

ANNUAL MEETING HANDOUT

Small Museum Leadership Considered

The co-editors of the popular *Small Museum Toolkit* shared their insights on small museum leadership and presented their ideas about what makes a small museum leader special. Focusing on leadership strategies for success and for personal nourishment, participants collaborated in groups and prioritize projects and initiatives for success.

Presenters

- » **Cinnamon Catlin Legutko**, Chief Executive Officer, Abbe Museum
- » **Stacy Klingler**, Assistant Director, Local History, Indiana Historical Society

Annual Meeting & MuseumExpo

As the museum field's premier professional development opportunity, the Alliance's Annual Meeting & MuseumExpo showcases the best thinking from practitioners and visionaries on major issues confronting museums and the communities they serve.

This session handout is from the 2013 Annual Meeting in Baltimore.

Small Museum Leadership Considered AAM 2013

Presenters: Stacy Klingler sklingler@indianahistory.org Cinnamon Catlin-Legutko cinnamon@abbemuseum.org Read our Blog! smallmuseumtoolkit.blogspot.com

Tips for Becoming a Better Leader:

- Be Self-Aware
- Manage Your Emotions
- Seek Feedback
- Take the Initiative
- Engage a Coach
- Set Goals and Make a Plan
- Practice, Practice, Practice
- Measures Progress
- Reward Yourself
- Be Honest with Yourself and Humble with Others

Priority Sectors:

1. Developing audiences

- Demonstrate that the museum can meet or exceed the current audience's expectations
- Build good will and buzz around the organization
- Consider developing a relationship with new audiences, depending on your current level of service to existing audiences

2. Building an internal coalition

- Clarify or establish mission for board, staff and volunteers
- Board - begin board development: lay the groundwork for removing dead wood; consider diversifying board, if necessary; educate about museum standards if board is in good shape
- Staff and volunteers - build teams; consider joint field trips

3. Solidifying your reputation

- Lay the foundation for future fundraising campaigns and annual appeals by establishing or reconnecting with a donor base
- Consider membership development and/or a small capital campaign
- Pay close attention to messages in the media
- Be kind to everyone

4. Assessing and planning

- Consider MAP, CAP, and/or StEPs, as appropriate to continue board education
- Get staff on the same page
- Gather arguments for funding
- Develop a plan in a time frame with a level of community input that makes sense for your organization

Take action when you return home!

- **Be a consensus builder.** You will always work with **board members** and a large group of **volunteers** with strong feelings. You must be able to listen and **find common ground** among stakeholders.
- **Say yes to people when saying no to projects.** **Listen** to ideas and offers of help for the underlying motivation; **give yourself time** to find a match; **steer that desire** to something that better fits your museum's needs; and **cite the mission and strategic plan** to describe how current priorities may not fit a pet project.
- **Make the case for the museum.** Develop your **elevator talk** and deliver it at the grocery store or during a card game. **Carry membership brochures** in your glove box. Always be a good ambassador, even when you are not in total agreement.
- **Prepare to change your focus quickly.** Small museum leaders wear **many hats** and can find themselves shifting from working on a grant request, to interviewing an artifact donor, to presenting at the Rotary club, to being the extra hand in the school tour, to meeting with a donor and asking for a major gift. If you can't be interrupted or must complete a task from start to finish, this is not the job for you.
- **Be a museum generalist.** Small museums rarely have all the right volunteers or paid staff in place to have **ALL the expertise** needed on hand. A small museum leader must fill the gaps - whether in collections care, exhibits, marketing, or facilities maintenance. And you must be willing to roll up your sleeves and pitch in on any project.

Prioritization Tool - Small Museum Leadership Considered, AAM 2013

Ever find yourself overwhelmed by the work in front of you? Or sometimes you find yourself at a crossroads about how to leverage scarce resources and time?

This four-part prioritization tool that is mindful of the world you work in and points you toward the key areas where you need to concentrate energy, time, and money.

We've identified four priority sectors where small museums need to see success for long-term sustainability and growth. Here's why:

1. **Developing audiences** - Pursuing your mission only matters if you reach your audience; and your audience will support you (with funding and attendance) if they can see you are meeting their needs.
2. **Building an internal coalition** - Your human resources are one of your most valuable assets. A leader needs to nurture and facilitate good working relationships within and among these groups.
3. **Solidifying your reputation** - You will always be looking for more financial resources, so cultivating these relationships will give you access to the funds you need.
4. **Assessing and planning** - Plans and assessments help you get your team members on the same page and help you gather arguments for funding.

Directions

- Use the worksheet to itemize 10 projects.
- In the boxes provided, indicate which priority sectors each project will help you pursue. (Be brutally honest!)
- Which projects hit multiple priority sectors? Can you reconsider projects to address even more priority sectors?
- Pick your top priority project.
- On a separate page, list this project's actual and potential roadblocks. What can you do in the next 90 days to remove them? If you have the option to do this work in a group, discuss with each other the roadblocks to pursuing this project and strategies for overcoming them.

Developing Your Top Priority Project - Small Museum Leadership Considered, AAM 2013

List 10 projects you have on your plate and select which type(s) it is. Check all that apply.

	Audience	Internal Coalition	Reputation	Planning	Other
1. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your top priority project is: _____

On a separate page, list this project's actual and potential roadblocks. What can you do in the next 90 days to remove them?

Small Museum Leadership Considered, AAM 2013 – Resource List

Compiled by Stacy Klingler and Cinnamon Catlin-Legutko

We know that you don't have time to do a lot of extra reading about leadership so here are three of the best resources (in three media categories) that we suggest you might try working into your busy schedules.

Three Books

The Leadership Challenge by James M. Kouzes and Barry Posner. The authors have been researching and teaching effective leadership for nearly 30 years, and their book is about how leaders mobilize others to want to get extraordinary things done. The core theme in their work is leadership is a relationship.

The Four Obsessions of an Extraordinary Executive: A Leadership Fable by Patrick Lencioni. One of many books by this leadership guru, Lencioni tells a good story that helps you reflect on where you really should be spending your time and energy.

Handbook for Museum Trustees by Harold and Susan Skramstad. Written to help museum trustees better understand the "why" and the "how" of trusteeship, giving board members and museum directors a thorough understanding of their critical and non-negotiable duties. The book clearly identifies areas of responsibility and offers valuable, how-to advice on board discussion and decision-making, providing practical guidelines for improving board practices and fine-tuning the work of the effective board.

Three Blogs

Small Museum Toolkit offers brief articles and insights from the over 30 authors who participated in the project. The book series and blog are designed to give you a 360-degree view of small museum work that informs small museum directors and their boards. <http://smallmuseumtoolkit.blogspot.com>

Museum Audience Insight looks at audience trends (based on real research!) across the museum field. Some posts are more applicable than others to small museums. Sign up for the email subscription if you'd like a reminder once or twice a month to think about what your audience really wants and needs from you. http://reachadvisors.typepad.com/museum_audience_insight/

Leadership Now: Building a Community of Leaders believes that we all possess the capacity for leadership, but only those who cultivate it will ever become truly effective leaders. The blog offers fresh writing, articles, features, books, multimedia and other resources, to encourage you to develop the leader in you — to become an active participant in shaping your future and the future of others. www.leadershipnow.com

Three Websites

BoardSource offers great ideas and inexpensive resources for engaging your board and board development. They also offer a periodic e-newsletter called Blue Avocado (formerly Board Café). www.boardsource.com

Inc. has short articles focused on leadership, management, strategic planning and human resource issues from the for-profit perspective. Steal the best from outside the nonprofit world. www.inc.com/leadership-and-managing

LinkedIn Today is a front page compilation of articles relevant to working professionals. Of particular note is their section for nonprofits. And, while you're there and you haven't done it already, set up your profile and start networking and join the Small Museum Professionals group. http://www.linkedin.com/today/?trk=hb_tab_to