Read Red Vest Moments](#)

[Share Your Moment](#)

Share Your Red Vest Moment

Make sure to include the important stuff. How did it make a difference in a customer's day, or life? How did it make you feel? How did it change the way you think about your work?

First Name: Last Name:

Email:

Location:

Attach a file

If you have a picture of what you're doing

[SUBMIT YOUR MOMENT](#)

Internal Description of 'Red Vest' Moment

RED VEST MOMENTS

- Examples of employees **demonstrating our purpose** by engaging in specific behaviors that help people love where they live.
- Can be an **extraordinary task, but doesn't have to be.**
- Involves **interactions with customers and/or communities**, not other employees.
- Strikes an **emotional note** that the reader can see and feel.

Story Telling Tips for Your Team

Even master storytellers can use a reminder when the story is off-stage

Questions to Ask Before You Start

Why do I want to tell my story?

- To inspire?
- To give advice?
- To connect with others?

How do I want my audience to change the way they think, feel and/or behave?

What is the most relatable aspect of my story—what will make my audience say, “That’s like me!”

What is the emotional heart of my story?
Where are the players most vulnerable?

How does my story differ from what the audience is expecting and why does that make my story stronger?

Stories are about creating and resolving tension between what *is* and what *could be*. Great stories resolve this tension in a way that connects emotionally with the audience and shows them how they can be the hero of their own similar story.

Story Tips

Teach lessons by sharing the experiences that taught them to you

Create tension by opening up knowledge gaps you can fill

Use detail to increase authenticity

Common Story Types

Challenge—overcoming a formidable challenge

Connection—helping others across traditional boundaries

Creativity—mental breakthrough gives new way to solve a problem

Pitfalls to Avoid

Presuming too much knowledge—Don’t talk conceptually or use jargon; imagine a not-yet-loyal audience-member who is hearing the story for the first time

Telling the entire story—Don’t feel compelled to be complete; focus on the parts that are unexpected and emotionally compelling

Questions To Ask When You Are Done

Is the story easy to follow?

Is there a clear emotional “hook” in the story?

Is it fun? Did my personality come through?

Have I made clear clear how the audience could use my story?

In Closing: A Few Parting Thoughts

- Particularly when we are unable to provide live experiences at scale, emotional differentiation is the greatest lever we can pull, to bond casual audiences to us.
- The pinnacle of emotional differentiation is clear articulation of your purpose, or shared value.
- Living your shared value is a journey. It can start with small steps and increases in emotional messaging.
- The more you consolidate your activities under a single shared value, the more ‘pull’ you will get from audiences as they easily understand what you stand for.
- Done right, this is an organization-wide project that can impact everything from audience to development to community outreach to artistic choices to the very talent you attract. The organizations that have committed to this have found a virtuous circle of benefits that strengthen over time as clarity around purpose becomes the guide star for behavior and decision-making.

Reminder: How to Get to Your Shared Value

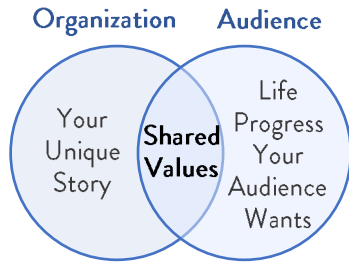
Developing an Authentic Hypothesis

1. Your Deepest Beliefs

Why were we created?
What is our origin story?

2. Moments of Truth

What highlights from our history show us at our best? When have we have fallen?



3. Personal Yearning

Of all the struggling moments where audiences want to better themselves, where are we best positioned to help?

4. Points of Difference

How are we different from organizations with similar capabilities in a way that helps people make progress in their lives?

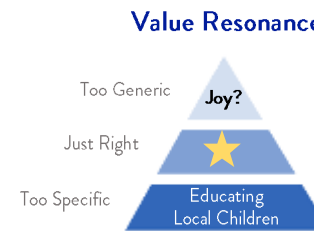
We're done when...

- ... it resonates emotionally when we tell people about it
- ... it feels authentically to staff/donors/loyal audiences like 'who we are'
- ... it feels different than what another organization in our genre would say

Balancing Resonance and Reach

5. Motivational Aspiration

Does the value feel like an exciting guide star to reach toward rather than a characterization of current behavior?



6. Believable Ownership

Do audiences find it credible that we are the primary or sole purveyor of the value in our field?

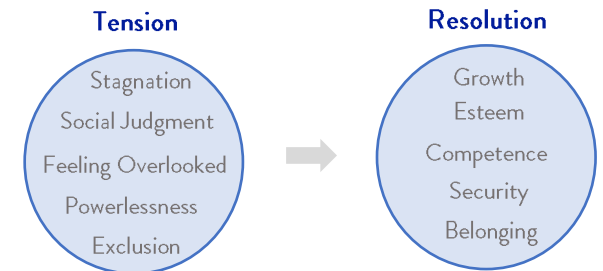
We're done when...

- ... audiences say we are credible torch-bearers for this value (we haven't reached too far)
- ... realization of the value feels a bit scary

Contextualizing the Value for Meaning

7. Relevant Expression of Tension

Is the value expressed as a solution to real issues/challenges/tensions audiences are currently facing?



8. Credible Values Leadership

Do our actions feel like meaningful, authentic and even courageous support of audiences trying to live the shared value?

We're done when...

- ... audiences tell us stories related to the value
- ... our staff (and other) stakeholders feel pride/motivation in the articulation of purpose

New: Living Your Shared Value

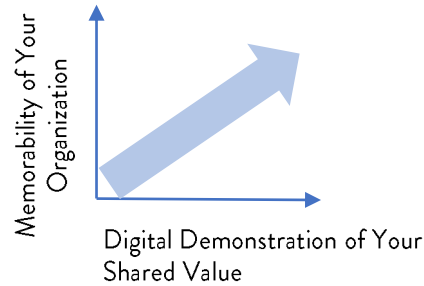
Boosting Digital's Signal Value

1. Thematic Alignment

What is the through line of our digital?

2. Curating AND Creating

How can we amplify our message through partner content?



3. Amplifying the Struggling Moment

Where in our comms is the emotional resonance of our shared value?

4. Communicating Community Work

How clear is it to our audiences how we help the community?

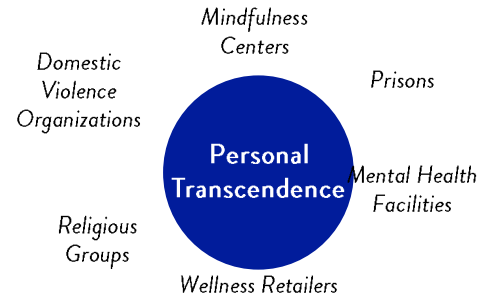
We're done when...

- ...Audiences name our theme when asked about our content
- ...Our curation principles are clear to the team
- ...Our audiences know about our community work, and understand why we do it

Finding First Followers

5. Values-Led Partnerships

Have we identified our values and partners who would amplify that value – and do we treat them like equals?



6. Ecosystem with a Through Line

Do we evaluate our partnerships and community engagement as a package, ensuring unity of purpose?

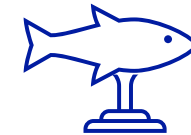
We're done when...

- ... Our partnerships demonstrate a clear through line
- ... Our partners amplify our value as much as we do

Enlisting Staff Stories

7. Enabling Staff Discussion

How do staff identify with the organization's shared value? How do they not?



Our "Salmon Stories"

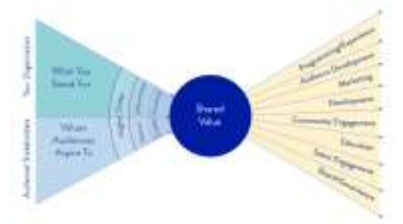
8. Sharing Value Stories Authentically

Are we clear about how our teams should embody the shared value themselves?

We're done when...

- ... Staff can clearly state the value in their own behavior
- ... Our staff (and other) stakeholders feel pride/motivation in the articulation of purpose

What You Can Do Next Week



Developing and Communicating Your Shared Value

Understanding Your Purpose

- Re-examine your origin story: does it give you clues about your purpose?
- Look at your mission, vision and values and see if it is clear why that vision should come to pass
- Ask staff what they think you stand for. Who do we attract and why?
- Gather stories that are meaningful for staff about your history

Listening to Audiences

- Try the ZMET/ '5 why' technique with some team members. Have them bring in pictures and write down the values revealed
- Review current audience feedback mechanisms; is there an opportunity for them to tell you what is differentiating?
- Use Utah Symphony's values map as a start – what stands out as relevant and differentiating for you?

Honing Your Shared Values Statement

- Test any value against the five components of a shared value statement
- Identify tensions underlying audience achievement of any value you highlight. Take any message and tell it in a story of emotional tension and release
- Translate any value into personal benefit when using it in messaging

Boosting Digital Signal Value

- Identify a values 'theme' for each digital content you offer
- Write down your 'rules' for curating content from others, especially related to values
- Communicate your community engagement activities to current audiences
- Check each communication: are we appealing to audience emotion?

Living Your Values

Enabling Value-Led Partnerships

- Write a statement of partnership values
- Look at current partnerships – is the through line clear?
- Start to build relationships with community groups that represent your key values
- Review partnerships – are they providing legitimacy to your value or are you providing support to them?
- Consider unexpected partnerships or community efforts that have strong signal value

Empowering Stakeholder Advocates

- Ask staff: why did you join? What legacy do you hope to have before you leave?
- Encourage story-telling among your staff about where they have seen your purpose brought to life.
- Collect those stories of value delivery from staff and community partners and share with audiences