



ARTICULATING
YOUR PUBLIC VALUE



April 2011

Moving from Important to Essential



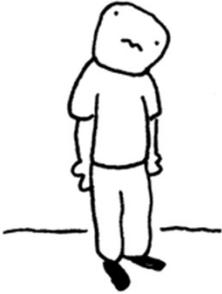
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Session Focus: Public Value

1. Understanding your role in community
2. Building more meaningful relationships with constituencies
3. Articulating your public value
4. Measuring your progress

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When asked "would you rather work for change, or just complain?" 81% of the respondents replied, "Do i have to pick? This is hard."

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3 Move Outside Your Comfort Zone

Cartoon Credit: www.toothpastefordinner.com

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4 Understanding Your Role

1. Perceived value
2. Center of gravity
3. Community map
4. Life stage
5. Interviews
6. Arts archetypes

Photo Source: www.etutors-portal.net

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<p>5</p>	<h3>Know Where You Stand</h3>
<h4>Are you irrelevant, important or essential?</h4> <p>© ArtsLab 2011 Think Differently. Act Strategically.</p>	

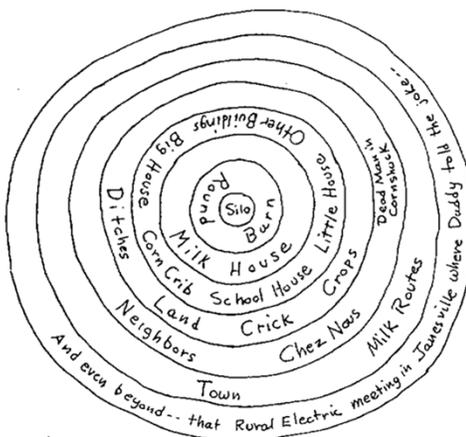
	
<p>6</p>	<h3>Know Your Center of Gravity</h3>
<h4>Are you internally or externally focused?</h4> <p>Used with permission from www.CartoonStock.com © ArtsLab 2011 Think Differently. Act Strategically.</p>	

Know Your Rings of Engagement

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Which constituencies show up in each ring?



Stories of the Round Barn,
Jacqueline Dougan Jackson,
1997

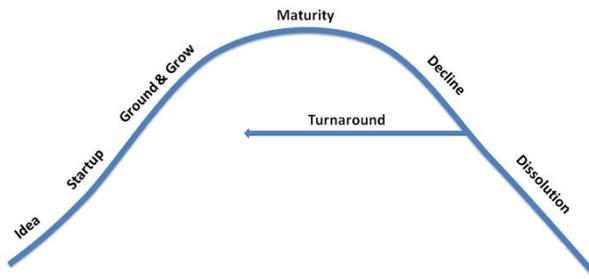
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Life Stage Implications

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Start up
Growth
Maturity
Decline
Turnaround
Termination



Adopted from [Nonprofit Lifecycles: Stage-Based Wisdom for Nonprofit Capacity](#) by Susan Kenny Stevens, Stagewise Enterprises, Inc.

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To Know Your Role, Ask the Source

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Guess?



Ask !



Ask Questions <http://flickr.com/photos/cbcastro/>

Who Are the Sources?

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In the Loop

- Board
- Staff
- Artists
- Volunteers
- Patrons
- Funders

Outside the Loop

- Business leaders
- Government leaders
- Reporters
- Education leaders
- Community leaders
- Arts leaders

Roles We Play in Community

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- Teacher/mentor
- Convener
- Inspirer/enricher
- Rescuer
- Revitalizer/liberator
- Transformer
- Challenger/provoker
- Entertainer
- Healer/distracter

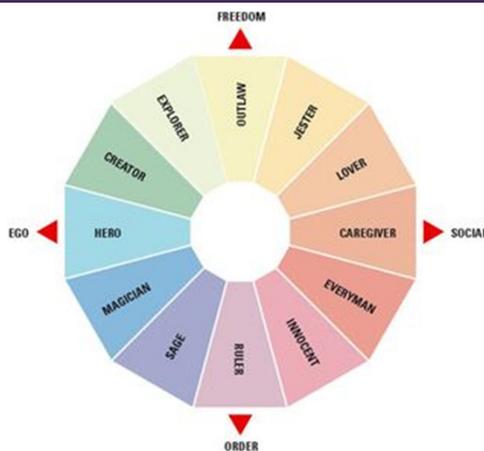


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12 Arts Archetypes

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Original models or prototypes after which others are patterned; universally recognized symbols



Source: Drew Boyd, [Innovation in Practice Blog](#), May 10, 2009

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1. **Social sector trends**
2. **Consumer trends**
3. **Yes, maybe, no**
4. **The fifth habit**

Photo Credit: Scott Besleler, Philip Groshong, Margie Waller: "The Arts Ripple Effect," 2010



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Impact of Five Social Sector Trends



Shifting Demographics
Redefine Participation



Abounding Technological Advances



New Ways of Organizing Work



Rising Interest in Civic Engagement



Blurred Sector Boundaries

← Convergence trends reshaping the social sector →

LaPiana Consulting
November, 2009. The James Irvine Foundation.
<http://www.irvine.org/images/stories/pdf/eval/convergencereport.pdf>

Impact of Five Consumer Trends

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Social Sector Trends

- Demographic Shifts
- Tech Advances
- New Ways of Organizing
- Rising Civic Engagement
- Blurred Boundaries

Source: Convergences, La Piana Consulting

Consumer Trends

- Evolutionaries
- Technomorphing
- Dollars and Sense
- Mindful Matters
- Synesthesia

Source: www.Iconoculture.com, 3/29/11

How Do You Foster Relationships?



Constituent Type	Engagement Goals	Engagement Strategies
Yes's (core) Already accept you as important part of their life	Deepen Get committed people more involved	Focus on experiential factors that create or enhance meaning
Maybe's (secondary) Uncertain, unaware, intimidated or inaccessible	Broaden Attract more people like those you already have	Solve practical challenges by removing barriers
No's (peripheral) Eliminated you from any role in their life	Diversify Attract people who are under-represented or disinclined to participate	Change attitudes/perceptions or break down myths

Adapted from *From Mission to Motivation*, Sharon Rodning Bash, 2003

The Fifth Habit

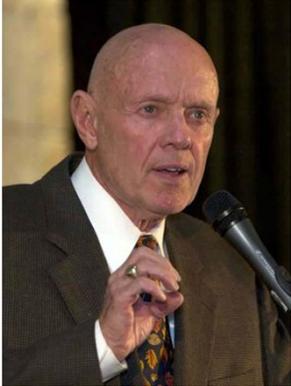
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**“Seek first to understand,
then to be understood.”**

Steven Covey, adopted from Proverbs 18:13

- Listen/learn/understand what’s most important/pressing to *them*
- Find common ground
- Bring something constructive to the conversation
- Look for ways to collaborate/connect

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Articulating Your Public Value

1. **Arts for art’s sake**
2. **Economic development**
3. **Creative placemaking**

Photo Credit: Cleveland Public Theatre Summer Performance Series, “Creative Placemaking,” Ann Markusen & Anne Gadwa, 2010

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Arts for Arts' Sake



- Create transcendent experiences
- Speak to a universal need
- Spark creativity and innovation
- Improve student test scores
- Are part of the fabric of thriving neighborhoods, towns, cities or regions



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Arts as Economic Development



- Revitalize ailing neighborhoods by building engagement, ownership, entrepreneurship
- Have direct and non-direct economic impacts
- Stimulate economic growth & vitality
- Create new jobs, incomes, products services

ART = JOBS

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Arts in Creative Placemaking

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- Animate public & private spaces
- Rejuvenate structures & streetscapes
- Improved local business viability & public safety
- Make communities more livable, diverse & economically vital



Artspace Hamilton Lofts, Hamilton Ohio

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Evidence It's Not Being Heard

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- Arts still seen as “nice but not necessary”
- Charitable and public funding has declined
- Public spending is criticized as wasteful or misguided
- Federal funding for NEA , NEH & Public Broadcasting is under assault



Source: "The Arts Ripple Effect," The Topos Partnership in Cincinnati for the Fine Arts Fund, 2010

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Undermining Assumptions



- Arts are a private matter – about individual tastes
- Arts are entertainment or goods to be purchased
- People expect to have passive relationship with arts
- Arts are a low priority, even when they're "valued"
- Arts are an economic development tool

Source: "The Arts Ripple Effect," The Topos Partnership in Cincinnati for the Fine Arts Fund, 2010



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Need to Change the Message



- Reposition arts as a public good in which we all have a stake
- Provide clearer picture of kinds of events/activities/organizations we're talking about
- Convey the importance of a proactive stance
- Involve all people in a region, not just urban centers

Source: "The Arts Ripple Effect," The Topos Partnership in Cincinnati for Fine Arts Fund, 2010

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A Message That Resonates

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**“A thriving arts sector
creates “ripple effects”
of benefits throughout
the community.”**

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Two Supporting Messages

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Vibrant, thriving economy:

- More vibrant neighborhoods
- Revitalized communities
- Magnet for tourists & residents

More connected population:

- Common experiences shared by diverse groups
- New perspectives
- Better understanding among people

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Your Organization's Challenge

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Value Proposition:

The unique, compelling value or benefits that your organization offers your constituents.

- Discuss the viability of the “arts ripple effect” message in your community
- Articulate your organization’s value proposition using this or any combination of approaches.
- Share your value proposition with your colleagues from three states.

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Measuring Your Progress

1. **Key indicators**
2. **Logic model**



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Key Indicators



- To move from important to essential, what do you need to change, add or drop?
- How do you know if you're making a difference in the community?
- How much does the public value your work?
- How much have you broadened, deepened or diversified your relationships with audiences?

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Evaluation Worksheet

Logic Model Framework

INPUTS		OUTPUTS		OUTCOMES		IMPACT
Resources	Activities	Participants	Short Term (learning)	Medium Term (action)	Long Term (conditions)	
What are the questions?						
What are the indicators?						
What are the measurement tools?						



YOUR ROLES IN COMMUNITY

What role(s) does your organization play in your community?

How would the **mayor** answer that question?

How would the **editor of the local/regional** newspaper answer that question?

How would the **chamber of commerce director** answer that question?

How would the **school superintendent** answer that question?

How essential is the role you play in the community?

What other organizations play the same or similar roles?

What would you need to change to be seen as absolutely essential in your community?

What barriers do you need to overcome to make those changes?

DISCOVER YOUR ARCHETYPE

Archetypes are personified symbols, models or prototypes that:

- Allow the conscious mind to identify with subconscious desires, meanings and truths. (Carl Jung)
- Represent your aspirations in a mystical or spiritual sense
- Instill meaning into brands
- Are naturally genuine and authentic
- Speak the language of the mind, so they're an effective foundation when building a strong brand.
- Go beyond features/benefits to connect with customers in a deep and profoundly meaningful way.

The Innocent:

- Wholesome, pure
- Forgiving, trusting, honest
- Happy, optimistic, enjoy simple pleasures

The Explorer:

- Searcher, seeker, adventurous, restless, desire excitement
- Independent, self-directed, self-sufficient
- Values freedom

The Sage:

- Thinker, philosopher, reflective
- Expert, advisor, teacher
- Confident, in-control, self-contained, credible

The Hero:

- Warrior, competitive, aggressive, winner
- Principled, idealist, challenges "wrongs," improves the world
- Proud, brave, courageous, sacrifices for greater good

The Outlaw:

- Rebellious, shocking, outrageous, disruptive
- Feared, powerful
- Countercultural, revolutionary, liberated

The Magician:

- Shaman, healer, spiritual, holistic, intuitive
- Values magical moments, special rituals
- Catalyst for change, charismatic

The Regular Guy/Gal:

- Unpretentious, straight shooter, people-oriented
- Reliable, dependable, practical, down to earth
- Values routines, predictability, the status quo, tradition

The Lover:

- Seeks true love, intimacy, sensuality
- Passionate, sexy, seductive, erotic
- Seeks pleasure, to indulge, follows emotions

The Jester:

- Clown, jester, trickster
- Playful, takes things lightly, creates a little fun/chaos
- Impulsive, spontaneous, lives in the moment

The Caregiver:

- Altruistic, selfless
- Nurturing, compassionate, empathetic
- Supportive, generous

The Creator:

- Innovative, imaginative, artistic
- Experimental, willing to take risks
- Ambitious, desire to turn ideas into reality

The Ruler:

- Manager, organizer, take charge attitude
- Efficient, productive
- Confident, responsible, role model

Source: [The Hero and The Outlaw: Building Extraordinary Brands Through the Power of Archetypes](#) by Margaret Mark & Carol S. Pearson

How Do You Foster Relationships?

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Adapted from *From Mission to Motivation*, Sharon Rodning Bash, 2003



BUILDING RELATIONSHIPS WITH NEW CONSTITUENCIES

Constituency: _____

What do you know about the members of this constituency?

What do you need to learn about them (priorities, pressing needs, obstacles, perceptions of your organization, etc.)?

Where/how can you learn more about them?

Who do you know within the constituency?

What do you have in common (values, space, overlapping audiences, joint funders, etc?)

What do you bring to the relationship that they might value?

How might you collaborate?



SAMPLE CASE FOR THE ARTS

Cincinnati, Ohio – Why do leaders of cities around the country think of arts and culture as important priorities? Because when creative activity is happening in large and small ways throughout an area, it creates surprising **ripple effects** of benefits, even for those who don't participate directly.

The arts ripple effect creates at least two kinds of benefits: 1) in the economic vitality of an area, and 2) in how communities come together and understand each other. In economic terms, theaters, galleries, concerts and so on mean more energy and life in a community, more tourists, more renovated buildings, more people and businesses moving to an appealing place. A vibrant arts environment with music, storytelling, and community art centers also means more people coming together to share experiences and ideas, connecting with each other and understanding each other in new ways. Cincinnati has historically supported the arts and enjoyed the benefits of these ripple effects. We should be proud of what we've built, and take responsibility for keeping our investment going.

Excerpted from "The Arts Ripple Effect: A Research-Based Strategy to Build Shared Responsibility for the Arts," produced by the Topos Partnership for the Fine Arts Fund, 2010.
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