



What Really Makes a Healthy Arts Organization?

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TYA USA
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If you had all the money you needed, how else would you measure organizational health?

Who We Are

Our Team



Our Services

Organizational Strategy

Marketing Strategy

Strategic Planning

Team Structure

Coaching

Customer Data Analysis
in partnership with Baker Richards

Executive Search

Our Philosophy

We believe that healthy arts organizations require the right strategy, structures, and people.

Our work focuses on all three.

Our Clients

CARNEGIE HALL



Turnaround Arts
The Kennedy Center

Seegerstrom
Center for the **Arts** 



The Met
ropolitan
Opera



MCC
THEATER



JACOB'S
PILLOW

Trusty
sidekick
Theater company

M
NORTHROP

Aims for Today

- Explore TOCG's emerging framework for assessing organizational health
- Provide real-world examples of the framework's components in action
- Create space for reflection around your organization's experience and aspirations
- Conclude with discussion around potential next practices, either at the organizational or field level

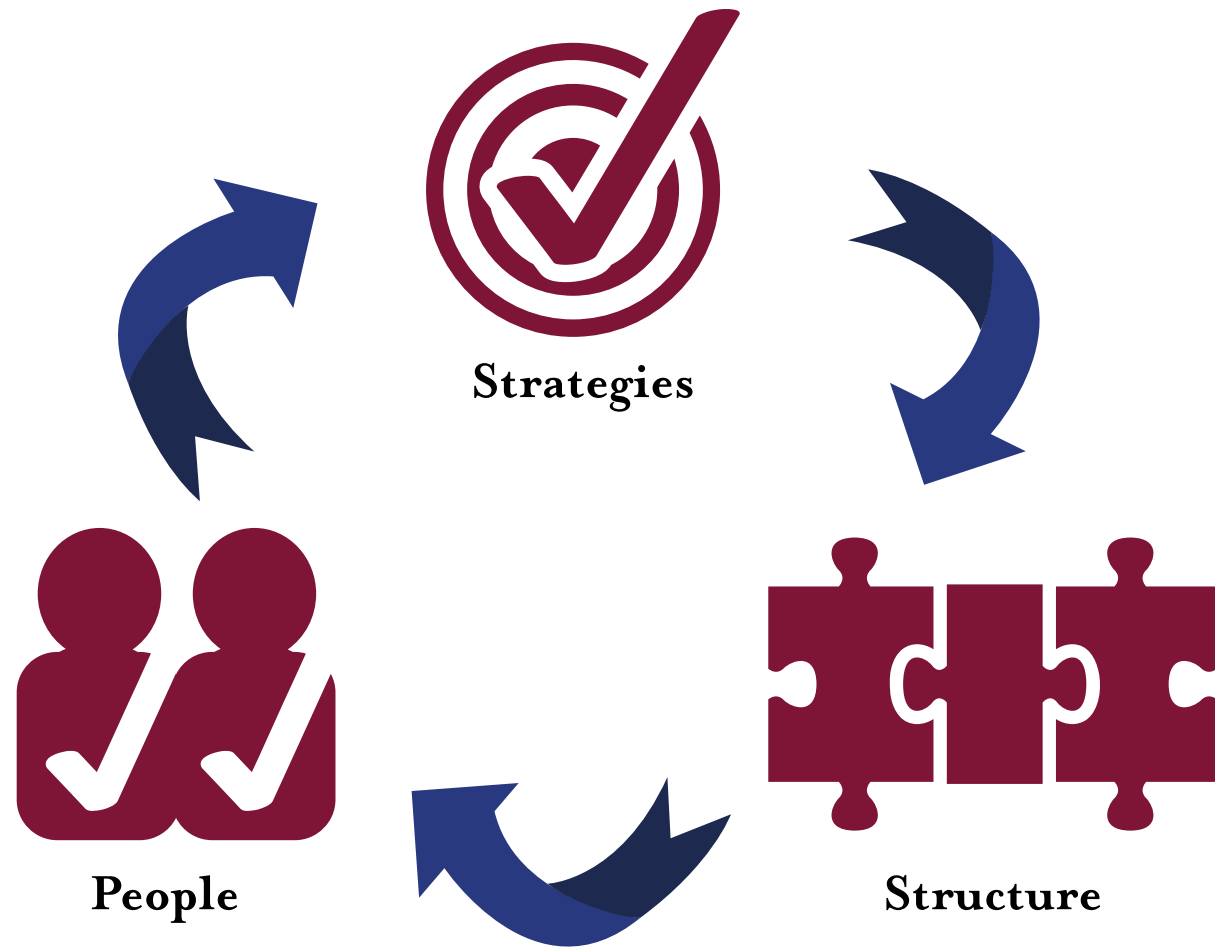


TIME

FOR

CHANGE

Our Three-Part Framework



Strategies: What We Mean

Strategies are the intentional choices and action plans that are crafted to meet an organizational objective. They represent what an organization *will* do, as well as set reasonable limits and boundaries for what an organization *will not* do over a finite period.

This allows an organization to realize its aspirations while remaining accountable to its mission and stated priorities.

Activating Ideas: Intentionality, Boundaries, Accountability



Strategies: Self-Assessment Inquiries

Activating Ideas

Boundaries

Intentionality

Accountability



- How do we know that our seasons and programs are designed around and responsive to the needs of our intended audiences, participants, and communities? If they're not, how can we change?
- Have we made clear and intentional choices about the work we're going to do and why? Who understands them? Where is our power to say "no"?
- Are our organizational values showing up across everything we do – internal and public-facing? How do we hold ourselves accountable to them?



Turnaround Arts
Body Center

Turnaround Arts
The Arts Ready Center
2019 Turnaround Arts
Summer Leadership Retreat
Guiding Question
How do we use the arts to increase equity
for our students, and help them thrive?
Success
Be present
Listen and collaborate
Put students first
Accept new closure
Take risks
Dream big

Turnaround Arts
Amanda
Kong
Volunteer

Turnaround Arts
Sue
Dutton
Participant

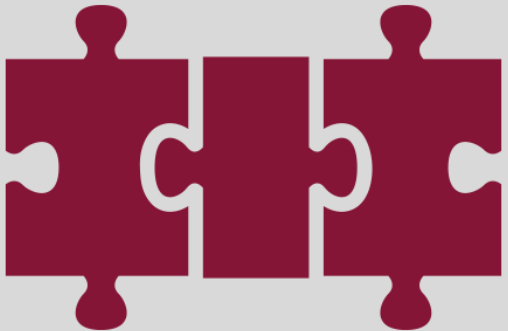
Turnaround Arts
Lora
Castell
Participant
California

DO THIS.

Structure: What We Mean

Structure refers to the systems, tools, and workflows that support and carry out an organization's work.

This holistic view allows for equitable workloads and clarity of purpose—connecting the big picture to the everyday.



Activating Ideas: Balance, Clarity, Resources

Structure: Self-Assessment Inquiries

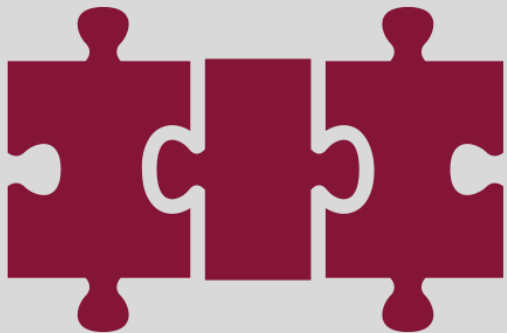
Activating Ideas

Balance

Clarity

Resources

(Abundance /
Scarcity)



- Does our organizational chart represent the way we want to work *now*, or the way we have worked in the past?
- Are there legacy structures that are causing more friction than momentum?
- Would an outside observer reviewing our budget get a clear sense of what our organization prioritizes?
- Is the way we organize teams and workflows creating or removing roadblocks?



People: What We Mean

Most often, a not-for-profit's biggest budget line is people – its human capital. Caring for and trusting in them to do the work they were hired to do is the foundation of successful strategy and strong structure.

Beyond this, engaging staff in active dialogue around organizational development and planning provides opportunities for buy-in, constructive conflict, and professional development.

Activating Ideas: Care, Trust, Constructive Conflict



People: Self-Assessment Inquiries

Activating Ideas

Care

Trust

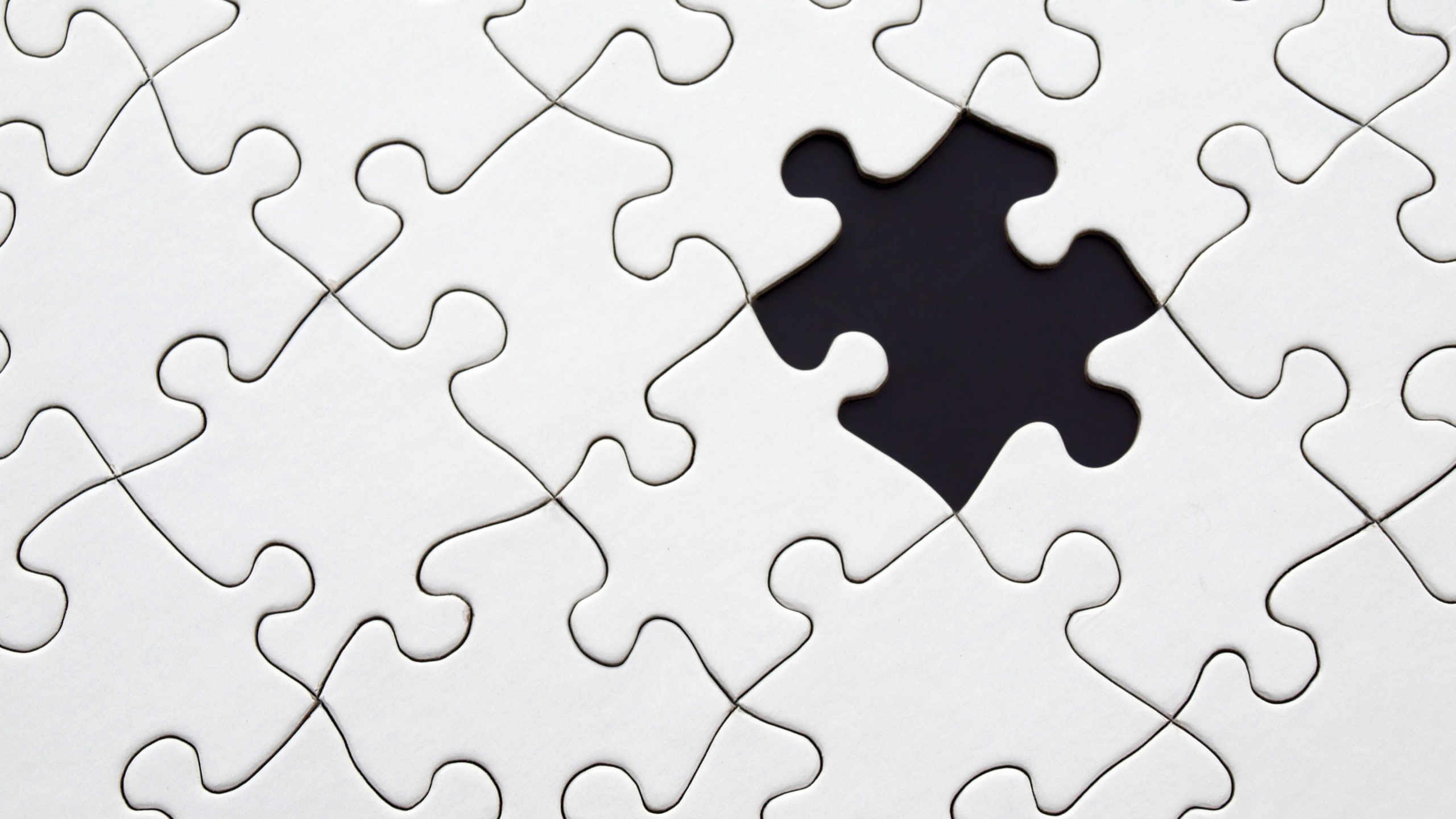
Constructive

Conflict

- Would our staff/team say that the organization's commitment to community care extends to them?
- Are staff perspectives authentically part of decision making?
- Do we foster a culture where folks can be proud on a collective and individual level?
- Do we trust our staff members to do the work they were hired to do? Do we give them what they need in order to succeed?







Self-Assessment At-a-Glance

Strategy

- How do we know that our seasons and programs are designed around and responsive to the needs of our intended audiences, participants, and communities? If they're not, how can we change?
- Have we made clear and intentional choices about the work we're going to do and why? Who understands them? Where is our power to say "no"?
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Chat Prompt

1. Of all we've discussed, what area is holding the most tension for you?
2. Based on any of these areas, what feels like the best next step for you to address?

Q & A / Discussion



THANK YOU!

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