

'Food for thought'

Some good ideas for *your* museum



Leadership

Vanessa Trevelyan – President of the Museums Association and Director of the Norfolk Museums & Archaeology Service – led a workshop about leadership on 2 November 2012. These notes include Vanessa's key points *and* the main points that were made by delegates during the discussion.

Organisational and sector leaders are people who

- Have a compelling vision and articulate a social purpose
- Deliver on that vision to a wide range of partners, in the short term and the long term
- Have the ambition to be a significant player, and to be the best
- Emerge to the extent that they want to lead
- Don't wait around for the fine detail to be agreed, but have the courage to set off on a journey and are joined by others along the way
- Empower other people to deliver, and accept that those other people may take a slightly different route to the same destination
- Consult people in their network/partnership, and have a clear understanding of how to harness others to achieve outcomes
- Maintain a balance between democracy and authority – but know when to exert power
- Understand the context in which they operate
- Advocate, promote and share the things they are doing, thus increasing their impact
- Keep key stakeholders informed, and become the "Go to" people / organisations that funders etc like because they can be trusted to deliver
- Are inspirational, energetic, credible and generous with their time

When thinking about leadership

- Don't necessarily associate leadership with *scale, excellence or seniority*
- Don't confuse leadership with *peer networks* and *mutual support organisations* (such as County Forums, and GoSLAM)
- Don't necessarily tie leadership to *local authorities* – "We're all in this together"
- Don't just form *partnerships* for their own sake – they should be driven by a common purpose, and they should achieve 'added value'
- And don't just think about *funding* – the most important thing to achieve is the best possible outcome

What makes “A Leader”?

1. The *individual*?
2. The *concept* that they articulate?
3. The current performance of their *museum*?

Given that an effective leadership – be it a person or an organisation – needs confidence, vision and credibility – it’s a combination of all three.

The Museums Association as leaders

“At a time of considerable change and turmoil within the museum sector, the Museums Association has been a consistent and dependable advocate for museums. Funded by its members, it reflects members’ views and concerns, while also providing leadership and challenge. It meets regularly with government and opposition ministers, with the chairs and chief executives of major stakeholders, such as the Arts Council and the Heritage Lottery Fund. The MA has been at the forefront of museum strategic thinking and policy development, while also providing practical support for its members.”

Vanessa Trevelyan, Museums Association President; speaking at the EMMS Autumn Meeting on 2 November 2012

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