

MAKE SURE YOUR MUSEUM **DOESN'T
END UP IN AN EARLY GRAVE**

Do you know what to do to avoid this fate?



real road sign from Callington, Cornwall

Hilary McGowan has helped many museums to prosper
to refocus so they are fit for purpose
or rebuild themselves after
being turned down by Lottery funders.

Inside you can read some of the stories of these
and see how she could help you in your search for Success & Resilience.

***“Hilary is fantastically knowledgeable about museums,
their problems and how to solve them.”***

Tony Butler
Executive Director
Derby Museums Trust



How many of these fundamental questions have you asked yourself recently (and got a better than *just satisfactory* answer?)

Are you struggling to recruit new trustees?
Have you got trustees who have been on the board for too long and won't move on?
Have you got trustees/members who try to block change and prevent progress?
Do you have a clear Vision and Mission, that everyone understands and agrees on?
Are all your trustees engaged and active?
Are your board meetings predictable and boring?
Are these meetings spending too long on operational matters?
Do you feel your museum could be more effective and successful?
Is "satisfactory" good enough?
Do you need help to re-set yourselves?
Do you want diversity on your Board?
Do all your trustees really understand their responsibilities? Did they all have a comprehensive induction?
Are you a museum leader for the first time - a director or chairman?

**If the answer to any of the questions above is "YES",
then you need to talk to me because I can help you.**

What you need to do now: Give me a call to arrange a **FREE 30 minute** telephone consultation where you can explain the problems you are facing and benefit from my experience and advice. I am known for being approachable, for my pragmatic outlook, innovative solutions, and being brilliant value for money. My mission is to leave you feeling positive and resilient.

Specific, practical advice and support to help you

WHO IS HILARY McGOWAN?

I work with museums and heritage organisations to help them stand on their own two feet, be stronger and survive into the future. I have over 35 years' experience in this sector: from running York Castle Museum with 850,000 visitors through being head of Exeter Museums Service to Director of Museums & Heritage in Bristol, with 130 staff, seven museums, 2000 acres of historic landscape, 25 listed buildings and the historic City Docks. Over 22 years I've worked with 187 organisations.



*"Hilary always listens and never presumes.
She brings great experience, deep wisdom, humour
and a real supportiveness to our projects."*

Maggie Appleton
now Chief Executive Officer
RAF Museum

With my wide knowledge, my depth and breadth of my experience, I understand your difficulties and challenges. I would work with you to help you start to build lasting resilience.

I am also a Trustee of Bletchley Park so know at first hand the pressures of running an independent museum with little or no public revenue funding.

Over the last 22 years as a successful consultant, I have worked with 187 organisations from small independent museums to national museums. My clients now are Trustees, senior managers in local authorities and independent museums. I am also working with AIM on their Hallmarks programme. I support museums to improve their leadership, governance and strategic vision, helping them to build resilience through workshops, coaching and mentoring.



Bletchley Park Mansion across the lake

SO WHAT CAN HILARY DO FOR **YOU?**

I have such depth and variety of experience that I can support and help you in many different ways.

WORKSHOPS



School children with an Enigma machine at Bletchley Park
© Colin Bridges

From my wide knowledge across the heritage sector I have identified common problems and challenges. As a result, I have developed a series of workshops specifically to help you to achieve strong leadership, effective governance and build lasting resilience. This can underpin your pursuit of the AIM Hallmarks and the Organisational Health section of Museums Accreditation.

My workshops are tried and tested, and have proved very successful for clients of all shapes and sizes of museum. I tailor them so they are completely bespoke to you and will fit you perfectly. They are proven to stimulate, stretch and inspire you but also to be enjoyable too. They aren't chalk and talk sessions but as workshops, you do the work and I facilitate and support you to fulfil your potential.

A selection of these workshops are on the following pages; they form a framework to building lasting resilience and they will help you to lead your museum to success.

Coaching, mentoring and other support sessions underpin and complement these workshops.

***"You've transformed the Trustees for me, Hilary.
Thank you."***

Debra Fores, General Manager
Aurora Wellbeing Centre
Workshop

WORKSHOPS

Governance AIM Hallmark *also Organisational Health for Accreditation*

Trustee Succession Planning

This workshop will cover:

- Succession Planning: what does it mean?
- we can't get new Trustees: *oh yes you can!*
- how to decide what skills and experience you need
- how to encourage Trustees to move on (without offending them)
- what does Diversity really mean?

What you will take away:

- a Trustee Recruitment Toolkit
- how to have those difficult conversations
- the beginning of your Plan
- simple ways to attract new Trustees

Creating an effective Board of Trustees

This workshop will cover:

- brief introduction to the legal responsibilities of a trustee
- 5 characteristics of a good charity
- roles and responsibilities: leadership, management and governance
- how to decide what and who you need on the Board
- understanding why some people may not want to join you

What you will take away:

- knowing what your prime responsibilities are as a Trustee
- understanding the difference between management and governance
- how Boards should operate
- understanding roles, relationships and behaviours

Sustaining and developing an effective Board of Trustees

This workshop will cover:

- 5 characteristics of a good charity
- we can't get new Trustees: *oh yes you can!*
- how Boards should operate but often don't
- how to run productive Board meetings

What you will take away:

- how to identify what you need from Trustees
- understanding the motivation of Trustees
- an action plan to recruit new Trustees
- Trustee Recruitment Toolkit
- understanding why some people may not want to join you



"Before we talk about direction, let's spend a minute on vision and mission."

© Marc Litzler

Purpose and Awareness & Networks Hallmarks

Find your vision, mission and values:
do you really know where you're going?

This workshop will cover:

- do you all share the same vision or are there several different versions?
- what is the difference between vision, mission and purpose: does it matter?
- be clear about your purpose: what is your museum for?
- why this is so powerful and how it will help your fundraising
- how to use networks for the greater good

What you will take away:

- 10 characteristics of a good museum
- the beginnings of your vision and mission
- shared values to underpin your work
- an action plan to implement completing the visioning process
- top tips on networking and learning from others

*"Hilary's versatility, her extensive experience of the museum sector
and her creativity are a winning combination"*

Ian Wall, then Director
Creswell Heritage Trust
now Royal Cornwall Museum

RESILIENCE

Leadership and Innovation AIM Hallmarks

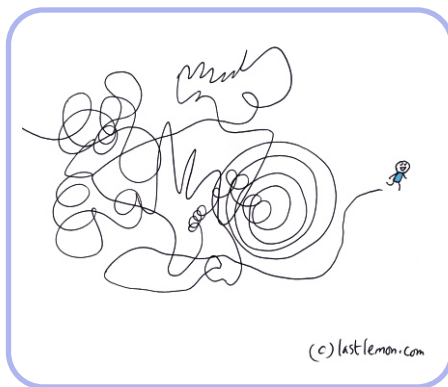
How to be an effective Leader

This workshop will cover:

- what is leadership and who should exhibit it?
- 10 lessons for leaders to learn
- the MCC Syndrome
- skills to help you develop your staff and volunteers
- what does risk look like?
- how can you be more open to new ideas?

What you will take away:

- why leadership is important
- 7 good habits to develop
- decision, listening and questioning techniques
- understanding the difference between coaching and mentoring
- why a Risk Register is more than an item on your Board's agenda



*if your museum life feels
like this, call me **NOW!***

Coaching & Mentoring Skills

This workshop will cover:

- the differences between mentoring and coaching
- how and when you can use these techniques
- learn a simple structure for your coaching conversations
- practise these techniques in safety with your colleagues to ensure you feel more confident in using them

What you will take away:

- listening and questioning techniques
- the power of positive language
- when to use which technique and with whom
- and when to say **no**

*"Really useful, practical workshop, allowing time for theory
and practical learning. Hilary is a knowledgeable trainer
with good experience and advice."*

participant on this workshop,
museum in South East England

CASE STUDY: UK Antarctic Heritage Trust

The UK Antarctic Heritage Trust (UKAHT) has two principal areas of work: preserving the physical heritage of British endeavour in Antarctica, notably at six historic sites on the Antarctic Peninsula, and to engage the public with Antarctic heritage.



© UKAHT photographer Ylva Grams

The Trust operates a Museum and the Post Office at Port Lockroy, the first British base in Antarctica. For more than a century Port Lockroy has been a home for explorers, whalers, scientists and sailors who have made vital contributions to Antarctic history and the harbour has become the most popular visitor destination in Antarctica today. Port Lockroy is a sheltered harbour at the meeting point of three seaways which offer some of the most dramatic mountain and glacier scenery on the west side of the Peninsula.

UKAHT commissioned me to create and deliver a Trustees Away Day for them in December. They were seeking a new Ten Year Strategy; the Chief Executive Officer (CEO) wanted to involve Trustees in creating it, rather than write it herself and second guess their views. I created and delivered a workshop for them where we explored why they existed, what they should be doing, and what they could do next. They had many of those exploratory conversations which you cannot have at a Board room table with an agenda and a formal atmosphere. I am now coaching the CEO through the process of gathering the views of Trustees and framing the overall Plan.

*"thanks so much for today, really, really helpful
and for your excellent and wise advice.
It's great to have you as a sounding board."*

Camilla Nichol, CEO
UK Antarctic Heritage Trust



Wordie House © UKAHT
photographer Rick Atkinson



© UKAHT photographer Ylva Grams

CASE STUDY: EMMS & Museum Development East Midlands

I was commissioned to carry out a comprehensive review of museum provision from both the East Midlands Museum Service (EMMS) and Museum Development East Midlands (MDEM). EMMS was created in 1992 from the rump of the old Area Museums Council when the landscape of museum support and development was very different. MDEM is funded directly by Arts Council England to support museums who are Accredited (or working towards Accreditation).



I quickly found that there was considerable confusion in the minds of many museums as to who does what and why, and many stakeholders considered the relationship to be very confusing. EMMS did provide the REDS scheme however (Regional Emergency Disaster Support) but it was not well used, understood or financially viable. After considerable consultation and reflection, I recommended that EMMS closed, which happened in March this year. The Board of EMMS awarded a grant from their remaining funds to MDEM to support the establishment of what is now the *Risk & Emergency Preparedness Programme*, a support service to ensure that staff, collections and buildings are safeguarded in Accredited museums. (The REDS review was undertaken in parallel by my Associate, Katie Ann Smith www.katieannsmith.co.uk)

*"A huge thank you for all of your hard work and support,
your report has been pivotal to moving things forward
to a pragmatic conclusion.*

Your help has really effected change for the better in the East Midlands."

Sarah Hartshorne
EMMS Trustee and MDO East Midlands

*"Thanks so much for all your work on the future of EMMS/ MDEM
and in particular your direct approach
which has been the key to the region facing up and actually moving on
in a really positive direction."*

Claire Browne
MDEM Manager



CASE STUDY: Salisbury Museum

The Museum was founded in 1860 on an amazing collection of medieval finds recovered from the old water channels in the City of Salisbury which were replaced with sewers in the 1850s. Its collections have grown and its archaeology is now Designated. As part of creating their site Masterplan, I carried out a governance review. My recommendations reduced the size of the Board, streamlined their decision-making process and created the space to bring in the new skills required as they developed their entrepreneurial skills. The Museum has now implemented all my recommendations.

*"It's a terrific report, incredibly useful.
You speak a clear language and it covers everything."*

Susanna Denniston, Chairman
Salisbury Museum

CASE STUDY: The Regimental Museum of the Royal Welsh

This regimental museum occupies an 1805 armoury building in the mid-Wales town of Brecon. HLF (as they were then) awarded them a Resilience grant to work with me to update their Board and improve their performance in order for them to fundraise to re-develop the museum, and possibly move to a better location.



I am thoroughly enjoying working with Hilary. Her great experience of different forms of governance, as well as her calm approach, has proved invaluable as the Museum's Board evolves to a point where it can lead a major capital project.

Richard Davies
Curator



a Zulu shield surrounded by Assegai spears
© Regimental Museum

I worked with the Trustees, helping them to be more effective and streamlining their governance processes. I created and delivered a series of bespoke workshops where we shaped their Vision, Mission and Values, and identified the key steps needed to create a new museum. Our work has also focused on getting the Board fit for purpose and modernised, looking at recruiting new Trustees and examining the skills they need in the future for the potential development and for fundraising. We are drawing up a Succession Plan and looking at how managing a major capital project could impact on the Board, and how they should respond. I have also run sessions with both the Board and the staff to discuss future location ideas and museum content.

Based on her wide experience, Hilary was very clear sighted right from the beginning about where we should be going and how to get there. She has a focus on pragmatism which suits us very well as she identified our problems and then guided us towards solutions. The workshops she creates are stimulating and she delivered them with masterly self control when the going got sticky. We have made great progress with her and we are very grateful.

Major General James Swift
Chairman



medals awarded to Colour Sgt. Bourne, one of the defenders of Rorke's Drift
© Regimental Museum

CASE STUDY: Historic Croydon Airport Trust

In the 1920's, fashionable people visiting Britain from Europe flew into London Croydon Airport. The world's first airport terminal was built in 1926 and Charles Lindberg landed here 90 years ago. It was a place of momentous historic events, record breaking flights and the creation of Britain's international airline - Imperial Airways, which became British Airways. After World War II, Heathrow was developed and Croydon finally closed in September 1959. A Society was formed in 1979 to collect archives and collections reflecting this history.



A new chairman took over at Croydon Airport Society in 2014. As a professional pilot he knew a lot about aviation history, the importance of the site, their collection and archives, but he knew he didn't know much about governance of museums. He also knew that involving the public was the best way to ensure the collection stayed accessible, it shouldn't just be for aviation anoraks (although they were a key audience too). They had little understanding of their charitable responsibilities, had too many elderly trustees who had been on the Board for a long time and were all aerospace experts, and they struggled to attract new trustees who knew about running and developing a museum.



I quickly identified their risks and through governance workshops and coaching support, they made rapid progress. In workshops I created and delivered, we analysed what they needed both now and in the future, carried out a skills audit, and we created a shopping list of skills and a succession plan. With the new Trustee role description we had created from this work, they advertised

successfully and appointed new Trustees. Last year we completed our work through a workshop looking at what they needed in a new chairman when the time came (the next step in their Succession Plan), addressing strategic planning and how the organisation can appeal to the public in the future. Their public engagement is growing and their visitor numbers are rising.

"Hilary was great to work with and immediately identified some key issues with the charity's structure and skillset. Her focus on pragmatic structured solutions to solve the identified problems helped map out the road to overcoming them. Our time with Hilary was very constructive, well spent and has put us on a more resilient path".

Ian Walker, Chairman
Historic Croydon Airport Trust

COACHING

I am a Coach. Coaching is very powerful. It helps you get to where you want to be and supports organisations to work more effectively. Coaching helps individuals both personally and professionally.

As a Coach, I will bring clarity to your ideas and ambitions, will work with you so you discover answers for yourself, and provide support, reflection and focus, helping you to get to where you want to go, as both an individual or as an organisation.

*"They are REALLY benefiting from your coaching.
They have both changed quite a lot in the last few weeks.
XX is more confident in taking her own decisions and
having the courage of her convictions, which I'm happy to support".*

senior manager in a
local authority service

"Hilary's coaching came at a critical time for me. I was wrestling with fundamental questions [about my career]. My sessions with Hilary gave me time to think and a wise colleague to probe and prompt me further in my deliberations, encouraging me to set practical goals to address the big issues I was facing. The impact was that I decided to go for a [new] role and was successful in attaining it. I would fully recommend both Hilary in particular and coaching in general."

senior high profile museum director

BESPOKE SUPPORT

I provide bespoke support which is tailored exactly to your needs. I facilitate Away Days for Boards of Trustees (quite literally, I wrote the book - the AIM Guide)¹. I create and deliver consultation workshops where people can feel safe expressing their views. For example, I have successfully brokered agreements between local authorities and local history societies about the operation of museums and have carried out consultation interviews for the National Trust and English Heritage's Partnership Plan on a World Heritage Site.

*"It's great having you come back into our lives periodically
as you understand us so completely and draw together
what we said/did in the past with what we need to do in the future.
And I've enjoyed today."*

Nikki Grange,
Rugby Art Gallery & Museum

This support also includes bringing in some of my trusted and talented Associates, mentoring or effecting introductions to a museum who is in a similar position to yours, or one who has been through a similar experience. This buddy-system can help both museums.

¹ see my AIM Guides for Boards on [Successful Away Days](http://www.aim-museums.co.uk/for-trustees/) at www.aim-museums.co.uk/for-trustees/

HILARY'S HANDY GUIDES No. 7: Twelve Top Tips to guide you through Change

1. **Begin with the end in mind.** Start with where you want to get to, what you want your museum to look like and how you want it to function, then map out the steps to get you there from where you are now.
2. **Don't rush.** Change is not a project, it is not one moment and it isn't fast. It is a process to achieve your goal, not one event. Change takes time, and complete cultural change for a whole organisation takes a long time. Have patience, stay focused.
3. **Change needs a holistic approach** as it's about the museum as a whole entity.
4. **Ensure you are always in control of the change,** leading and driving the process. However, if change is imposed externally, then you can still manage it by ensuring you use these Top Tips. If a governing body introduces the change, then as a chief executive, you should be left to deliver it without interference in how you achieve this. They should govern, not do.
5. **Test things.** Pilot projects can save you from disaster later on so try things out on a smaller scale and then tweak your plans accordingly. One small aspect of the change could be piloted. Trying things out without a change sword of Damocles hanging over staff/volunteers may be a true test of how effective something may be during the real change process.
6. **Communicate with Everyone.** Consider how you should communicate in the coming weeks. Staff/volunteers who do not work full time Monday to Friday may not be able to attend consultations/briefings/staff discussions and can quickly feel "out of it" and ignored. In these vacuums, rumours will fill the space and risk destabilising your plans. Above all, ensure that your communications strategy is inclusive and effective.
7. **Find a common purpose,** it's an effective means to win hearts and minds. A shared understanding of change will assist your cause. This should ease the change process and can help to identify both active supporters - who may become champions of the change - and blockers - who may seek to sabotage the process. For a museum leader, being able to identify both could be key to change success.
8. **Don't forget the day job.** Museums still need to operate, whatever else is taking place.
9. **Find a quick win.** Small changes can have big impact. If this delivers even a small improvement, then it will help at least some of the staff/volunteers to buy into the bigger picture.
10. **Make time for people,** their worries, their fear and their questions. Provide support for those concerned or affected by the change.
11. **Bring in a Critical Friend.** A critical friend can ask provocative questions, or bring a question into the open that others are avoiding, in addition to ensuring that everyone's opinion or concerns are heard and given value. Some leaders see external voices as a threat. If you do, then your organisation is not encouraging an open and honest exchange of views so your change journey may be compromised as a result, because difficult problems are not being addressed.
12. **And if you're the leader, don't forget to breathe.....** The Age of the Heroic Leader is past; you need to look after yourself.