Museum Stakeholder Identification

Diversifying Board Membership: A Multi-phase Process

Attract
How do you build knowledge and interest in your organization? What has your organization done to “sell” itself to communities not currently engaged?

Recruit and Select
How do you engage with potential Board members? What is your selection process? How intentional are you about including identity and skill criteria in your recruitment and selection process? (Do you have a Board matrix?)

Onboard
How do you welcome new members onto your Board? How explicit are you about your Board’s culture – its strengths and challenges? How do you help new Board members feel included?

Support
How do you keep Board members engaged, feeling included, building commitment and maximizing potential?

Retain
Consider how to prevent the loss of talent to forces from within the organization and build resiliency to cope with things out of our control. What preparation has the organization made?

Resource adapted from Beth Zemsky materials.
3 Questions Asked by Every Team Member

• Am I in or out?

• Do I have any power or control?

• Can I use, develop, or be appreciated for my skills and resources?
Museum Stakeholder Identification

Stages of Team Development

1. Forming
2. Storming
3. Norming
4. Performing

Resource adapted from Beth Zemsky materials.
Museum Stakeholder Identification

1. Forming
   - Excitement
   - Anxiety
   - Testing
   - Dependence
   - Assumed Trust

Resource adapted from Beth Zemsky materials.
Museum Stakeholder Identification

The Forming Stage

- **Self Issue** → Will I be accepted?
- **Team Stance** → Politeness
- **Leader Role** → Visionary and Directing
- **Task for this stage** → Orientation

Resource adapted from Beth Zemsky materials.
Levels of Organizational Culture

Symbols and Artifacts
Visible representation of culture through rituals, stories, dress, structure, behaviors, and practices.

Espoused Values Practices, Rituals
Strategies, goals and operating principles that represent what the organization stands for, and what it wants to accomplish.

Underlying Assumptions and Unspoken Values
Often unconscious, taken for granted beliefs, perceptions, thoughts, and feelings that guide values and actions in organizations.

Resource adapted from Beth Zemsky materials.
Museum Stakeholder Identification

Types of Change

Developmental Change

Transitional Change

Resource adapted from Beth Zemsky materials.
Seven Stages of Transformational Change

1. Losing Focus
2. Minimizing the Impact
3. The Pit
4. Letting go of the Past
5. Testing the Limits
6. Searching for Meaning
7. Integrating

Vision of the Future

Resource adapted from Beth Zemsky materials.
Museum Stakeholder Identification

Leadership Styles

- Directive
- Visionary
- Facilitative
- Democratic
- Pacesetting
- Coaching

Resource adapted from Beth Zemsky materials.
Museum Stakeholder Identification

Challenges in Creating Shared Meaning

• Assumptions
• Meanings are in people, not in words.
• Perception trumps intention.
• We tend to see things not as they are, but as we are.

Resource adapted from Beth Zemsky materials.
2. Storming

- Resistance to difference approaches
- Sharp attitude changes
- Competitiveness and defensiveness
- Tension and disunity

Resource adapted from Beth Zemsky materials.
Summary: Effective Boards
Positive interpersonal dynamics create the foundation for innovative Boards.

Self-Awareness
Build awareness of your own cultural values, assumptions, motivations, and goals.

Goal Alignment
Understand why you are working together and how you will perform and utilize your strengths as a team.

Relationship Building
Develop mutual respect, build trust, and encourage productive cross-cultural conflict management.

Group Dynamics
Be cognizant of group dynamics, so each member can intervene as needed to ensure group cohesion.

Resource adapted from Beth Zemsky materials.