



Is proud to work with the League of American Orchestras  
as part of

## Inclusive Stages

A program of the League of American Orchestras

### **This presentation provides information about**

1. Accordant Advisors Inclusion Index and Survey
2. What's included through the League's Inclusive Stages
3. Additional survey customization and services available from Accordant Advisors
4. Additional AAI Background and details about Inclusion





# Accordant Advisors Inclusion Index and Survey



Accordant Advisors was founded on the notion that **inclusion** is the foundation for a diverse and equitable workplace, which we define as ...

**inclusion** – *noun*;

a felt experience, shaped by individual behavior, workplace culture, and policies and practices, where people feel a strong sense of belonging and psychological safety



# The Accordant Advisors Inclusion Index...

is a unique tool that measures how individuals **feel in the workplace**.

## Why we created this survey

After decades of work and research, our team of experts still couldn't find a good way to measure how **welcome and psychologically safe** people feel in their workplaces.

So, we created one.





# The model behind our Index

We measure ...

What we ask ...

Across 6  
dimensions



Emotions

How do you feel? And why?

Behaviors

How do people behave? With what frequency?

Beliefs &  
Perceptions

What beliefs and perceptions shape the workplace culture?

Outcomes

Standard workplace outcomes, including:  
Engagement, burnout, organizational citizenship.

Actions

What actions do you recommend leadership take to increase inclusion?

## The Accordant Advisors Difference

Emotional Intelligence is our foundation.

We have operationally defined psychological safety and inclusion.

We have developed formulas to predict workplace outcomes.

We have the expertise to interpret the results for each unique organization.

**We focus on outcomes.**

We derive insights from the data and identify the actions to achieve desired outcomes.



# The 6 Dimensions of Inclusion



## Safe

feeling welcomed and comfortable sharing thoughts, ideas and disagreements without fear of retribution.

## Respected

feeling accepted and being treated fairly and with dignity.

## Connected

feeling a sense of belonging, having meaningful interactions at work, and feeling aligned to organization's values.

## Supported

feeling that you are provided what is needed to get the work done and achieve your potential, while having a healthy work-life balance.

## Acknowledged

feeling seen and valued and being recognized for your unique contributions.

## Empowered

feeling a sense of purpose and agency to contribute towards achieving the organization's vision.



# Influences on the experience of inclusion

Emotions

Emotions are a form of data that provide critical information and can help us think and decide

An individual's "felt experience"

Behaviors

Individual Behavior of Co-Workers, Supervisors, and Leaders

Behaviors an individual demonstrates & observes

Perceptions

Workplace Culture as a normalized set of expectations and unwritten rules that guide behavior

What an individual believes is safe for them to do & say

Organizational Design

*Organizational design also has a major impact. These include processes supporting the employee lifecycle, from recruiting and onboarding to performance management and advancement. Assessed via organizational audits.*



# Inclusive Stages

A program of the League of American Orchestras

## What's Included in the Inclusive Stages' League Inclusion Index



## Survey questions are tailored for orchestras

2. We want to know how you *feel* about your work. Consider your daily role, your colleagues and the [Orchestra's] processes and culture. During the **LAST 12 MONTHS**, how often have you felt each of these about your work at the [Orchestra]?

0% of the time

100% of the time

Respected



Worried



7. During the last **12 MONTHS**, how often did you and your colleagues connect informally to get to know each other better?

- Never
- 1 or 2 times
- Multiple times

18. Please indicate how much you disagree or agree with these questions:

	Strongly DISAGREE	Disagree	Agree	Strongly AGREE
The [Orchestra's] work culture makes me feel comfortable sharing my thoughts, ideas, and values without fear of negative consequences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leaders' communications are genuine and transparent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Inclusive Stages

A program of the League of American Orchestras

Can measure progress over time based on emotional and behavioral data

Backed by comprehensive research data

Informed by a unique emotional intelligence lens

Your results are compared to the League benchmark for deeper understanding



We collect data about the actions & behaviors that create psychologically safe workplaces.

For example, we ask ...

### Over the last month, how often:

	Your Org	US 2023
Have you expressed a different point of view to the person you "report to"	59% 1 - 2 Times	47% 1 - 2 Times
How often did someone interrupt you or talk over you in a meeting or rehearsal?	43% Weekly	38% 1 - 2 Times



We will examine inclusion along a number of dimensions\* for the overall League report.

# Inclusive Stages

A program of the League of American Orchestras

22. Which section are you in?

- Brass
- Percussion
- Strings
- Woodwinds
- Other
- Prefer not to answer

26. Which best describes your role? Select all that apply.

- Artistic
- Box Office
- Communications
- Development
- Education and Community Engagement
- Equity, Diversity and Inclusion
- Executive Office
- Facilities
- IT
- Library
- Marketing

24. Which best describes your role?

- Per Service
- Salaried
- Volunteer
- Prefer not to answer

## Confidentiality

Survey responses are confidential. We have taken several steps to ensure responses will not be identifiable:

1. All responses come to Accordant Advisors, neither to the League nor to the specific orchestra.
2. The survey is anonymous (we do not ask for names).
3. Questions are optional.
4. We report results in such a way that individual responses are not identifiable. For example, if only a few people in a certain category respond we will not share those results.

*\*These and other demographic dimensions can be analyzed for member orchestras, for an additional fee, if there are sufficient responses to protect anonymity.*



# Inclusive Stages

A program of the League of American Orchestras

By participating in the League Inclusion Index  
you will receive key data about your orchestra.

Gain a current snapshot of the **data** regarding **how musicians and staff feel** about working for your organization.

Receive a set of **questions for reflection** in your report to support the orchestra's understanding of the data.

Learn the common **drivers for specific outcomes** to help inform decisions about what actions to take.

Receive an **inclusion score** for your organization to benchmark against other League member orchestras, and to measure your own progress.

Give your team an opportunity to share their experiences and ideas authentically, on a **confidential basis**.

Receive a synthesis of **actions for improvement** recommended by member orchestras' survey respondents.

- *To receive a report, each orchestra must reach a response rate of 25%; additionally, data will be reported for staff or musician groups if they achieve 25%.*
- *Each orchestra's report will include an introductory page with guidance on how to understand the data.*
- *Accordant Advisors expects that orchestras that participate in the survey will share the results with the whole organization.*



## Report Example: How are people feeling at work?

In regards to creating a more inclusive culture, how is your orchestra doing in comparison to the League of American Orchestras benchmark?

The survey results are translated to a 1-4 point scale (1 as the lowest score and 4 as the highest score) to calculate the index score. The table below provides the index score for each dimension of inclusion and overall in comparison to all orchestras that took this survey.



	Emotions		Behaviors		Perceptions		Index	
	Your Orchestra	All Orchestras	Your Orchestra	All Orchestras	Your Orchestra	All Orchestras	Your Orchestra	All Orchestras
Safe	4	4	3.2	3.3	2.9	2.5	3.4	3.3
Respected	4	4	2	3	2.2	2.7	2.7	3.2
Connected	3	3	2.8	2.5	3.6	3.1	3.1	2.9
Acknowledged	4	4	3.2	3.3	2.9	2.5	3.4	3.3
Supported	3	4	2	3	2.2	2.7	2.4	3.2
Empowered	2	3	2.8	2.5	3.6	3.1	2.8	2.9
<b>Your Orchestra's Inclusion Index vs. the League Benchmark</b>							<b>3.0</b>	<b>3.1</b>

*Please note: This is an example – the actual visual may look different in the final report.*



# Survey Customization and Additional Services Available

*Member orchestras that participate in the League Inclusion Index through Inclusive Stages may contract directly with Accordant Advisors for more detailed data, custom insights and additional services. If interested, please contact [amerkle@accordantadvisors.com](mailto:amerkle@accordantadvisors.com).*



# Accordant Advisors will have the data to enable you to create a comprehensive action plan for inclusion.



The League Inclusion Index survey will collect the full set of data. By contracting directly with Accordant Advisors, you will be able to “unlock” additional data. By doing so, you will gain ...

- a more detailed understanding of how people are feeling in your organization,
- insights from Accordant Advisors expertise in psychological safety and inclusion,
- detailed recommendations from your organization for how to improve inclusion, and
- Specific recommendations from Accordant Advisors.

Identify the **behaviors & beliefs** that aid or detract from inclusion at your organization.

Gain a clear and detailed understanding of **how your musicians & staff feel** about working for your organization from different perspectives.

Learn specific **areas for improvement and workable action steps** to enhance inclusion while improving organizational outcomes.



# How are people feeling at work? Are you sure you know?

This sample report page represents deeper analysis that member orchestras can receive by contracting directly with Accordant Advisors.

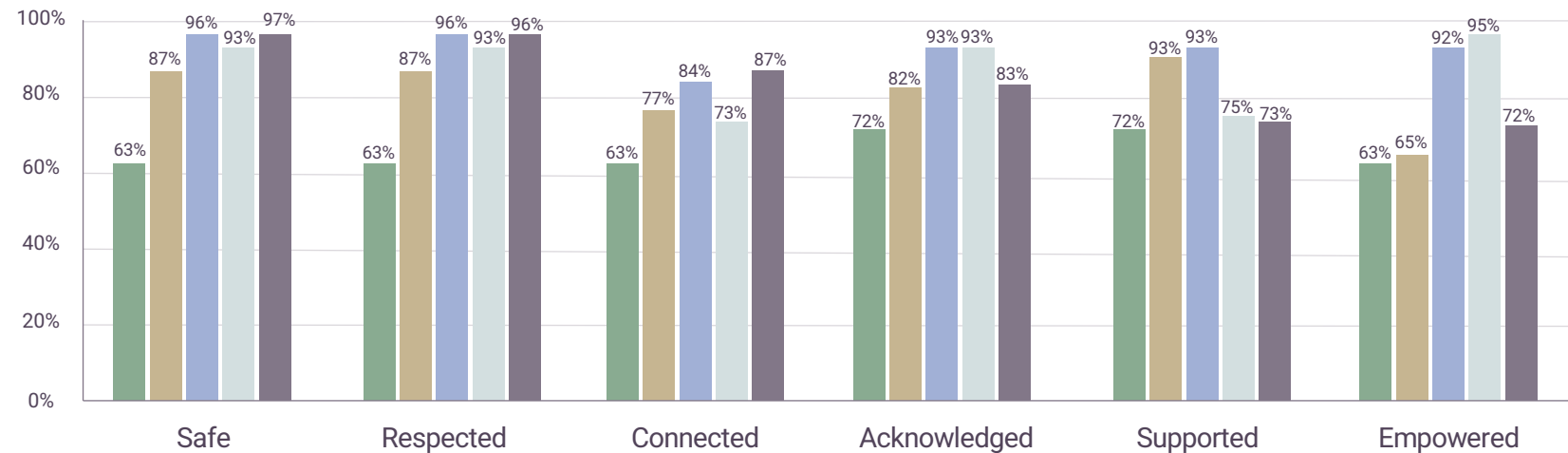
There is variability between departments in how people feel at work.

- Operations
- Sales & Marketing
- Community Engagement
- HR
- Musicians

ACCORDANT™ ADVISORS



Felt Experience in % of Time by Department

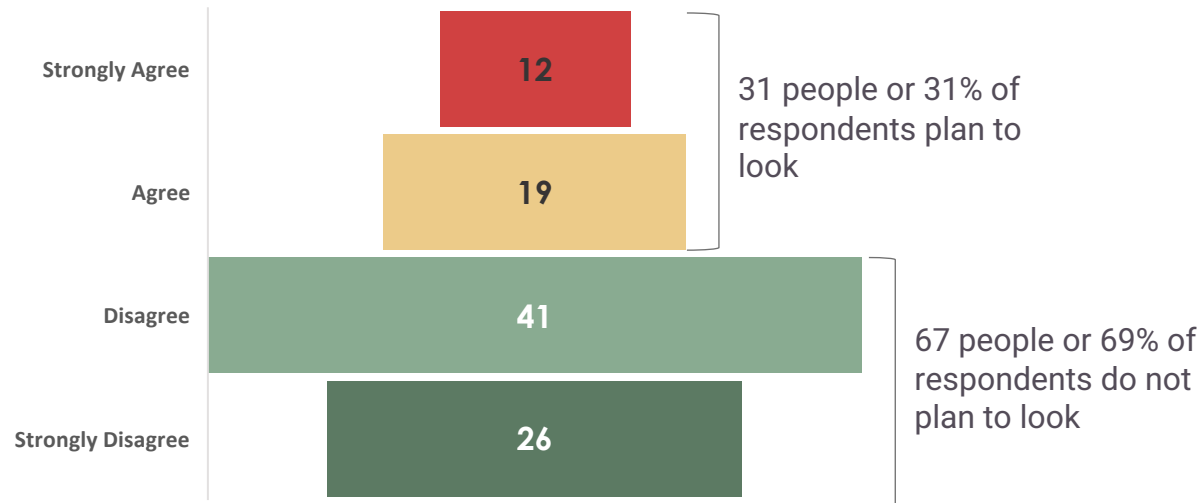




# What is the impact of your organizational culture on performance?

Survey Question: I plan to look for a new job in the next 12 months.

## Survey Data



Total respondents: 98  
Total survey recipients: 142



## Insight

Key reasons why people plan to look for another job in the next 12 months, ranked:

1. People feel disconnected from the vision
2. Leaders' communications are not genuine and transparent
3. Culture does not support sharing
4. Leaders do not solicit and acknowledge input
5. I do not have resources to do my job

**Benchmark:** 31% = Your organization  
35% = 1,000+ US survey respondents



# The Researchers Behind the Survey



**Dr. David Caruso** has decades of research experience in emotional intelligence, is a Senior Advisor at Yale College and is the co-founder of Emotional Intelligence (EI) Skills Group. He and colleague Peter Salovey, currently the president of Yale University, wrote the book, *The Emotionally Intelligent Manager*. David is also the co-author of the Mayer, Salovey and Caruso Emotional Intelligence Test (MSCEIT), used by thousands of individuals around the world to better understand and leverage the power of emotions.



Accordant Associate **Armela Toro Waters, M.S.**, who formerly worked at the Yale Center for Emotional Intelligence, is an organizational development consultant, coach and facilitator. Her research and design work has contributed to the creation of survey instruments for emotional intelligence, psychological safety and inclusion in the workplace, including Accordant Advisors' Inclusion Index Survey.



# How the Accordant Advisors Inclusion Index was developed

The work is centered on:

**Primary research** on inclusion conducted with more than 1,200 employees 2021-2022, and benchmark data collected on nearly 1,000 employees in 2023.

**Secondary research**, including survey approaches and literature review:

- Published articles on inclusion between 2019 - 2022
- Research studies surveying a total of 10K+ participants across industries

**Examination of inclusive behaviors** from our vast experience working with our clients

**Cognitive interviewing and multiple pilot versions** to generate and test survey items.

**An emotionally intelligent approach** to the feedback, based on our proprietary insights and application of the methodology





# What have people said about our work?

“Our work with Accordant Advisors was just what we hoped it would be. We have a clear plan of action, and we’re confident that we’re on a path to maximizing opportunity around inclusion in our Vision 2025 strategic plan.”

John Mangum  
Executive Director/CEO  
Houston Symphony Orchestra

“Working with Accordant Advisors gave us a sharper focus and more insight into where we are succeeding and where we have gaps to fill. As a result of our work with Accordant Advisors, I am confident that we have a reliable benchmark against which we can measure our progress.”

Bob Osmond,  
President  
Racepoint Global

“Working with Accordant was truly a great experience. The entire process was well executed from beginning to end. The insights garnered from the survey and the recommendations provided by Accordant will be instrumental in advancing inclusion at our organization.”

Glyne Griffith II  
VP, Equity, Diversity, Inclusion & Social Impact  
Dallas Symphony Orchestra





# What we offer

The survey can be a stand-alone solution and is a unique offering in our suite of services to support your business's desired outcomes.

## Surveys

- Accordant Advisors Inclusion Index
- Custom surveys

## Deeper Assessment

- Interviews
- Group dialogue

## Strategy & Planning

- Vision, Mission, Values
- Action planning
- Implementation planning & support

## Communications & Stakeholder Engagement

## Leadership Preparedness

- Leadership Development
- Emotional Intelligence Assessment
- Skill Building & Coaching Workshops

## Organization Design

- Policies, Systems of employee lifecycle

## Change & Transformation

- Strategy
- Change Management

## Our other experts



**Stephanie Sandberg**  
Former Managing Director  
of LGBTQ+ inclusion  
consultancy Out Leadership



**Zena Collins**  
Former Global  
Associate Director at EY  
Change Management



**Annie Merkle, M.A.**  
Former Associate VP, NYU  
Organization & Leadership  
Development

Our unique focus and deep expertise, particularly in emotional intelligence, inform our approach as we help organizations create inclusive cultures.



# Additional Details on the AAll and Inclusion



Inclusion is good for everyone

Inclusion in the workplace  
has proven to achieve

Better  
Performance,  
Improved  
Well-being  
& More  
Engaged  
People







# Outcomes are multiplied for individuals when they feel included\*

.75x

Reduction in Sick Days

9.8x

More likely to look forward to going to work

6.3x

More likely to have pride in work

5.4%

More likely to want to stay a long time at the company

18x

More promotions

2x

More raises

\*Based on research from Chief Executive for Corporate Purpose, McKinsey, Center for Talent Innovation, Boston Consulting Group, BetterUp, Great Places to Work



# Diverse & inclusive organizations have better business outcomes

Compared to Orgs Lacking D&I\*



Higher Growth



Better Profitability



Faster to Market



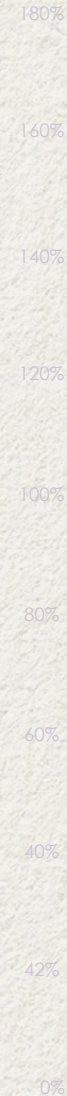
More Innovation



Increase in Performance



Drop in Turnover Risk



**+167%**  
Employees  
Recommending  
the Company



\*Based on research from Chief Executive for Corporate Purpose, McKinsey, Center for Talent Innovation, Boston Consulting Group, BetterUp, Great Places to Work